



Marketing & Outreach Plan 2017-2018

March 2018 Update



San Bernardino Valley College
Marketing & Outreach Plan, 2017-2018

March 2018 Update

TABLE OF CONTENTS

Introduction

- 1** Mission, Vision, & Values
- 2** Program Overview
- 2** Enrollment Trends, 1926-2016
- 4** Enrollment Goals, 2018-2021

Marketing Plan, 2017-2018

- 2** Purpose & Scope
- 3** Department Responsibilities
- 5** Department Objectives & Initiatives
- 6** Relationship Between Marketing & Enrollment
- 7** Situational Analysis
- 8** Target Audiences
- 10** Targeted Messaging
- 10** Promotional Methods & Tools
- 12** Targeted Marketing Strategies, 2017-2018
 - 12** Strategy 1: Content Marketing for Enrollment Growth
 - 13** Strategy 2: Integrated Campus Communications for Enrollment Growth & Retention
 - 13** Strategy 3: Social Media Audience Expansion & Engagement
 - 14** Strategy 4: Website Optimization for Enrollment Growth & Retention
- 15** Targeted Marketing Campaigns, 2017-2018
 - 15** Campaign 1: Fall 2017 Enrollment Growth
 - 17** Campaign 2: Fall 2017 Registration & Retention
 - 18** Campaign 3: Spring 2018 Enrollment Growth
 - 19** Campaign 4: Spring 2018 Registration & Retention
- 20** Tracking & Assessing Marketing Activities

Outreach Plan, 2017-2018

- 23** Purpose & Scope
- 23** Department Goals & Initiatives
- 23** Primary Initiatives
- 27** Tracking & Assessing Outreach Activities
- 27** Targeted Activities & Events, 2017-2018

Conclusion

- 28** Recommendations (March 2018)
- 29** Appendix

Introduction

Mission

San Bernardino Valley College maintains a culture of continuous improvement and a commitment to provide high-quality education, innovative instruction, and services to a diverse community of learners. Its mission is to prepare students for transfer to four-year universities, to enter the workforce by earning applied degrees and certificates, to foster economic growth and global competitiveness through workforce development, and to improve the quality of life in the Inland Empire and beyond.

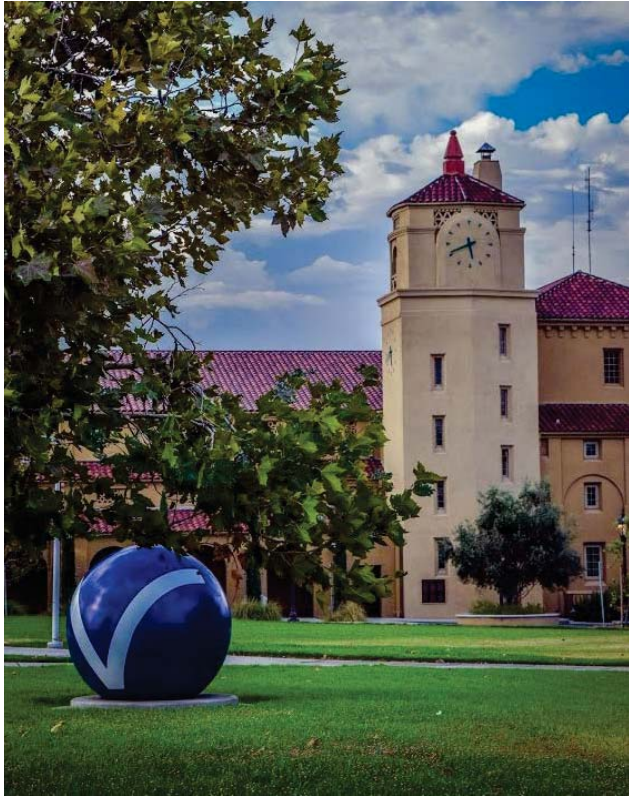
Vision

San Bernardino Valley College will become the college of choice for students in the Inland Empire and will be regarded as the alma mater of successful, lifelong learners. We will build our reputation on the quality of our programs and services and on the safety, comfort, and beauty of our campus. We will hold both our students and ourselves to high standards of achievement and will expect all members of the college community to function as informed, responsible, and active members of society.

Values (Tenets)

The college tenets describe the philosophy and values of San Bernardino Valley College's faculty, staff, and administration. We believe:

- That a well-educated populace is essential to the general welfare of the community.
- That a quality education empowers the student to think critically, to communicate clearly, and to grow personally and professionally.
- That an enriched learning environment promotes creativity, self-expression, and the development of critical thinking skills.
- That our strength as an institution is enhanced by the cultural diversity of our student population and staff.
- That we must provide students with access to the resources, services, and technological tools that will enable them to achieve their educational goals.
- That we can measure our success by the degree to which our students become self-sufficient learners and contributing members of society.
- That plans and decisions must be data driven, and based on an informed consideration of what will best serve students and the community.
- That we must model our commitment to lifelong learning by maintaining currency in our professions and subject disciplines.
- That, as part of the collegial consultation process, all levels of the college organization must openly engage in sharing ideas and suggestions to develop innovative ways to improve our programs and services.
- That interactions between all members of the college community must be marked by professionalism, intellectual openness, and mutual respect.
- That we must hold ourselves and our students to the highest ethical and intellectual standards.
- That we must maintain a current, meaningful and challenging curriculum.
- That students succeed best when following an educational plan and when enrolled in classes that meet their interests and goals, and match their level of academic preparedness.
- That all members of our campus community are entitled to learn and work in an environment that is free from physical, verbal, sexual, and/or emotional threat or harassment.
- That students learn best on a campus that is student-centered and aesthetically pleasing.
- That we must be responsible stewards of campus resources.



Program Overview

Established in 1926, San Bernardino Valley College (SBVC) celebrated its 90-year anniversary in 2016.

The college has existed through 16 US Presidents: Coolidge, Hoover, Roosevelt, Truman, Eisenhower, Kennedy, Johnson, Nixon, Ford, Carter, Reagan, Bush I, Clinton, Bush II, Obama, and Trump.

SBVC has a number of unique characteristics, which include an extensive breadth of career education programs and a Middle College High School on its campus. SBVC is also known for being the first college in the nation to establish a “Dreamers Resource Center” for undocumented students. In 2016, the Aspen Institute named SBVC one of the top 150 community colleges in the country.

As an early adopter of online education, SBVC is a leader in the state, with over 17% of classes delivered online as of 2018. SBVC also has a

number of grant-funded programs that have led to unique approaches to basic skills success. These programs include accelerated math courses that allow students to complete their math requirements in half the normal time, contextual learning programs that allow students to pair basic skills courses with their content areas in career education, and numerous learning communities for basic skills, science, technology, engineering, as well as several combinations of humanities and math (STEAM) courses.

The college currently offers 64 degree programs and 74 certificate programs in a variety of fields, leading to immediate employment or university transfer upon graduation and preparing students for some of the most in-demand and highest-compensated career fields in the world.

Enrollment Trends, 1926-2018

SBVC was established in 1926 as a tiny college of several hundred students, a dozen faculty, and fewer than 40 courses, situated on 30 acres of land on the border between San Bernardino and Colton. During the college’s first academic year (1926-27), classes were scheduled at San Bernardino High School and Colton High School. During the college’s second academic year (1927-28), classes were offered for the first time at the college’s current location and enrolled nearly 300 students with 54 course offerings.

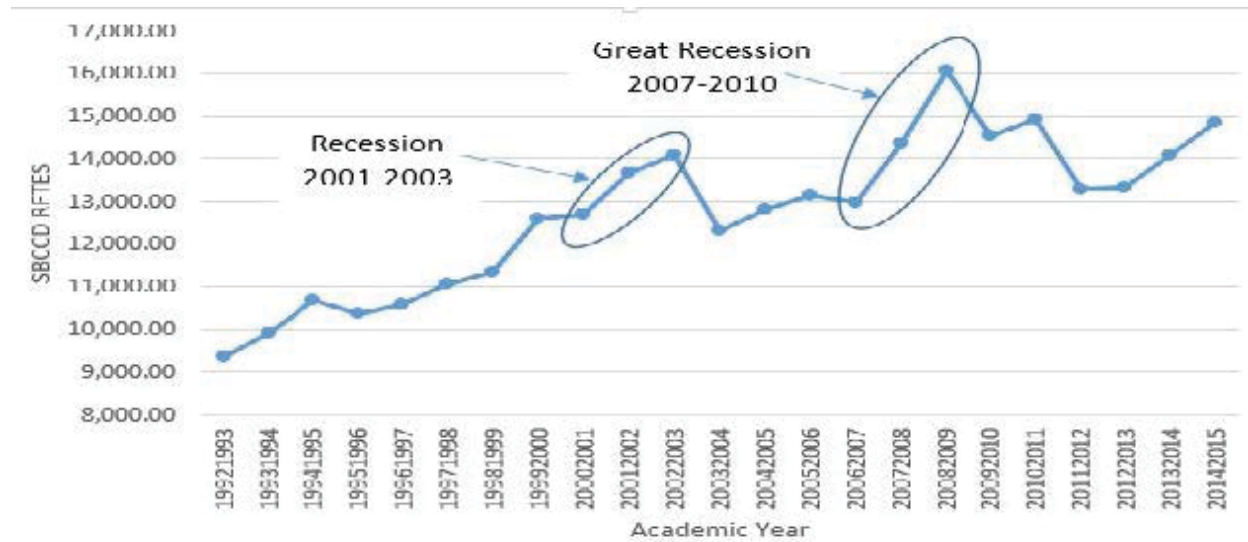
The college expanded quickly over its first four decades, enrolling approximately 18,000 students by 1975. After the opening of Crafton Hills College in 1972, the imposition of a state apportionment cap in 1975, and the expiration of many student veterans’ benefits during the 1970s, enrollment began to stagnate and decline. The passage of Proposition 13—a property tax reduction bill—in 1978 caused steep budget cuts to colleges across the state, forcing the college to cancel its summer sessions and limit its course offerings. In 1984, the introduction of state-mandated tuition caused enrollment to drop to under 10,000

for the first time in decades. Enrollment began to increase once again in the 1990s and early 2000s to over 10,000 students per semester, up to an average of 12,500 students per semester between 2015-2018, driven by state funding incentives for enrollment growth.¹

SBVC has experienced enrollment drops in 2003, 2009, 2011, and 2016, which were strongly correlated with declining regional unemployment rates and improved economic performance. Significant recent enrollment growth periods were strongly correlated with rising unemployment rates caused by the recession in 2001-2003, as well as the Great Recession in 2007-2010, when SBVC's enrollment topped 19,000. A decline in enrollment between 2010-2012 was gradually reversed with state funding incentives for growth since 2013.²

As of 2018, SBVC enrolls over 13,000 students per semester and has one of the most ethnically-diverse student populations in the country, with 62% of students identifying as Hispanic, 14% Black, 15% White, 5% Asian, and 0.3% Native American. SBVC has made an immense economic, social and demographic impact on the local region, as several million local students have attended San Bernardino Valley College throughout its 91-year existence.

SBVC is classified as a medium-sized community college in California, or approximately the 50th in size out of 112 colleges statewide. The relative sizes of nearby community colleges vary greatly, as both one of the largest and one of the smallest community colleges in the state is located in districts adjacent to SBVC: Mount San Antonio College in Walnut has approximately 29,000 students and Copper Mountain College in Joshua Tree has approximately 1,500 students as of 2018.



SBVC enrolls approximately 2,000-2,500 new freshmen each year, with most coming from ten major feeder high schools in San Bernardino, Colton, Rialto, Redlands, Bloomington, and Fontana. However, the college serves a large number of returning adult students, as well: the average age of an SBVC student is

¹ SBVC Educational Master Plan, 2016.

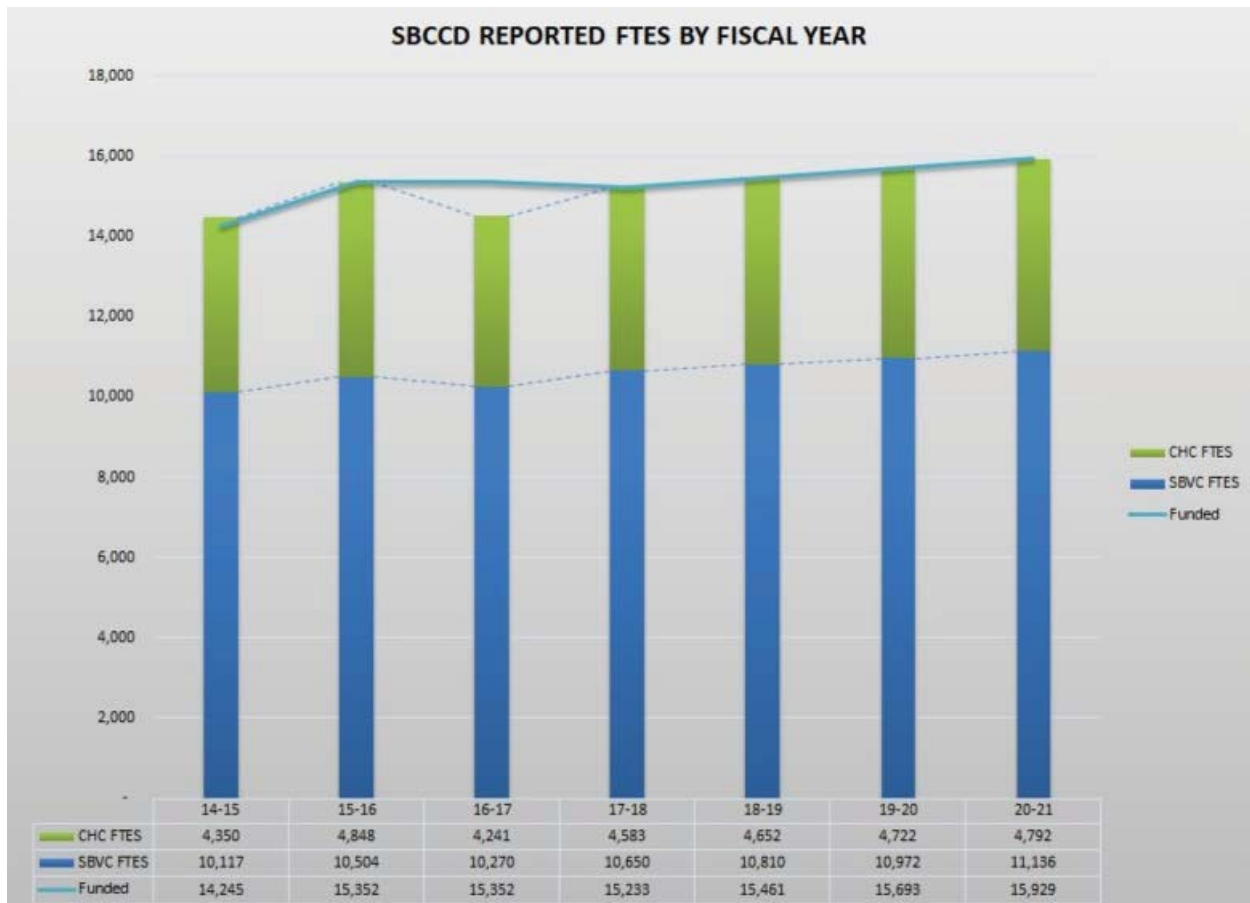
² SBBCD Enrollment Management Plan, 2016-2019.

28. Many students return to SBVC for career changes and to pursue career education. Approximately three quarters of SBVC students take part-time course loads of less than 12 units.

Enrollment Goals, 2018-2021

SBVC has been asked to increase Full-Time Equivalent Students (FTES) by 4.5% over the next three years, or 1.5% per year.³ FTES is defined as being equal to 525 class hours of student instruction in credit and non-credit courses, and is impacted directly by the number of students enrolled at SBVC, the size of their individual course loads, and their course completion rates.

The college expects to meet this growth goal with a combination of marketing, outreach, retention, and student success strategies.



³ SBBCD Enrollment Management Plan, 2016-2019.

Marketing Plan, 2017-2018

Purpose & Scope

The purpose of SBVC's Marketing Plan is to provide a set of goals, strategies, and measurements for advancing San Bernardino Valley College's marketing efforts during the 2017-18 academic year and beyond. This plan serves as a guide for annual communications priority-setting, budget allocations, and evaluation. It is a tool that is updated and revised regularly to reflect changing college goals, priorities, and activities related to communications and marketing.

Department Responsibilities

The Department of Marketing & Public Relations supports the college's marketing and public relations efforts, as guided by the college president. The department's responsibilities are as follows:

- Coordinating all college marketing and public relations activities;
- Coordinating internal and external college communications;
- Developing and enforcing the college's brand identity;
- Overseeing the design and functionality of the college website;
- Managing the college's online presence and reputation;
- Developing internal and external college publications;
- Coordinating special events;
- Responding to media inquiries;
- Advising college administration regarding public relations concerns;
- Coordinating mass media marketing campaigns;
- Coordinating community promotional, outreach and recruitment activities;
- Advising and assisting the SBVC Foundation with outreach and fundraising.

Department Objectives & Initiatives

Since 2015, the college has identified enrollment management as one of the department's primary objectives, as well as several additional initiatives which support the college's student recruitment and enrollment efforts.

The department has been assigned the following objectives for the 2017-18 academic year:

- 1) Attract prospective students to increase the number of new student applications;
- 2) Increase SBVC's brand visibility and differentiate it from its competitors;
- 3) Increase visibility of SBVC student, staff and alumni successes and accomplishments;
- 4) Improve SBVC's reputation and public understanding of its programs and course offerings;
- 5) Increase digital engagement and conversions on the SBVC website;
- 6) Assist with retention of existing students.

1) Attract prospective students to increase the number of new student applications.

The department utilizes an extensive array of inbound and outbound marketing strategies to increase the number of new student applications at SBVC, working closely with college staff to develop compelling promotional media for use in outreach activities, as well as overseeing the design and development of the college's owned, earned and paid media.

2) Increase SBVC's brand visibility and differentiate it from its competitors.

The department conducts ongoing research to form a detailed understanding of the amount of media exposure the college is receiving on a consistent basis and adjusts its promotional efforts accordingly. The department is responsible for all marketing and public relations activities at SBVC and is the chief steward of the college's public image, brand and reputation. To this end, the department maintains a distinct brand and voice among other community colleges, focusing communications on student success at SBVC, its student-centric environment, and its celebrated history of academic achievement.

3) Increase visibility of SBVC student, staff and alumni successes and accomplishments.

The department produces a considerable amount of editorial content about SBVC students, alumni, faculty, and classified professionals that is frequently disseminated via the college's owned and earned media, with a distinct aim to seek out and promote the best stories available on campus.

4) Improve SBVC's reputation and public understanding of its programs and course offerings.

The department consistently collects feedback on the public's understanding of college programs and courses from multiple sources, including environmental scans, surveys, public email inquiries, social media, and customer service, and uses this data to inform the improvement of public-facing owned media, such as the college website and printed promotional materials. The department expends significant effort to increase the college's social media following and engagement on Facebook, Twitter, Instagram, Google+, and Snapchat. The department continuously monitors the tone and sentiment of local press coverage to limit misinformation and encourage the development of a positive online image for the college.

5) Increase digital engagement and conversions on the SBVC website.

The department actively studies the behavior of visitors to the college website, seeking to improve the user experience and improve conversion rates. To this end, the department has undertaken several initiatives aimed at optimizing the college website for effective usage by its target audiences.

6) Assist with retention of existing students.

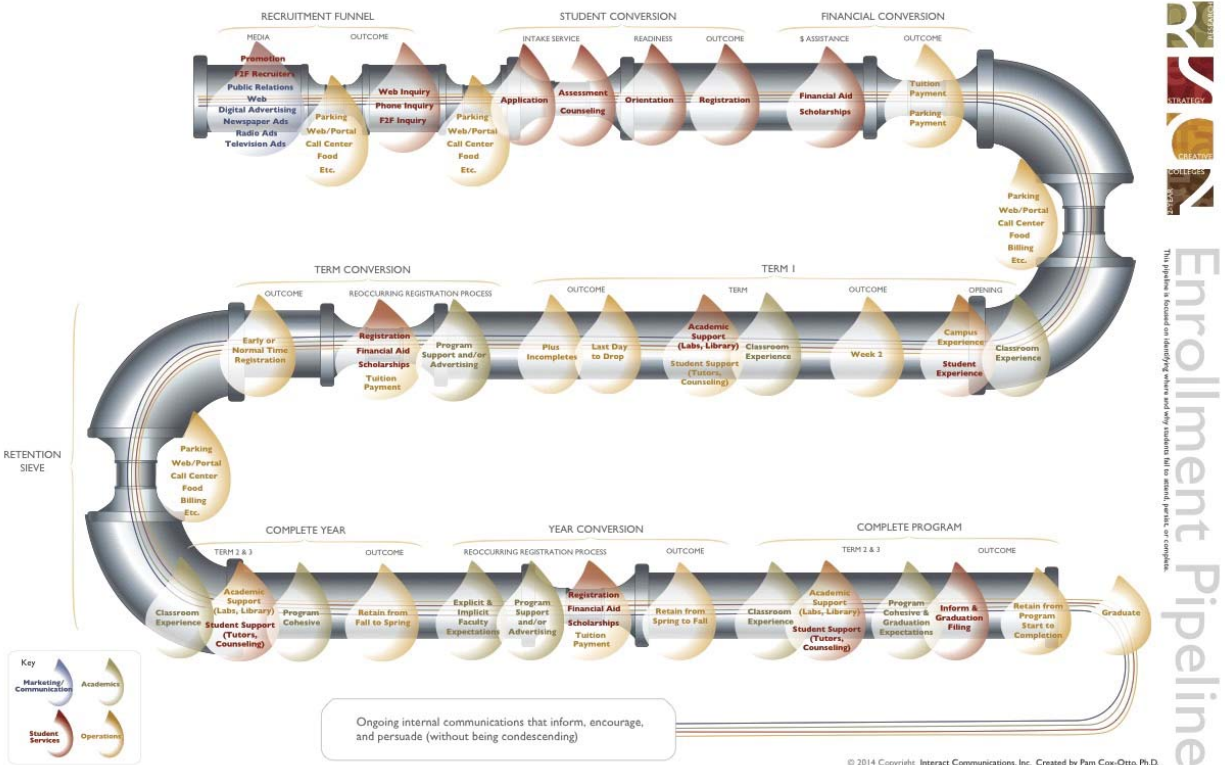
The department is a key participant in campus-wide conversations regarding student retention and is responsible for all official promotional communications to internal audiences—including students, faculty, and classified staff. As part of its efforts in support of student retention, the department assists with retention research, communication of important information and deadlines to support student success, and improvement of campus climate.

Relationship Between Marketing & Enrollment

The department is a key participant in all campus-wide conversations regarding enrollment management. To this end, the department leads the college's publicity efforts, coordinates internal and external communications, and oversees the design and development of college advertising, publications, web content, and promotional media.

When considered within an "enrollment pipeline" model of student recruitment and retention, the department traditionally bears responsibility for finding ways to fill the pipeline at the beginning of a student's journey through either outbound (promotion and advertising) or inbound (search engine optimization, social media, content development) marketing. Prospective students are encouraged to

apply to the college, which fills the “enrollment pipeline” with students. Once a prospective student has applied to SBVC, their status changes from prospective student to active student, and the department’s role shifts from recruitment to retention, generating a mix of supportive internal communications that inform, encourage and persuade active students to continue and complete their academic journey at SBVC.



This dual focus on recruitment and retention allows the department to directly support the college's enrollment growth objectives and FTES generation, which depend primarily on student headcount and student course load.

Situational Analysis

As a community college in densely-populated Southern California, SBVC faces a rapidly-changing economic environment, with significant competition from other area colleges, including public and private nonprofit and for-profit institutions. Dramatic changes in the global job market, the demographics of the U.S. population, and the use of digital information technologies will continue to have a significant impact on student recruitment and retention.

Competitor Colleges

San Bernardino Valley College is surrounded geographically by many of its direct competitors, and—with the rapid expansion of online programs nationwide—a vast array of indirect competitors. The following colleges are located near SBVC’s service area and compete directly with the college for students. Although these colleges may be located farther away than SBVC, Southern California’s commuting culture

makes these competitors viable alternatives for students willing to commute. Increasing availability of distance education options at these and other competitor colleges also allows students to attend without regard to geographic proximity.

Community Colleges

- Riverside City College
- Chaffey College
- Moreno Valley College
- Norco College
- Mt. San Jacinto College
- Mt. San Antonio College
- Citrus College
- Victor Valley College
- Barstow College
- Copper Mountain College

Private Nonprofit Colleges/Universities

- Loma Linda University
- University of Redlands
- California Baptist University
- La Sierra University
- University of La Verne
- Claremont McKenna College
- Scripps College
- Pitzer College
- Pomona College
- Azusa Pacific University
- National University

Private For-Profit Colleges/Universities

- Concorde Career College
- Argosy University
- San Joaquin Valley College
- The Art Institute of California
- American Sports University
- Cambridge College
- American Career College
- Pacific College
- Universal Technical Institute
- American Heritage University

Public Universities

- California State University, San Bernardino
- University of California, Riverside
- California State Polytechnic University, Pomona

Target Audiences

Internal

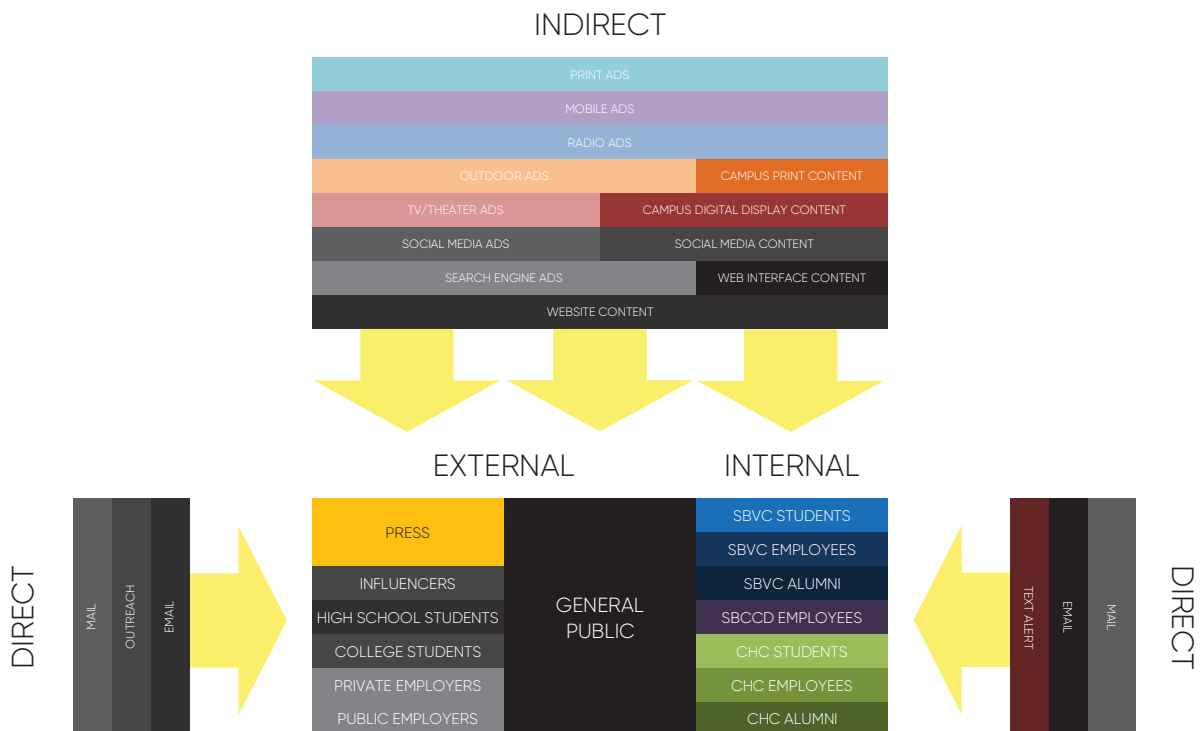
The department's internal audiences include all San Bernardino Valley College (SBVC) students, employees and alumni, with occasional inclusion of Crafton Hills College (CHC) students, employees, and alumni, as well as district office (SBCCD) employees. These internal audiences are reached directly through the campus email system, as well as (less frequently) through mail and text alerts. Internal audiences are also reached indirectly through the college website, campus web interfaces such as Canvas and WebAdvisor, campus digital and print displays, and radio, mobile, and print advertising off campus.

External

The department's external audience is the general public, or all community members aged 16 and older who are not currently enrolled. For purposes of targeted marketing, this broad group is further defined to include members of the press, local influencers (elected officials and community leaders), high school students within SBVC's service area, college students enrolled at other colleges and universities nearby, private employers (including private schools, colleges and hospitals) within SBVC's service area, and public employers such as municipalities, county offices, school districts, public colleges, universities, hospitals, and other public entities within SBVC's service area. These external audiences are reached directly through mail advertising, outreach activities, and email (when known). They are reached indirectly through the college website and advertising via search engines, social media, television, movie theater, billboard, bus, radio, newspaper, mobile app, and a variety of other methods, as needed.

Target Audiences & Communications Tools

SBVC Department of Marketing & Public Relations



Targeted Messaging

The Department of Marketing and Public Relations is responsible for all marketing and public relations activities at the college and is the chief steward of the college's public image, brand and reputation. To this end, the department leads the college's publicity efforts, coordinates internal and external communications, and oversees the design and development of college advertising, publications, web content, and promotional media. Messaging is customized to select target audiences, with sample messaging as follows:

Targeted Message: Students & Parents

San Bernardino Valley College promises you a high-quality education that combines research-informed instruction with real world field applications in an environment that is personal, accessible, and inclusive. In so doing, we offer relationships that will last a lifetime.

Targeted Message: Alumni & Donors

San Bernardino Valley College is committed to sustaining a rich network of faculty members, alumni, and agency contacts that provides lifelong opportunities for job networking, giving, mentoring, volunteering, and teaching.

Targeted Message: Local Employers

San Bernardino Valley College strives to meet the workforce development needs of the local community by providing highly skilled graduates in the following fields.

Targeted Message: Press & Community Influencers

San Bernardino Valley College is a pillar of education in the Inland Empire with an extensive array of career programs to meet the educational needs of the local community.

Promotional Methods & Tools

Website

The SBVC website is the college's primary digital presence and receives the bulk of active internal and external traffic. It is the source of college information for almost all external audiences. Most marketing materials distributed by the college refer customers to the website. Timely maintenance, updates, and interface improvement are of paramount importance to the college's public image, effective communication, provision of necessary student services, and enrollment management.

The department is the primary manager and editor of content on the college's website and mobile app. During the 2015-16 academic year, the college website at www.valleycollege.edu was viewed 2,805,294 times by 778,045 visitors, out of which 736,141 were first-time visits. The college website is updated multiple times on a daily basis to accommodate the communications and promotional needs of the campus, resulting in over 1,000 edits per academic year.

Email

Email (whether institutional or personal) is the most effective direct communication method with internal and external audiences. All official emails must be carefully crafted and reviewed for clarity and professionalism of writing style and tone because they represent the college.

Social Media

The proliferation of social networking as a primary form of communication is difficult to ignore, as it has grown almost linearly with the growth of internet usage among adults in the United States. Nearly two-thirds of American adults (65%) used social networking sites in 2015, up from 7% in 2005. A full 85% of adults were internet users in the United States in 2015, making 76% of all adult internet users also users of social media. Age is strongly correlated with social media usage: those ages 18 to 29 have always been the most likely users of social media by a considerable margin. Today, 90% of young adults use social media, compared with 12% in 2005. At the same time, there has been a 69-point increase among those ages 30-49, from 8% in 2005 to 77% today.⁴ Expansion of the college's social media presence on all platforms is crucial to communicating with a wide range of external audiences, and is one of the most proven and cost-effective marketing methods available today.

In its management of the college's social media presence, the department coordinates the content and communications on 52 Facebook, Instagram, Twitter, LinkedIn, Snapchat, Google+, YouTube, and Pinterest channels that represent the college, one of its departments, or other affiliated organizations. The number of followers for all social media channels combined totaled 76,394 at the end of July 2016.

News Media

Although purchased print ads have greatly decreased in effectiveness and return on investment over the past decade, news media still commands very sizeable audiences (especially among the older demographic) and can be a cost-effective tool for positive coverage. It is important to establish and maintain close relationships with members of the local media and pitch marketable content as frequently as possible.

Mass Marketing (Outdoor, TV, Radio)

One of the most expensive forms of advertising, mass marketing is an effective way to reach massive numbers of people in a targeted geographical area. SBVC will coordinate purchases of mass marketing with the district during the 2017-2018 academic year.

Publications

San Bernardino Valley College maintains an inventory of department, college, and program publications and promotional items that are used primarily for distribution on campus and at external events (such as high school outreach). Individual departments and programs are able to order additional materials via the district's printing services division, but it is very important that all printed materials correspond to the college's branding identity to ensure consistency and professionalism is communicated via all college marketing materials.

Publicity Events

San Bernardino Valley College maintains an inventory of department, college, and program publications and promotional items that are used primarily for distribution on campus and at external events (such as high school outreach).

⁴ Pew Research Center: Social Media Usage: 2005-2015.

Targeted Marketing Strategies, 2017-2018

In addition to the fulfillment of the departmental responsibilities and objectives outlined above, the Department of Marketing & Public Relations supports enrollment at SBVC by utilizing the following targeted marketing strategies.

Strategy 1: Content Marketing for Enrollment Growth

Target Audiences: All Internal and External Audiences

Objectives: 1, 2, 3, 4, 5, 6 – New Student Applications & Retention

The Department of Marketing & Public Relations independently develops a large quantity of original written content, artwork, photography, video, and other media for use in communicating with target audiences, building engagement, and promoting SBVC in the community. Every semester, the department strives to improve on its media production capabilities and produce the most engaging media possible in order to continue to drive engagement and receive the greatest possible return-on-investment in its promotional efforts.

Photography

- Provide media coverage for over 170 community-oriented campus events and distribute photos to staff, students, and community members;
- Develop 200+ campus promotional photos for use in publications, presentations, social media, and other communications platforms;

Videography

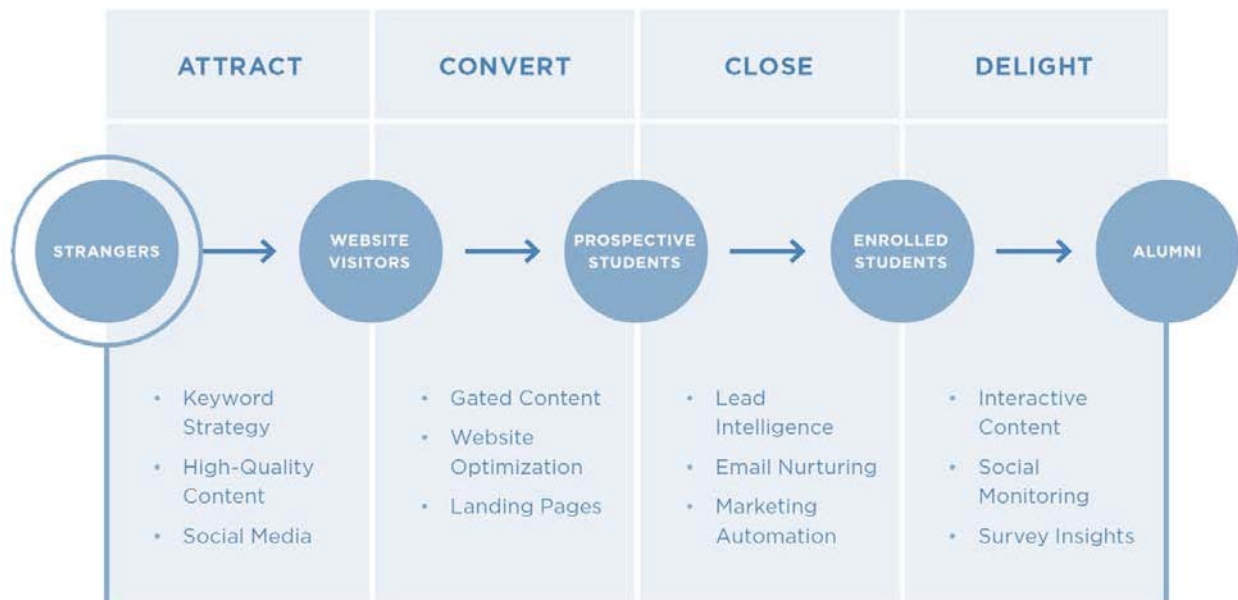
- Develop a new, 30-second video commercial to showcase SBVC's academic programs;
- Develop 2 mini-commercials or promotional videos to highlight individual SBVC programs.

Editorial Content

- Develop 60+ media releases for distribution to the press and community influencers;
- Develop 50+ new student, staff, faculty, alumni, and/or program spotlight articles;
- Develop stories about all major achievements, events, and other SBVC "bragging rights."

Graphic Design

- Develop 300+ original website and social media graphics for promotion of campus events, programs and initiatives;
- Develop 100+ new designs for printed flyers, brochures, posters, signage, publications, promotional items, and original artwork.



Strategy 2: Integrated Campus Communications for Enrollment Growth & Retention

Target Audiences: SBVC Students, Employees, Visitors, General Public

Objectives: 1, 2, 5, 6 – New Student Applications & Retention

As part of its campus communications management responsibilities, the department creates original video content and manages the Campus TV system, which is comprised of 12 large screen television displays in various buildings across campus. The department also develops and manages video content for the two outdoor marquees on campus, the scrolling marquee at the entrance to the stadium, and the jumbotron inside the stadium, as well as the desktop wallpapers on student computers in computer labs across campus.

As part of its print display management responsibilities, the department manages the development, printing, and installation of posters inside the 9 display stands across campus, hundreds of pole banners along campus walkways and in parking lots, lawn signage, and various other printed banners that are installed on campus to communicate institutional messaging throughout the year.

Digital Display Systems

- Develop 300-600 original animations to promote campus events and programs to students, staff, and visitors on campus on SBVC's digital signage system (9 TV monitors and 3 outdoor marquees);
- Develop customized promotional desktop wallpapers for thousands of PCs and laptops on campus.

Printed Display Systems

- Develop 4 street-facing sign wraps to promote SBVC programs and application to local community members and passers-by;
- Develop 80-100 vinyl flagpole banners to promote campus programs students, staff, and visitors, and improve the campus's aesthetic appeal;
- Develop 100+ lawn signs to promote campus programs to students, staff and visitors;
- Develop 150+ campus posters to promote campus programs to students, staff and visitors.

Strategy 3: Social Media Audience Expansion & Engagement

Target Audiences: All Internal and External Audiences

Objectives: 1, 2, 3, 4, 5, 6 – New Student Applications & Retention

In its management of the college's social media presence, the department coordinates the content and communications on 83 Facebook, Instagram, Twitter, LinkedIn, Snapchat, Google+, and YouTube channels that represent the college, one of its departments, or other affiliated organizations. The number of followers for all SBVC social media channels combined totaled 106,205 in March 2018, with an estimated reach of 300,000-400,000 impressions per month.

Facebook: 35 accounts; 80,160 followers

- Develop 200+ engaging and creative posts to drive user engagement, increase social media following on Facebook, promote SBVC programs, application, retention and student success, and drive traffic to the SBVC website.

LinkedIn: 1 account; 12,684 followers

- Develop 25+ engaging and creative posts to drive user engagement, increase social media following on LinkedIn, promote SBVC programs, application, retention and student success, and drive traffic to the SBVC website.

Instagram: 21 accounts; 6,629 followers

- Develop 100+ engaging and creative posts and stories to drive user engagement, increase social media following on Instagram, promote SBVC programs, application, retention and student success, and drive traffic to the SBVC website.

Twitter: 20 accounts; 5,832 followers

- Develop 200+ engaging and creative posts to drive user engagement, increase social media following on Twitter, promote SBVC programs, application, retention and student success, and drive traffic to the SBVC website.

Snapchat: 1 account; 574 followers

- Develop 200+ engaging and creative stories to drive user engagement, increase social media following on Snapchat, promote SBVC programs, application, retention and student success, and drive traffic to the SBVC website.

Google Plus: 3 accounts; 262 followers

- Develop 25+ engaging and creative posts to drive user engagement, increase social media following on Google Plus, promote SBVC programs, application, retention and student success, and drive traffic to the SBVC website.

YouTube: 2 accounts; 64 followers

- Develop 5-10 engaging videos to drive user engagement, increase subscriber base on YouTube, promote SBVC programs, application, retention and student success, and drive traffic to the SBVC website.

Strategy 4: Website Optimization for Enrollment Growth & Retention

Target Audiences: All Internal and External Audiences

Objectives: 4, 5, 6 – New Student Applications & Retention

The department is the primary manager and editor of content on the college's website and mobile app. The college receives approximately 3,000,000 views by 700,000-800,000 visitors per year, out of which approximately 95% are first-time visits. The college website is updated multiple times on a daily basis to accommodate the communications and promotional needs of the campus, resulting in over 4,000 edits per academic year. However, because of the website's complexity and lack of mobile optimization, it requires a significant amount of maintenance and content optimization to make its interface more responsive, intuitive, and user-friendly (and less frustrating), thus improving the college's ability to attract new student applicants and retain existing students.

- Post 240+ website graphics and banners to improve user navigation and inform users about college programs, events, and facilitate the applications and registration process;
- Post all press release and news content on the website to improve search engine optimization and promote SBVC to all internal and external users;
- Make all necessary edits to improve website legibility and usability, reducing quantities of unnecessary text, reducing click paths, and streamlining calls-to-action;
- Develop and integrate a "custom viewbook" into the website that streamlines the student prospecting process, improves the website's usability and user engagement;

- Develop a functional, mobile-optimized landing page in preparation for a complete website redesign in the near future.

Targeted Marketing Campaigns, 2017-2018

The department planned and implemented multiple enrollment growth and retention campaigns throughout the 2017-18 academic year, designed to engage the maximum number of prospective students through outbound and inbound marketing at the lowest possible cost and highest possible return on investment.

Campaign 1: Fall 2017 Enrollment Growth

Target Audiences: All External Audiences

Objectives: 1, 2, 3, 4, 5 – New Student Applications

During the Spring, Summer and Fall 2017 semesters, the department developed and implemented a creative inbound and outbound marketing campaign to generate as many new student applications as possible with the department's limited budget and resources. Using 15 different promotional tools and several spring/summer publicity events, this campaign is estimated to have generated over 21 million impressions among SBVC's target audiences.

Paid Media

1. Television Advertising (June – July 2017)
 - Charter Cable & KVCR
3,296 TV spots on Comedy Central, ESPN, USA Network, MTV, KVCR-TV and Discovery Channel in San Bernardino, Highland, Colton, Rialto, Fontana, Redlands, Yucaipa, Grand Terrace and Loma Linda (~620,000 impressions).
2. Social Media Advertising (June – July 2017)
 - Facebook, Instagram & Twitter
20-30 image/video ads targeting ~4,300,000 Facebook/Instagram users ages 17-65 within 50-mile radius of San Bernardino, as well as ~11,000,000 Twitter users who follow topics related to education, careers, and business in San Bernardino, Colton, Rialto, Fontana, Grand Terrace, Loma Linda, Highland, Redlands (~2,581,000 impressions).
3. Radio Advertising (May – July 2017)
 - KLYY (97.5 FM), KOLA (99.9 FM), KCAL (96.7 FM), KGGI (99.1 FM), KFRG (95.1 FM), KVCR (91.9 FM)
356 English and Spanish audio ads targeting 930,000 listeners in San Bernardino, Colton, Rialto, Grand Terrace, Loma Linda, Highland, Redlands, and other cities in Southern California (~56,500 impressions).
4. Movie Theater Advertising (June – July 2017)
 - Screenvision
2,024 movie theater ads at Harkins Theatres targeting ~300,000 moviegoers in Redlands and Moreno Valley (~21,500 impressions).
5. Hospital Waiting Room Advertising (May – August 2017)
 - Arrowhead Regional Medical Center
Video ads targeting thousands of patients and employees in waiting rooms at Arrowhead Regional Medical Center (~6,000 impressions).
6. Mobile Geo-fencing (June – July 2017)
 - Target Media Partners
383,333 mobile video ads targeting ~3,000,000 high school students, commuters and shoppers in San Bernardino, Colton, Rialto, Riverside, Ontario, Rancho Cucamonga, Los Angeles, Claremont, Fontana, Montclair (~383,333 impressions).

7. Search Engine Advertising (June 2017)
 - Google AdWords
50,000 search engine ads targeting ~4,300,000 residents and commuters in San Bernardino, Colton, Rialto, Grand Terrace, Loma Linda, Highland, Redlands (~50,000 impressions).
8. Newspaper Advertising (June 2017)
 - Riverside Press-Enterprise / San Bernardino County Sun / Nuestra Gente / Big Bear Grizzly
505,000 print and digital ads targeting ~3,630,000 print and online English/Spanish readers in San Bernardino, Colton, Rialto, Grand Terrace, Riverside, Moreno Valley, Loma Linda, Redlands, and Big Bear (~490,000 impressions).
9. Yearbook Advertising (June 2017)
 - Los Angeles Dodgers
400,000 print ads targeting ~3,400,000 Southern California fans of the Los Angeles Dodgers and their families (~3,000,000 impressions).
10. Mall Display Advertising (June – July 2017)
 - Blue Outdoor (Victoria Gardens)
2 outdoor ads targeting ~450,000 shoppers in Rancho Cucamonga (~600,000 impressions).
11. Bus Interior Advertising (June 2017)
 - Commuter Ads
2,000,000 display and audio ads targeting ~415,000 bus riders in San Bernardino, Colton, Rialto and Highland (~1,000,000 impressions).

Earned Media

12. Media Releases (June – August 2017)
 - 5 media releases targeting 200 local influencers, including media representatives, elected officials, and local employers (~1,000 impressions).

Owned Media

13. Campus Marquee Advertising (July - August 2017)
 - 2 marquee videos targeting commuters, pedestrians, shoppers and diners on Mt. Vernon Avenue (~5,000,000 impressions).
14. Street Billboard Advertising (July - August 2017)
 - 2 sign wraps targeting commuters, pedestrians, shoppers and diners on Mt. Vernon Avenue (~5,000,000 impressions).
15. SBVC Website Advertising (June – August 2017)
 - 10 web banners and homepage updates targeting ~270,000 visitors to the SBVC website (~3,000,000 impressions).

Publicity Events

- **FoodIEFest (April 2017)**
 - This first-ever international food festival on campus is estimated to have had about 1,500 attendees, generating extensive public participation and discourse on social media and in the press.
- **90th Annual Commencement (May 2017)**
 - With over 1,000 attendees and a large quantity of high-quality promotional collateral and digital media created in its wake, SBVC's 90th Annual Commencement generated extensive public engagement and discourse on social media and in the press, resulting in significant positive public exposure for SBVC.

Campaign 2: Fall 2017 Registration & Retention

Target Audiences: All Internal Audiences

Objectives: 6 – Retention

During the Fall 2017 registration cycle, the department developed and implemented a creative inbound marketing campaign to remind current and stopped out students to register. Using 8 different promotional tools and several publicity events, this campaign is estimated to have generated over 3 million impressions among SBVC's target audiences.

Paid Media

1. Lawn Signs (July – October 2017)
 - 20 outdoor signs targeting students, visitors and employees on campus.

Owned Media

2. SBVC Website Promotions (June – October 2017)
 - 10 web banners and homepage updates targeting ~270,000 current and potential students visiting the SBVC website (~3,000,000 impressions).
3. Email (June – October 2017)
 - 5 campus emails targeting ~20,000 current/former students and SBCCD employees (~100,000 impressions).
4. Text (July – October 2017)
 - 2 text alerts targeting ~20,000 current/former students and SBCCD employees (~40,000 impressions).
5. Campus TVs (June – October 2017)
 - 2 video ads targeting students, visitors and employees on campus in select locations.
6. Campus PCs (June – October 2017)
 - 2 wallpaper ads targeting students and employees on campus in select locations.
7. Campus Marquees (June - October 2017)
 - 2 marquee videos targeting students, visitors and employees on campus.
8. Campus Posters (June – October 2017)
 - 20 outdoor and indoor posters targeting students, visitors and employees on campus.

Publicity Events

Ice Cream Thursdays (July 2017)

- Throughout the month of July, the department planned and hosted 5 free ice cream giveaways to students who could show proof of registration for fall. Over 1,000 pieces of ice cream were distributed, resulting in higher registration numbers in the run up to the fall semester.

Summer Movie Nights (July 2017)

- Throughout the month of July, the department organized free screenings of popular films, along with free popcorn, which contributed to an improvement in campus climate and morale, higher levels of social media engagement, and encouragement to register for the upcoming fall semester.

Summer Food Truck Lunch (July 2017)

- The college's 2nd annual food truck lunch provided a diversified lunch menu for hundreds of students and staff on campus, contributing to improved campus morale, higher levels of social media engagement, and encouragement to register for the upcoming fall semester.

Campaign 3: Spring 2018 Enrollment Growth

Target Audiences: All External Audiences

Objectives: 1, 2, 3, 4, 5 – New Student Applications

During the Fall 2017 and Spring 2018 semesters, the department developed and implemented a creative inbound and outbound marketing campaign to generate as many new student applications as possible with the department's limited budget and resources. Using 6 different promotional tools and several spring/summer publicity events, this campaign is estimated to have generated over 32 million impressions among SBVC's target audiences.

Paid Media

1. Magazine Advertising (December 2017)
 - Inland Empire Magazine
260,000 print ads targeting ~1,000,000 Inland Empire residents and visitors.

Earned Media

1. Television Advertising (November 2017 – March 2018)
 - KVCR
300 TV spots on KVCR-TV in San Bernardino, Highland, Colton, Rialto, Fontana, Redlands, Yucaipa, Grand Terrace and Loma Linda (~30,000 impressions).
2. Radio Advertising (November 2017 – March 2018)
 - KVCR (91.9 FM)
25 English audio ads targeting 30,000 listeners in San Bernardino, Colton, Rialto, Grand Terrace, Loma Linda, Highland, Redlands, and other cities in Southern California (~15,000 impressions).
3. Media Releases (November 2017 – March 2018)
 - 20 media releases targeting 200 local influencers, including media representatives, elected officials, and local employers (~4,000 impressions).

Owned Media

4. Campus Marquee Advertising (November 2017 – March 2018)
 - 2 marquee videos targeting commuters, pedestrians, shoppers and diners on Mt. Vernon Avenue (~12,000,000 impressions).
5. Street Billboard Advertising (November 2017 – March 2018)
 - 2 sign wraps targeting commuters, pedestrians, shoppers and diners on Mt. Vernon Avenue (~12,000,000 impressions).
6. SBVC Website Advertising (November 2017 – March 2018)
 - 10 web banners and homepage updates targeting ~700,000 visitors to the SBVC website (~8,000,000 impressions).

Publicity Events

Day of Service (December 2017)

- Around 100 SBVC students, staff and administrators participated in the college's 2nd annual Day of Service, an extensive volunteer effort to distribute information about SBVC programs into the local community. Organized into four teams that targeted residential communities in Muscoy, Colton, Rialto, and Highland, the three-hour event distributed approximately 4,000 packets of information about application to neighboring residents.

WinterFest (December 2017)

- The 2nd annual WinterFest generated significant public interest in the college, showcasing many of SBVC's degree programs to the public in a fun and friendly atmosphere, with about 800 visitors treated to a variety of free musical, dance, and theatre performances, film screenings, pictures with Santa, as well as food prepared by SBVC's culinary arts program and local food trucks.

Urbita Adoption Ceremony (December 2017)

- SBVC officially adopted its nearest elementary school, Urbita, during a special ceremony on campus. All 400 of the school's students, teachers, and staff rode buses to SBVC, where they were treated to a ballet and short theatre production, which generated extensive public promotion and media engagement.

Campaign 4: Spring 2018 Registration & Retention

Target Audiences: All Internal Audiences

Objectives: 6 – Retention

During the Spring 2018 registration cycle, the department developed and implemented a creative inbound marketing campaign to remind current and stopped out students to register. Using 8 different promotional tools and several publicity events, this campaign is estimated to have generated over 3 million impressions among SBVC's target audiences.

Owned Media

1. SBVC Website Promotions (November 2017 – March 2018)
 - 10 web banners and homepage updates targeting ~270,000 current and potential students visiting the SBVC website (~3,000,000 impressions).
2. Email (November 2017 – March 2018)
 - 5 campus emails targeting ~20,000 current/former students and SBCCD employees (~100,000 impressions).
3. Text (November 2017 – March 2018)
 - 2 text alerts targeting ~20,000 current/former students and SBCCD employees (~40,000 impressions).
4. Campus TVs (November 2017 – March 2018)
 - 2 video ads targeting students, visitors and employees on campus in select locations.
5. Campus PCs (November 2017 – March 2018)
 - 2 wallpaper ads targeting students and employees on campus in select locations.
6. Campus Marquees (November 2017 – March 2018)
 - 2 marquee videos targeting students, visitors and employees on campus.
7. Campus Posters (November 2017 – March 2018)
 - 20 outdoor and indoor posters targeting students, visitors and employees on campus.

Publicity Events

Spring Opportunity Drawing (December 2017 – January 2018)

- The 2nd annual spring opportunity drawing encouraged existing students to register early for the spring semester in order to be entered into an opportunity drawing for a new Macbook or iPad. Over 900 SBVC students registered early to enter the drawing, and the prizes were publicly awarded to 3 students in January 2018.

Tracking & Assessing Marketing Activities

The Department of Marketing and Public Relations consistently monitors all aspects of its activities for feedback on their effectiveness and return on investment to inform and advise its planning for future activities, utilizing a diverse array of analytics and measurement tools to evaluate the effectiveness of its campaigns in terms of reach, engagement, new student applications, and website conversions. The primary tools the department uses for evaluating its activities are:

SBCCD Marketing Campaign Efficacy Dashboard

[Strategies: 1, 2, 3, 4](#) / [Campaigns: 1, 3](#)

[Objectives: 1, 2, 3, 4, 5](#) – New Student Applications

The Marketing Campaign Efficacy Dashboard is a custom-built research tool that allows the department to see referral sources for all new students who apply to SBVC. Students submit their survey answers as a required component of their application to SBVC.

Google Analytics

[Strategies: 1, 2, 3, 4](#) / [Campaigns: 1, 2, 3, 4](#)

[Objectives: 1, 5, 6](#) – New Student Applications & Retention

Google Analytics is the world's leading free provider of analytics and behavior data for websites. The department uses this software to evaluate the SBVC website's daily, monthly, annual, and real-time reach, advertising campaign conversions, and customer engagement during application, registration, and information-gathering processes.

Google Trends

[Strategies: 1, 2, 3](#) / [Campaigns: 1, 3](#)

[Objectives: 2, 3, 4](#) – New Student Applications

Google Trends is a free Google search engine integration that shows how often a particular search term is entered relative to the total search-volume across various regions of the world, and in various languages. The department utilizes this tool to evaluate its brand visibility, regional search trends, and how the volume of digital media about SBVC ranks in comparison with the college's competitors.

TrendKite

[Strategies: 1, 2, 3, 4](#) / [Campaigns: 1, 3](#)

[Objectives: 2, 3, 4](#) – New Student Applications

TrendKite is a paid analytics software that the department uses to evaluate SBVC's media presence, media performance metrics, online readership, social media amplification, and the engagement quality of content that is posted online about the college, in comparison with its competitors.

Media Prefs Survey

[Strategies: 1, 2, 3, 4](#) / [Campaigns: 1, 2, 3, 4](#)

[Objectives: 1, 2, 3, 4, 5, 6](#) – New Student Applications & Retention

Interact's annual media preferences survey gives the department valuable insight into the media consumption preferences of current and prospective SBVC students. The 2018 survey is due to be completed and release during Spring 2018, and will be used by the department to inform the planning of future marketing and promotional activities.

Department Self-Assessment, 2015-2018

To increase the college's digital footprint and improve its accessibility to a broader cross-section of the local community, the department has worked closely with college staff to develop designated social media accounts and content for dozens of departments and programs, which have been used extensively in each department's promotional and outreach activities. This has greatly increased the college's presence in niche markets and expanded its audience to one of the biggest continuous subscriber bases it has ever had in its history.

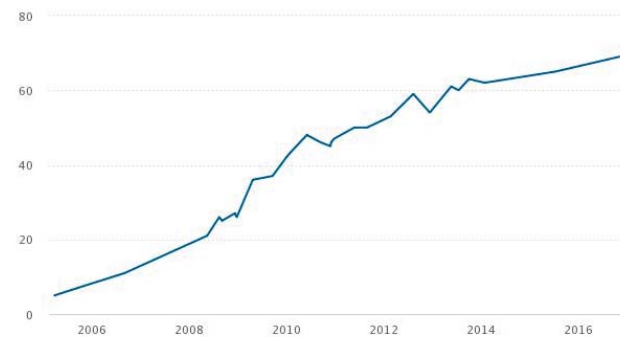
SBVC has gone from having 10,969 social media followers in July 2015 to 106,205 in March 2018, with an estimated reach of 300,000-400,000 impressions per month. Its engagement rate on social networks has also increased significantly, with many posts receiving upwards of 10,000 impressions per post, which is a major improvement from prior years. The college also went from having 10 affiliated channels in July 2015 to 83 channels in March 2018.

As of March 2018, San Bernardino Valley College has the largest Facebook following of any California Community college, having moved from 8th place in July 2015 to 1st place in July 2016. User engagement on social media continues to grow at a rapid pace, and the college is on course to become one of the most popular and engaged colleges on Facebook within the next few years.

The rapid evolution of communications technologies over the past decade has made it necessary for the department to be constantly flexible and adaptable to the needs and behaviors of its constituents. Especially impactful to the field of marketing is the popular move away from more traditional forms of media consumption, such as print newspapers, terrestrial radio and broadcast television, to internet-based information sources such as social media, on-demand entertainment (such as YouTube and Netflix), and streaming radio (such as Pandora and Spotify).

The percentage of adults who regularly use at least one social media platform has grown from 11% in 2006 to 69% in 2016, and that trend continues to accelerate into 2018 (*source: Pew Research Center, 2016*).

% of U.S. adults who use at least one social media site

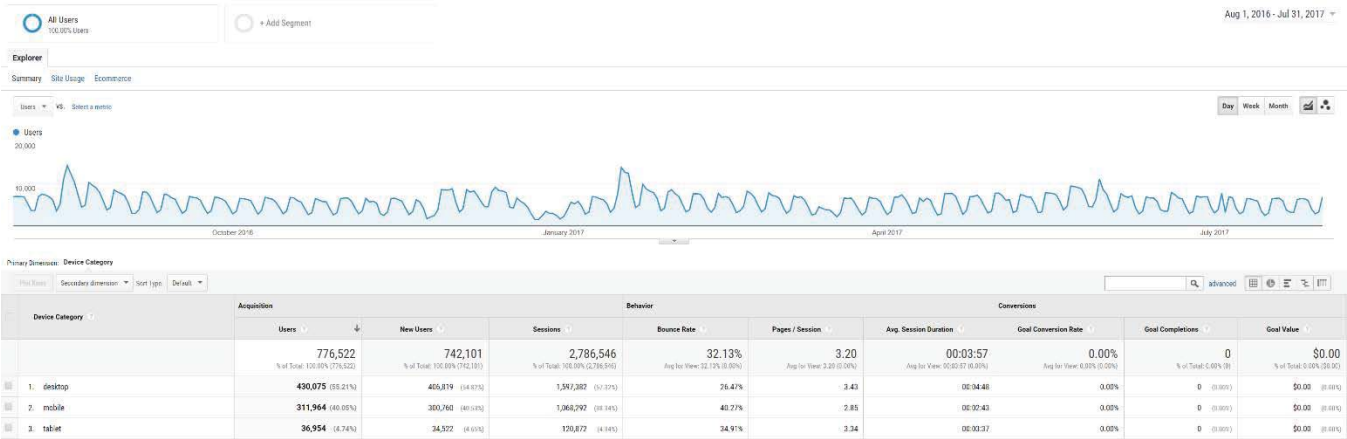


It is important for the department to continue to monitor this trend in order to position the college appropriately and reach the greatest possible audience with the limited resources it has. Another important change has been the shift in internet usage from desktop systems to mobile ones, especially among younger and low-income demographics that comprise a substantial part of SBVC's constituency and target audiences.

This dramatic change is evident through review of the college's own website analytics software, which shows that the number of mobile internet users has been increasing steadily, in line with usage trends observed nationwide.

During the 2016-17 academic year, 40.05% of visits to the SBVC website were on mobile devices and 4.74% were on tablet devices. This highlights the urgent need for the college to mobile-optimize its website, a

critical step to improving accessibility for all users, regardless of device type. Without this optimization, the college will continue to provide a less-than-optimal usage experience for mobile and tablet users, which can impact their student experience, success in courses, and public perceptions of the college.



These trends will impact program planning significantly through the types of advertising purchases that are made by the department, with more emphasis placed on online advertising methods as opposed to traditional media buys in newspapers, cable television and radio. The department will also prioritize the mobile optimization and responsiveness of the website to address the high anticipated demand from current and future users. If the department does not attempt to accommodate the media consumption and communications trends being observed regionally and globally, its effectiveness at reaching its target audiences will likely be severely impacted.

Outreach Plan, 2017-2018

Purpose & Scope

San Bernardino Valley College (SBVC) will increase enrollment by creating and implementing a broad, coherent, and well-integrated recruitment plan that addresses the needs of district residents and provides a strong bridge for them into higher education.

Department Goals & Initiatives

Provide all residents in the San Bernardino Community College District with pathways to career training programs, certificates, associate degrees, and transfer opportunities to universities/colleges that meet the long-term needs of district residents in SBVC's service area.

Primary Initiatives

Initiative	Strength	Challenge
<ul style="list-style-type: none"> · Community outreach booths 	<ul style="list-style-type: none"> · Easily staffed, low cost 	<ul style="list-style-type: none"> · Accurately tracking number of visits to table/booth · Attendance at events with low turn-out.
<ul style="list-style-type: none"> · Outreach to community organizations and businesses 	<ul style="list-style-type: none"> · Build rapport, low cost 	<ul style="list-style-type: none"> · Staffing
<ul style="list-style-type: none"> · High school visits 	<ul style="list-style-type: none"> · Build rapport with prospective students and staff 	<ul style="list-style-type: none"> · Over saturation of college staff on high school campuses
<ul style="list-style-type: none"> · Campus visits and tours 	<ul style="list-style-type: none"> · Highlight the college campus, students connect with current students, staff and faculty 	<ul style="list-style-type: none"> · Hosting large groups (100 and above)
<ul style="list-style-type: none"> · Improving the Outreach Student Ambassador Program 	<ul style="list-style-type: none"> · Ambassadors can lead tours and attend events 	<ul style="list-style-type: none"> · Limited in responsibilities · Limited availability
<ul style="list-style-type: none"> · Linking Academic and Recruitment Programs (increase faculty involvement in outreach activities) 	<ul style="list-style-type: none"> · Connecting prospective students with experts in their fields. 	<ul style="list-style-type: none"> · Faculty interest/buy-in
<ul style="list-style-type: none"> · Student Equity Conferences 	<ul style="list-style-type: none"> · High attendance 	<ul style="list-style-type: none"> · Similar missions/overlap in event activities

<ul style="list-style-type: none"> · Tracking and Assessing Outreach Activities 	<ul style="list-style-type: none"> · Data informs future events and activities 	<ul style="list-style-type: none"> · Accurately and efficiently collecting data for all outreach events/ activities. · Utilizing collected data.
--	---	--

Community Outreach Booths

The Outreach Office will staff outreach booths at several locations throughout the district. Locations range from transit stations, Inland Center Mall, Walmart, swap meets, CA DMV, and other sites where we can interact with large populations of adults between the ages of 18-35. We will staff outreach booths throughout the academic year. *Projected Academic Year Activity: 392.*

Outreach to Community Organizations and Businesses

The Outreach Coordinator will continue to add additional community organizations and businesses to our growing list of agencies that we visit on a normal basis. The Outreach Coordinator will build relationships with local key stakeholders, organizations and businesses by meeting with contacts one-on-one or attending local organization’s meetings such as CJUSD, SBCUSD, and Rialto Unified School District. Additionally, the Outreach Coordinator and staff members will visit local churches (during Sunday Services) on a bi-annual basis promoting SBVC “Super Sundays”. The goal is to continue to flood the community with information and keep district residents informed about the progress of the SBVC and upcoming yield programs. *Projected Academic Year Activity: 40.*

High School Visits

Outreach staff will continue to make weekly and bi-weekly visits to local high schools. The goal is to develop enough prospective students to begin offering campus visits and onsite admission sessions. Additionally, Outreach staff will begin attending parent workshops, PTA meetings, host off-site application workshops and Counselor Luncheons, recruit incoming freshmen students for First Year Experience and Valley Bound Commitment, and play a key role in recruiting and matriculating local high school students for the off-site Concurrent Enrollment Program. Another benefit of high school visits is the relationships that are built with prospective students and high school staff. *Projected Academic Year Activity: 75.*

Campus Visits and Tours

The Outreach Office will begin aggressively targeting key groups, schools, and organizations to invite them to experience a campus visit. The goal is to host a minimum of one campus visit per week; targeting keys groups monthly. These efforts will begin immediately. *Projected Academic Year Activity: 50.*

Improving the Outreach Ambassadors Program

In addition to utilizing traditional recruitment and outreach efforts, the Outreach Office will focus a large portion of its effort to employ non-traditional efforts to attract and enroll students as Outreach Ambassadors. This strategy utilizes a diverse group of SBVC students on an hourly basis, up to 15 hours a week on the college’s behalf. The Outreach Coordinator will hire and train 15-20 student workers that will be strategically dispatched throughout the District as part of a team effort to promote peek registration. The Outreach Ambassadors will work to pass out registration booklets and to collect Student Interest

Cards from prospective students who request additional information on the SBVC's programs and opportunities.

The goal is to make contact with as many prospective students as possible throughout the educational pipeline. Student Ambassadors will staff the DREAMers Resource Center (DRC), the Inland Center kiosk, attend resource fairs and tabling events, assist with campus tours, and annual campus events. The Student Ambassadors will work throughout the fall, spring and summer semesters for a total of one school year. Outreach Student Ambassadors will utilize non-traditional recruitment efforts which will include:

- Booths at supermarkets/shopping centers/government offices: One of the best ways to meet people in the community is to get out into the community and interact with the public at the local supermarkets, shopping centers, transit stations, and government offices. This provides many opportunities for students and staff to share information about SBVC. *Projected Academic Year Activity: 392.*
- Super Sundays is a program where the outreach team visits churches in the District to promote registration. Students and staff visit local churches to pass out information about the college and answer questions about the status of the college and registration.

The primary objective is to use 15-20 Outreach Student Ambassadors during the academic school year (fall, spring and summer) to assist with Outreach activities and events.

The Outreach Ambassadors will engage the community with recruitment fliers, class schedules, program brochures, and Student Interest Cards. Each member of the recruitment team will work to secure locations for the Student Ambassadors to recruit prospective students. The tentative plan is as follows:

The Outreach Coordinator will be responsible for securing the following sites:

- 1) Access to government/city offices (County Offices, Transit Stations, Walmart, shopping centers, DMV, etc.)
- 2) Access to local churches and community activities
- 3) Access to local African American and Chicano/Latino churches and non-profit organizations
- 4) Access to local shopping centers and retail locations
- 5) Access to the Inland Center mall to assist with on-line applications and class registration

The plan is to gain access to key locations around the District to ensure access to prospective students.

Linking Academic and Recruitment Programs

The Outreach Office will work with Academic Departments to ensure that programs offerings are presented to prospective students and community members. A student's perspective and needs will always be kept in the forefront when developing and offering services, launching new programs and initiatives, and evaluating recruitment plans. In addition to marketing the college's programs, the Outreach Recruitment Plan focuses on creating the best learning and teaching environment for students. Therefore, the College needs to balance such factors as academic program development, faculty

development, academic policy formulation, recruitment policies and procedures, student life programs, as well as developing functional retention policies and procedures that keep students in school.

Various instructional or Student Services departments will work with the Outreach Coordinator to provide pertinent information about their departments (i.e. names, phone numbers, hours, location, brief description of programs and benefits, etc.).

Student Equity Conference/Yield Outreach Programs

The plan is to partner with campus departments to bring more prospective students to campus to showcase the college's programs, faculty and student services. The goal is to increase the college's yield rate of prospective students. Increasing the number of Campus Yield Programs will allow the college to add a personal approach to the admissions process, thus walking prospective students through the process to register for classes. *Projected contacts for each program ranges from 100-1,000.*

Planned Campus Yield Programs:

- Senior Day (Cindy Huerta)
- New Student Welcome Day (Cindy Huerta)
- Dreamers Conference (Sylvia Juarez)
- Cash for College (Financial Aid Office)
- Career Expo
- Principals' Breakfast
- Athlete's Open House
- Arts & Humanities Day
- CTE Day
- Health & Science Day
- STEM Day "Stemapolooza" (Danielle Ramsey)
- Male Summit
- African American High School Conference (Black Excellence Educational Summit)
- Mecha/ Ambiente Latino Day
- HS Senior's Reception

The Outreach Office will develop outreach programs to increase enrollment on campus. Most of the programs have focused on bringing more students on campus and educating the community about our programs and services.

Sponsored Programs

- 1) Weekly visits to feeder high schools
- 2) Campus visits from feeder high schools
- 3) Annual Counselor Luncheons at feeder high schools to update school staff on enrollment and registration, and answer questions
- 4) Offering offsite classes (Concurrent Enrollment) at feeder high schools to allow high school students to interact with the college before graduation
- 5) Providing on-site admissions at feeder high schools

- 6) Special workshops and presentation for high school students, counselors, and community partners. These will take place at SBVC and/or at local high schools
- 7) Invite as many groups to campus as often as possible (increase campus tours from feeder high schools)

Tracking and Assessing Outreach Activities

The Outreach Office participated in a year-long strategic planning process, which resulted in a program review during spring of 2017. The 2017-18 Outreach Plan serves as a framework for prioritizing and accomplishing outreach goals. The goals presented in this plan are written broadly and allow for the plan to be implemented both realistically and creatively.

The 2016-17 Outreach Plan served as baseline for assessing whether or not the Outreach Office successfully accomplished its stated goals. In spring of 2017, Student Services will conduct an annual assessment of outreach activities by formally reviewing the impact of stated outreach activities on increasing enrollment. Measures to assess the outreach plan will include surveys, reports, and feedback from district residents.

2017-18 Targeted Activities/Events (African American Students)

- Campus Tours (ongoing)
- "Super Sunday" at local African American churches (October 22nd and October 29th, 2017, and February 25, 2018)
- African American Focus Groups (Fall/Spring)
- African American High School Conference (Spring 2018)
- African American Male Education Network & Development Conference (A2MEND); February 28-March 2, 2018)
- Historically Black Colleges & Universities Tour (Spring 2018)
- Tumaini Program (African American themed Learning Community)
- SBVC Presentation: Student Success Programs (San Bernardino County Association of African American Employees); August
- Professional Development Program for College (Teaching Men of Color)
- Participation in San Bernardino City Unified School District Community Cabinet (September 26-27, 2017)
- Meetings with Local Community (WAG, NAACP, Boys & Girls Club)
- Meetings with Local School Districts (San Bernardino City, Rialto, Colton) to strengthen partnerships; Memorandum of Understandings for Concurrent Enrollment-Fall 2017; Leadership Conference-August 2017; Community Cabinet-September 2017; Targeted Recruitment Efforts-October 2017

Recommendations (March 2018)

1. Adopt a centralized, analytics-driven customer relationship management (CRM) system.

Such online software gives marketing and outreach personnel the ability to send highly-personalized branded email messages to prospective students and deliver targeted outreach and engagement throughout the student cycle. Currently, SBCCD/SBVC/CHC relies on Regroup and Constant Contact, for email communications. Although they are useful for email design and basic messaging automation, neither of these existing platforms have the database and follow-up functionality of a true CRM.

2. Expedite the redesign and mobile-optimization of the San Bernardino Valley College website.

Due to the popular shift in internet usage from desktop systems to mobile ones—especially among younger and low-income demographics that comprise a substantial part of SBVC's constituency and target audiences—it is vital that San Bernardino Valley College prioritize the redesign of its website to make its interface more user-friendly for our constituents and the mobile devices they use.

3. Invest in additional resources and human capital.

To improve the college's marketing, outreach and recruitment potential and optimize engagement with internal and external stakeholders, it is vital to invest in additional full-time positions at San Bernardino Valley College.

Although the department has seen significant growth in the quantity and quality of marketing communications produced by the college over the 2015-16 and 2016-17 academic years—as well as a marked increase in online visibility and engagement on the college's website and social media platforms—it still faces a number of severe challenges, including a lack of resources and staff to develop compelling digital and print media to match the quality of marketing content being produced by competitor colleges.

The hiring of a full-time assistant director, web developer, social media specialist, and communications specialist, as well as the addition of advertising funding comparable to that of competitor college marketing departments, should significantly augment the department's ability to increase the college's public appeal and reputation and help to overcome enrollment challenges.

Appendix