



Kūlia i ka Nu'u

STRIVE FOR THE HIGHEST

Kapi`olani Community College

Strategic Marketing and Communications Plan

2015 – 2016



Kapi`olani Community College
Office of College and Community Relations
Strategic Marketing and Communications Plan

Overview

Kapi`olani Community College (Kapi`olani CC) has a proud history that began in 1946 at a time when it was a technical school. In 1964, it became an open-door community college under the University of Hawai`i. Currently, Kapi`olani CC is the second largest of ten post-secondary institutions in the University of Hawai`i (UH) System and it is the largest of the UH community colleges.

Extraordinary vision, compassion, and dedication have contributed to Kapi`olani CC's sustained excellence. The College's leadership, dedicated faculty, and staff help students Kūlia i ka Nu`u--strive for the highest. A major initiative at Kapi`olani CC is the Student Success Council, which focuses on enhancing services, activities, and programs that support and encourage students to Engage. Learn. Achieve. in their chosen fields.

Kapi`olani Community College is committed to continue its tradition of delivering excellence in higher education to its constituents, to the communities it serves, to the citizens of Hawai`i and to its international audiences. Nevertheless, times are changing and Kapi`olani CC leadership knows that it must address significant challenges including decreasing enrollment, budget cuts, and increasing expenses.

Rationale

To remain competitive and viable in the educational arena, Kapi`olani CC must have a strong brand position in the market, provide excellent programs and services to its diverse student clientele, and expand its educational opportunities to targeted populations including Native Hawaiians, Pacific Islanders, Filipinos, those interested in science, technology, engineering, math (STEM), and the underserved. To that end, the College must continue working to increase its brand positioning, marketing, communication, recruitment, and retention tactics.

Kapi`olani Community College's Office of College and Community Relations (OCCR) has developed and is continuing its work by implementing the 2015-2016 Strategic Marketing and Communications Plan which carries forward successful on-going initiatives to; a) integrate communication, b) continue brand positioning in collateral materials, through social media, on the College's website, through targeted audience outreach information, themed-events, feature stories, and other communication tools, c) manage the

College's official social media, d) assure quality control in messaging and branding to align with the College as well as the UHCC system, e) support the development of the College's enrollment management plan, f) increase and strengthen community partnerships and relationships, and (g) strengthen the College's communication/relationship with Alumni and its Alumni and Friends Chapter.

A Plan of Action

In 2014, the College enlisted the services of Synergy Design, Inc. to assist OCCR with the implementation of its Strategic Marketing and Communications plan. The 2014-2015 Strategic Marketing and Communication plan focused on four main goals to: a) develop and launch a new branding campaign that would convey the quality, strengths, and value of the college and provide oversight for brand management; b) serve as a one-stop center to assure consistency and timeliness in information dissemination to the college community and its constituents; c) promote the College as a destination of choice--create and implement marketing activities to increase student enrollment; and d) strengthen relationships in the community. Of the 28 tactics that supported the goals and strategies of OCCR's 2014-2015 plan, 23 were implemented and 5 remained to carry forward into the 2015-2016 Strategic Marketing and Communication plan. The five remaining are: a) identify a photo opportunity site for public use; b) create and implement marketing activities, which are actually on-going branding and enrollment advertising tactics; c) form an external advisory committee for OCCR; d) post photos on Instagram or similar platform to familiarize people with Kapi`olani CC; and e) develop post acceptance/yield communication tactic.

2015-2016 Goals

1. Continue implementing a brand and marketing campaign that conveys the value, quality, and strengths of Kapi`olani Community College. Provide brand management oversight for the College and manage its official social media sites.
2. Serve as a one-stop center which develops and implements integrated communication tactics. The tactics will support brand consistency. The OCCR will ensure that information is shared in a timely, accurate, and consistent manner with the College community and its constituents.
3. Continue to promote the College as a first destination of choice. Collaborate with Student Affairs Leaders, the Recruitment and Retention Task Force and CAC Marketing and Enrollment Management Work Group, and others to increase the College's recruitment, retention, and completion.
4. Plan public relations themed-events and activities that integrate with the College's strategic plan and brand.
5. Support distance education initiatives and plan ways to market those programs to interested constituents.

Goal #1

Continue implementing a brand campaign that conveys the value, quality, and strengths of Kapi`olani Community College via brand management and the official social media sites per UHCC Policy.

Strategy 1.1

Inform, support, and encourage programs within the College to integrate the brand into internal and external communication messaging and materials.

Strategy 1.2

Communicate effectively with the College's internal audiences to help infuse the brand and standards throughout the institution.

Strategy 1.3

Manage the College's social media sites to ensure compliance with UHCC policy, guidelines, and protocols.

Strategy 1.4

Structure the OCCR to maximize brand and social media management through reallocation of position(s), addition of new position(s) to OCCR, & collaboration with other units.

Strategy	Tactics (actions)	Target Audiences	Objective	Timeline	Outcomes
1.1	Assist with integrating campaigns with brand consistency	Internal	Integrate the brand into internal and external communications	On-going	

1.2	Consult with units on the proper use of the brand	Internal	Reinforce brand consistency for use in any environment where the brand appears	On-going
1.1, 1.2	Provide templates, brand guidelines, canopy, materials, copy points	Internal	Facilitate brand consistency & awareness by providing brand tools	On-going
1.3	Continue to inform the College community about the brand tools and the social media policy	Internal	Post Social Media policy, explain and refer people to it	Announce and follow-up as needed
1.4	Meet with departments to make them aware of tools and the social media policy	Internal	Infuse brand awareness throughout the organization	On-going

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Goal #2

Serve as a one-stop center that develops and implements integrated communication and marketing tactics. The tactics will also support brand consistency. Assure that information is shared in a timely, accurate, and consistent manner with the College community and its constituents.

Strategy 2.1

Establish a unified voice and visual identity for the college that align with the brand, yet distinguishes individual programs for their unique characteristics.

Strategy 2.2

Develop integrated communication and marketing strategies to ensure that intra-office communication facilitates increased collaboration and workflow.

Strategy 2.3

Serve as a source of information in emergencies and system alerts.

Strategy 2.4

Represent the college in system-wide communicators, and other system-wide meetings.

Strategy	Tactics (Actions)	Target Audiences	Objective	Timeline	Outcomes
2.1	Serve as a one-stop center for disseminating information	All	Ensure consistency, accuracy, and timeliness of college messaging	On-going	

2.2	Coordinate with various offices to ensure brand consistency in planning and implementation	All	Ensure that communication is integrated	On-going
2.3	Serve as campus PIO for emergency response and evacuation. Use emergency communication tools or applications	All	Ensure accuracy, timeliness, and compliance with ERE information requirements	On-going
2.4	Organize and integrate initiatives with counterparts across the system	Internal	Ensure consistency of system-wide values	On-going
2.4	Serve as liaison to UH and UHCC initiatives	All	Coordinate college activities with system-wide activities	On-going

Goal #3

Continue to promote the College as a first destination of choice. Collaborate with Student Affairs Leaders and Enrollment Management Task Force and Work Group and student success team to increase the College's recruitment and retention, (conversion/yield), persistence, and completion rates.

Strategy 3.1

Assess student and community needs. Target special populations.

Strategy 3.2

Use enrollment management strategies to increase recruitment, (conversion/yield), retention, and completion rates.

Strategy 3.3

Conduct marketing campaign to support enrollment growth, target special populations emphasizing reasons to enroll.

Strategy 3.4

Increase use of digital technology for outreach, recruitment, conversion, retention, and completion rates.

Strategy	Tactics (Actions)	Target Audiences	Objective	Timeline	Outcome
3.1	Use recent surveys or conduct surveys to identify student and community needs	Current students, prospective students, community members	Provide appropriate programs and services that are accessible, targeted, personalized, and meet student and community needs	Summer 2015 – Fall 2016	

3.2	Collaborate with Student Affairs to eliminate or reduce barriers for students that impact their success	Current, prospective, and community students	Increase enrollment, conversion/yield, retention, persistence, completion	Spring 2016 – Spring 2017
3.1, 3.3, 3.4	Use overview piece, targeted recruitment rack cards, television commercials, Google AdWords, Facebook, Instagram. feature brand identified message	Prospective students, community member. Targeted kits	Increase brand awareness and enrollment	Spring 2016 – Spring 2017
3.1, 3.2, 3.3, 3.4	Develop and use targeted outreach/recruitment information kits	Ambassadors, high school students, adult learners, special target groups	Increase awareness, enrollment, loyalty	Spring 2016 – Summer 2017
3.1, 3.3, 3.4	Develop a virtual tour of Kapi`olani CC campus	All	Increase awareness, increase enrollment, community engagement	Summer 2016 – Fall 2016
	Recommend segmenting orientations to specific target populations and tailor messages, blog	Personalize messages and modes of delivery	Connect in a better way with students to increase yield and conversion rates	Summer 2016-fall 2016
3.2, 3.3, 3.4	Develop a post-acceptance/yield communications tactic, such as texts, email, postcard	Admitted students and leavers	Increase conversion rates of those who apply but do not register or complete	Summer 2015 – summer 2016

3.1, 3.2	Use Instagram to familiarize students with the campus and to appreciate the campus	Current students Volunteers	Create awareness and appreciation for the campus environment	Summer 2015-2016
3.1, 3.2, 3.3, 3.4	Create an electronic blog, use videos, pictures that appeal to different audiences	Prospective students	Build relationships	Summer – fall 2015

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Goal #4

Work with other units to plan and conduct public relations events and activities that integrate with the College's strategic plan and brand.

Strategy 4.1

Increase accessibility of campus for community members and prospective students.

Strategy 4.2

Increase community relations outreach and partnerships.

Strategy 4.3

Plan and conduct themed events that highlight the brand, programs, and services of Kapi'olani CC.

Strategy 4.4

Position Kapi'olani CC as a resource for the community.

Strategy	Tactics (Actions)	Target Audiences	Objective	Timeline	Outcomes
4.1	Community Engagement lectures, open houses, performances	Adult learners, prospective students	Introduce participants to Kapi'olani CC. Make them feel we are accessible and that they can be engaged	Summer 2015 On-going	
	Meetings with surrounding neighbors, local businesses	Community members, small business owners, agencies	Form and maintain positive relationships, Provide assistance	Summer 2015 Ongoing	

4.2	Participate in neighborhood board meetings but also with small business meetings, community, and other groups	NHBs 3, 4, 5 DHCAC, East Diamond Head Assn, Scenic Byway, Outdoor Circle, Envision Kaimukī, etc.	Maintain open communication and relationships. Provide assistance to civic and non-governmental organizations	Spring 2015 and ongoing
	Establish an external advisory board for OCCR	Professionals, community members	Provide input to OCCR about the type of information needed and how to reach the various publics	Spring or summer 2016
4.3	Develop a theme and promote events and activities based upon that theme	Community, school students, prospective learners	Increase support for Kapi`olani CC	Fall 2015, Ongoing
4.4	Make Kapi`olani a resource for the community. Bring your friends and family day	Senior programs Faculty Experts etc.	Increase involvement of individuals who may want to partner or have a relationship with Kapi`olani CC	Spring 2016, On-going
	Identify a landmark location on campus for public to take photographs	Visitors, family members	Market the college, create memories	Spring 2016

Goal #5

Research ways to market distance education programs to interested local, national, and international constituents to help increase Kapi`olani CC enrollment and revenue.

Strategy 5.1

Work with VCAA, Deans, and faculty senate committee to identify what programs or courses are being/have been developed for distance delivery.

Strategy 5.2

Identify the types of programs that may be needed in other areas of Hawai`i, other states, and internationally.

Strategy 5.3

Find out what specialized Hawaiian topics DE courses have been developed. Work with Kalāualani Council and sub-committee for DE/alternative delivery.

Strategy 5.4

Recommend and develop marketing strategies for distance education programs.

Strategy	Tactics (Actions)	Target Audiences	Objective	Timeline	Outcomes
5.1	Participate in VCAA meetings with Deans	Vice chancellor, deans	Identify what groups, faculty are developing/have developed DE courses	Fall 2015 and On-going	
	Participate in distance education committee meetings if possible	DE faculty	Identify courses, programs that may be marketable while also identifying DE needs	Fall 2015 and spring 2016	

5.2	Identify educational surveys that focus on unmet needs in rural areas, and place-bound learners	Place bound, and rural learners	Identify needs	Summer 2016 and ongoing
5.3	Find out what specialized Hawaiian topics courses are developed for DE	Indigenous studies students	Increase awareness about Native Hawaiian culture and people	Fall 2016 and ongoing
5.4	Identify distance education objectives and tactics in campus strategies	Local, national, Internal	To increase DE offerings, to market them, to increase enrollment and to increase revenue	Fall 2016 and ongoing

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