YOUR 2020 CE TEAM

Pete Levine

Director of Client Services

Leah Davis

Director of Account Management

Travis Kushner

Account Supervisor

Kim Coutts

Director of PR, Communications and Outreach

Ron Wesson

Director of Digital Services

Joanna Gentillalli

Senior Media Strategist

Art Ebuen

Senior Art Director

Amon Rappaport

VP of Strategic Development

WHAT HAVE WE SET OUT TO ACCOMPLISH TOGETHER?

Contract Year 1

- [ ] Development of 3-year Integrated Marketing Plan
- [ ] Creation of brand assets and exclusive regional video student success stories
- [ ] Launch of brand & enrollment campaigns
- [ ] Creation of high functioning Career Education website
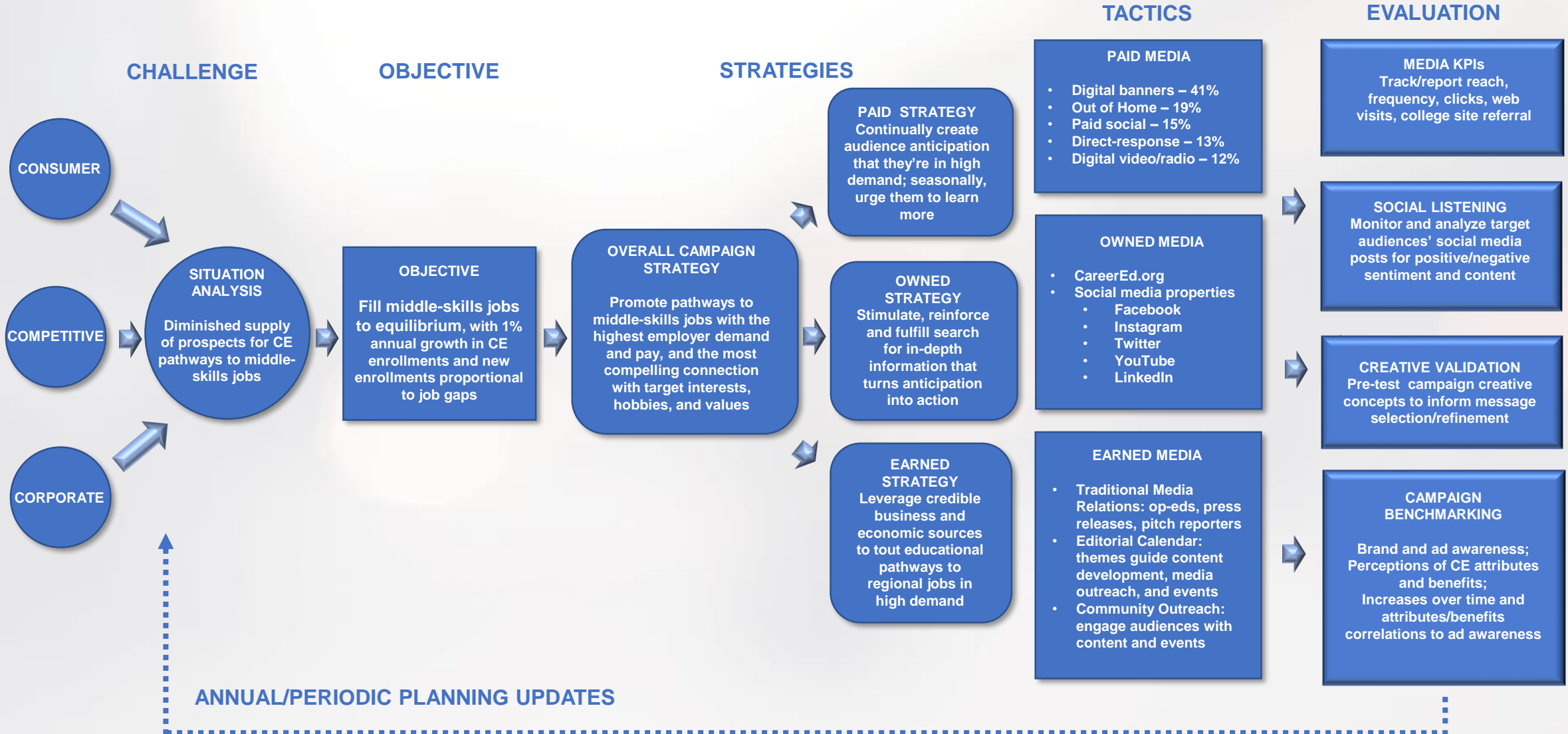- [ ] Organic social media presence developed
- [ ] Qualitative consumer research

Contract Year 2

- [ ] Evolution of Regional branding
- [ ] Launched CareerEd website
- [ ] Optimization of media tactics and KPIs
- [ ] Expansion of asset database to include photography
- [ ] Continued website enhancements
- [ ] Built up PR outreach and presence with college specific engagement
- [ ] Developed Noncredit initiatives
- [ ] 2019 Impact Report
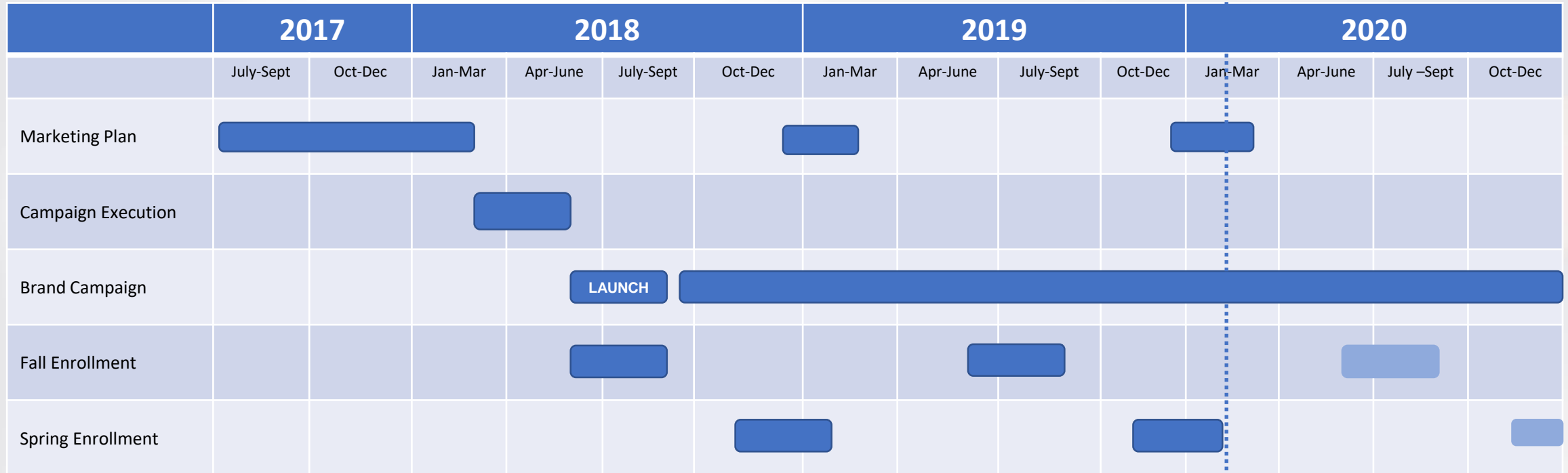- [ ] Quantitative consumer research

Contract Year 3

- [ ] Full strategic approach to be presented

THE TWO YEAR STRATEGIC SNAPSHOT

TACTICS

EVALUATION

CHALLENGE

OBJECTIVE

STRATEGIES

CONSUMER

COMPETITIVE

CORPORATE

SITUATION ANALYSIS

Diminished supply of prospects for CE pathways to middle-skills jobs

OBJECTIVE

Fill middle-skills jobs to equilibrium, with 1% annual growth in CE enrollments and new enrollments proportional to job gaps

OVERALL CAMPAIGN STRATEGY

Promote pathways to middle-skills jobs with the highest employer demand and pay, and the most compelling connection with target interests, hobbies, and values

PAID STRATEGY
Continually create audience anticipation that they're in high demand; seasonally, urge them to learn more

OWNED STRATEGY
Stimulate, reinforce and fulfill search for in-depth information that turns anticipation into action

EARNED STRATEGY
Leverage credible business and economic sources to tout educational pathways to regional jobs in high demand

PAID MEDIA

- Digital banners – 41%
- Out of Home – 19%
- Paid social – 15%
- Direct-response – 13%
- Digital video/radio – 12%

OWNED MEDIA

- CareerEd.org
- Social media properties
  - Facebook
  - Instagram
  - Twitter
  - YouTube
  - LinkedIn

EARNED MEDIA

- Traditional Media Relations: op-eds, press releases, pitch reporters
- Editorial Calendar: themes guide content development, media outreach, and events
- Community Outreach: engage audiences with content and events

MEDIA KPIs
Track/report reach, frequency, clicks, web visits, college site referral

SOCIAL LISTENING
Monitor and analyze target audiences' social media posts for positive/negative sentiment and content

CREATIVE VALIDATION
Pre-test campaign creative concepts to inform message selection/refinement

CAMPAIGN BENCHMARKING

Brand and ad awareness; Perceptions of CE attributes and benefits; Increases over time and attributes/benefits correlations to ad awareness

ANNUAL/PERIODIC PLANNING UPDATES

WE ARE ENTERING THE THIRD YEAR OF OUR PARTNERSHIP

END OF Y2 CONTRACT

	2017		2018				2019				2020		
	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July –Sept	Oct-Dec
Marketing Plan	████	████					██				██			
Campaign Execution			██											
Brand Campaign				LAUNCH	████████████████████████████████████									
Fall Enrollment				██				██				██		
Spring Enrollment						██				██				██

Contract Year 1 | Contract Year 2 | Contract Year 3

Evolving objectives over time

1. AWARENESS
2. ENROLLMENT

→

1. ENROLLMENT
2. BRAND PERCEPTION

→

1. ENROLLMENT
2. RETENTION

THE EVOLUTION OF THE WEBSITE

CareerEd.org took program, career, and financial aid information that was spread out among multiple sites and created an attractive and streamlined site that focused on the San Diego & Imperial County students; helping them find the right program and college while acting as the backbone of the campaign

FEATURES

- Profiles priority sectors but includes ALL CE programs
- Highlights free Noncredit classes as well as credit
- Program and College Finder that allows students to locate programs and colleges with an interactive map and custom search function
- Tracking set up to follow users to college website apply buttons, helping campaign success attribution

200,000+ Users

395,000+ Page Views

20,000+ Referrals to Colleges and/or Application Sites

Data June '18 – Dec '19

OLD ASSETS – STATE PHOTOGRAPHY

- Not regional

- Not representative of all classes offered

- Staged photography

- Muted

BUILDING A NEW LIBRARY OF ASSETS

- Representative of all schools

- Two priority sectors per school

- Diverse students, programs, and settings

- Vibrant

- Natural and in-action shots

DEVELOPING THE CAMPAIGN'S LEADING ASSETS

Before
- State logo
- State Assets
- Generic

After
- Audience specific, authentic assets
- 200 new photos
- 10 Schools
- 10 videos x 4 cuts per video

- Employer Brochure
- 90+ digital banners
- 2 Career Education Guides
- Brand style guide

OUR EVOLVING APPROACH TO MEDIA

- **Brand awareness was our main focus in campaign Year 1**
  - Utilized top funnel tactics to deliver mass reach and drive awareness through heavy impression load

- **In campaign Year 2, our focus switched to increasing enrollments, so our strategy evolved to a more ROI driven approach**
  - Utilized mid to low funnel tactics to deliver targeted reach and frequency amongst users most interested in programs
  - Developed a scorecard using Year 1 results to help us identify the most effective tactics that historically drove more landing page visits and outbound referrals (lower funnel KPIs) vs Impressions and clicks (top funnel KPIs)
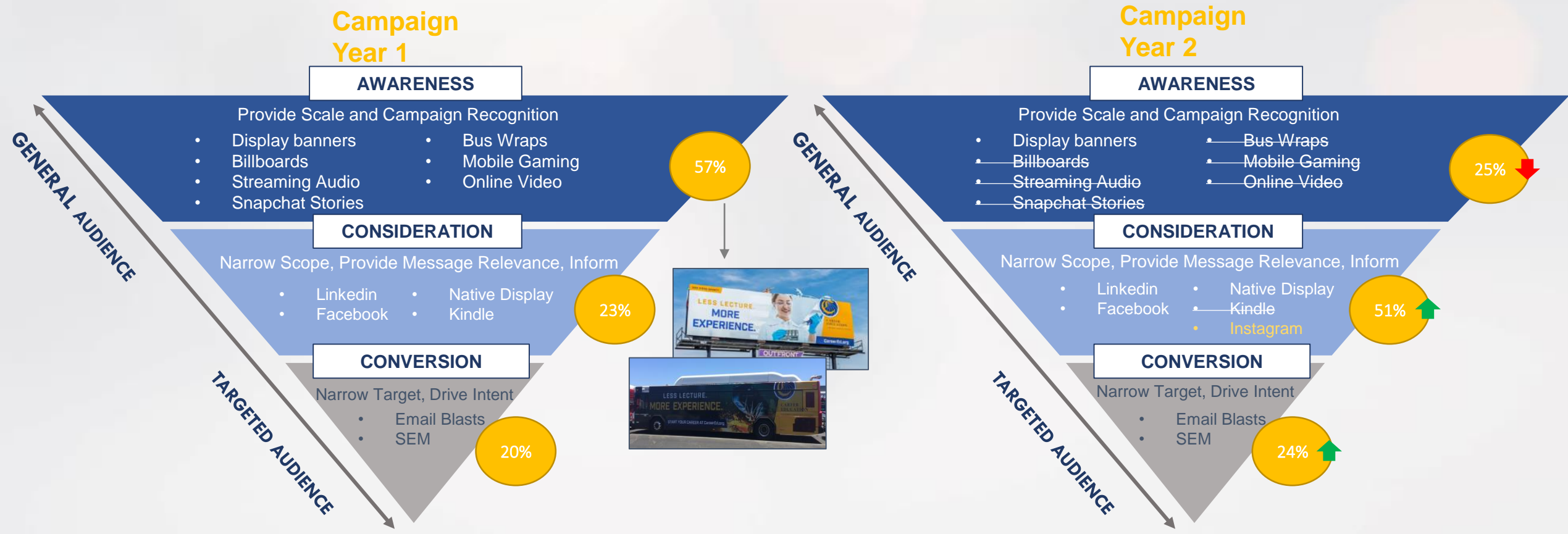
OUR MEDIA HAS DELIVERED BIG NUMBERS

- **Campaign Year 1 was all about getting our ads in front of as many people as possible to raise awareness about our program offerings**
  - Optimized media to brand/awareness KPIs
  - Included both traditional and digital media to extend our reach in the market

- **Campaign Year 2 shifted focus from broad reach to reaching the people most likely to enroll**
  - Optimized media to enrollment KPIs, focused on delivering users that would continue through to the specific college sites
  - Landing page visit rate has increased by **70%** year over year
  - Even without including January results, outbound referrals have already exceeded the total amount delivered in Year 1 during a substantially shorter flight

	TIMEFRAME	BUDGET	IMPRESSIONS	CLICKS	CLICK THROUGH RATE	LANDING PAGE VISIT RATE	OUTBOUND REFERRALS*
			BRAND / AWARENESS INDICATORS				
						ENROLLMENT INDICATORS	
Campaign Year 1	6/18/18–5/31/19	$900k	121,186,697	330,466	0.37%	0.17%	5,447
Campaign Year 2 (Data through 12/31)	6/1/19–12/31/19	$361k	24,458,321	115,010	0.47%	0.32%	7,840

*Paid media referrals only

CREATING A PRESENCE IN SOCIAL

By leveraging various social media platforms to spread promoted and organic content to potential Career Education students, we aim to increase enrollments in Career Education courses across San Diego and Imperial County Community Colleges. Strategy included optimizing posting frequency and active account management

- Developed customized social media properties focused on each specific channel
    - **Facebook:** Focuses on engagement and driving traffic through to website
    - **Instagram:** Delivers higher reach to high school and younger millennial audiences
    - **Twitter:** Reaches education professionals, industry affiliates, and a younger audience on one platform
    - **LinkedIn:** Engages with working professionals that skew older and may be seeking career change
    - **YouTube:** Content platform to serve as a resource & boost search performance

- Each channel contained its own posting schedule and subject emphasis including:
    - Careers
    - Enrollment
    - News/Media Coverage

EVOLVING OUR SOCIAL VOICE
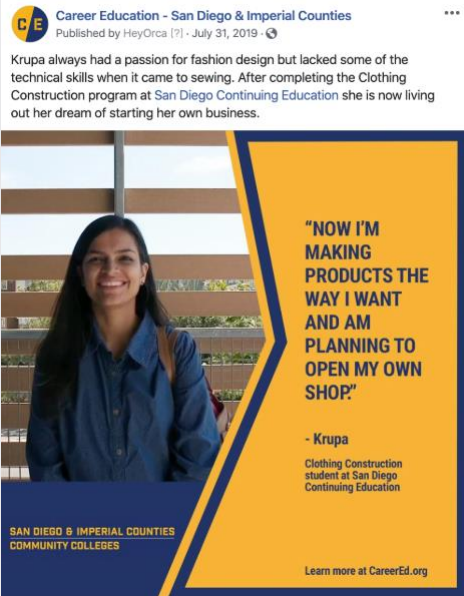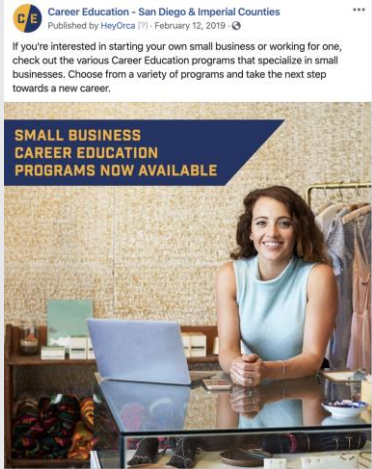
In Year 2 we refined our social media strategy to reduce the total number of posts per channel but focused on more engaging, higher-quality content

- More vibrant personal story videos and images
- Employer and student testimonials
- Included regional personnel to help identify sharable content and relevant current events
- Included more outreach to create engagement with other social media properties from the CE channels

1,900+ followers

800+ posts

50,000+ Engagements

ESTABLISHING OUR MEDIA/INFLUENCER OUTREACH

CAMPAIGN YEAR 1 ACCOMPLISHMENTS
- Established understanding of the need for middle-skills workers to help fill the jobs gap and how SDICCC is uniquely positioned to train this workforce, which drove coverage after launch in June 2018
- Positioned regional collaboration between colleges as *the solution* and highlighted their innovative, student-focused approach to building the workforce of the future
- Created a regional newsroom and began building media relationships for the regional effort vs. the individual schools

Two major local TV appearances to promote Career Ed in San Diego & IC	**Monthly** press releases and media outreach in first year after launch	**Six news stories** covering SDICCC CE effort, citing COE data within first year	Nearly **two dozen** total earned media stories all with positive sentiment
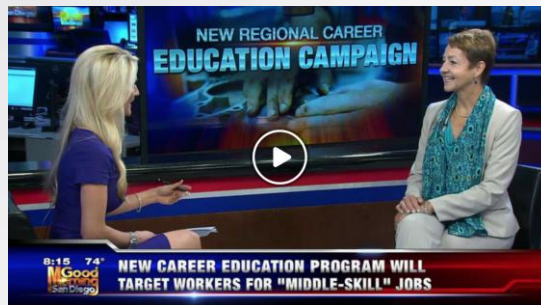
ADVANCING OUR MEDIA/INFLUENCER OUTREACH

CAMPAIGN YEAR 2 ACCOMPLISHMENTS

Byline Placement
- Shifted from broad overall media outreach to focus on building up college thought leadership and direct audience reach
- Placement of two bylines that enabled us to directly control the messages:
  - Condensed WestEd report into a byline placed in the top industry trade publication, **Community College Daily**—readership heavily skews towards community college presidents and other leaders
  - "Changing Careers…" byline showcased all our key messages in **Times of San Diego**, a fast-growing online news source reaching 62,000 unique visitors per month that targets Millennials and Gen-Xers, a group difficult to reach with traditional newspapers or TV

Impact Report
- Impact Report designed to showcase certificate/course completion, job placements, wage gains and overall increase in quality of life
- Conducted interviews across all colleges, added dozens of student success stories to database
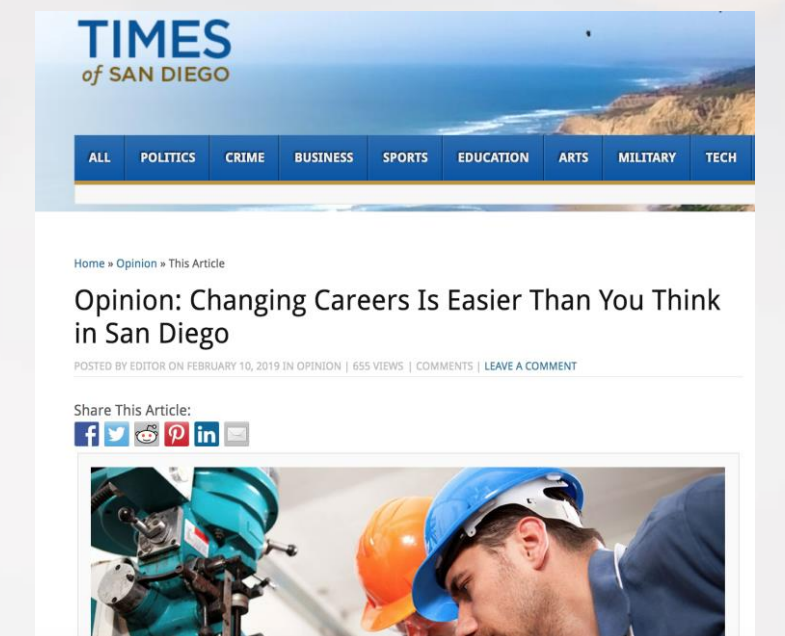- Interviewed and gathered stories from multiple professors

WHERE WE ARE WITH THE CAMPAIGN OVERALL

Objectives have been established, allowing for continued evolution

- Enrollment pipeline must remain filled
- High attrition rates can be mitigated, in part, by targeted marketing and communications efforts
- Support for specific programs ladder up to overall goals of Enrollment & Retention

Campaign website, assets, imagery, and tone are in place

- Website can continue to be optimized and built out as a tool & resource
- Existing asset library can be flexed to meet year 3's needs

Media tactics have garnered substantial learnings

- Fall and Spring enrollment pushes remain crucial, with continued tactical evolution
- Media buys using detailed and specific targeting definitions can help pinpoint year 3's key audiences

PR has improved, with room to grow

- Resources can be developed to enhance engagement with niche audiences
- Employer engagement can be fueled by education & events
- Thought leadership can be driven by individuals across the 10 colleges

Deeper reporting validates campaign success

- KPI reporting continues to evolve along with objectives
- Bi-annual research helps validate the campaign and inform deeper learnings and trends

SDICCC YEAR 3 MARKETING BRIEF

Marketing Objective

Continue to build on campaign foundations, focusing on enrollment, and helping deliver a 1% annual growth in CE enrollments while supporting new & existing initiatives

Audience

Prospective students, influencers

and/or

Initiative specific audiences (ex. Existing students)

Budget

$800,000

Timing

Feb – Dec 2020

KPIs

Primary: Enrollment

Secondary: Retention

Considerations:
- Continue to 'fill the pipeline' of enrollment
- Support more specific initiatives throughout the year
- Employ PR & Communications to push out messaging complementary to paid media
- Continue use of existing creative assets and photography
- Utilize a variety of data sources to validate and report on campaign results

THE TWO YEAR STRATEGIC SNAPSHOT

CHALLENGE **OBJECTIVE** **STRATEGIES** **TACTICS** **EVALUATION**

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ANNUAL/PERIODIC PLANNING UPDATES

UPDATED FOR YEAR 3

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Optimize and build on media success, focusing on low funnel, efficient tactics to help fill the enrollment pipeline

OWNED STRATEGY
Stimulate, reinforce and fulfill search for in-depth information that turns anticipation into action

EARNED STRATEGY
Highlight the benefits and potentially life changing experience of career education through information sharing and compelling storytelling

PAID MEDIA

- Paid Search
- Social
- Display
- Native
- Retargeting

OWNED MEDIA

- CareerEd.org
- Social media properties
  - Facebook
  - Instagram
  - Twitter
  - YouTube
  - LinkedIn

EARNED MEDIA

- Editorial calendar to cover key themes through the year
- Engagement with specific audiences via tailored initiatives
- Impact Report development

MEDIA KPIs

Track/report LPVR, impressions, frequency, clicks, web visits, college site referral, and GA data

CAMPAIGN BENCHMARKING

Launchboard
Quant/Qual Research
Social Listening
PR TBD

KEY INSIGHTS THAT INFORMED OUR STRATEGY

Focusing on an enrollment objective ultimately drives more response

Media tactics and strategy can be built around driving referrals and applications

The efficiency of our digital media has increased over time

Our strategy is proving out in the ongoing campaign improvements and we should expect further efficiency gains in year 3

Career Education offers a chance to tell real, compelling stories

PR & Communications can provide a channel that delivers messaging and extend to objectives beyond just enrollment

WE SEE CONSISTENT TRENDS OVER THE LAST 3 YEARS THAT VALIDATE OUR MEDIA PUSHES
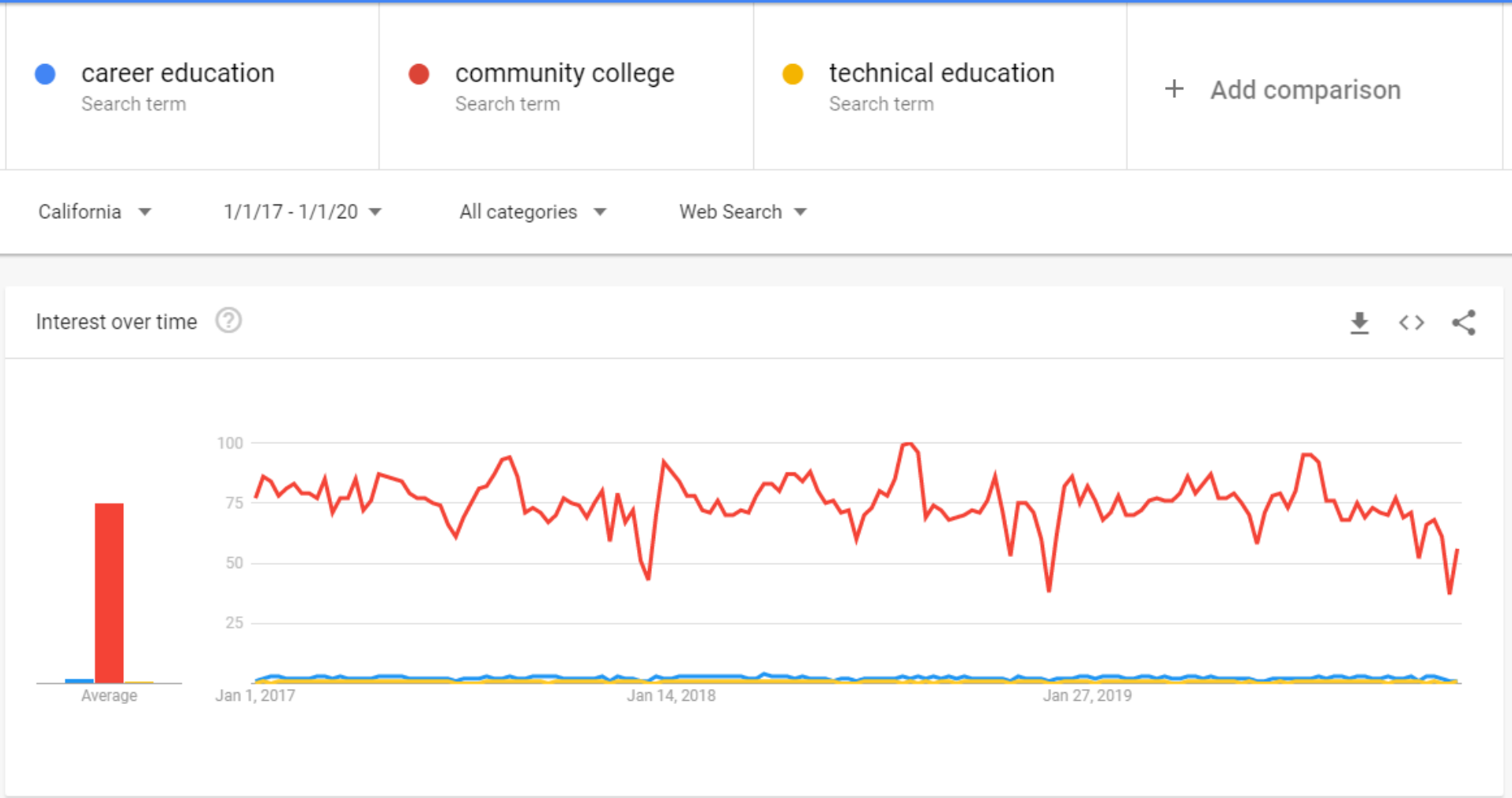
Website

THE CURRENT CAREERED.ORG
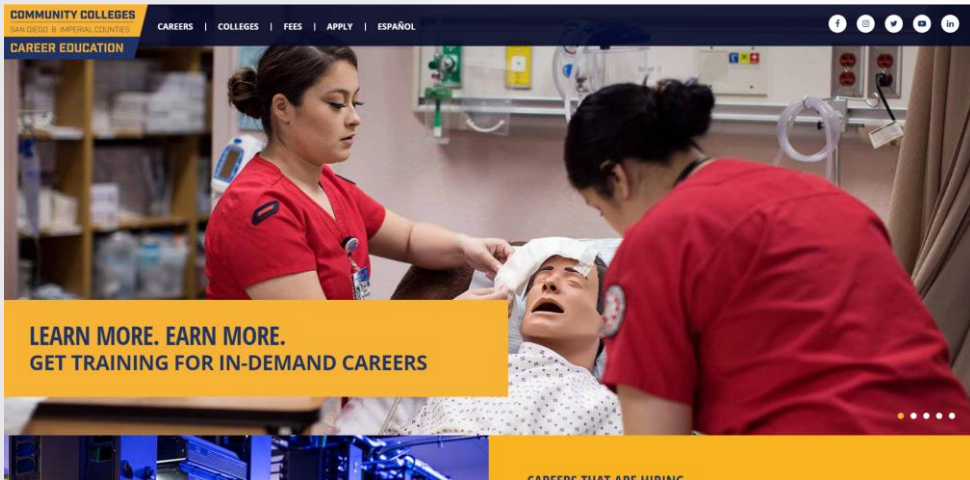
- Now displaying ALL CE programs in the Community College & Program Finder, not just those in the priority sectors

- Features original photos taken of real students in SD and IV CE programs

- Generated over 11,000 referrals directly to the college websites in 2019 – with over 2,000 in each of the last two months

- 120,000 new users in 2019 viewing over 200,000 pages

- Appeared in over 120,000 Google organic (non-paid) searches in 2019 and garnered over 1025 organic (non-paid) clicks to the site
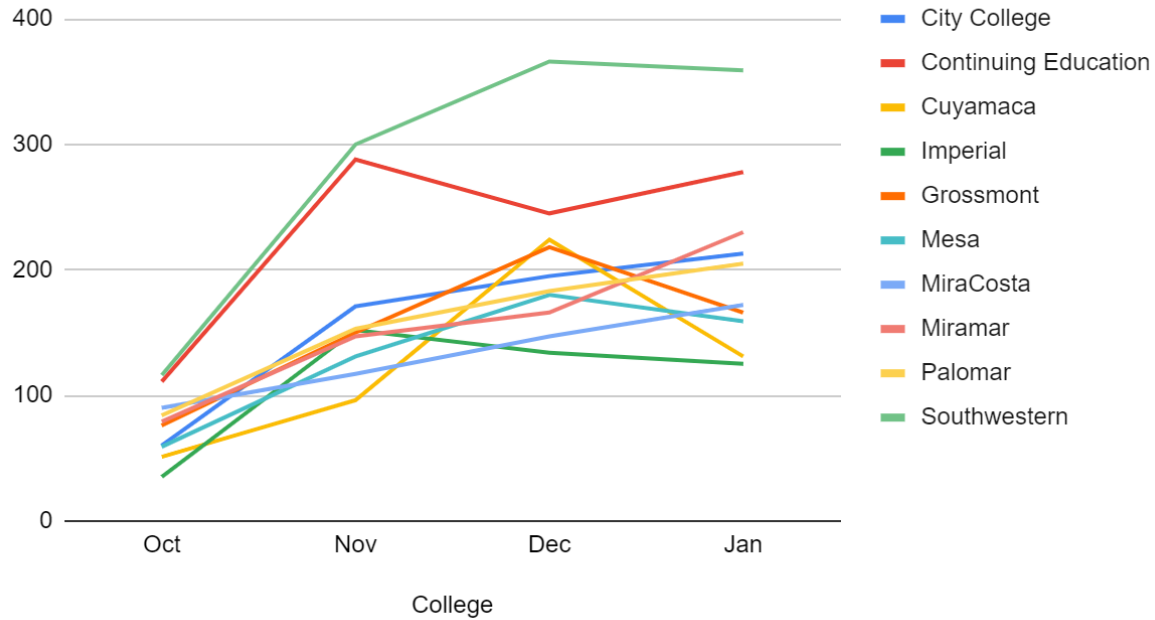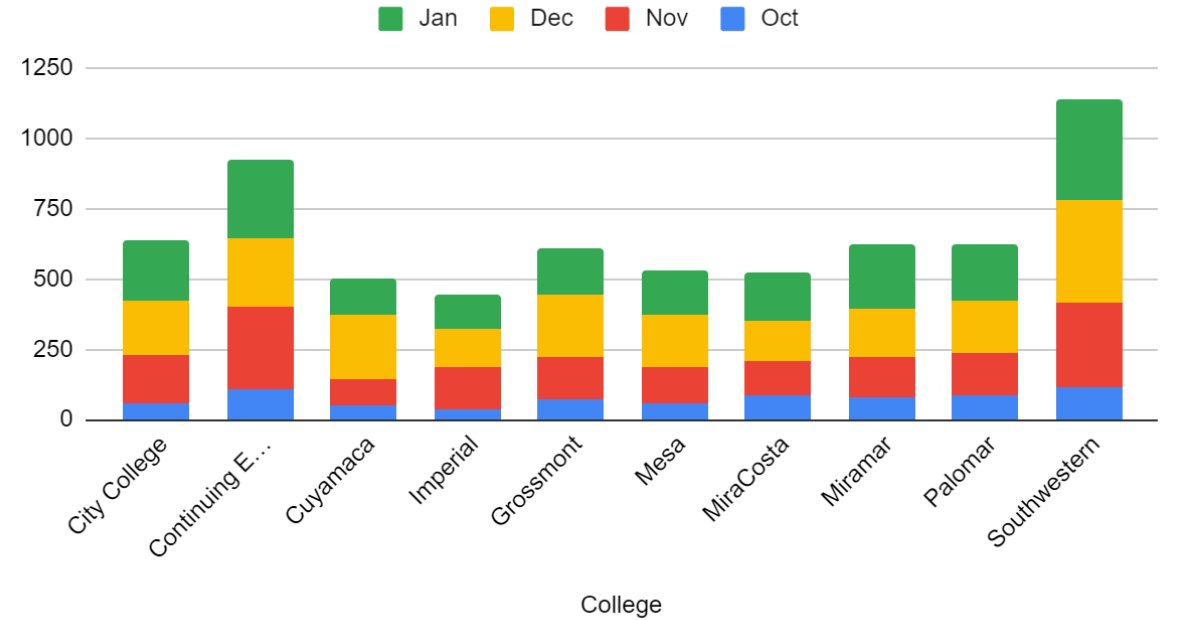
GA APPLICATIONS BY COLLEGE

GA APPLICATION TREND BY COLLEGE
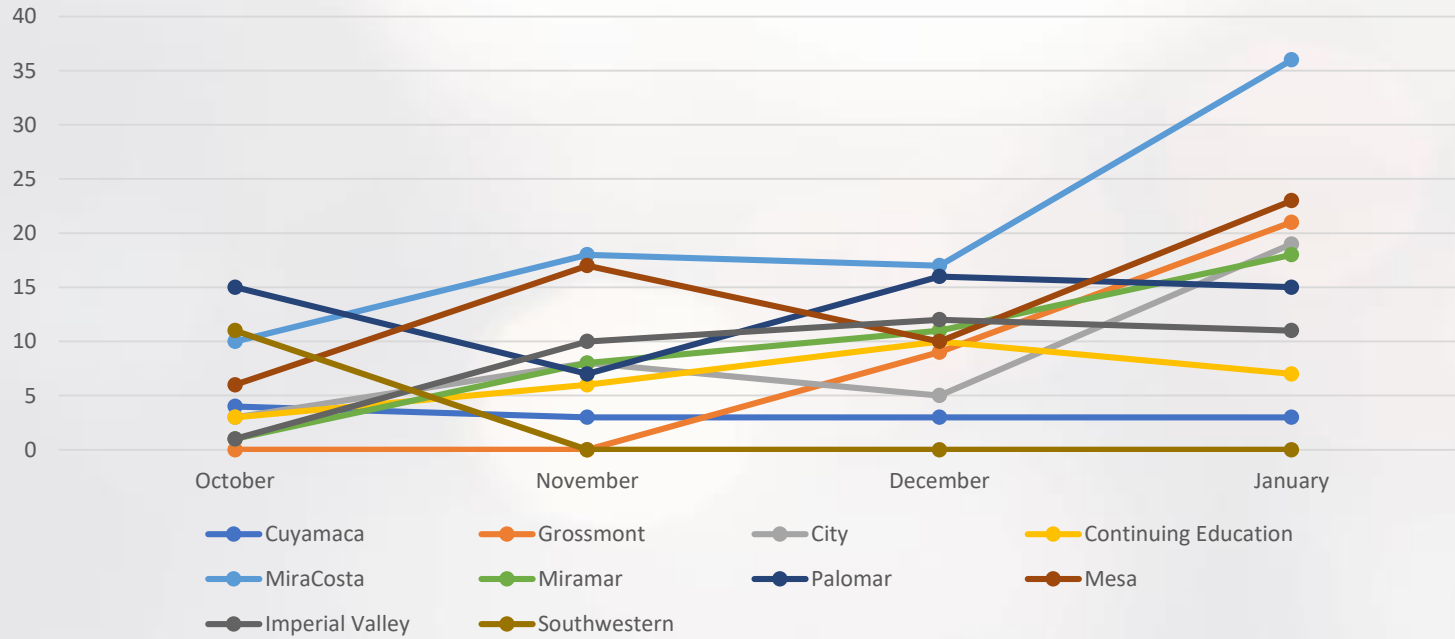
GA APPLICATION SHARE BY COLLEGE
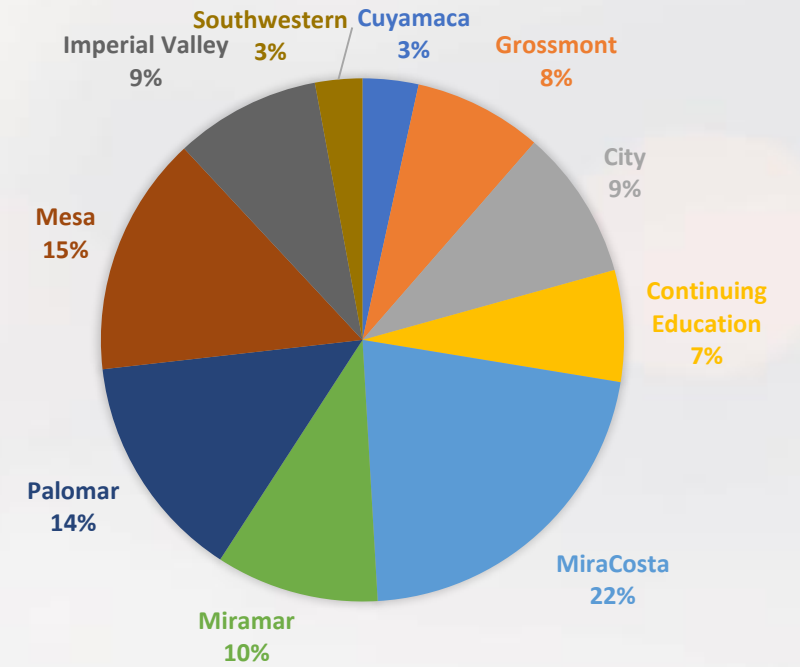
IMPROVEMENT PROPOSAL: UX/UI AUDIT
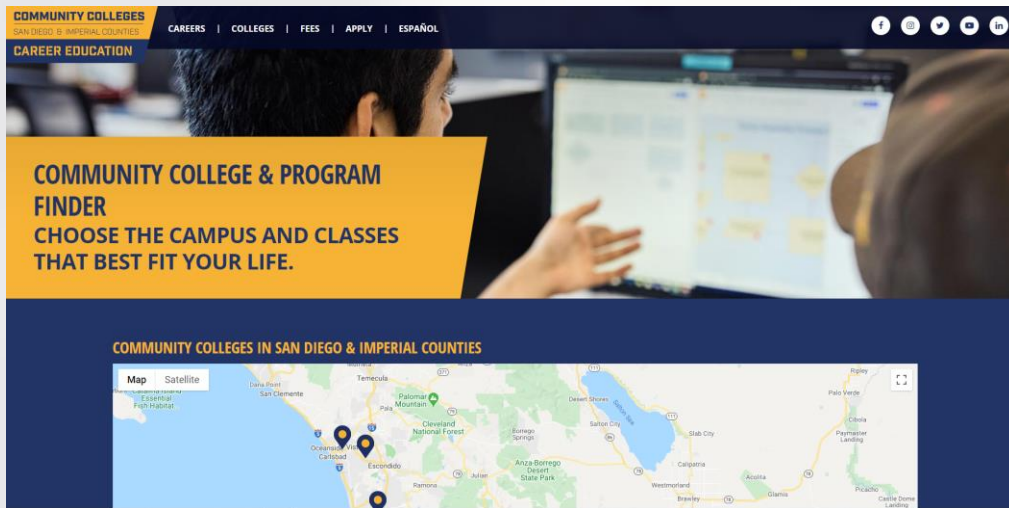
- In order to maximize the effectiveness of the site and ensure the best possible user experience, we recommend an internal UX/UI & SEO audit of CareerEd.org

- This audit would review the current interface and design from a user experience point-of-view; identifying any problem areas for site visitors in terms of being able to navigate the site in a very logical and effortless process

- We will also review the site's ability to be indexed by the search engines, as Search Engine Optimization is a vital part of the life of a website – ensuring leads continue to come in even when there is no paid media campaign

- The result of this audit would be clear steps to make CareerEd.org even **more** visually attractive and effective in generating referral traffic/potential applicants to the colleges
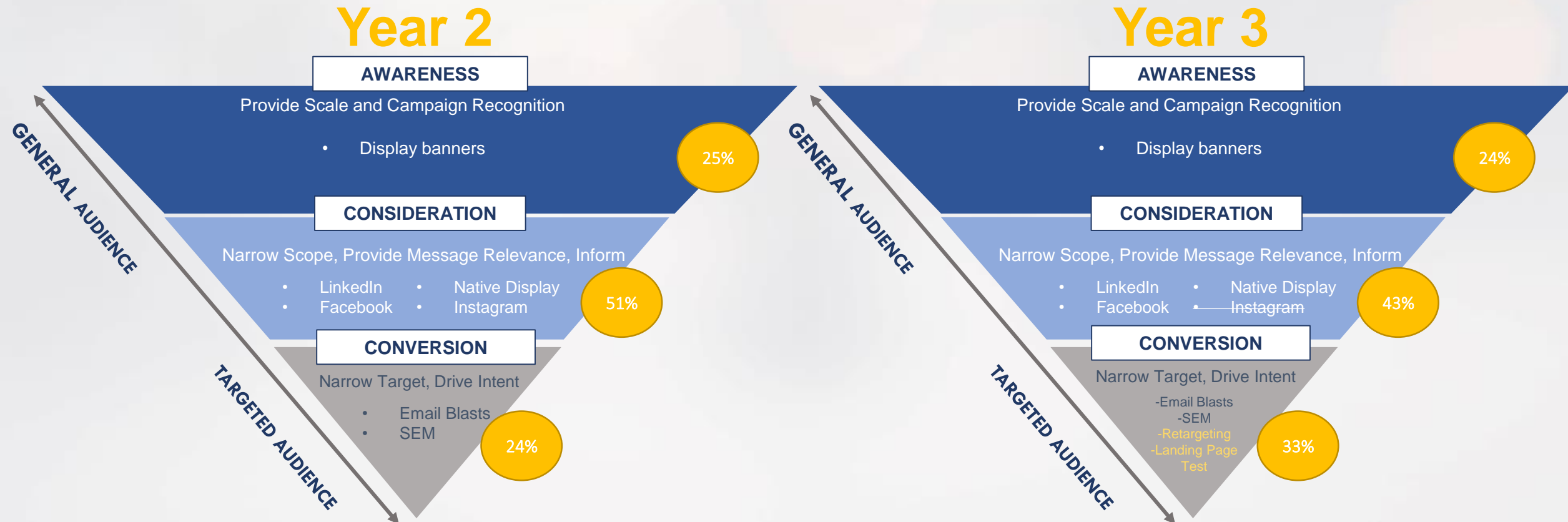
Paid Media

APPROACH TO YEAR 3

- Enrollment dominated the paid media focus in the Year 2 campaign
  - Year 3 will continue to optimize media to drive enrollments
- Increase focus on mid to lower funnel tactics, introducing two additional direct response strategies:
  - Retargeting
  - Landing Page test
- Push campaign to deliver year on year improvements in efficiency and volume

Year 2

GENERAL AUDIENCE

TARGETED AUDIENCE

AWARENESS

Provide Scale and Campaign Recognition

- Display banners

25%

CONSIDERATION

Narrow Scope, Provide Message Relevance, Inform

- LinkedIn   • Native Display
- Facebook   • Instagram

51%

CONVERSION

Narrow Target, Drive Intent

- Email Blasts
- SEM

24%

Year 3

GENERAL AUDIENCE

TARGETED AUDIENCE

AWARENESS

Provide Scale and Campaign Recognition

- Display banners

24%

CONSIDERATION

Narrow Scope, Provide Message Relevance, Inform

- LinkedIn   • Native Display
- Facebook   • Instagram

43%

CONVERSION

Narrow Target, Drive Intent

-Email Blasts
-SEM
-Retargeting
-Landing Page Test

33%

YEAR 2 SCORECARD RESULTS

Partner	CPM	Score	CTR	Score	LPVR	Score	CPOR	Score	Total Weighted Score	Weighted Rank
Google / SEM	$108.00	🔴 1	3.40%	🟢 7	3.07%	🟢 7	$13.80	🟢 7	6.1	1
Facebook	$16.44	🟡 3	0.67%	🟡 4	0.31%	🟡 4	$29.59	🟢 6	4.6	2
Email Blasts	$13.00	🟡 5	2.10%	🟢 6	1.17%	🟢 6	$234.38	🔴 2	4.5	3
LinkedIn	$39.00	🔴 2	0.68%	🟡 5	0.41%	🟡 5	$48.21	🟡 4	4.2	4
Programmatic Display	$6.00	🟢 6	0.18%	🔴 1	0.13%	🔴 1	$39.97	🟡 5	3.2	5
Native Display	$5.00	🟢 7	0.35%	🟡 3	0.29%	🟡 3	$492.93	🔴 1	2.9	6
Instagram	$15.52	🟡 4	0.24%	🔴 2	0.14%	🔴 2	$73.99	🟡 3	2.7	7

15%	20%	30%	35%
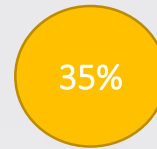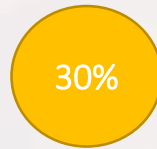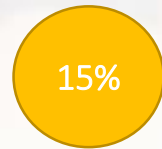
- CPM = Cost Per Thousand
- CTR = Click Through Rate
- LPVR = Landing Page Visit Rate
- CPOR = Cost Per Outbound Referral
- Assigned Scores: 1-7 (1 is the lowest, 7 is the highest)

MEDIA FLIGHTING

- Fall enrollment phase (June-Aug), Continuity phase (Sep-Oct, search only) and a Spring Enrollment phase (Nov-Dec)
- Removed Instagram and reduced native display budget due to underperformance in Y2
- Optimizations:
    - Programmatic Display: Will now include retargeting efforts
        - ✓ Retargeting will allow us to serve follow up ads to people who visit any of our website pages
        - ✓ Allows us to target audience with relevant display banner ads (i.e if someone visits our advanced manufacturing page, they'll get served an advanced manufacturing ad after leaving that page)
    - Facebook: Will now include Video ads along with our in-feed ads
        - ✓ Can use videos made in 2018 for online video and customize to include subtitles
    - LinkedIn: Will now include LinkedIn mail

CE MEDIA PLAN: 2020							
	2020						
	ENROLLMENT						
TACTIC	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Search				continuity			
Facebook							
Email Blasts	1X	1X				1X	1X
LinkedIn							
Programmatic Display							
Native Display							
Instagram							
Landing Page Visit Test (Display)							

GOING DEEPER WITH SEARCH ENGINE MARKETING

- Paid search has been an effective tactic for us since we launched CareerEd.org in June of 2018

- Search gets to "cash the checks" written by some of the other tactics (often the last click before the conversion)

- In 2019 we drove the cost per conversion down over 50% from what we saw in 2018 which means we see twice as many college referrals for the same budget spent

- In 2020 we will look to continue our optimization techniques that have led to this success while testing new ad variations and new keywords bids to expand our reach into even more Google searchers.

LANDING PAGE TEST

- **Goal:** Test program specific display banner ads that lead consumers to program specific landing pages to see if outbound referrals increase
- **Timing:** Test for 2 months (June & July), running concurrently with our sector ads
- **Ad variations:** One per sector, 8 total

CURRENT USER FLOW

Broad Sector Audience
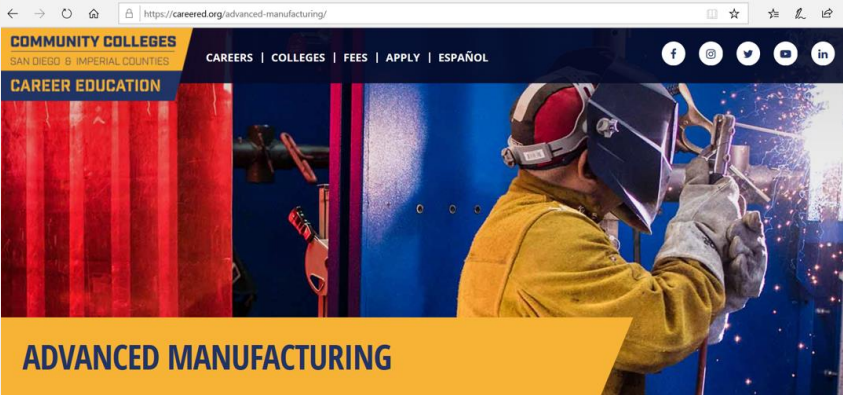
TEST USER FLOW

Welding Audience Only

*Old asset – for example purpose

PR & Communications

PR & COMMUNICATIONS OVERVIEW

OVERARCHING STRATEGY

Highlight the benefits and potentially life changing experience of career education through information sharing and compelling storytelling

GOALS

1. Increase awareness of SDICC career education as an affordable, attainable path to a rewarding, in-demand career in San Diego

2. Support enrollment by ensuring Career Education is in the consideration set for all prospective students from middle/high schoolers through traditional college students and adult learners

3. Strengthen workforce ties to ensure graduates are finding rewarding careers and employer/workforce needs are being met

PROPOSED 2020 FOCUS AREAS

❖ Enrollment Support: Fall, Spring (As Needed Mid-semester)

❖ Middle And High School Education And Engagement

❖ Employer Outreach

❖ Community Impact Reporting

❖ College Choice Program (UC/CSU Applicants)

❖ Preferred Provider Internship Program

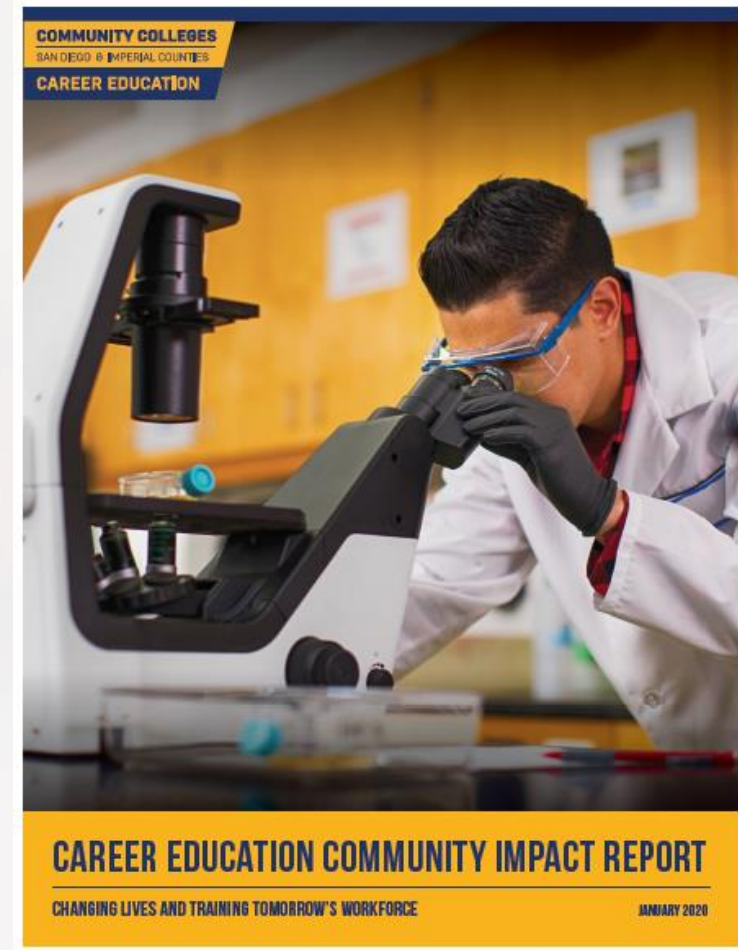❖ Career Education Perceptions: Brand Awareness and PIO-driven

PROJECT OVERVIEW: ENROLLMENT SUPPORT

- Gather data on new programs and classes/programs that need and extra push to fill enrollment

- Draft and distribute press release and media pitch for fall and spring enrollment focused on key programs and the career paths/jobs waiting to be filled

- Leverage relevant student success stories to bring information to life (impact report, updates from PIOs)

- Offer the media a complete story package including:

  - **Successful student**

  - **SDICCCA spokesperson, Professor or Job Development Resource**

  - **Employer filling middle skills jobs and/or changing job descriptions and advancement flow to accommodate two-year candidates**

PROJECT OVERVIEW: COMMUNITY IMPACT REPORTING

Highlight the tremendous impact career ed programs and schools have on the region from the student, employer, and community viewpoint.

- Annual downloadable/printable report

- Leverage as a media and community relations tool, send to policymakers, employers, partners, high school counselors

- **2020 report to increase employer involvement/stories**

- **Highlight quality of professors/teaching staff**

- **Extrapolate impacts on local/regional economy**

- **Consider engaging/adding best practices from successful Strong Workforce programs across the country**

COMMUNITY COLLEGES
SAN DIEGO & IMPERIAL COUNTIES
CAREER EDUCATION

CAREER EDUCATION COMMUNITY IMPACT REPORT
CHANGING LIVES AND TRAINING TOMORROW'S WORKFORCE   JANUARY 2020

PROJECT OVERVIEW: BRAND AWARENESS / PIO-DRIVEN STORYTELLING

Share student success, teaching quality, COE/state research and campus-life features stories via monthly feature-story outreach

- Work with PIOs to build 12-month editorial calendar representing top programs and stories across the 10 campuses

- Initial calendar created in February; updated quarterly with PIO input

- Email box for PIOs to submit story ideas, student success info on an ongoing basis

- Content pitched to media and posted to owned social channels

Sample Editorial Calendar	Timing
Picking Work that Truly Works for You March Manufacturing Job Madness	March
For Environmental Workers Earth Day is Every Day (Agriculture, Water, Environmental Tech)	April
Getting the Gig before Graduation	May
Regional Demand Grows Biotech Workers	June
Prison to Paycheck Programs	July
Hot Jobs in Healthcare Dog Days of Summer: Energy and Utility Careers Keeping it Cool	August
Working your Way Through College – Balancing Bills, Study and the Ever-Important Internship	September
Training the Workforce of Tomorrow (IT and Digital Media Career Focus)	October
Constructing Your Ideal Career (jobs in construction)	November
Holiday Abundance: High-Paying Careers that Won't Leave you In Debt	December
Resolve to Make More Money in 2020 Transportation and Logistics	January

Measurement & Learning

MEASUREMENT & LEARNING AGENDA

	Channel(s)	Metrics	Data Source
Enrollment	• Paid media • SEM • Organic Social • PR	• Outbound referrals • College specific applications • Change in enrollment over time • Cost per outbound referral • PR Metrics TBD	• Google analytics • Launchboard • PR TBD
Media Delivery	• Paid media	• Standard delivery metrics • Landing page visit rate • Conversion rate	• Ad server metrics
Sentiment	• Full campaign across owned, earned, shared, and paid ecosystem	• Sentiment & perception toward Career Ed path, opportunities, and programs	• Social listening • Quant/Qual Audience research

PIO ENGAGEMENT

PIO ENGAGEMENT OPPORTUNITIES IN 2020

Ask	Cadence	Description
Marketing Committee Meetings	TBD	Quarterly meeting to present updates and progress from ongoing marketing efforts across paid, owned, earned, and shared channels
GA Data Delivery & Support	Monthly	Ongoing data delivery to Molly Ash and Civilian team as well as ad hoc queries and data QA
Content Surfacing	Ongoing	Provision of news stories, articles, interviews, or other material that could be relevant or suitable for use in organic social, paid social, or PR
PR Support	Ongoing	Coordination of access to students, staff, and employer partners for various PR initiatives on an as needed basis
Organic Social Sharing & Liking	Ongoing	Continued support of CE's social media efforts via liking and sharing of content as it is posted and is relevant
Campus Walk-Thrus	Annually	A coordinated campus tour for Civilian's PR and Account representatives to better understand the unique nuances of each college environment

THANK YOU