



THREE-YEAR MARKETING PLAN

CUMULATIVE PROGRESS & ACTIVITY REPORT

FEBRUARY 2021

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INTRODUCTION AND PROJECT OVERVIEW

INTRODUCTION AND PROJECT OVERVIEW

In 2017, the San Diego and Imperial Counties Community College Association (SDICCCA) partnered with Civilian to develop a three-year integrated marketing and communications plan. The plan's aim was to increase enrollment and develop the regional branding and in-market presence to represent the Career Education programs offered across all of the region's community colleges and noncredit centers. Beyond focusing on enrollment, there was a secondary aim of raising perception of community colleges in the region on a number of key attributes.

The project was funded by the Strong Workforce Program developed by the state of California and the California Community College Chancellor's Office to help fill the growing middle-skills jobs gap across the state. Middle-skills jobs are defined as jobs that require more than a high school diploma but less than a four-year degree, and those that offer a more stable and living wage than entry-level positions. The simple economic challenge facing California—the fact that the state does not have enough trained, qualified members of the workforce to fill middle-skill jobs—is the result of a long-term trend of students rushing toward four-year, liberal arts-focused institutions each year. Local community colleges offer practical, technical Career Education programs built to overcome this challenge by matching supply (trained workers) with demand (jobs waiting to be filled). To be specific, at the outset of the project, economists were forecasting a 1–1.5 million gap of workers by 2025—that is, 1–1.5 million more jobs than there are qualified workers to fill them. Inherent to the brief was to respect and reflect state-level branding and language while developing a regional brand that was distinctly unique.

To launch this new student-centric education brand, Civilian looked to build from the ground up, adapting the statewide branding to a regional focus with a creative advertising campaign unique to San Diego and Imperial counties. Civilian also facilitated focus groups, shot photography and video that represented the distinct personalities of each college while simultaneously uniting them in look and feel, built a website aimed at providing prospective students a seamless and clear experience, and ultimately reached a level of program maturity and awareness where paid media and public relations could be used to help drive students toward enrollment.

From July 2017 through December 2020, Civilian and SDICCCA worked collaboratively to develop and execute a wide variety of brand-building, enrollment-driving, creative, and technical projects. This document will trace the program from its inception, recapping the contract years, key tasks, goals, strategy, key deliverables, and performance against stated goals. In addition, it will dig deeper into the key pillars of the three-year plan, highlighting and contextualizing key output from the account management, digital, creative, public relations, media, and organic social work streams that have run across the three years, evolving with the goals, maturity, and needs of the campaign.

Throughout the lifetime of this project, Civilian has worked closely with and relied upon the expertise of a group of Public Information Officers (PIOs) from each institution and members of the regional marketing committee to help foster an understanding of Career Education resources and needs while facilitating access to students, campuses, and program information. This group has met regularly for three years, with Civilian playing the lead role in keeping the wider marketing committee up to speed on all marketing activities and plans while garnering feedback where needed to guide program design.

Ultimately, the role of this regional marketing plan is to unite participating SDICCCA colleges on behalf of the broader statewide Strong Workforce Program objectives while respecting the

unique attributes of each institution and its students and subsequently linking them to priority, in-demand jobs in San Diego and Imperial counties. To inform the development of the marketing plan, a number of data points were analyzed, including auditing Career Education marketing by other community college regions, reviewing statewide market research, synthesizing regional workforce trends, assessing regional Career Education outcomes, and reviewing the competitive landscape. This analysis was coupled with an in-depth review of education trends and data and a review of syndicated research to help create a holistic understanding of the trends, target audience, and psychology that would inform the campaign.

Throughout the project, the campaign has had six target audiences:

1. High school students
2. Working adults
3. Parents of high school students
4. Educators of high school students
5. Current community college students
6. Regional employers

Programs and projects within the campaign have generally been targeted to some subset of these audiences. At the outset of the campaign, an in-depth analysis was undertaken to understand the mindsets, media usage, and unique identifying psychologies that could allow the marketing program to break through to these audiences, influencing creative design and media focus.

TIMELINE, KEY MILESTONES, AND TOPLINE GOALS

TIMELINE, KEY MILESTONES, AND TOPLINE GOALS

The contracts between SDICCCA and Civilian ran from July 2017 through December 2020, and in that period have been split into three separate contract years, with their own scope of work, focus areas, and budgets attached. The contract years have not precisely matched calendar years, with the timeframes for each contract split as follows:

- Contract Year 1: July 2017–Sept. 2018
- Contract Year 2: Oct. 2018–Jan. 2020
- Contract Year 3: Feb. 2020–Dec. 2020

During these contracts, early notable milestones were:

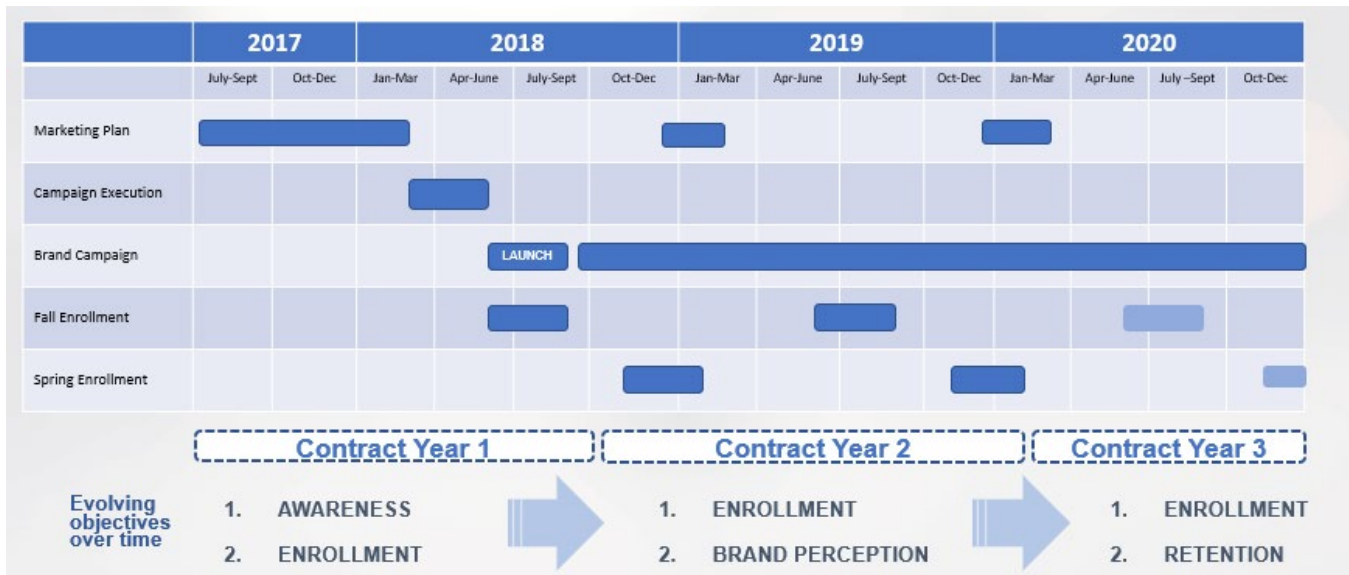
- January 2018: Integrated marketing plan delivered
- April 2018: College photo shoots
- June 2018: College video shoots
- June 2018: Launch of brand campaign, targeted enrollment campaign, and CareerEd.org
- November 2018: Benchmarking survey
- January 2019: Reevaluation of strategy
- October 2019: Addition of Google Analytics to college-specific application pages

Throughout those contract periods, a number of key project themes and elements of the campaign evolved, as follows:

- **Marketing Plan:** The marketing plan covered the development of the entire holistic plan and approach to marketing Career Education in the region. This included the delivery of a marketing strategy, creative and brand strategy, and photo/video shoot, plus development of the brand identity, website, and a roadmap for the initial contract and subsequent years. The marketing plan was revisited near the start of the second two contracts to revisit the strategy and how it aligned to the desired projects and scope of work for the year. Each year, the scope of work was agreed upon at the outset and then delivered on throughout the year. This project is covered further in the Three-Year Marketing Plan & Campaign Snapshot section.
- **Campaign Execution:** The execution of the campaign refers to the development of the core campaign look and feel, logo development, creative asset development, and website development. The creation of these elements laid the foundation for all marketing activities that followed, and created assets and templates that are still in use through Year 3 of the campaign.
- **Brand Campaign:** The brand campaign refers to all activity aimed at building the brand presence and awareness of Career Education in the region. At launch in 2018, this meant a full-fledged awareness driving paid media and a public relations campaign—recapped more fully in the Public Relations and Paid Media sections—aimed at introducing the brand to the region using high-impact tactics. Over time, the brand campaign has evolved to capture any and all activities aimed at building brand equity, including interviews and media placements through the campaign’s public relations efforts, supporting various elements of the regional work, and developing various pieces of collateral.
- **Enrollment Campaigns:** On a cyclical basis, the campaign has gone to market with enrollment-driving campaigns through paid media and public relations. These campaigns have aimed to boost enrollment among the region’s target audiences for the fall and spring semesters. These primarily digital media campaigns drive students to CareerEd.org, where they can find additional program information and click through to the college-specific sites to apply. In October 2019, Google Analytics tracking was applied to the college-specific

Apply Now buttons to allow for a more tangible and directional application metric to be tracked. That said, the primary goal for these campaigns is to drive outbound referrals from CareerEd.org to the college sites. These campaigns are separate and complementary to any college-specific enrollment efforts.

This illustration shows a topline laydown for the campaign, including where the contract years fell in comparison to larger projects.



While each individual college is responsible for setting and meeting enrollment goals, the regional program had the following overarching campaign objectives over the three-year period:

1. Drive Career Education course enrollment across San Diego and Imperial counties' community colleges
 - a. A 1% annual growth goal was set.
 - b. The primary measurement for campaign effectiveness was lead generation and the clicking by a user of the Apply Now button on a college site as reported by Google Analytics.
 - c. Enrollment data could be gleaned through LaunchBoard and Data Mart.
2. Expand Career Education market
 - a. Work to raise awareness and consideration of Career Education.
 - b. Measure success through baseline awareness and perception studies, as well as campaign key performance indicators (KPIs) such as reach and engagement.
3. Place graduates into the regional workforce
 - a. Support prospective employers with information, access, and tools required to take advantage of local graduates.
 - b. Measure success through output of specific programs and marketing activities.

Despite the overarching business objectives, the exact primary and secondary goals within each contract year have evolved along with the needs of the campaign and the evolving enrollment trends. Even more granularly, within each contract, individual projects were aimed at accomplishing specific goals or meeting certain KPIs, and the primary and secondary goal for the contract period helped inform strategic decisions and project prioritization within the scope of work.

Within the first contract year, when the brand was being established, building awareness was

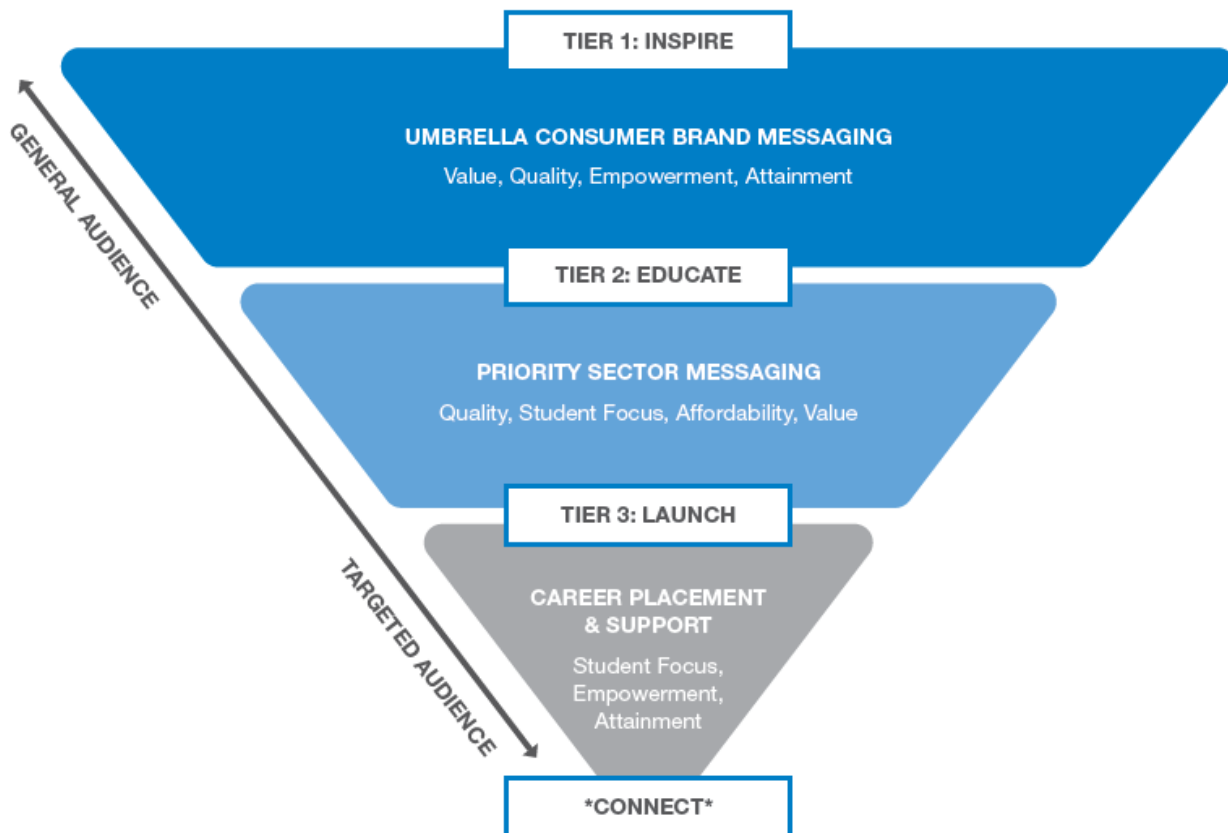
the primary goal, which would then have a positive impact on enrollment. Within Year 2, with enrollment numbers across the region lower than anticipated, the primary goal was shifted to enrollment, with the secondary goal shifting to changing perceptions of the now-established Career Education space. By the third year, enrollment continued to be the primary focus, with retention as the secondary goal. The shift to retention was informed by high attrition rates and a shift in how the state counted full-time students within the system, which is tied to the receipt of funding for the region. This report will further break down the objectives year-by-year, outlining the brief, goals, measurement methodologies, and results.

THREE-YEAR MARKETING PLAN AND CAMPAIGN SNAPSHOT

THREE-YEAR INTEGRATED MARKETING PLAN AND CAMPAIGN SNAPSHOT

At the outset of the campaign, a Three-Year Integrated Marketing Plan & Campaign was developed that would ultimately guide the development of the program from 2017 to 2020. As necessary, this plan was revisited to adapt to evolving market conditions and enrollment trends, or to meet the evolving needs of the local colleges.

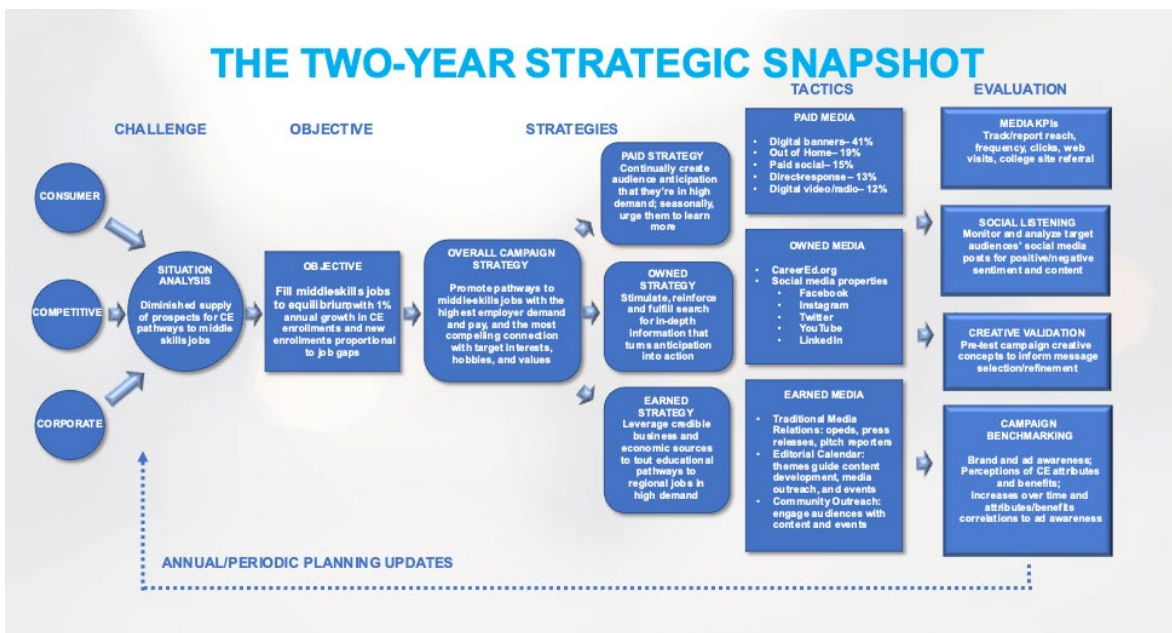
Initially, the campaign was outlined against a marketing funnel, uniquely designed to meet SDICCCA’s needs and student journey. The funnel was split into Inspire (awareness), Educate (consideration and perception), and Launch (conversion). While the early marketing program focused on the top of this funnel, by Year 2 and Year 3, the focus shifted almost entirely to the education, perception, and conversion aspects of the funnel. It was ultimately the goal of the campaign to drive some students all the way through the funnel, helping them graduate, gain employment, and become advocates. In Years 2 and 3, the realization of that success was seen in deliverables such as the Impact Reports and multiple press spots that reference successful graduates and their careers, illustrated further in the Public Relations section.



The integrated marketing plan then continued on to break down the audiences—paid, owned, and earned media tactics—and website development that would go into meeting the needs of this marketing funnel. These tactics and their evolution as well as the key deliverables are outlined in the Growth, Evolution, and Delivery section.

As referenced in the introduction, a number of initial steps were undertaken to understand the

challenge facing the region, define objectives, and then turn those into strategies and tactics capable of being evaluated for success. Following this process, a “campaign snapshot” was developed to conceptually link the various steps, creating a cohesive and digestible picture of the campaign over a two-year period.



At the start of Year 3, this snapshot was revised, with the strategies, tactics, and evaluation criteria being updated based on the previous two years in market, while the challenge and objective remained unchanged. For Year 3, this meant a revised approach to paid and earned media, refining tactics and output to home in on enrollment, and using the first two years of data to set realistic benchmarks for performance that could be measured.

The shift in strategic focus was also driven by ongoing enrollment and retention challenges facing community colleges.



Central to the success of the marketing plan was the creation of an evaluation plan that would allow Civilian and SDICCCA to measure success against a variety of objectives and goals. Prior to launch, the research and tools recommended to create the foundation for effective measurement included:

1. Campaign Benchmarking: Collecting baseline awareness and perception data via online surveys to allow for the creation of trend data over time and refine campaign messaging based on prominent perceptions.
2. Social Listening: Using social listening technology to track social media sentiment/perception and real-time conversation about brands and keywords.
3. Creative Validation: Facilitating focus groups to validate campaign efficacy and concepts.

Beyond this initial work, a number of KPIs and refined metrics were identified as they aligned to each stage of the marketing funnel.

For awareness marketing, these were:

- Reach: how many people can possibly see/read/hear paid, earned, or owned media messages associated with the campaign
 - Key metric: targeted reach
- Frequency: how often people have seen/read/heard campaign messages
 - Key metric: targeted frequency
- Impressions: how many times campaign messages have been shown to the target audience
- Placements: how frequently and with what quality the campaign and its ideas have been mentioned in the media

For consideration marketing, these were:

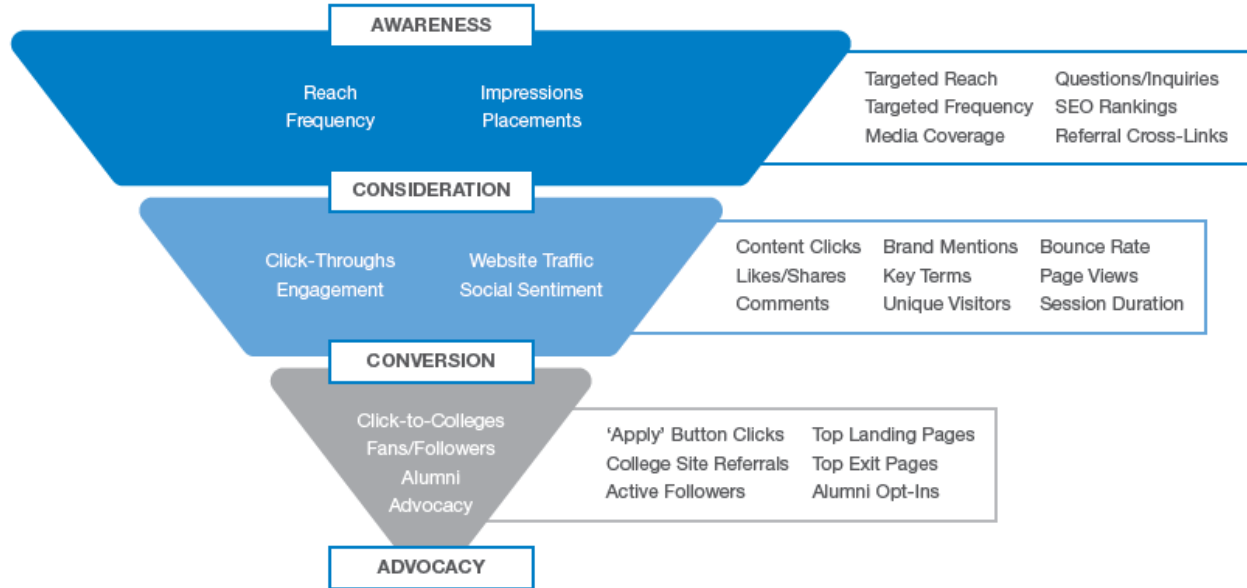
- Click-throughs: how many times audiences click on an online or social ad, linking through to CareerEd.org
- Website traffic: how many users visited CareerEd.org and how they behaved once they were on the website
 - Key metrics: unique visitors, bounce rate, page views, session duration
- Engagement: how much and how often users share, like, retweet/post, or comment on social media content
- Social sentiment: what people are saying about Career Education on social media

For conversion marketing, these were:

- Clicks-to-colleges: how many users were referred out from CareerEd.org to specific colleges' Career Education program sites to apply or enroll
- Fans/followers: how many current or prospective students are following the Career Education social media pages
- Alumni: how many alumni are willing to convert to advocates, sharing their story and experiences
- Advocacy: how many alumni and influencers are speaking well of Career Education in social media and the press

Illustrated against a marketing funnel, these KPIs are as follows:

Evaluation Plan: Measurement Metrics



These KPIs were set out at the beginning of the campaign, which was able to deliver successfully against some but not all of the defined metrics. The next section will outline the key focal points for each year, the measurement, and whether or not the campaign was successful in delivering against its stated KPIs. In cases where KPIs were not hit, an explanation will be provided as to why and the impact on the campaign.

CONTRACT YEAR-ON-YEAR BREAKDOWN

CONTRACT YEAR-ON-YEAR BREAKDOWN

At the outset of each contract year, a basic campaign brief was agreed upon. Based on the requirements of that brief and the mandatory projects within that time period, a scope of work inclusive of a variety of key projects was agreed upon, with some flexibility and labor hours set aside for ad hoc work to adapt to unforeseen projects that might arise. The projects reflect the evolving maturity of the campaign and brand, and the highlights of many of them are outlined within the Growth, Evolution, and Delivery section. As has been established, each year had a slightly different primary and secondary focus, laddering up to the overarching goals of +1% enrollment and expanding the Career Education market over time.

A topline summary of key projects from each year can be seen below, and this section will outline each year's brief, a topline summary of the response approach and key deliverables, the measurement plan, and key KPIs and results.

<i>Contract Year 1</i>	<i>Contract Year 2</i>	<i>Contract Year 3</i>
<input type="checkbox"/> Development of 3-year Integrated Marketing Plan	<input type="checkbox"/> Evolution of Regional branding	<input type="checkbox"/> Organic Social Media Strategy Update
<input type="checkbox"/> Creation of brand assets and exclusive regional video student success stories	<input type="checkbox"/> Launched CareerEd website	<input type="checkbox"/> CareerEd.Org UX/UI Audit
<input type="checkbox"/> Launch of brand & enrollment campaigns	<input type="checkbox"/> Optimization of media tactics and KPIs	<input type="checkbox"/> Enrollment Digital Asset Refresh
<input type="checkbox"/> Creation of high functioning Career Education website	<input type="checkbox"/> Expansion of asset database to include photography	<input type="checkbox"/> Fall and Spring Enrollment Campaigns
<input type="checkbox"/> Organic social media presence developed	<input type="checkbox"/> Continued website enhancements	<input type="checkbox"/> Workforce Resilience PR Pitch & Microsite
<input type="checkbox"/> Qualitative consumer research	<input type="checkbox"/> Built up PR outreach and presence with college specific engagement	<input type="checkbox"/> Career Education Guide Update
	<input type="checkbox"/> Developed Noncredit initiatives	<input type="checkbox"/> 2020 Expanded Impact Report
	<input type="checkbox"/> 2019 Impact Report	<input type="checkbox"/> Preferred Provider Promotion
	<input type="checkbox"/> Quantitative consumer research	<input type="checkbox"/> Ongoing PR efforts & Editorial Calendar

Note: Paid media performance metrics are included in the Paid Media section, as they align specifically to media campaigns rather than broader contract years. Instead, this section will focus on delivery against higher-level KPIs.

Contract Year 1: July 2017–Sept. 2018

Brief Recap

For Year 1, as the starting point for the campaign, the brief was to develop a regional integrated marketing plan that was informed by the statewide plan, using a wide range of media and services to promote San Diego and Imperial counties' Career Education programs, attracting students to enroll in them.

Approach and Key Deliverables

Civilian’s approach to this brief was to conduct an extensive research phase covering program data, competitive data, and consumer insights data, followed by the delivery of a Target Audience Research report. Based on that work, Civilian developed the marketing plan, consisting of objectives, strategies, and implementation plans that included brand planning, a multimedia advertising plan, employer outreach, community outreach, media relations, online presence strategy, and an evaluation plan. Key to this was the provision of creative services to develop the regional brand assets, informed by stakeholders and focus groups, leading to campaign asset production.

Based on this approach, the key deliverables were:

- Target Audience Research report
- Three-Year Integrated Marketing Plan
- Development of CareerEd.org
- Brand and enrollment campaign implementation, including a final campaign report
- Creation of brand assets, campaign assets, and college videos
- Development of organic social presence
- Qualitative consumer research

Key KPIs and Performance Against KPIs

Based on these deliverables, the following grid outlines the key KPIs for this contract term and the campaign’s performance or delivery against these metrics and deliverables.

Deliverable	Key Performance Indicator	Measurement Methodology	Performance/ Delivery
Creative Development	Focus group creative validation	Focus group facilitation	Civilian digested complete results from three focus groups that helped informed final creative direction
Brand Campaign Benchmarking	Baseline awareness and perception data	Qualitative online survey	<ul style="list-style-type: none"> • 54% awareness among HS students • Perception of CC as Plan B • Positive perceptions good but need strengthening
Social Sentiment Monitoring	Social sentiment	Social listening technology	Performance was not able to be monitored, as volume of social activity was below viable thresholds
Enrollment Campaigns	Enrollment	LaunchBoard	Career Education enrollment increased by 0.5% from 2016/2017 to 2017/2018

Contract Year 2: Oct. 2018–Jan. 2020

Brief Recap

The brief for Year 2 was largely a continuation of Year 1’s efforts and direction, but with strategic evolutions taken into account. A number of workstreams from Year 1 were continuing to evolve and go live in-market. The focus for media shifted from branding and perception efforts to

enrollment efforts, and the region was able to look at the real-world impact of the marketing efforts through deliverables such as the Impact Report and quantitative market research. Key to Year 2 was the full launch of CareerEd.org. The strategic evolutions were as follows:

- Focus on enrollment first, perception second
- Increase outbound referrals as a key metric
- Evaluate additional target audiences where possible
- Allocate media spend by program demand
- Optimize media tactics
- Focus perception efforts on key attributes, not “Career Education” brand or term
- Focus on “attainability” and “affordability”
- Expand terminology for Career Education and specific programs in social media
- Use earned media, outreach, and social for secondary audience perception messaging
- Increase earned media/outreach emphasis and employer engagement
- Refine benchmarking research frequency and focus

Approach and Key Deliverables

- Three enrollment media campaigns (Fall Enrollment 2019, Spring Enrollment 2018 and 2019, and Continuity)
- Creation and launch of CareerEd.org
- Creation and upkeep of Career Education social media channels, including monthly content calendar
- Brand guidelines, photo library, and new logo development
- Employer engagement collateral creation
- MyWorkforceConnection.org redesign and logo
- Continued media outreach
- 2019 Impact Report

Key KPIs and Performance Against KPIs

Based on these deliverables, the following grid outlines the key KPIs for this contract term and the campaign’s performance or delivery against these metrics and deliverables.

Deliverable	Key Performance Indicator	Measurement Methodology	Performance/ Delivery
Creative Development	+1% increase in enrollment	LaunchBoard, Data Mart	Career Education enrollment decreased by 1.8% from 2017/2018 to 2018/2019
Brand Campaign Benchmarking	Baseline awareness and perception data	Qualitative online survey	<ul style="list-style-type: none"> • Unaided awareness of Career Education very low, and many potential students know little about it • Attainability and affordability seen as important attributes
Enrollment Campaigns	Enrollment-based consideration KPIs: <ul style="list-style-type: none"> • Click-to-college • Time on site • Program-specific metrics 	Media reporting	Performance is outlined within the Paid Media section

Contract Year 3: Feb. 2020–Dec. 2020

Brief Recap

The brief for Year 3 was to support a number of key projects while continuing to ensure the entire campaign coalesced around enrollment as the key priority in the face of decreasing enrollment numbers and struggles with retention. The strategic evolutions identified in spring 2019 and applicable to the second year of the campaign were maintained. The marketing program was reviewed to analyze what elements could help drive enrollment and which elements, such as public relations, could help motivate a positive shift in retention. A scope of work was then developed based on the anticipated projects for the year, and the brand and perception elements of the campaign were largely removed.

Approach and Key Deliverables

The approach for Year 3 was a slightly simplified model built off the previous two contracts. The reason for the simplification was a streamlining of desired deliverables and projects, rather than any large overarching necessities such as the launch of a website or redesign of the brand. Within this approach, the campaign was able to optimize efforts based on the established relationship, efficiencies, and expectations established within the first two years of the partnership. By assuming a similar level of engagement for similar projects, Civilian designed a scope of work guided by the original objectives and strategy, but with these key project needs:

- Three enrollment media campaigns (Fall Enrollment, Spring Enrollment, and Coverage)
- CareerEd.org UX/UI audit and optimization
- Organic social strategy update
- Three-year cumulative progress report
- Refresh of digital campaign assets
- Full-year public relations editorial calendar
- 2020 Strong Workforce Impact Report
- Middle school/high school engagement
- Preferred Provider program support
- *Back2Work* campaign

It would be impossible to separate the third year of the contract from the onset of the COVID-19 pandemic in March 2020, which effectively put a hold on the majority of marketing activities from March to May 2020, and forced a reconsideration of programs, priorities, enrollment trends, and college support. While the majority of the planned work proceeded, some elements—like employer outreach, middle school/high school engagement, and research—were reconsidered. The campaign also put the UC/CSU targeting and some elements of the planned campus outreach on hold. The economic impact of the pandemic and recession did lead to the creation of a larger public relations program, *Back2Work*.

The pandemic also informed the editorial calendar, digital asset refresh, and some of the organic social efforts. Ultimately, the need to drive enrollment stayed salient throughout the challenges the pandemic presented, and public relations, organic social, and creative decisions reflected that.

Key KPIs and Performance Against KPIs

Based on these deliverables, the following grid outlines the key KPIs for this contract term and the campaign's performance or delivery against these metrics and deliverables.

Deliverable	Key Performance Indicator	Measurement Methodology	Performance/ Delivery
Holistic Campaign	+1% increase in enrollment	LaunchBoard, Data Mart	Centralized enrollment data was not available at the time of reporting, but reporting from individual colleges has indicated a decrease in enrollment
Holistic Campaign	Positive perception and social sentiment	Social listening tools and market research	This measurement was not delivered. The onset of the COVID-19 pandemic and the fragmenting of marketing efforts led to an environment that could not be measured by market research or social listening. Beyond measurement viability, results would be questionably relevant in light of the pandemic's impact on the economy, education ecosystem, and media.
Paid Media Campaign	Outbound referrals and Google Analytics applications	Digital media tracking and Google Analytics	+4.1% increase in outbound referrals and +18.7% increase in Google Analytics click to Apply Now from 2019 spring enrollment campaign to 2020 fall enrollment campaign

PERFORMANCE AGAINST GOALS

PERFORMANCE AGAINST GOALS

From the outset of the marketing plan, the campaign was guided by accomplishing three things:

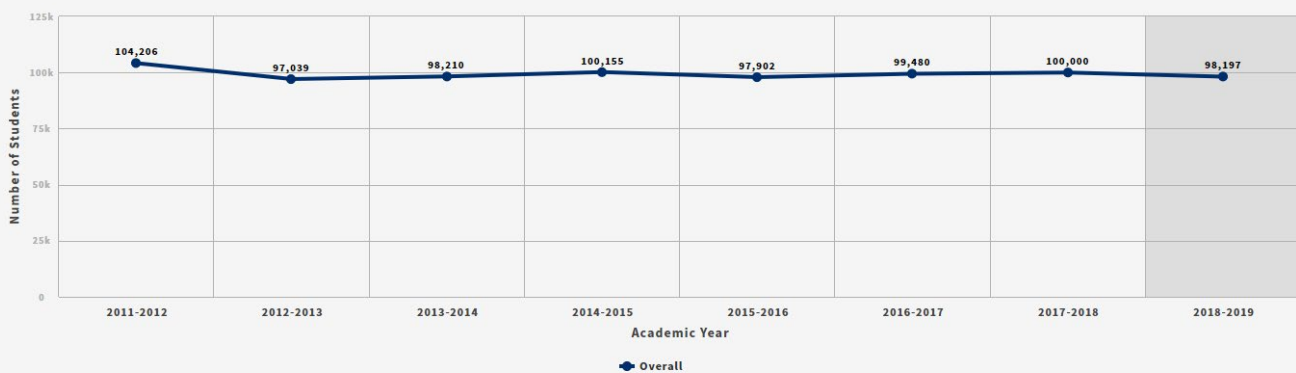
1. Filling the middle-skills jobs gap
2. Driving Career Education enrollment
3. Expanding the Career Education market

Ultimately, while the campaign has struggled to demonstrate a direct correlation to overall regional enrollment in Career Education programs, it has accomplished its goal of developing the regional brand, continuing to support ways to fill the middle-skills job gap, and expanding the Career Education market by making the term and opportunities available more salient in San Diego and Imperial counties.

As the primary theme across all three years was the focus on driving enrollment, the region has looked at strong workforce data within LaunchBoard to understand the regional enrollment trends. As indicated in the KPI performance grids, enrollment was up slightly during the initial launch of the campaign, and then dropped going into the 2018–2019 year.

Strong Workforce Program Students

All students enrolled in the selected year who took at least 0.5 units in any single credit course or who had at least 12 positive attendance hours in any noncredit course(s) excluding Special Admit students on a TOP code that is assigned to a vocational industry sector



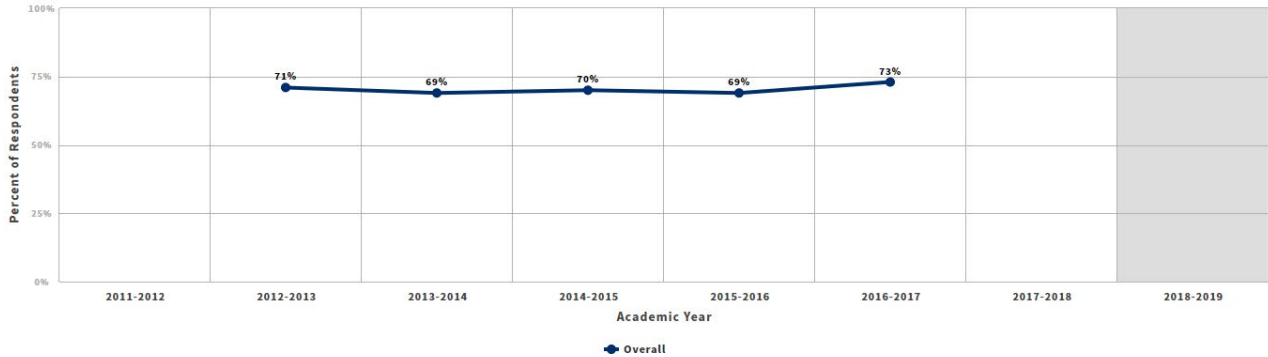
Source: Chancellor's Office Management Information System

While playing an important role, the regional enrollment campaign is one of numerous efforts across the region to drive enrollment, including substantial efforts from the individual colleges. It is the collective impact of these efforts that fill the region's enrollment pipeline.

Another valuable but lagging datapoint is students who find jobs in their field of study, thus helping directly deliver on the promise of filling the middle-skills jobs gap. While data in this area is showing a positive trend, it is also not yet available for the most recent years.

SWP Students with a Job Closely Related to Their Field of Study

Among students who responded to the CTE Outcomes Survey and did not transfer to any postsecondary institution, the proportion who reported that they are working in a job very closely or closely related to their field of study



Source: Chancellor's Office Management Information System, CTE Outcomes Survey, National Student Clearinghouse, CSU/UC Cohort Match
Technical Definition

In analyzing the goals and relative performance of the Three-Year Integrated Marketing Plan, it can be observed that the goals set forth were linked to metrics that present challenges to the region's current measurement capabilities. Data should continue to be gathered and this challenge should continue to be overcome to provide more actionable, current, and accurate reflections of campaign performance. As more data is obtained, a deeper analysis of the overall marketing campaign's performance complementing the data within this report will become more readily available.

That said, the regional campaign has been largely focused on building some level of awareness while simultaneously increasing consideration and driving enrollments at the individual institutions. It is observed in the data that these overarching goals have been achieved and continue to be optimized against in determining future projects and campaign implementation.

Based on the above implications, it is recommended that immediate success for the regional marketing program be viewed through paid media metrics, the efficacy of the deliverables, the efficient and strategic evolution of the brand and marketing focal points, and the maturation of the marketing activities. All of these aspects are best illustrated by highlighting key projects from the entirety of the three-year process, and the next section will dig deeper into the deliverables and media metrics that show positive trends in referral data and project evolution.

GROWTH, EVOLUTION, AND DELIVERY

**ACCOUNT AND RELATIONSHIP
MANAGEMENT**

DIGITAL

CREATIVE

PUBLIC RELATIONS

PAID MEDIA

ORGANIC SOCIAL MEDIA

GROWTH, EVOLUTION, AND DELIVERY

Account and Relationship Management

Pivotal to the successful stewardship of the relationship between Civilian and SDICCCA has been the ongoing role of a dedicated account management team acting as the central liaison between agency and the regional representatives. The account team at Civilian acts as the central conduit into the full suite of marketing specialists and experts Civilian employs. Over the three contract terms, the account service team has been responsible for:

- Strategic oversight of all campaign operations
- Weekly client status meetings
- Ongoing contract and financial management
- Creating campaign briefs for each contract year and individual specialty/deliverable therein
- Timeline and project management for all deliverables
- Leading regular marketing committee meetings
- Providing ad hoc point-of-view write-ups on trends, changes, or industry news
- Creating all major presentations and deliverable documents
- Ensuring all specialists and departments are working toward correct and common goals and delivering the highest quality output

Digital

CareerEd.org

The internet is where you find people, and where people find your business or service. For this reason, it was unquestionably the best way for the region to reach potential students, supply them with information, answer their questions, and ultimately help them enroll in the right program and school for them. There was no shortage of information on the web for potential students wishing to enroll in a Career Education program at one of San Diego and Imperial counties' community colleges. The challenge was that the currently available websites were all created by different groups, at different times, with different objectives, and different levels of web expertise. The sites don't link together nicely, and as a result, it was very difficult for potential students to walk through the program education process and connect with the best school for them—especially given modern, young users' expectations of web usability and interaction.

To this end, Civilian began by conducting an extensive content audit of the web information available to Career Education students at the state and regional levels. This included each individual community college, with an eye on the information available, ease of navigation, usefulness and usability of the information, and sites' abilities to move the viewers forward to the next steps—and ultimately help them make a decision.

This research led to the recommendations for a new site, designed from the ground up, to be able to draw from the best parts of each of those resources. It would be packaged in a way to engage, inform, and direct students to the next steps, with a goal of delivering them to the program or application page of the San Diego or Imperial county community college that best met their unique situation and career goals.



Year 1 involved the heavy lifting of designing the site, gathering and organizing each participating school's available priority Career Education programs, and launching the site—which by all accounts was visually attractive and easy to navigate, and provided almost all the information potential students needed to make an informed decision without having to bounce around, getting lost in the sea of internet information. A cohesive feel was created while still allowing for each participating college's individuality.

In Year 2, the site was expanded to include all Career Education programs in the online college and program finder, not only priority sectors. The site also called out the free, non-credit programs with special visual distinctions and a dedicated landing page. In addition to this, Civilian created an industry landing page for employers, incorporating elements of a detailed infographic in a way that was true to its original design and enabled responsive viewing on mobile devices.

Year 2 also saw work with each individual college to institute Google Analytics event tracking on their own websites in hopes of better being able to follow the traffic from CareerEd.org to each site and then on to the actual application websites. This effort is ongoing and although it has proven to be a challenge given each college's unique makeup, it is one the campaign is dedicated to—and in Year 3, it has started to gain valuable insights that will feed into a better, more effective referral system.



INDUSTRY PARTNERS & EMPLOYERS

BUILDING YOUR WORKFORCE WITH QUALITY TALENT

The ten community colleges of San Diego and Imperial Counties are a consistent source for well-trained individuals who are ready for work. As the largest workforce training institutions in California, community colleges provide Career Education for people seeking the knowledge, skills and abilities needed to compete for local jobs.

Career programs not only address your industry's technical demands, but are developed around 21st Century skills like adaptability, analysis and solution mindset, collaboration, communication, digital fluency, and self-awareness.



For Year 3, Civilian reevaluated the site as if it was new to create a comprehensive audit and resulting improvements recommendations. Civilian reviewed the actual usage statistics and involved real student user testing on the live site. Civilian also evaluated the site by up-to-date accessibility standards. This allowed it to be looked at with “fresh eyes” and identify search engine optimization (SEO), accessibility, and usability/user interface (UX/UI) areas for improvement. As a result of this testing, a number of improvements were made, such as improved program finder functionality, more ADA-compliant website colors, and the addition of new meta tags and meta descriptions among the site’s code base.

CAREER EDUCATION

San Diego, Tijuana, Imperial, Mexicali, Tecate, Rosarito, Palm Valley, Chula Vista, El Centro, Brawley, Westmorland, Glamis, Plaster City, Ocotillo, Jacumba Hot Springs, Colonia Luis Echeverria, La Rumorosa, Michoacán de Ocampo, Baja California, Delta, Baja California, Ciudad Morelos, San Luis Colorado, Winterh...

ZIP CODE SECTOR PROGRAM DEGREE SCHOOL

CLEAR ALL SUBMIT

SAN DIEGO CITY COLLEGE

DOWNTOWN SAN DIEGO | 137 PROGRAMS



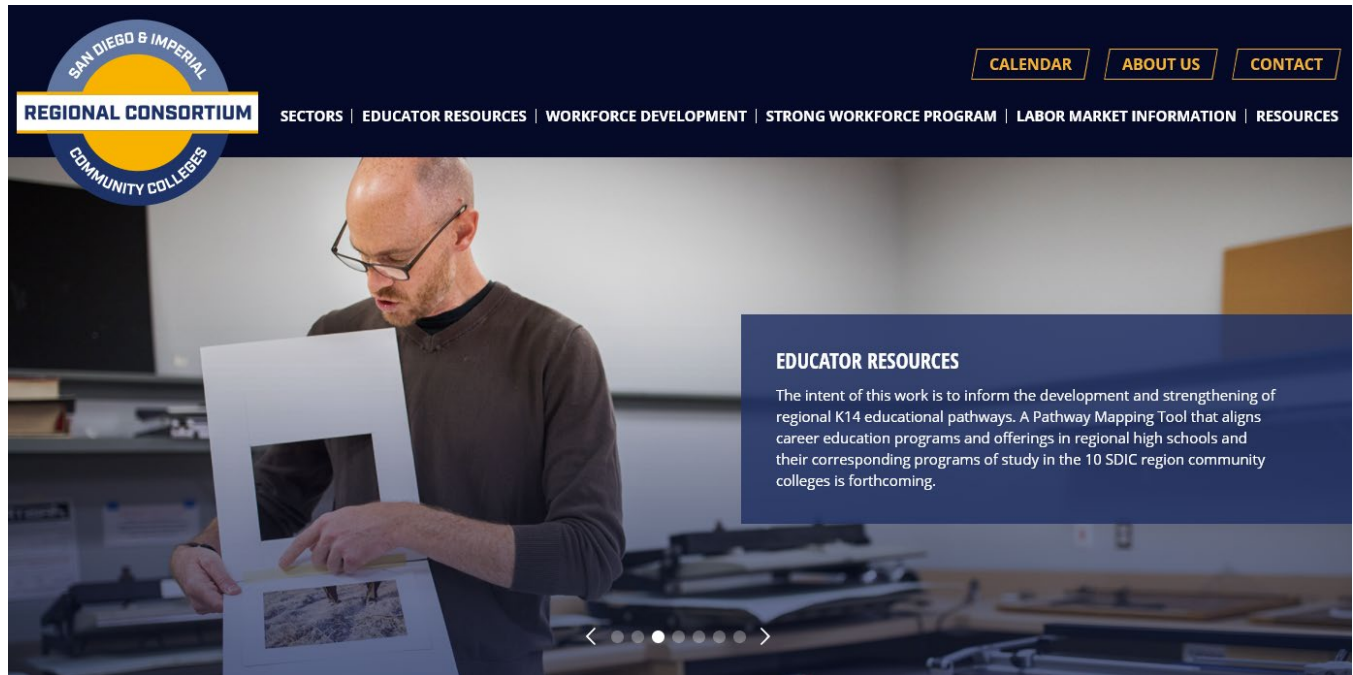
SAN DIEGO MESA COLLEGE

CLAIREMONT MESA | 72 PROGRAMS



MWC

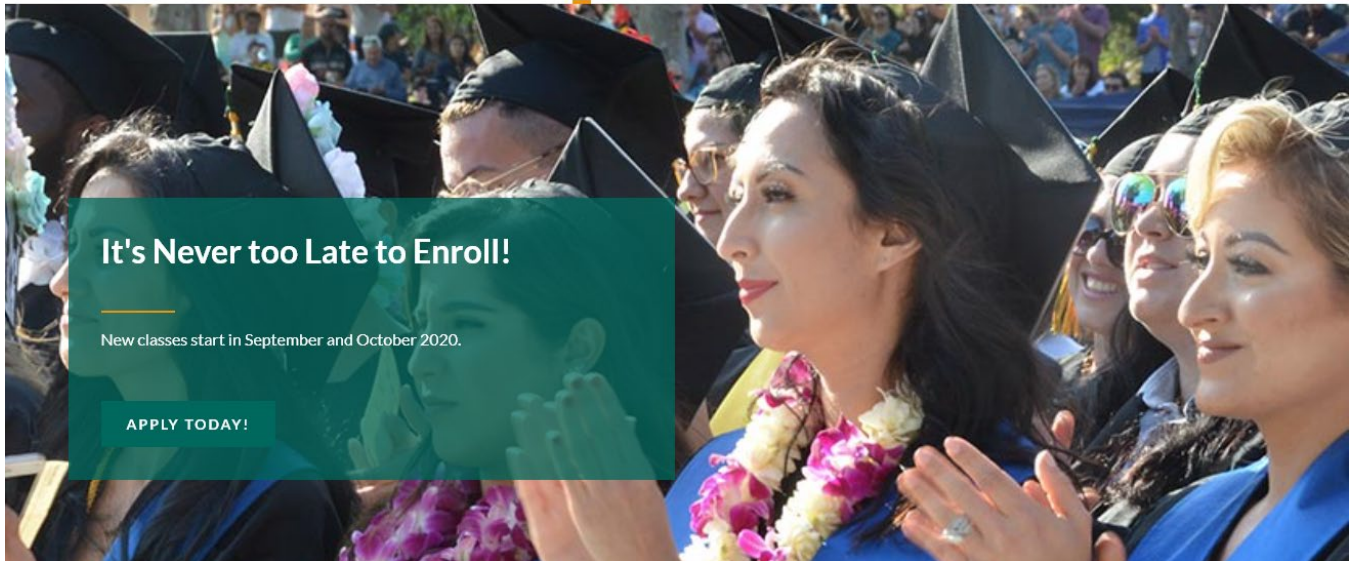
Civilian also worked with the region to completely overhaul MyWorkForceConnection.org, the Regional Consortium’s website. MWC was completely dismantled and reassembled with a fresh look and a better organization of ideas and formats, including integrating WestEd’s new resource library and the guided pathways product, Breakthroughs.



Student-First College Websites

After the successful launch of CareerEd.org, the region dedicated funds to help the individual colleges update their websites into a more “student-first” design. The region recognized most of the college websites were developed over many years and different iterations that resulted in a great many of them no longer being conducive to helping new students navigate through the site, learn about the particular college’s offerings, and follow on to the application process.

Civilian worked with a number of the region’s colleges, including MiraCosta, Cuyamaca, Grossmont, Palomar, and IVC, to assist in varying levels of contribution, including content strategy, content management system (CMS) selection and implementation, site design, website coding, and even content migration of thousands of individual pages. As a result, Cuyamaca and Grossmont colleges have completely new, redesigned sites, while the others continue to work toward their exciting new products.



CareerEd.org Results

From the launch of CareerEd.org in June 2018 through December 2020, the following results have been recorded:

- Over 305,000 new users
- Over 403,000 website sessions
- Nearly 600,000 page views
- 32,000 user referrals to colleges, state application sites, and state financial information websites

Creative

When Civilian was tasked with developing a brand and creative campaign for the region’s Career Education program, there were several considerations that needed to be acknowledged and fully understood prior to the start of the creative process.

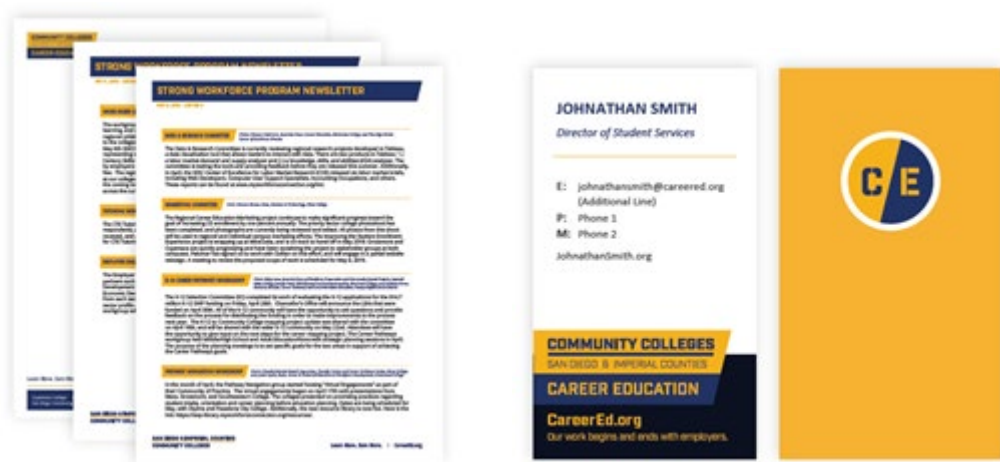
1. It was recommended that the brand use a similar look and feel to the statewide “Learn By Doing” campaign, tonally and visually, while simultaneously coexisting peacefully alongside the individual school brands, to maintain familiarity and cohesion.
2. Civilian’s campaign needed to not only drive enrollment, but shift current perceptions that “community college is only a stepping stone to a four-year university,” “Career Education requires too much money,” and “good careers require higher education.”
3. The key motivators of the audience—earnings potential, personal achievement, and self-expression—needed to inform the development of a successful messaging strategy that would address all three.

All of these factors needed to be considered and rolled into a dynamic campaign, with a unique look, that inspired prospective students to enroll, and start on a path that will yield a well-paying, attainable career; the hands-on skills and soft skills needed to be successful in that career; and valuable community connections.

To begin, Civilian created a unique and ownable identity for the region, to be used across all materials, that was inspired by, and adhered to, the statewide campaign. The logo, while matching the state campaign in color and font, was designed specifically to represent the San Diego and Imperial county region and includes a full lockup as well as a simplified version to be used on social media channels.



To accompany the logo, Civilian developed a full branding suite, including letterhead, PowerPoint and newsletter templates, business cards, and a brand guide.

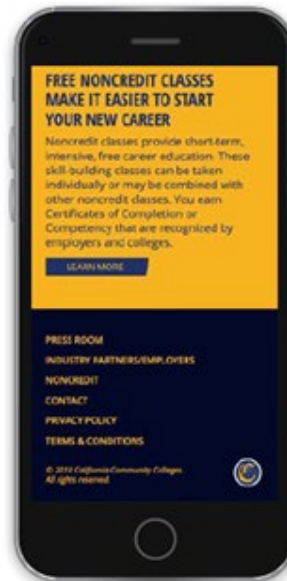
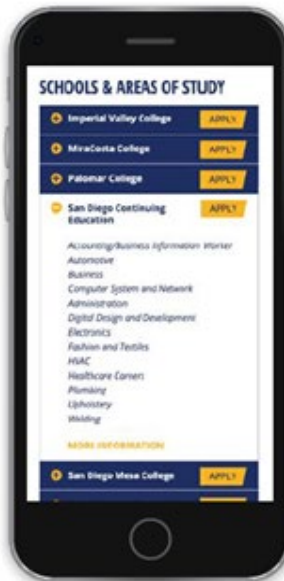
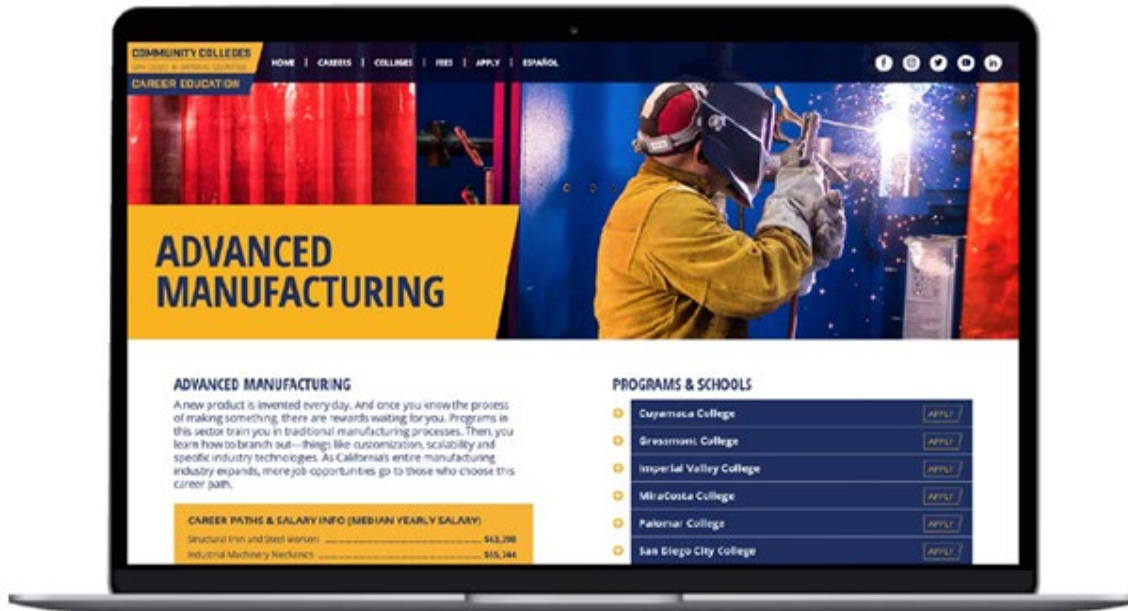


Beyond building the brand, Civilian also developed a region-specific creative campaign, informed by a series of six focus groups held across San Diego and Imperial counties. Three creative campaign concepts and nine messaging claims describing the benefits of Career Education were tested. The findings of the focus groups revealed a preference toward engaging, active photography, paired with simple, straightforward messaging, and a memorable URL. They also placed importance on reassuring prospective students that Career Education programs are a means to an end, and will get them the career they want, rather than serve as a stepping stone along a path of further education.

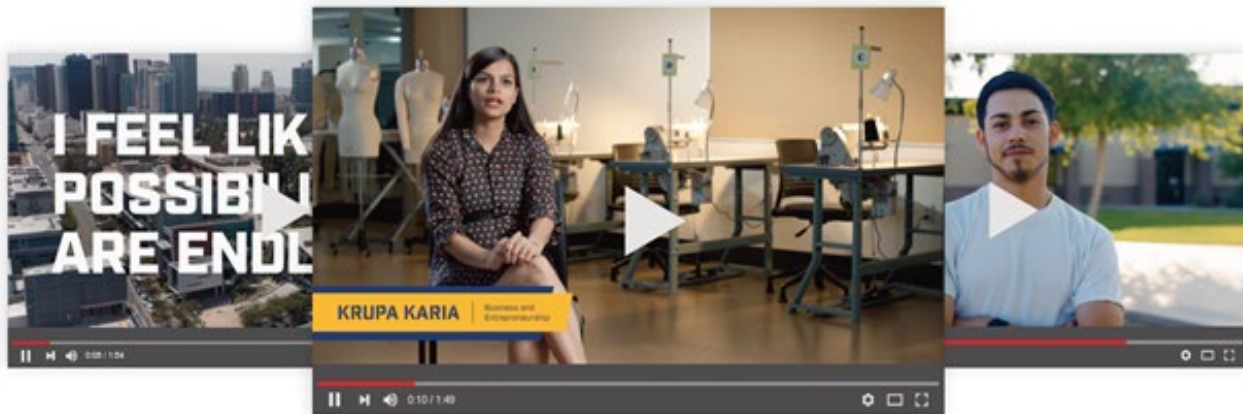
The initial run of the campaign included digital advertising (brand- and sector-focused digital banners, Kindle, mobile gaming, and Pandora ads), out of home (billboards and a bus wrap), social media, and a series of eblasts.



The campaign directed potential students to the newly designed website, CareerEd.org, where they were met with an abundance of easy-to-navigate information about specific programs, individual schools, and how to enroll. Features of the website include the Community College & Program Finder, where users can easily find programs matching their interests, searching by various criteria (e.g., location, program, sector, and degree); pages highlighting each of the in-demand sectors; and specific pages for press and partner resources.



While Civilian used state-provided resources for the initial launch of the campaign, representing the region with authentic imagery and video was always the end goal. To ensure each school and program had equal representation, Civilian coordinated a series of photo and video shoots done on location at each of the 10 schools, featuring a wide array of Career Education programs and current students and staff. These photos went on to be used to refresh all of the campaign creative, while the testimonial videos, featuring career education success stories, were added to the website. The photography was also added to an easily accessible photo library available for all of the schools to use.



Beyond the creative campaign, Civilian also developed a number of tools for counselors, educators, and the individual schools to use. Among these was a Career Education landing page template, available for any school wishing to add a Career Education page to its current website; a comprehensive infographic highlighting the benefits of Career Education; and a brochure for employers.



While creating all of these tools, the region continued to partner with Civilian to run enrollment campaigns and refreshed the campaign each year prior to enrollment periods. Most recently, in 2020, the creative was adjusted to be sensitive to existing COVID-19 social distancing regulations, and reflect the value and opportunity awaiting students through the Career Education programs despite facing difficult economic realities.



Some of the highlights of the campaign overall include:

- 2 unique brands/logos
- 2 websites
- 1 bus wrap
- 1 comprehensive infographic
- 1 photo shoot yielding approximately 200 photos
- 11 videos
- Nearly 500 digital banners

Public Relations

As stated in the initial Three-Year Marketing Communications Plan, Civilian’s paid advertising and outreach activities were designed to work together with owned and earned media tactics to reach target audiences across all channels in a converged media approach. The goal was to create a “surround sound” effect that amplifies and expands the reach and impact of each individual tactic. The overarching earned and owned strategy was to humanize the Career Education experience through compelling storytelling, making it more relatable and memorable to the audience in a way that facts and statistics alone could not. The goal was to place compelling stories in earned media—to take advantage of the broad reach and high-credibility factors of third-party press—as well as on the regional site and social channels where word-of-mouth sharing could spread the word through personal and social group connections, further enhancing interest and engagement.

For this program and report, Civilian defines public relations as encompassing the earned and owned channels outlined below. These tactics align closely with, and often overlap, the work on the CareerEd.org website and social channels led by the Civilian digital team and outlined in the Digital section.

Owned Media	Earned Media
Promotion of proprietary research (COE) Press room <ul style="list-style-type: none"> • Fact sheets • Coverage posting Infographics President’s newsletter (region took over creation in August 2019)	News releases Fall and spring enrollment content Student success stories Trend, holiday, and milestone outreach Op-ed drafting and placement Spokesperson support <ul style="list-style-type: none"> • Talking points • Interview preparation, regional proof point research, follow-up

Year 1: Developing and Launching the Story

From an earned media standpoint, a majority of Year 1 was focused on research, messaging, story generation, and asset creation. The campaign needed to build awareness of an entirely new Regional Consortium, elevate perceptions surrounding Career Education, and reach and motivate six very distinct target audiences with entirely different needs—all while balancing the input of nine unique campuses and Continuing Education.

By the time the program was ready to roll out externally in June 2018, the campaign had just four months to make a big impact in Year 1. Based on research, timing, and experience, Civilian and the region made the decision to focus on a quick evolution through three key message zones:

1. Defining the problem—Centers of Excellence for Labor Market Research showcased how the job market is changing, leaving employers struggling to fill positions while workers remain unemployed. The data clearly showed that the continued health of the regional economy required a collaborative focus on identifying and addressing labor skills gaps.
2. Presenting the solution—The region’s nine community college campuses and Continuing Education are uniting to meet the need as the most affordable, community-based path to in-demand, good-paying careers.
3. Introducing something new—Year 1 messaging focused on two unique and intriguing concepts: the unity of the region’s community colleges and the opportunity created by middle-skills jobs.

Year 2: Inspiration and Action

With a firm foundation created by the successful program and website launches, the campaign shifted focus for Year 2 toward a steady drumbeat of balanced practical and emotional storytelling. The foundation for planning became a sentiment expressed by 40 to 60% of the target audience, who believed, “There’s little I can do to change my life.”

While that could have been true for many who lacked access to more expensive four-year universities, compelling data now existed proving the need for middle-skills workers. According to the research, middle-skills jobs are defined by:

- > Some college coursework, a postsecondary certificate, and/or an associate degree; or
- > High school diploma or equivalent with on-the-job training greater than 12 months; or
- > Apprenticeship; or
- > Bachelor’s degree if at least 33% of workers in the occupation, age 25 or older, have completed, as their highest level of education, some college coursework or an associate degree.

Rather than trying to focus on all requirements, the campaign decided to simplify the explanation to “jobs that require more education than high school but less than a four-year college.” Armed with that definition, Civilian and the region narrowed in on a message to prospective students that was simple but also aspirational and potentially life-changing: high-wage, high-demand careers could be yours for as little as \$46 per unit and in as quickly as two years.

Armed with this message, Year 2 focused on building awareness of the opportunities and specific career paths, highlighting student successes and customizing outreach and messaging for working adults, high school seniors, and the employer community.

Year 3: Positioned to Lead in a Time of Need

Beginning in late 2019, Civilian began planning for a significant expansion of program reach for Year 3. In addition to continuing to support enrollment and student/graduate advocacy, the Civilian team planned a comprehensive employer outreach and event sponsorship program, a college choice campaign for students trying to get into the increasingly impacted UC or CSU systems, and a “What Kind of Education is Right for You” campaign directed at helping middle and high school students choose the ideal path to suit their personality and career goals.

Then, early in the year, the pandemic hit and changed everything. The campaign shifted and did its best to provide support and celebrate student and faculty COVID-19 heroes as the campuses struggled through an overnight shift to remote learning. As the dust of that transition settled and unemployment numbers skyrocketed, Civilian and the region marshalled resources and launched a research-driven program focused on providing hope to the region’s displaced workers and lowest income communities. Today—just as in the beginning of the campaign—the workforce is changing, and community colleges are uniquely positioned to provide education and hope to potential first-generation college students, displaced workers needing new training, and previously four-year college-bound students who don’t want to pay thousands per year for essentially the same online experience.

As Dr. Kindred Murillo, superintendent/president of Southwestern College, noted in the 2019 Impact Report, “Community colleges were created more than 100 years ago as a populist response to the elitism of higher education. For more than a century, community institutions have been providing education and the promise of a better life to students from all walks of life, including underserved communities, veterans, older adults, first-generation college attendees, English language learners, and recent high school graduates.” Now more than ever, students and working adults in the region need to know where to find in-demand jobs and how to quickly and affordably train to fill those positions—and the community colleges in San Diego and Imperial counties will be there with research, advice, educational tools, and opportunities.

Regional Collaboration and Support

Messaging

The Civilian team created and has been consistently evolving a core set of talking points supporting the planning and outreach, including these in every press release and bylined article. At launch, the messaging was focused on building awareness of the Regional Consortium and integrating the term middle-skills jobs. As awareness increased, the messaging shifted to include more complex, cultural context, and depth around:

- Affordable educational opportunities—positioned against nationwide concerns over rising student debt level as well as skyrocketing costs for private, UC, and CSU educations
- High-wage careers—educating potential students on the depth and breadth of program choices leading to fulfilling careers (not jobs) that pay enough to sustain a living wage in San Diego and Imperial counties
- In-demand jobs—driving personal student success and the health of the regional economy by serving the essential purpose of training students to thrive in necessary positions

By the end of Year 2, the campaign was able to layer in significant advocacy messaging from working students and faculty directly engaged in helping the community as well as successful graduates.

Materials

As the only presence encompassing all campuses and noncredit centers in the San Diego and Imperial county region, all Career Education materials focus first on regionwide initiatives, focus areas, benefits, and achievements. Examples include enrollment releases highlighting news from every college as well as the Impact Reports that include feature stories from all nine colleges and SDCE. Civilian also created and continues to update a regional fact sheet and Career Education infographic.

Interview Support

Another regional service provided by Civilian is interview support and preparation that provides media with data, anecdotes, and interviews from more than one campus for every opportunity. For each interview opportunity booked, Civilian provides specific talking points as well as graphics and any data or student/faculty referrals requested by the reporters. While not every story results in equal coverage, the initial pitch always focuses on the news and accomplishments of the entire region, followed by proof points that take into account the unique programs and personalities of each individual campus.

Key Projects—Year 1: July 2017–Sept. 2018

Program Launch

The earned media outreach campaign for SDICCCA launched on June 20, 2018, following an intensive year of research, messaging, creative, and collateral development. The region and Civilian worked closely with the Centers of Excellence for Labor Market Research on a series of reports that clearly quantified a problem—workers looking for living wage careers—and positioned the region’s community college Career Education programs as the ideal solution. A press release and fact sheet were created highlighting the report and SDICCCA’s response.

The release was distributed through the newswire and pitched to media throughout the region resulting in:

- Release pickup on 135 news sites
- Nine unique media stories, including a segment on the region’s most watched morning news broadcast, an interview on the top-rated morning radio news program, and an article in the Spanish-language version of the *Union Tribune*.
- A total of more than 22 million impressions
- Reaching more than 1.3 million regional viewers with unique launch story coverage

Regional launch unique coverage included:

- KUSI Good Morning San Diego: San Diego Community Colleges Unite to Fill Growing Labor Skills Gap
- *City News Service/Times of San Diego*, [New Website Links Prospective Students with Middle-skill Jobs](#)
- *The Union Tribune En Espanol*, [SDICCC Promueve Programas Educativos Para Empleos de Calificación Media](#)
- KOGO Radio AM 600, two stories: [Top 100 Middle-Skill Jobs In San Diego County](#) and 08/01/18 KOGO Radio AM 600, [Thousands of Middle-skill Jobs Available in San Diego and Imperial Co.](#)
- *San Diego Metro Magazine*, Top 100 Middle-Skills Jobs

- [Times of San Diego, San Diego, Imperial County Community Colleges Launch 'Middle-skill' Jobs Effort](#)

San Diego community colleges unite to fill growing labor skills gap

Posted: August 6, 2018
Updated: 3:53 PM by Lauren Phinney



KOGO LOCAL NEWS

Top 100 Middle Skill Jobs In San Diego County

The San Diego Union-Tribune
EN ESPAÑOL

NOTICIAS

California: Evacuados por incendios encuentran devastación



SALUD

Fechas y lugares para vacunarse contra la gripe gratis



NOTICIAS

Centro-norte de EEUU lidia con repunte de casos de COVID-19



SDICCC promueve programas educativos para empleos de calificación media

Launch Keywords



Website Launch

One month after the program launch, the campaign team took an opportunity to continue momentum by launching the new website. A press release outlining the goals, tools, and benefits offered by the newly launched site was distributed via the newswire and pitched to local media resulting in:

- Pickup on 120 news sites
- One unique media story in the *Times of San Diego*
- 30 million earned media impressions

Employer Partnership Launch

In the final month of Year 1, the campaign expanded outreach to include partnerships with local employers. In this round of outreach, in addition to a press release sent out to local media, Civilian drafted an opinion article for Dr. Sunita Cooke, superintendent/president for the MiraCosta Community College District, that was placed in *The EvoLLLution*, an online higher-education focused publication with 60,000 monthly visitors.



WORKFORCE DEVELOPMENT

Published on 2018/09/14

Filling the Middle-Skill Jobs Gap: Career Education Starts and Ends with Local Employers

Sunita Cooke | Superintendent and President, MiraCosta Community College District

Key Projects—Year 2: Oct. 2018–Jan. 2020

Spring and Fall Enrollment Outreach

Beginning in December 2018, Civilian began conducting biannual enrollment outreach support campaigns including:

- Regional roundup press releases featuring new programs and sector focuses alongside important dates and deadlines for students
- Media outreach to 100+ regional media
- Interview talking points, spokesperson support, and coverage monitoring

While Year 1 media outreach focused on broad distribution, in Year 2, the Civilian team shifted to more focused, direct regional outreach, resulting in fewer placements/impressions but higher engagement and overall impact. Of the three enrollment pushes in Year 2, all received two to three local earned media placements focused on Career Education messaging and linking potential students directly to CareerEd.org and on to the campus-specific sites. Each campaign received somewhere between 200,000 and 1.2 million direct, local media impressions as well as social sharing counts from 42 to 209 likes and shares.



Opinion Pieces and Bylined Articles

Another aspect of the Year 2 earned media evolution focused on a shift from broad outreach to a more narrow focus on specific audiences. Through the research, drafting, and placement of two opinion pieces, the campaign was able to effectively target new audiences including:

Millennials and Gen-Xers—Civilian created a bylined article for Danene Brown, Workforce Development Council chair, titled “Changing Careers is Easier than You Think,” and placed it in the *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.

Higher Education Leadership—Civilian condensed the results of a WestEd report, “Leveraging Strong Workforce Funding to Build and Innovative Infrastructure,” into a bylined article for Dr. Cooke and Dr. Miles that was placed in *Community College Daily*, an industry trade publication with readership heavily skewed toward community college presidents and other leaders. Following the publishing of the piece, Civilian also sent the article to leadership across the state with a personal letter from Dr. Cooke and Dr. Miles, further extending readership and building credibility for the region’s innovative cross-campus collaboration.

Filling California's jobs gap

TOPICS: Commentary



Home » Opinion » This Article

Opinion: Changing Careers Is Easier Than You Think in San Diego

PHOTO BY EDITION ON FEBRUARY 15, 2019 IN OPINION | 855 VIEWS | COMMENTS | LEAVE A COMMENT

Share This Article:



Awards and Partnerships

As SDICCCA increased visibility and credibility, the consortium began working in partnership with local influencers as well as receiving statewide and international funding and acclaim for the quality of its training and marketing communications programs. The earned media team at Civilian supported and expanded these announcements through press releases, media outreach, spokesperson support, and social content for three key programs, including:

- SDICCCA was a key partner in the JPMorgan's \$3 million funding of the Advancing Cities Campaign supporting student development and internships in San Diego.
- In December 2019, SDICCCA won an International Marcom Award, honoring excellence in marketing and communications for its "Learn More. Earn More" campaign developed in partnership with Civilian. The colleges' work promoting middle-skills degree and certificate Career Education programs took top honors in the Integrated Marketing category, chosen from among more than 6,000 entries from around the world.
- In early 2020, Mesa College and MiraCosta College were named Preferred Providers of software talent by Advancing San Diego, a program designed to address talent shortages and remove barriers between small companies and qualified workers. Subsequent Preferred Provider awardees are Mesa College for engineering and MiraCosta and Mesa colleges for business.

Trend Pitching

In Year 2, the campaign also shifted from pure news and milestone pitching to lifestyle and trend-focused content and campaigns. The first trend campaign, titled "New Year New You," focused on New Year's resolutions that are truly life-changing—including receiving quality education. Civilian brought the story to life with a top tips article by life coach and Miramar counselor and professor Rick Cassar. The outreach led to a broadcast story that for the first time featured SDICCCA leadership, faculty, and a successful student advocate.





The One New Year's Resolution That Will Actually Change Your Life
 By Rick Casbar, Life Coach, Counselor and Professor at Miramar College and MiraCosta College Board of Trustees

It's a new year—and a new decade—which means many of us are talking stock of our accomplishments and making resolutions to exercise every day or eat more vegetables. Unfortunately, [research](#) indicates most New Year's resolutions only last a few weeks, and fail to bring about any real change.

This year, instead of a hard-to-follow health regimen, why not consider a change that'll last and [results in an extra \\$400,000](#) in lifetime earnings? The recommendation? More education.

If you think you don't have the time or money to get a college degree, think again. That increase in earnings is based on an associate degree which you can get from community college in as little as two years. If you're a first-time, full-time student you may be able to [get your degree for free](#). And with more programs and career paths than ever before, a career certification may be all you need to land a higher-paying, in-demand job in the San Diego area.

Middle-skills jobs—requiring more training than a high school diploma but less than a four-year degree—comprise a significant and growing portion of the [regional](#) labor market—and these are the jobs employers are struggling to fill. Career Education programs are a fairly quick and affordable path to careers in cybersecurity, biotechnology, environmental science and [many more](#).

Whether you're a recent high school graduate trying to figure out what to do next or returning to college after years in the workforce, here are some things to consider:

- **Ensure a return on your investment.** Middle-skills jobs pay far above median hourly wage. Consider that the average four-year college graduate leaves school with [\\$37,000 in debt](#), while many community college programs cost up to ten times less. And because of the focus on booming industries and hands-on instruction, [71 percent of graduates](#) are employed within a year of finishing their program.

Key Projects—Year 3: Feb. 2020–Dec. 2020

Year 3 started off with a bang as the campaign celebrated Career Education month with the launch of the first Impact Report. The 15-page report was the result of three months of interviews with student advocates, faculty career advisors, an employer, and SDICCCA leadership. The report hit all of the campaign goals by:

- Humanizing the life-changing impact of Career Education in lives of successful student graduates
- Showcasing the next-level guidance and support campus faculty and counselors provide to help students find great jobs after program completion
- Highlighting the essential role and positive economic impact of the region's community colleges in training employees and working with employers to fill open positions



THE JOBS Career Education can quickly launch you into these careers.

of graduates **71% ARE EMPLOYED ONE YEAR AFTER** finishing their program

ADVANCE YOUR CAREER BY

- BUILDING YOUR SKILLS
- EARNING A CERTIFICATE
- OBTAINING AN ASSOCIATE DEGREE

TOP 8 IN-DEMAND SECTORS

- 1 Advanced Manufacturing
- 2 Advanced Transportation and Logistics
- 3 Global Trade
- 4 Energy, Construction, and Utilities
- 5 Health
- 6 Information and Communication Technologies (ICT) and Digital Media
- 7 Life Sciences and Biotechnology
- 8 Business and Entrepreneurship
- 9 Agriculture, Water, and Environmental Technologies

FINDING ENDLESS OPPORTUNITY UNDERGROUND

Sarah Hargis | Cuyamaca College | Center for Water Studies

In a recent picture, Sarah Hargis is wearing a hard hat and safety vest, and has clearly been getting her hands dirty working on a subterranean sewage pipe system. She's also grinning and flashing a thumbs-up to the camera, clearly excited to be somewhere most people would probably rather avoid.

The path to her current job as a utility worker for the Padre Dam Municipal Water District's wastewater workgroup began when she was a student at Cuyamaca College.



"Choosing which career path to take was a pivotal moment in my life," says Hargis. "I wanted a career that was challenging, had good benefits, involved skill, required a variety of work, and allowed me to work outdoors. After researching different fields, I learned that the water industry satisfied all those requirements. I can say with confidence that starting courses at [Cuyamaca's] Center for Water Studies was one of the best decisions I ever made."

Water and wastewater management is crucial to life in southern California, as many residents know. Hargis' job description includes cleaning sewer lines by operating a combination truck, also known as a Vactor, which utilizes high pressure water nozzles to flush lines, break through blockages, and removes debris. In addition, she uses a closed circuit television system with a live feed of the internal condition of the sewer line, to examine and record the condition of sewer mains and laterals.

CHANGING LIVES THROUGH ACCESSIBLE EDUCATION

WELCOME TO OUR FIRST ANNUAL IMPACT REPORT. THIS REPORT CELEBRATES THE QUALITY OF OUR TEACHING STAFF, THE SUCCESS OF OUR STUDENTS, AND THE IMPACT WE ARE MAKING MEETING THE NEEDS OF EMPLOYERS.

CREATING OPPORTUNITIES, ONE JOB AT A TIME

Bruce Reeves | Palomar College | Job Developer and Case Manager

Bruce Reeves wears many hats. As Palomar College Job Developer and Case Manager, Reeves works directly with businesses to create internships, apprenticeships, and job opportunities for Palomar students, and coaches students at every step of their search for employment.

In addition to teaching technical skills, "Community colleges are really good at teaching students confidence," states Reeves, who noted that Palomar College was one of the first community colleges in the region to hire a dedicated job developer.



Reeves says his previous career in criminal justice, and his experience teaching human resource management, helps him understand business' employment processes and relate to students from all different backgrounds, particularly those who have had obstacles to overcome. Reeves said his position has helped him continue his lifelong passion of closing the equity gap.

"Many of the students who come through our doors may not have had much in the way of support or opportunities to develop their professional presence—that's something that takes time and individual attention," said Reeves. Thanks to Reeves' work and the relationships he and his colleague Jason Janinen have built with employers, Palomar is now viewed as a source of "hidden gem" job candidates.

Regarding finding jobs for students, Reeves said, "It's pretty easy—lots of local business owners went to Palomar, so they'll pick up the phone when I call. The challenge is finding the range of employers to hire students from our more than 15 different programs."

BIOTECH WORKERS NEEDED, NO BACHELOR'S DEGREE REQUIRED

Abe Chohan | Vice President of Operations | Inova Diagnostics

San Diego-based Inova Diagnostics is a leader in autoimmune testing, delivering highly accurate reagents and efficient automation to labs throughout the world. As Vice President of Operations, Abe Chohan is responsible for operational management and functions, including production, facilities, maintenance, engineering, environmental, health and safety, planning, purchasing, shipping and receiving.

During his nine years working for the company, Chohan has seen significant shifts in company hiring processes, which have led to increased diversity among its more than 300 local employees. In fact, Inova recently re-aligned the job descriptions for many of its jobs and removed the focus on the four-year degree requirement as a condition for hiring.

"Candidates are coming from many different paths these days, and the students we're hiring from the community colleges are very strong and well prepared," said Chohan. "The community colleges are doing an excellent job of building relationships with employers that inform the curriculum and provide students with training in the practical skills employers need."

Along with much of the biotech industry, Inova has been experiencing rapid growth, and that has created increased pressure to fill open positions quickly with candidates who can hit the ground running. While the company still hires from four-year universities for many positions, there has been a significant shift towards working in partnership with community colleges, such as San Diego Miramar College, to create programs that directly train students in the skills employers need.

The Year 3 plan also included:

- An editorial calendar outlining regional trend pitching for each month created with input from the PIOs
- An on-campus visit calendar for the Civilian team to spend time at each college to expand its knowledge base, relationships, and ability to source student and faculty references for outreach without requiring any PIO time or resources
- An employer outreach and event sponsorship program
- More customized outreach to US/CSU students and middle and high school students

However, immediately after the successful launch of the annual plan and Impact Report, COVID-19 hit and the outreach campaign was temporarily put on hold as the campuses shifted to remote learning. Outreach was restarted in May 2020 with a COVID-19 heroes campaign highlighting how campus faculty and students were helping the community cope with the pandemic. The following stories were pitched to local media and used on social media channels.

On the Front Lines	Supporting First Responders
<ul style="list-style-type: none"> • Jeanne Jones, City College Professor and registered nurse currently working 12- to 14-hour shifts at Scripps Memorial some of them with her student Karen Illian Villalobos – one of 106 City college nursing students now doing an "externship" going to numerous hospitals and medical centers to assist nurses despite the fact her work won't count towards her much-needed clinical hours required for her license • Mark Barahura, Christopher Lucci and Juan Landin - brand new EMTs in the field after graduating from a dual enrollment high school/college program with Miramar and Health Sciences High and Middle College • Four Miramar biotech students who recently graduated – two are working on test kits at Abbott and two are using those tests in local healthcare facilities 	<ul style="list-style-type: none"> • The culinary arts student who recruited his fellow students to support ER workers (including his wife) by delivering four course lunch to her ER in Chula Vista this Sunday • Two Cuyamaca engineering students (one inspired to help mom; the other from previous hospital stays) printing facial mask ear savers on 3D printers for local healthcare workers • Nursing Faculty at Grossmont who turned old uniforms into new masks to donate to psychiatric care workers • Continuing Education Clothing and Textiles student Eva Tseng who owns craft therapy business and is moonlighting with her fellow graduates to sew masks



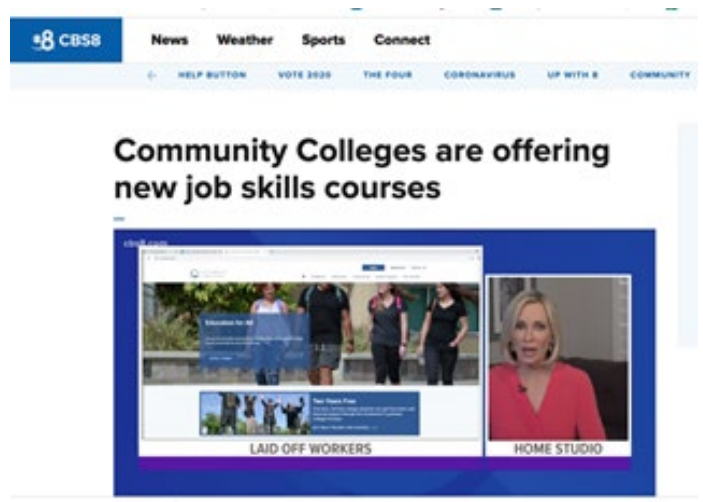
Pandemic-Resilient Careers

As COVID-19 hit the economy hard, it was realized that the region’s students, employers, and workers needed a new pathway to recovery and SDICCCA was uniquely positioned to provide leadership. Civilian began researching changing workforce needs, unemployment rates, and potential COVID-proof careers by sector and campus, and created a recommendation for a broader campaign to reach and enroll displaced workers.

Fall Enrollment

As the campaign evolved, it became apparent that the Centers of Excellence for Labor Market Research was working on a similar research project. The workstreams joined forces to create the current *Back2Work* campaign, which will include a press release, microsite, infographic, and bylined article outlining the top 15 pandemic-resilient careers in the region and the campuses with those programs.

While the full campaign launched in late December, Civilian was able to use initial COE data to pitch top 64 recession-resilient regional careers as an additional hook for the fall enrollment outreach. That outreach resulted in two regional broadcast stories reaching more than two million local residents and resulting in an additional 300,000 social impressions.



Year 3 Keywords



Paid Media

Paid media for the regional Career Education campaign was designed to fill middle-skill job gaps, and at a community college-level, drive Career Education course enrollment, expand the Career Education market, and place graduates into the workforce. Over the course of the three-year campaign, the campaign priorities were shifted to meet the evolving goals and needs of Career Education.

To accomplish the regional goal of filling the middle-skill job gap, nine priority middle-skill sectors were identified based on workforce growth and demand.

In Year 1, the primary focus of the campaign was to drive awareness. Because of this, the emphasis was on top-funnel media tactics that reached broad, general market audiences. These tactics included display, native, out-of-home, radio, and digital radio. To develop a more targeted audience that would be used for the coming years, mid- to lower funnel tactics were also included to start to refine the audience segments, which included email marketing, paid search, Facebook, Instagram, Snapchat, and online video. Approaching Years 2 and 3, the audiences became more granular and eventually included dynamic targeting and retargeting to reach those who were actively interested in specific sectors.

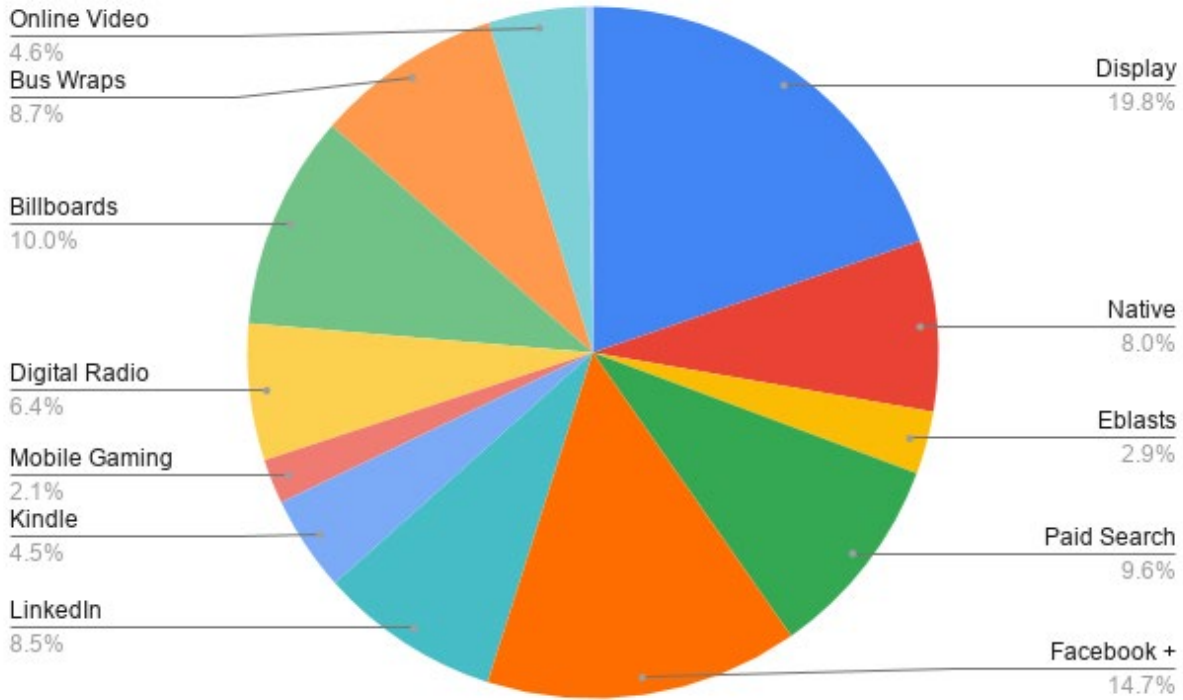
Civilian also developed Connection Framework Tiers within this funnel to determine the brand messaging for the campaign. Tier 1 was aimed to inspire—it encompassed consumer brand messaging around value, quality, empowerment, and attainment. Tier 2 was about educating, and focused on quality, students, affordability, and value. Tier 3 focused on career placement and support for students.

Throughout the years, the campaign included brand and enrollment campaigns. For the brand campaigns, the media strategy was to use knowledge of audience media consumption habits, demographics, and contextual profiles to create general awareness for programs within high-level audience segments. For the enrollment campaigns, targeting used audience behaviors, search terms, and third-party identifiers to reach highly targeted audiences with messaging directed at enrollment initiatives.

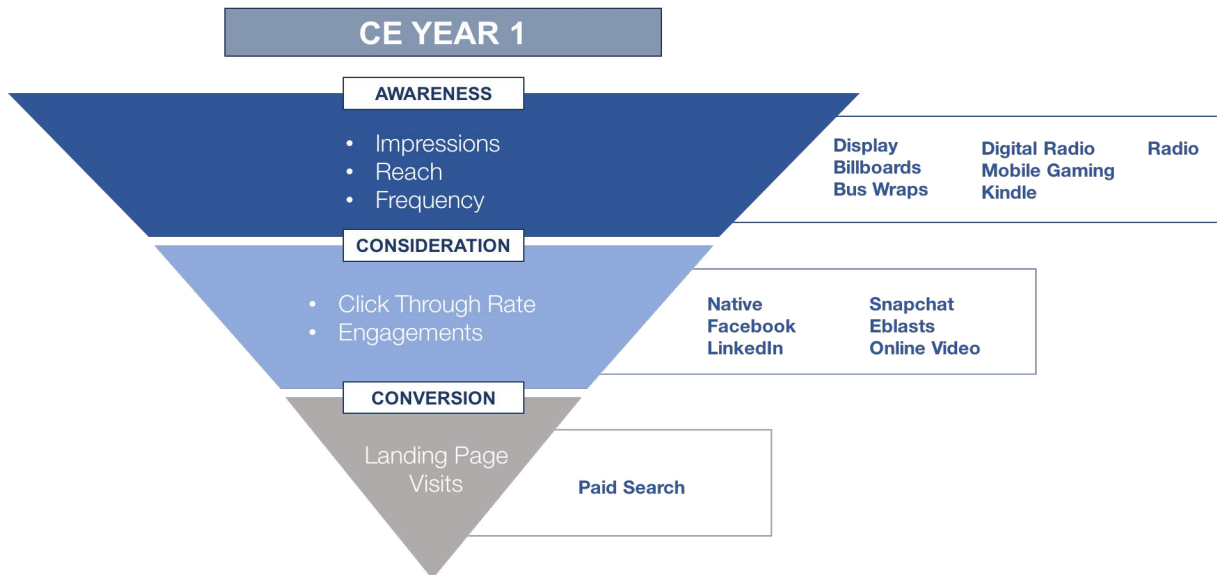
YEAR 1

YEAR 1

Media Mix



Key Performance Indicators



The Year 1 campaign was primarily designed to bring awareness about Career Education’s program offerings, while still encouraging users to enroll. Because of this heavy awareness push (which accounted for 68% of the total paid media budget), the campaign focused paid media efforts on top funnel tactics that were designed to drive awareness-based KPIs, such as impressions, reach, and clicks. The enrollment portion of the campaign focused on mid- to lower funnel tactics and were chosen based on consumer behavior insights.

Civilian used the Year 1 campaign to get a better sense of the audiences and set the foundation for deeper targeted audiences for the coming years. In Year 1, using the audience segments provided in the SOW, Civilian developed a “segmentation methodology”—using Consumer Orbit, the CE LaunchBoard, VALS™, and Simmons’ indicated research—to help understand the demographics, psychographics, media consumption habits, and attitudes and beliefs, which allowed the creation of the first refined audience segments. Civilian also used these insights to help guide the overarching strategy, tactic selection, and budget allocations.

Year 1 audience segments included:

- High school students
- Working adults
- Parents of high school students

By anticipating the consumer journey at each stage of the enrollment process, Civilian was able to better allocate media to increase reach, frequency, and user action throughout their digital habits.

In Year 1, the brand and enrollment campaigns ran concurrently; audience insights from the brand campaign were used to continually optimize and refine the enrollment campaign audience segments.

CE PHASE 1												
Medium	Impressions	Clicks / Locations*	CTR	CTR Benchmark	Landing Page Visits	Landing Page Visit Rate	Interactions/ Engagements	Opens	Open Rate	CPM	CPC	
Programmatic Display	16,059,888	46,442	0.29%	0.05%	9,124	0.06%	N/A	N/A	N/A	\$5.60	N/A	
Native Display	5,905,927	13,212	0.22%	0.26%	9,514	0.16%	N/A	N/A	N/A	N/A	\$2.23	
Facebook	5,363,374	31,932	0.60%	0.53%	6,477	0.12%	33,070	N/A	N/A	N/A	\$2.19	
LinkedIn	344,038	8,148	2.37%	1.50%	1,794	0.52%	30	N/A	N/A	N/A	\$3.46	
Snapchat Sponsored Stories	3,034,764	23,751	0.78%	0.37%	4,291	0.14%	N/A	N/A	N/A	N/A	\$0.84	
Kindle	3,434,673	35,449	1.03%	0.20%	25,684	0.75%	N/A	N/A	N/A	\$10.00	N/A	
Mobile Gaming	2,181,818	3,668	0.17%	0.05%	1,472	0.07%	N/A	N/A	N/A	\$8.83	N/A	
Digital Radio	6,298,905	3,755	0.06%	0.16%	2,412	0.04%	N/A	N/A	N/A	\$9.34	N/A	
Email Blasts	413,820	8,794	2.13%	1.00%	5,254	1.27%	N/A	67,087	16.21%	\$16.46	N/A	
Google / SEM	558,319	10,368	1.86%	2.02%	7,568	1.36%	N/A	N/A	N/A	N/A	\$3.50	
Billboards	25,627,932	45	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$3.16	N/A	
Bus Sides	5,400,000	8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$3.54	N/A	
Organic Social	62,786	334	0.53%	1.14%	684	1.09%	1,282	N/A	N/A	N/A	N/A	
Grand Total	74,686,244	185,906	0.43%		74,274	0.17%	34,362	67,087	16.21%			

In Year 1, the campaigns actually overdelivered when it came to impressions and clicks:

- Impressions
 - Planned: **73,639,278**
 - Delivered: **74,686,244 (+1.4%)**
- Clicks
 - Planned: **150,448**
 - Delivered: **185,906 (+23.5%)**



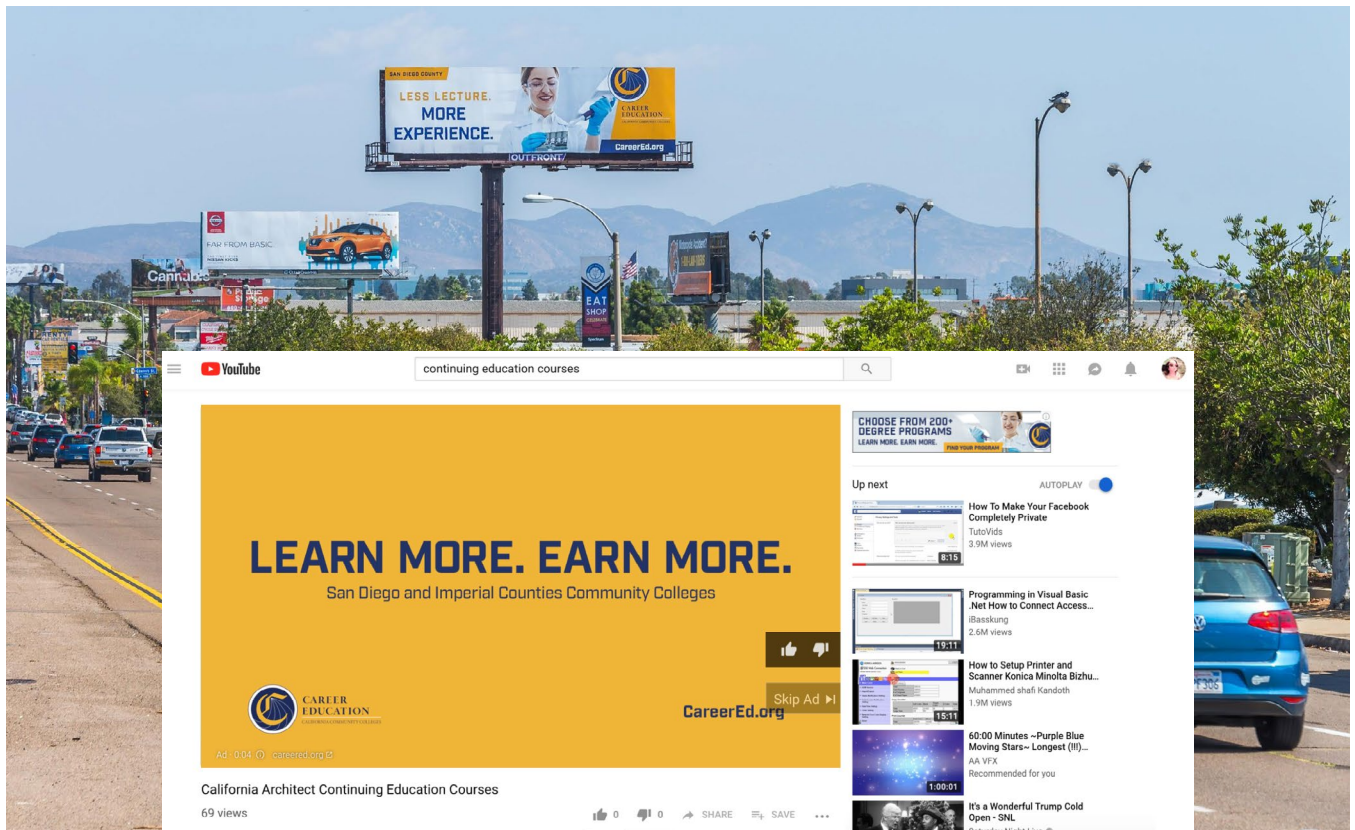
Y1—Traditional Billboard



Y1—Bus Wrap



Y1—Digital Billboard

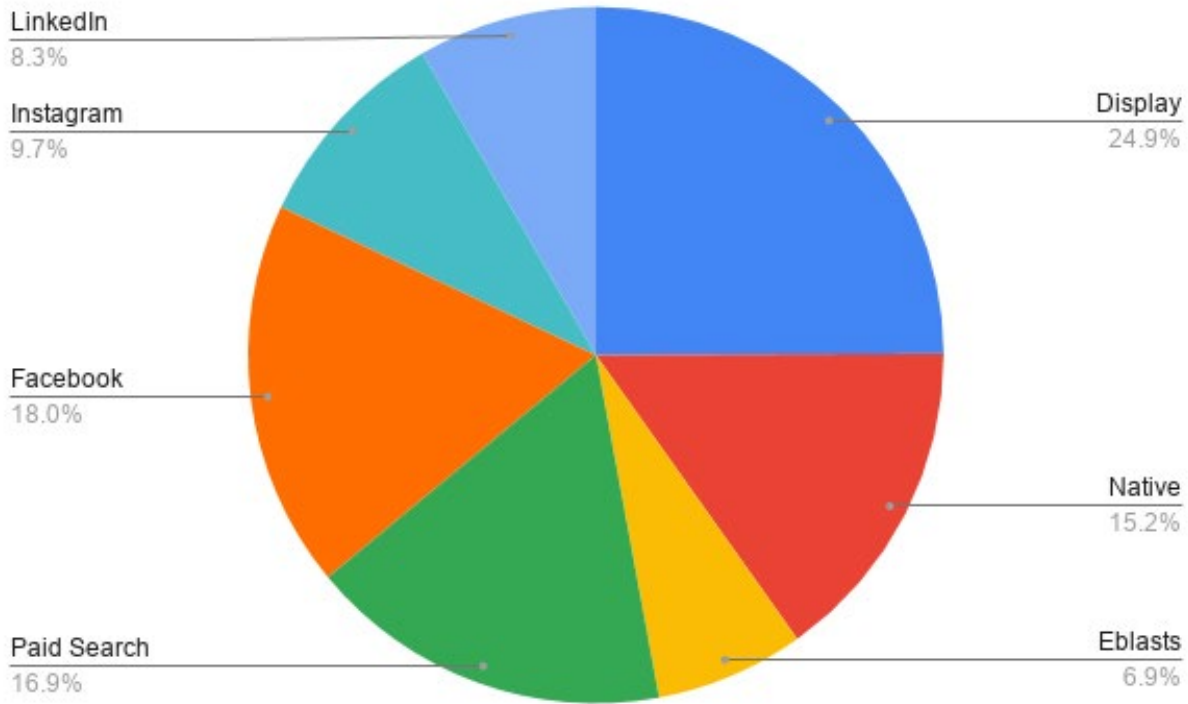


Y1—YouTube Pre-Roll

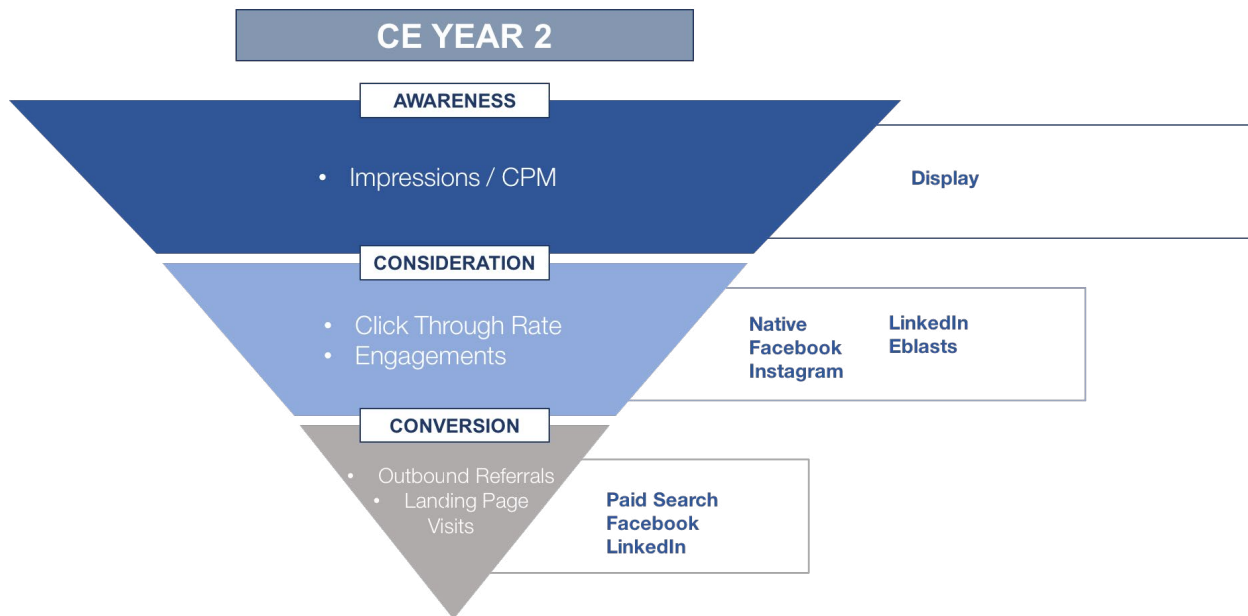
YEAR 2

YEAR 2

Media Mix



Key Performance Indicators



In Year 2, the campaign shifted the targeting focus from broad reach to reach people most likely to enroll in Career Education’s programs, using sector-specific ads. For this campaign, Civilian geared the focus to include lower funnel tactics that would home in on getting users to take action. The KPI focus now included landing page visits.

As seen in the Year 2 pie chart, tactics that were solely used for driving awareness were cut from the plan—including billboards, bus wraps, online video, digital radio, Snapchat, and traditional radio. Rather than broad awareness tactics, the campaign focused on tactics that were cost-effective, highly targeted, and more efficient in funneling users down to the consideration and conversion phase (referenced in the funnel chart above).

The campaign kept an “always on” presence throughout the year with the continuity search campaign, capturing students who were searching for more information in between the two enrollment periods.

Civilian also refined the social media strategy to reduce the total number of posts per channel and focus on more engaging, higher-quality content, including:

- More vibrant personal story videos and images
- Employer and student testimonials
- More outreach to create engagement with other social media properties from Career Education channels
- Inclusion of marketing committee input to help identify shareable content and relevant current events

The shift in strategy also allowed the campaign to exceed the total number of outbound referrals delivered in Year 1 during a substantially shorter flight (six months).

Partner	Targets	Score	CPM	Score	CTR	Score	LPVR	Score	Conversion Rate	Score	Total Weighted Score	Weighted Rank
Google / SEM	4	10	\$69.85	2	1.97%	10	1.62%	11	8.21%	11	9.4	1
Email Blasts	4	10	\$14.47	4	2.07%	11	1.14%	10	4.43%	9	8.9	2
Facebook	2	5	\$11.79	5	0.56%	6	0.16%	5	4.60%	10	6.9	3
Kindle*	4	10	\$10.47	6	1.03%	8	0.75%	9	0.55%	4	6.8	4
LinkedIn	1	1	\$79.48	1	1.73%	9	0.39%	8	1.37%	8	6.4	5
Native Display	4	10	\$5.35	9	0.29%	5	0.23%	7	0.27%	2	5.6	6
Programmatic Display	4	10	\$5.31	10	0.24%	4	0.06%	2	0.69%	5	5.4	7
Digital Radio	4	10	\$9.34	7	0.06%	1	0.04%	1	1.34%	7	4.9	8
Online Video	4	10	\$23.25	3	0.17%	2	0.10%	4	0.76%	6	4.9	9
Snapchat Sponsored Stories	1	1	\$4.59	11	0.99%	7	0.22%	6	0.25%	1	4.7	10
Mobile Gaming	4	10	\$8.83	8	0.17%	3	0.07%	3	0.34%	3	4.5	11

Weighting:

10%

15%

15%

25%

35%

Civilian also introduced a media mix scorecard that ranked tactics and partners based on historical performance. This allowed the region to prioritize partners and guide budget allocations based on the most efficient and effective tactics, relative to the campaign’s goals.

The steps for this scorecard included:

1. Review the most up-to-date data to measure cost per thousand (CPM), click-through rates (CTR), landing page visit rates (LPVR), and conversion rates (CR).
2. Enter the above key points into a customized scorecard.
3. Assign a weight to each KPI based on ability to deliver on campaign goals (conversions).
4. Rank each tactic based on its final score and allocat budget accordingly (while also considering historical performance).

Due to the need to push enrollment during the Year 2 campaign, Civilian refined the current audience segments and added sector-specific targeting:

- High school students, 11th and 12th grade
 - Hispanic teens
- Adults (18–29)
 - Working adults
 - Hispanic adults
 - Military active duty/veterans
- Parents of teens in 11th and 12th grade
- Sector-specific
 - Advanced Manufacturing
 - Advanced Transportation and Logistics
 - Agriculture, Water and Environmental Tech
 - Business and Entrepreneurship
 - Energy, Construction and Utilities
 - Global Trade (removed on 12/16/19)
 - Health
 - Information Communication Tech and Digital Media
 - Life Sciences and Biotech

After determining budget allocations, Civilian used live campaign data to identify the most in-demand sectors via prospective students, and allocated a 10% higher budget to what were defined as “priority sectors”:

- Advanced Manufacturing
- Business and Entrepreneurship
- Health
- Information Communication Tech and Digital Media

CE PHASE 2													
Medium	Impressions	Clicks	CTR	CTR Benchmark	Landing Page Visits	Landing Page Visit Rate	Interactions/ Engagements	Opens	Open Rate	CPM	CPC	Outbound Referrals	
Programmatic Display	13,526,368	31,173	0.23%	0.29%	19,223	0.14%	N/A	N/A	N/A	\$5.67	\$3.32	2329	
Native Display	8,507,198	30,002	0.35%	0.22%	24,430	0.29%	N/A	N/A	N/A	\$5.57	\$1.56	88	
Facebook & Instagram	5,030,679	35,288	0.70%	0.60%	15,820	0.31%	11,486	N/A	N/A	\$17.21	\$3.90	2677	
LinkedIn	675,929	4,635	0.69%	2.37%	2,759	0.41%	1,054	N/A	N/A	\$37.41	\$5.69	586	
Sitelmpact	1,660,160	35,206	2.13%	2.13%	18,811	1.13%	N/A	253,794	15.29%	\$12.80	\$2.42	83	
Google / SEM	488,295	16,800	3.44%	1.86%	15,121	3.10%	N/A	N/A	N/A	\$106.73	\$3.12	4001	
Organic Social**	88,391	505	0.57%	0.53%	1,228	1.39%	N/A	N/A	N/A	N/A	N/A	282	
Grand Total	29,977,020	153,609	0.51%		97,392	0.32%	12,540	253,794	15.29%			10,046	

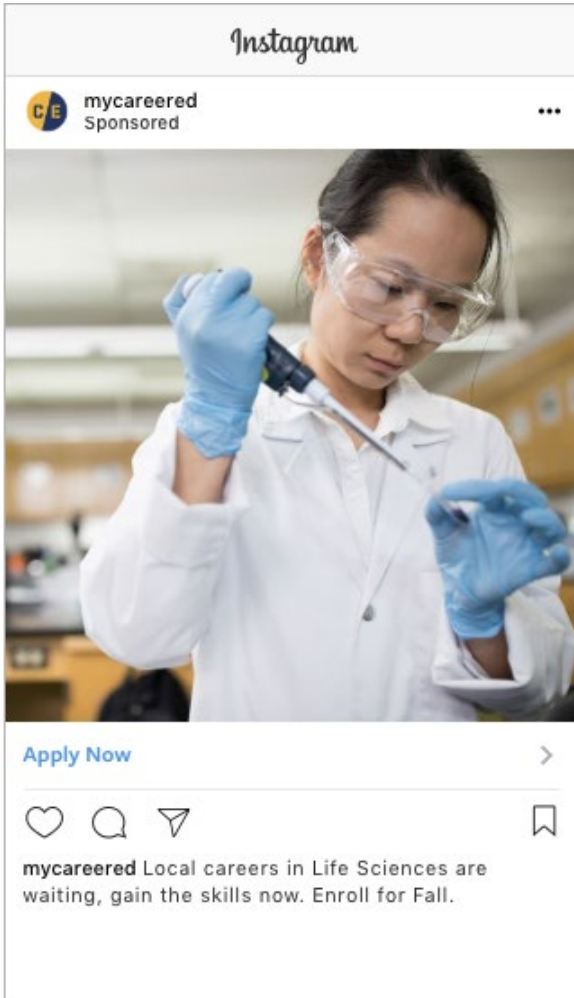
In Year 2, the campaigns again overdelivered when it came to impressions and clicks:

- Impressions
 - Planned: **17,425,000**
 - Delivered: **29,977,020 (+7.2k%)**
- Clicks
 - Planned: **69,700**
 - Delivered: **153,609 (+120%)**

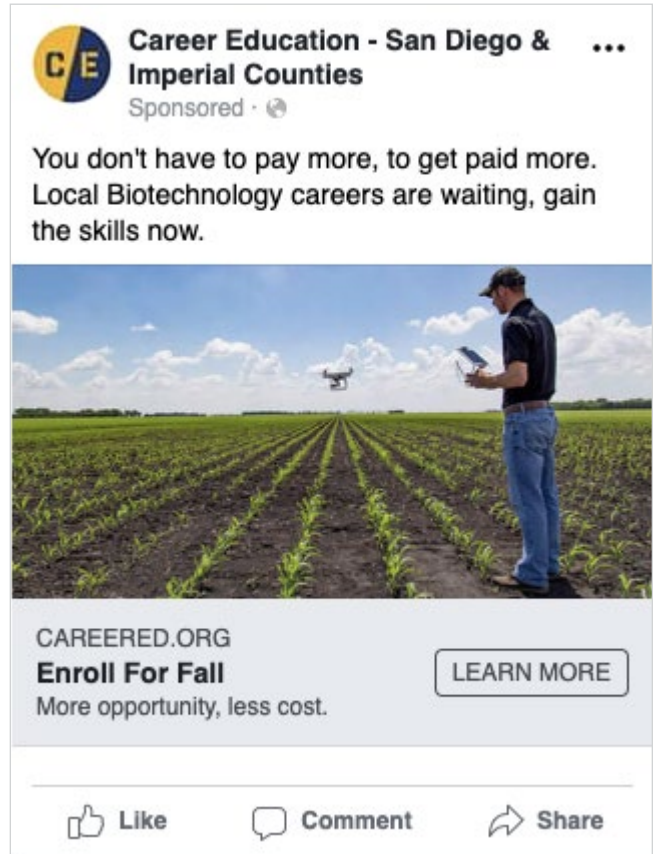
In addition, significant improvements in CTR and as well as an 85% increase in website traffic were observed:

- Native display: **+13% increase in CTR**
- Facebook: **+10% increase in CTR**
- Paid search: **+1.58% increase in CTR**
- Website traffic:

- Users: +85.32%
 - New users: **+86.04%**
 - Sessions: **+40.67%**
 - Page views: **+53.70%**



Y2—Paid Social (Instagram)



Y2—Paid Social (Facebook)



Food Fun & News

10 Seafood Facts That Will Change How You Eat Fish Forever

Yes, some fish contain mercury and yes, some of the rumors about farmed fish are true, but we got the facts on seafood so you can eat this superfood worry-free.



Sponsored by Career Education

Local Careers In Nursing Are Waiting

Get more nursing career opportunities for less cost. Gain the skills now, enroll for fall.



Inspiring Stories

How This Amazing Day Care Center for Adults Is Helping Fight One of the Worst Diseases

An Alzheimer's diagnosis at 54 years old changed Bruce Faciane's life, but Charlie's Place gave him a safe space.

Y2—Native Display

family handyman

SU
to t

MENU

YARD Q&A

ELECTRICAL

ORGANIZING

PLUMBING

GAME DAY SHED

Start now! Build your skills with online classes from the pros at DIY University >

ADVERTISEMENT



Local Automotive Technology Careers Are Waiting

Get more Automotive Technology career opportunities for less cost. Gain the skills now, enroll for fall.

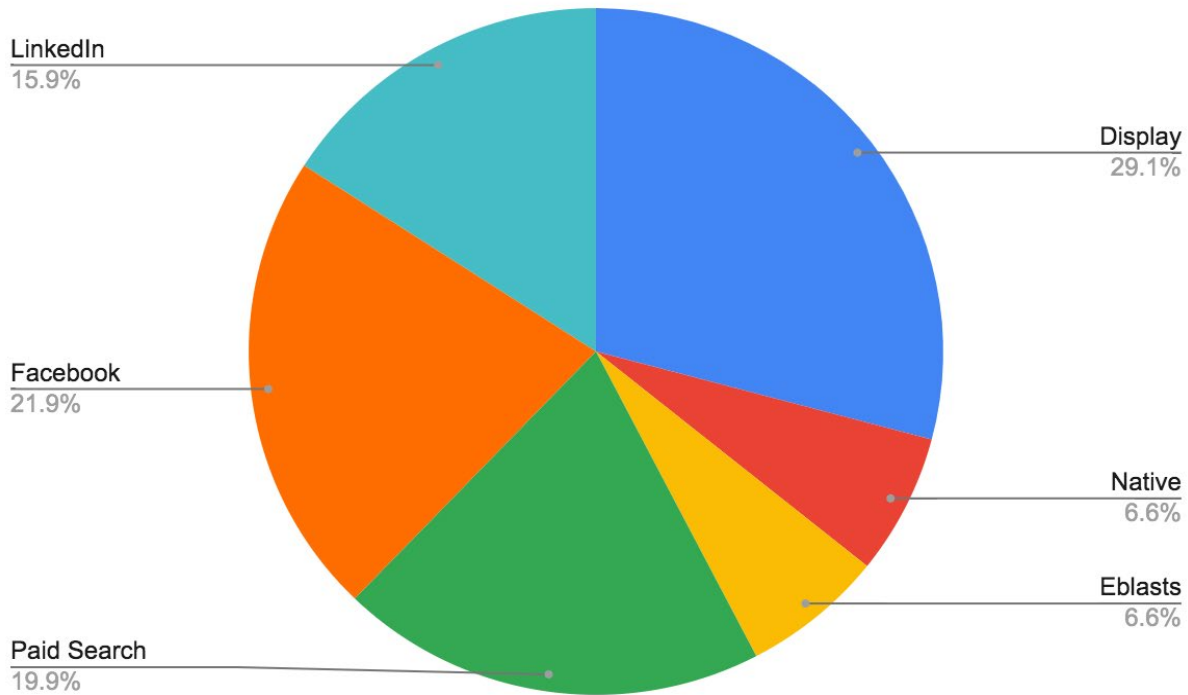
Sponsored By Career Education

Y2—Native Display

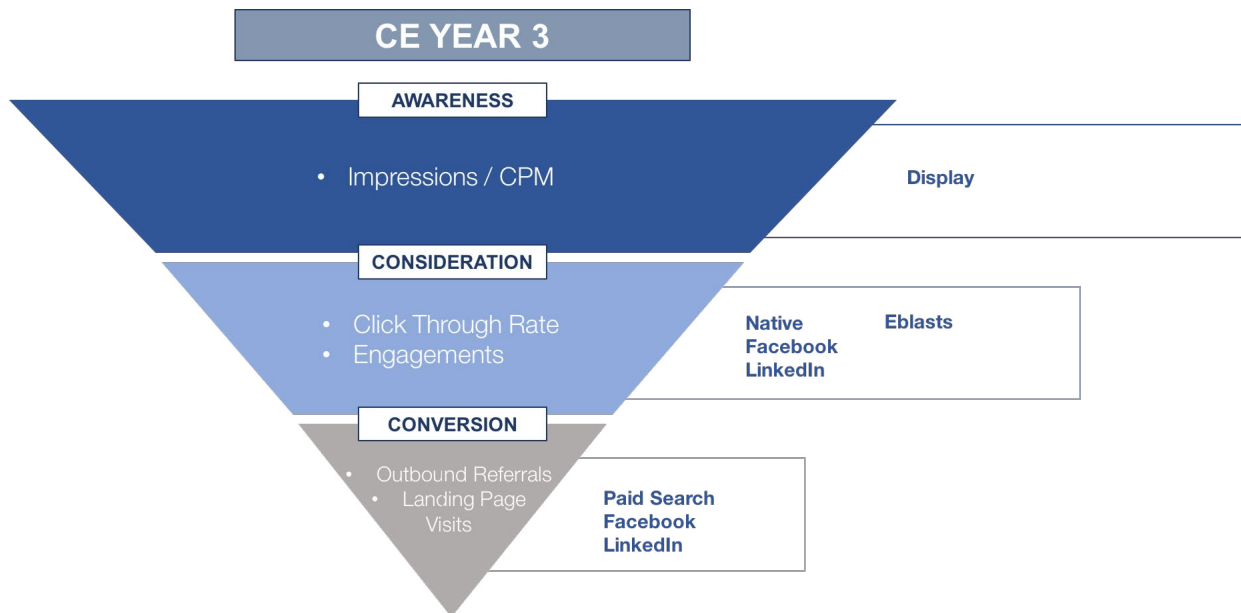
YEAR 3

YEAR 3

Media Mix



Key Performance Indicators



In the Year 3 campaign, Civilian continued to optimize media to drive enrollment. To do so, the focus on mid- to lower funnel tactics was increased and additional retargeting efforts were introduced, specifically in the programmatic display campaign, which allows targeted follow-up ads to be served to people who visit any of the website pages, based on the content they viewed.

Similar to the previous year, Year 3 is separated into three campaigns:

- Fall Enrollment (June–August 2020)
- Continuity (September–October 2020, search only)
- Spring Enrollment (November–December 2020)

Moving into Year 3, the campaign shifted focus from high school students and working adults to prospective students aged 18–34 and put a heavier focus on sector-specific targeting. Toward the end of 2019, the Global Trade sector was removed from the targeting pool, as it was no longer a priority sector, and that continued into the following year.

In Year 2, Civilian’s campaign management drove the cost per conversion down over 50% from 2018. In Year 3, Civilian continued the optimization techniques that led to this success while testing new ad variations and keyword bids to extend reach into even more Google searchers.

In Year 3, paid social was found to be the top driver of outbound referral traffic (42%), followed closely by paid search, accounting for nearly 37% of outbound referrals. A 55% increase in website visits from Facebook versus Year 2 was also recorded. The sectors that drove the most outbound referrals (conversions) were Health (2,912), Business and Entrepreneurship (2,025), Agriculture, Water and Environmental (1,772), and Advanced Manufacturing (1,646).

CE PHASE 3												
Medium	Impressions	Clicks	CTR	Landing Page Visits	Landing Page Visit Rate	LPVR Benchmark	Interactions/ Engagements	Opens	Open Rate	CPM	CPC	Outbound Referrals
Programmatic Display	10,593,993	11,774	0.23%	10,552	0.11%	0.09%	N/A	N/A	N/A	\$5.37	\$4.85	516
Native Display	2,669,931	3,803	0.14%	3,316	0.14%	0.29%	N/A	N/A	N/A	\$4.46	\$3.22	229
Facebook	3,006,878	12,221	0.41%	12,019	0.41%	0.17%	2,558	N/A	N/A	\$12.83	\$3.32	1163
LinkedIn	1,792,074	9,176	0.51%	6,800	0.41%	0.41%	1,216	N/A	N/A	\$22.71	\$2.09	2727
SiteImpact	946,290	24,602	2.60%	16,207	1.71%	1.28%	N/A	132,280	13.98%	\$11.40	\$0.43	14
Google / SEM	226,746	9,385	4.14%	8,272	3.65%	2.97%	N/A	N/A	N/A	\$120.58	\$2.92	813
Grand Total	19,235,912	70,961	0.37%	57,166	0.30%		3,774	132,280	13.98%			5,462

**Y3 benchmarks are from Y2’s Q3 results

In Year 3, the campaigns significantly overdelivered when it came to impressions and clicks:

- Impressions
 - Planned: **19,703,000**
 - Delivered: **44,761,927 (+127%)**
- Clicks
 - Planned: **57,095**
 - Delivered: **139,003 (+143%)**

In addition, significant improvements were seen in LPVR:

- Programmatic display: **+12% increase**
- Facebook: **+55% increase**
- LinkedIn: **+176% increase**
- Paid search: **+44% increase**
- Email marketing: **+92% increase**

Britannica | Browse | Search | Quizzes | Games | On This Day

Home > List > Technology

6 Fast Facts about Alexander Graham Bell


- ### 1 Computer hardware

This is the physical technology that works with information. Hardware can be as small as a **smartphone** that fits in a pocket or as large as a **supercomputer** that fills a building. Hardware also includes the **peripheral devices** that work with computers, such as keyboards, external disk drives, and routers. With the rise of the Internet of things, in which anything from home appliances to cars to clothes will be able to receive and transmit data, sensors that interact with computers are permeating the human environment.
- ### 2 Computer software

The hardware needs to know what to do, and that is the role of **software**. Software can be divided into two types: system software and application software. The primary piece of system software is the **operating system**, such as **Windows** or **iOS**, which manages the hardware's operation. Application software is designed for specific tasks, such as handling a spreadsheet, creating a document, or designing a **Web** page.
- ### 3 Telecommunications

This component connects the hardware together to form a network. Connections can be through wires, such as Ethernet cables or **fiber optics**, or wireless, such as through **Wi-Fi**. A network can be designed to tie together computers in a specific area, such as an office or a school, through a local area network (**LAN**). If computers are more dispersed,

COMMUNITY COLLEGES
SAN DIEGO & IMPERIAL COUNTIES
CAREER EDUCATION




THE REWARDS OF A CAREER IN ENVIRONMENTAL SAFETY ARE WAITING,
get affordable training now.
ENROLL FOR FALL

Y3—Programmatic Display

SCIENCE | The New York Times | SUBSCRIBE NOW | LOG IN

THE REWARDS OF A CAREER IN BUSINESS & ENTREPRENEURSHIP ARE WAITING,
get affordable training now. ENROLL FOR FALL




Science

CLIMATE | SPACE & COSMOS | HEALTH | TRILOBITES | SCIENTIFICS | OUT THERE | CORONAVIRUS OUTBREAK

The Virus Moved Female Faculty to the Brink. Will Universities Help?

The pandemic is a new setback for women in academia who already faced obstacles on the path to advancing their research and careers.

11h ago • By JILLIAN KRAMER



ALEX HECHT FOR THE NEW YORK TIMES





PHOTO: PHOTOFEST/GETTY IMAGES

Nobel Prize in Physics Awarded to 3 Scientists for Work on Black Holes

The prize was awarded half to Roger Penrose for showing how black holes could form and half to Reinhard Genzel and Andrea Ghez for discovering a supermassive object at the Milky Way's center.

28th ago • By DENNIS OVERBYE and DERRICK BRIVSON TAYLOR




RANDALL MUNROE

GOOD QUESTION: Can You Stop a Car With Your Hand?

Open window, extend arm and your car will slow very slightly. But you'll need more than a few arms to bring it to a halt.

8h ago • By RANDALL MUNROE




KORBUS SCOTT/CONTOUR/CONTOUR

Aging and Ailing Lab Chimps Are Still at Center of Fight for Sanctuary

Activists and some congressional lawmakers are demanding that the N.I.H. reconsider its refusal to move 39 chimpanzees from a research center to a sanctuary.

14h ago • By JAMES GORMAN


MIND | TRILOBITES | TRILOBITES



Y3—Programmatic Display

CE Career Education - San Diego & Imperial Counties
435 followers
Promoted


You don't have to pay more, to get paid more. Career Education opportunities are available in welding for less cost.



Gain the Skills Now >
careered.org

43

Reactions



Like Comment Share Send

CE Add a comment... 🌟 📷

Y3—LinkedIn

COMMUNITY COLLEGES
SAN DIEGO & IMPERIAL COUNTIES
CAREER EDUCATION



THE REWARDS OF IN-DEMAND CAREERS ARE WAITING, GET AFFORDABLE TRAINING NOW.

TRAIN TO WORK IN AN INDUSTRY THAT NEEDS YOU NOW. CHOOSE FROM 200+ CAREER EDUCATION PROGRAMS IN SAN DIEGO & IMPERIAL COUNTIES.

ENROLL FOR FALL CLASSES

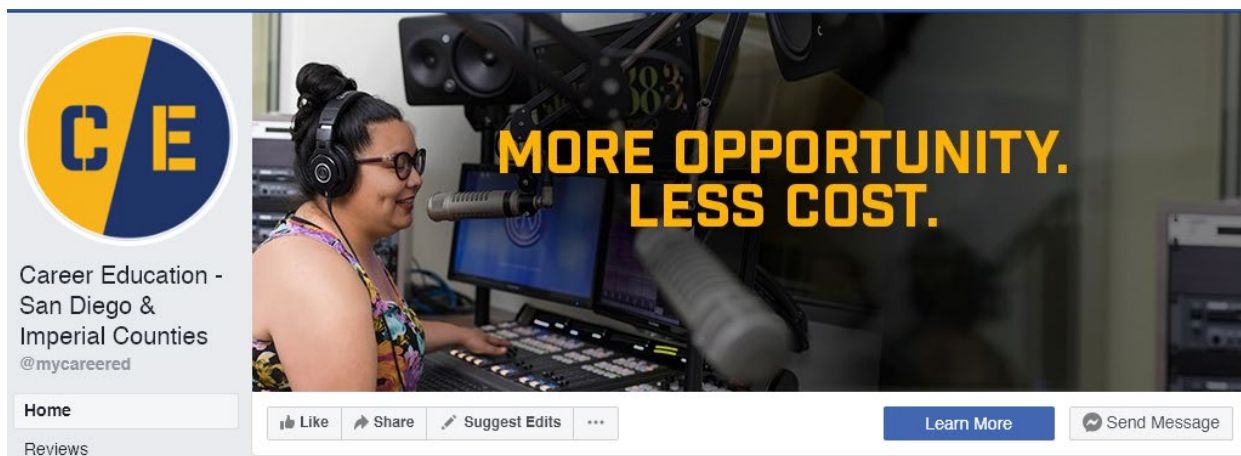
Y3—Eblast

Cumulative 3-Year Report										
Medium	Impressions	Clicks / Locations*	CTR	Landing Page Visits	Landing Page Visit Rate	Interactions/ Engagements	Opens	Open Rate	CPM	CPC
Programmatic Display	40,180,249	89,389	0.22%	38,899	0.10%	N/A	N/A	N/A	\$5.60	N/A
Native Display	17,083,056	47,017	0.28%	37,260	0.22%	N/A	N/A	N/A	N/A	\$2.23
Facebook & Instagram	13,400,931	79,441	0.59%	34,316	0.26%	47,114	N/A	N/A	N/A	\$2.19
LinkedIn	2,812,041	21,959	0.78%	11,353	0.40%	2,300	N/A	N/A	N/A	\$3.46
Snapchat Sponsored Stories	3,034,764	23,751	0.78%	4,291	0.14%	N/A	N/A	N/A	N/A	\$0.84
Kindle	3,434,673	35,449	1.03%	25,684	0.75%	N/A	N/A	N/A	\$10.00	N/A
Mobile Gaming	2,181,818	3,668	0.17%	1,472	0.07%	N/A	N/A	N/A	\$8.83	N/A
Digital Radio	6,298,905	3,755	0.06%	2,412	0.04%	N/A	N/A	N/A	\$9.34	N/A
Email Blasts	3,020,270	68,602	2.27%	40,272	1.33%	N/A	453,161	15.16%	\$16.46	N/A
Google / SEM	1,273,360	36,553	2.87%	30,961	2.43%	N/A	N/A	N/A	N/A	\$3.50
Billboards	25,627,932	45	N/A	N/A	N/A	N/A	N/A	N/A	\$3.16	N/A
Bus Sides	5,400,000	8	N/A	N/A	N/A	N/A	N/A	N/A	\$3.54	N/A
Organic Social	151,177	839	0.55%	1912	1.26%	1,262	N/A	N/A	N/A	N/A
Grand Total	123,899,176	410,476	0.34%	228,832	0.18%	50,676	453,161	15.16%	N/A	N/A

Organic Social Media

Like almost every other element of the SDICCA Career Education integrated marketing plan, the organic social media campaign was built from scratch. The first step involved putting together a detailed organic social media strategy that would be able to reach across multiple audiences and cover a wide array of topics. The campaign also needed to be balanced—ensuring equal treatment among the region’s participating colleges and the Career Education programs they offer within the identified priority sectors. Above all, the campaign needed to be effective—generating interest, engagement, followers, and website traffic, and ultimately helping new students find career-building programs and enroll among the region’s colleges.

Civilian recommended and ultimately created Career Education social media accounts for Facebook, Instagram, Twitter, LinkedIn, and YouTube. Year 1 involved setting up these properties with corresponding branded identities and developing a series of consistent content categories that included careers, enrollment, and news/media coverage. Additionally, Civilian’s regional editorial/press release calendar was reviewed each month for highlights to be included in the monthly organic social media content for emphasis. Civilian capitalized on pre-created content to share from the state’s vast library of images and course overview video content. The campaign also shared content from the colleges and provided video content for colleges to post directly on their own social media platforms.





After establishing a presence and consistency of content in Year 1, and recognizing challenges brought on by a decreasing level of visibility on brand content by Facebook and other channels, Civilian focused on bolstering post engagement by decreasing the total amount of posts, and shifting strategy to include higher value content (more video, images, and original content) and better partner collaboration. By Year 2, Civilian was able to access a new library of professional, real student photography from each college and sector, which produced much more authentic posts that really seemed to resonate with the audience. Civilian also “recruited” regional and college contacts to participate in the process by leveraging their knowledge of the industry and asking them to actively engage in post likes, shares, and tagging. In addition, Civilian set some solid goals for increasing engagement actions on the pages and driving more website traffic on a channel-by-channel basis. The campaign added to the list of content categories by including personal stories/videos, student and employer testimonials, blog content, and program highlights.



DID YOU KNOW?

SAN DIEGO CONSISTENTLY RANKS AS ONE OF THE TOP 10 REGIONS IN THE COUNTRY FOR LIFE SCIENCE INNOVATION.

After being able to meet or exceed the industry benchmarks on nearly all Career Education platforms in Year 2, Civilian began Year 3 with new content recommendations. Civilian and the region elected to boost a few individual posts a month with a minimal ad spend and also refined the focused, platform-specific content by continuing to tailor each post's content and tone for maximum effectiveness on its respective channels. In a year that saw suffering as a result of the effects of COVID-19, the boosted posts did well, as many people were staying close to home and turning to social media as a connection to the outside world. Civilian then worked with the colleges to expand the boosted post tactic and boost a post dedicated to a program at each college for the ensuing two enrollment pushes. The boosted posts ran in three bursts and resulted in a total reach of 76,749 people, driving 5,529 social engagements in 2020.



Career Education - San Diego & Imperial Counties

August 29 · 🌐



Many Career Education programs are offered in industries that are known to be recession-resilient. As job-seekers shift their search, these cost-efficient programs can help equip them with the skills needed to land a position with job security.



10NEWS.COM

64 recession-resilient jobs in San Diego County

Locals seeking a career change may find the opportunity with several

Over the past three years, the Career Education social media accounts have posted over 1,300 organic social posts, and amassed over 2,300 followers. As a combination, organic and paid social media have driven over 52,000 new users to CareerEd.org.

PERFORMANCE SUMMARY AND CONCLUSION

PERFORMANCE SUMMARY

CONCLUSION

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Performance Summary

The regional campaign has succeeded at accomplishing a wide variety of goals supporting SDICCCA's overarching objectives. Every media impression, social share, new follower, and shared success story continues to build awareness, create consideration, and elevate the status of Career Education as a whole. As such, the extended SDICCCA team also contributes to the vitality of our economy, fulfillment of the region's workforce, and achievement of the promise of the Strong Workforce funding in California.

Based on this report, the partnership between Civilian and the community colleges in San Diego and Imperial counties has delivered:

- **27** key deliverables, with numerous smaller campaigns and projects therein
 - **13** aimed at building the brand
 - **5** aimed at changing perception and consideration
 - **9** aimed at driving enrollment

Per the Performance Against Goals section, the overarching business objectives were:

1. Filling the middle-skills jobs gap
2. Driving Career Education enrollment
3. Expanding the Career Education market

Against the goal of **filling the middle-skills jobs gap**, the campaign has created more accessible pathways to middle-skills jobs, promoted the presence of Career Education in the region, and substantially increased regional awareness through owned and earned outreach. In addition, the campaign is also continuing to evolve the programs as the job market shifts in the current pandemic.

Against the goal of **driving Career Education enrollment**, it has been observed that it is beyond the scope of this campaign's budget, access, and purview to drive the degree of change, targeted at +1%, desired. Instead, by bringing valuable information and tools to the forefront, promoting in-demand jobs and pathways to secure them, and acting as the region's primary in-market voice for Career Education, the regional campaign supported enrollment and contributed to generating interest and leads for the individual institutions.

Against the goal of **expanding the Career Education market**, the campaign has succeeded in its aims. Via the development of numerous pieces of collateral, the securing of many placements in regional media outlets, and working internally and externally to maintain a consistent focus, the campaign has expanded the awareness and presence of Career Education in the San Diego and Imperial county region.

Conclusion

At the outset of the three-year project, spanning from 2017 to 2020, the regional Career Education brand did not exist, and there was no centralized regional focus on helping students find Career Education options that could lead them to a living wage and a better, more fulfilling future at a fraction of the cost of a traditional four-year degree. At the end of the campaign's initial three-year period, the region's marketing has a mature presence and an established brand, and it has reached tens of thousands of prospective students with messaging benefiting all of the region's community colleges as well as the regional economy and greater good.

Throughout the process, the needs of the region have changed as enrollment trends shift year-on-year, colleges require different support, and the education sector was upended by the COVID-19 crisis. The marketing plan has adapted to these changes, shifting media and outreach focus and refining owned assets to continue to push the program to meet the needs of the region's economy. With each iteration of a project, Civilian continues to refine and optimize the output—gaining media efficiencies, advancing measurement tools, and fine-tuning messaging.

Civilian deeply values the relationship with SDICCCA and looks forward to continuing to work collaboratively with the regional marketing leads, the marketing committee, PIOs, COE, and other regional stakeholders to develop the program into its fourth year. The social and economic challenges of 2020 will have a lasting impact on regional employment, student choice, and Southern California's labor market. The Career Education programs offered by the community colleges and noncredit centers in San Diego and Imperial counties are uniquely positioned to help address these challenges in a meaningful and productive way, and it is through this lens that this marketing program will develop into 2021 and beyond.

COMMUNITY COLLEGES

SAN DIEGO & IMPERIAL COUNTIES

CAREER EDUCATION

CareerEd.org