

FY
18/19



INTEGRATED INSTITUTIONAL MARKETING PLAN

OFFICE OF MARKETING AND COMMUNICATIONS
WENDELL S. ESBENSHADE

PENNSYLVANIA COLLEGE OF HEALTH SCIENCES | 850 Greenfield Road, Lancaster, PA 17601

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I. SITUATION ANALYSIS

Tied to the 2015 College Institutional Blueprint's (CIB's) foundational element on Enterprise Risk Management, a 2017-2018 Risk Mitigation Plan was developed that included a risk of "Brand Identity." Producing an integrated institutional marketing plan for FY19 and beyond was one of the strategies outlined in that plan. This document was created to serve that purpose and is intended to be a one year operational plan for the Office of Marketing and Communications (OMC) with some tactics likely taking longer than a year to implement. Given that the College's administration is in the process of visioning and developing the College's "3.0" state, this is a transitional year and so this plan will need to be updated and revised on a yearly basis going forward to reflect those "3.0" strategies of having the College recognized and chosen for our unparalleled education of healthcare professionals.

This plan was developed by first meeting with various outward-facing departments, including Admissions, Alumni Relations, Campus Life & Student Engagement, Donor Relations, External Events and Strategic Partnerships, that are outside of the scope of JPL's enrollment campaigns. These departments shared the needs and opportunities they saw for marketing, which were compiled into an assessment document (see appendix, page 16) and categorized by common themes and concepts. That needs and opportunities assessment document was the backbone on which this marketing plan was developed.

II. OFFICE OF MARKETING AND COMMUNICATIONS – PURPOSE, MISSION AND VISION

- a. **PURPOSE:** The core purpose of the Office of Marketing and Communication is to advance the reputation and brand of Pennsylvania College of Health Sciences, and to ensure key messages are communicated effectively.
- b. **MISSION:** Our mission is to develop and execute effective marketing and communication campaigns through various channels in support of the College's strategic plan. We promote the PA College brand by delivering key messages and creatively communicating what is best and most important about our institution to engage the internal and external College Community.

III. BRAND PROMISE AND ATTRIBUTES

- a. **BRAND PROMISE:** A brand promise highlights the significant overlap between what we deliver and what our principal audience desires. A brand promise is a concise articulation of what any organization promises to its principal audiences — something that the audience views as having intrinsic or extrinsic value for them personally. Our brand promise statement was developed through research, reflection, and testing to ensure that the promise articulated persuasive and distinct strengths. To reflect PA College's growth and to speak more clearly to its audiences, the following promise statement emerged from the

research conducted among inquiring students (both traditional and nontraditional), current students, alumni, faculty, employees, board members, high school guidance counselors, parents of inquiring students, and regional employers (including Penn Medicine LG Health):

Pennsylvania College of Health Sciences is a dynamic health-sciences-focused and academically rigorous institution for ambitious individuals who want an excellent, hands-on experience preparing them for a lifetime of success.

b. BRAND ATTRIBUTES: PA College’s brand promise statement is structured to link to a cluster of defining attributes that broadly represent PA College in the minds of its students, faculty, staff, administration, parents, alumni, health care employers, and prospective students:

i. A Dynamic Health Sciences College.

Although best known for its nursing program, PA College offers excellent programs for many other health care professions, adjusting programs as demand varies. Health care professionals must have a solid knowledge base to make sound decisions and to adapt to changing technologies and changing expectations of the health care system. The College educates the adaptive professionals of tomorrow, whether technical specialists or the managers, supervisors, and entrepreneurs who need a broad understanding of the economic and social dynamics of health care.

ii. An Academically Rigorous, Hands-On Experience.

Success at PA College means success on the job. Employers trust PA College graduates to provide excellent care because students are held to high academic standards in difficult, challenging classes. Regardless of program, a PA College education integrates theoretical knowledge with practical, hands-on learning experiences. These experiences are tailored to each program and to the expectations of the profession — guaranteed clinical rotations for nurses, simulation labs for surgical techs, and internships for health care management.

iii. Learn Alongside Experienced Health Care Leaders.

In classrooms, labs, and clinical rotations, experienced teachers and leaders guide students step-by-step through more and more advanced knowledge and techniques. For clinical care courses, early course-based clinical experiences mean students meet people working and succeeding in the field early on. Students see firsthand how what they are learning is translated into practice by leaders in the field. While each of these attributes speaks to different qualities of a PA College education, they are also interdependent: PA College can offer students hands on learning — lab work, simulations, and clinical rotations — because PA College instructors are experienced health care leaders.

IV. TOP INSTITUTIONAL MARKETING GOALS

a. GOAL 1: Raise College's Brand Awareness

i. Objective: By the end of FY 18/19, increase the mailing distribution list of inPractice by 15 percent and the digital visits by 30 percent.

Target Audience: Local community, Penn Medicine, alumni, faculty & staff, current students.

Measurement: Number of recipients on the mailing list and number of visitors to the digital version.

1. Tactic: Mail a copy of each issue to Penn Medicine leaders.
2. Tactic: Distribute the digital version to Penn Medicine employees via the "Inform" tool, LG Health employees via an eNews posting, and PA College employees via the 850 Connection.
3. Tactic: Utilize enterprise CRM records to increase the mailing and email distribution list.

ii. Objective: Increase the volume of external visitors to campus, ensure they have a positive experience while here, and make sure they leave with a better understanding of who we are.

Target Audience: Local community

Measurement: Establish a baseline metric by tracking the number of visitors to campus on an annual basis and then develop percent increase goals for future years.

1. Tactic: Host a Chamber Mixer. Include tours, a scavenger hunt that highlights various offices (admissions, advancement, strategic partnerships and event space rentals), College swag bags with a free application code, PA College gear as raffle prizes, College promotional materials displays, and a social media prize contest (must tag the College in the post for a chance to win).
2. Tactic: Setup an info table or display racks in the conference rooms, MPR and auditorium for all external events held on campus. Include "Get to Know Us" and "Get Involved" summary sheets, freebies such as pens, a free app code handout, etc., so attendees leave with a better understanding of the College. Make sure materials align with and piggyback on JPL's campaign messaging as well as look and feel.
3. Tactic: Increase the Corporate and Events Manager's sales call efforts along with developing sales collateral materials.
4. Tactic: Increase the number of external events held in the auditorium.
5. Tactic: Create a formal process for guests to request non-admissions campus tours.

6. Tactic: Utilize a CRM to manage and analyze customer interactions and data to increase sales through improved relationships and retention efforts.

iii. Objective: Increase the sales volume of branded College merchandise.

Target Audience: Current students, faculty and staff, and alumni.

Measurement: Track the annual sales volume from the College Store through vendor reports and numbers from one-off non-stocked sales as a way to establish baseline metrics, then develop percent increase goals for future years.

1. Tactic: Develop an on-site point of purchase kiosk for College Store merchandise to allow for daily sales.
2. Tactic: Overhaul the College Store so that inventory is new and reflects current apparel trends. Continue to keep the inventory fresh by adding new items and discontinuing things that aren't selling. Where appropriate, look at JPL campaigns for messages that might work for temporary merchandise (for ex. "Be Someone's Hope" with our logo). Make use of student feedback (focus groups and surveys) for direction on inventory selections.
3. Tactic: Determine customer categories for all sales to know who our audience is and develop baseline metrics as well as future sales goals.
4. Tactic: Capitalize on programmatic pride by offering each academic program a "one-off" (non-stocked) program-branded apparel item.

iv. Objective: Raise the College's general brand awareness within the Penn Medicine Health System.

Target Audience: Penn Medicine employees.

Measurement: Establish baseline metrics by tracking analytics through the Inform tool (email open and click through rates). Develop percent increase goals for future years.

1. Tactic: Develop a PA College marketing content and communications calendar for "Inform" tool that is owned by Penn Medicine Academy.
2. Tactic: Given the limitations of only being able to publicize once or twice a year, select most pertinent content to develop and promote in Penn Medicine's quarterly "System News" newsletter.
3. Tactic: Complete a paid social media advertising campaign targeted at Penn Medicine employees. *NOTE: JPL will be developing and managing this as part of its enrollment campaign.*

b. GOAL 2: Position the College in the marketplace.

The College has an opportunity to position itself in the market by influencing the local community's perception of our brand relative to our competitors. We have a number of

unique differentiators and brand attributes that can be emphasized through our messaging as well as the opportunity to create an image of value.

i. Objective: Enhance our brand position by focusing strategic story telling in the inPractice magazine around the College’s unique differentiators.

Target Audience: Local community, Penn Medicine employees, alumni, faculty and staff, current students.

Measurement: Establish baseline metrics by conducting a readership survey to determine readers brand perception. Conduct periodic future surveys to determine if positioning efforts are working.

1. Tactic: Partner with an agency with expertise in strategic communications involving institutional publications. The agency will conduct an evaluation of inPractice and redesign as needed. The agency will also do the heavy lifting of the magazine planning and development efforts around brand position on a per issue basis. Overall, this will improve and enhance the content and increase the size of the publication, while making sure that the agency and JPL’s efforts are aligned and cohesive.
2. Tactic: Utilize the formal institutional content pipeline (c. iv. 5.) to choose the most compelling stories for the magazine as well as stories that best represent how we want to be perceived in the market place.

ii. Objective: Promote the College’s distinct facility features as a brand differentiator.

Target Audience: Local community, Penn Medicine employees, alumni, prospective students.

Measurement: Tactic completed by the end of FY18/19.

1. Tactic: Create an online virtual tour that focuses on the campus’ unique features such as Center for Excellence in Practice, learner-centered classrooms, collaborative spaces, green initiatives, safety, etc.

iii. Objective: Promote the College’s great work/life balance as part of HR’s Talent Acquisition Program

Target Audience: Prospective employees and faculty and staff.

Measurement: Tactics completed by end of FY18/19.

1. Tactic: Update the “employment” section of the new website to make key selling points more prominent to prospective employees: Promote GCTWF recognitions and, culture of wellness, diversity and inclusivity.
2. Tactic: Create three to four in-house or lower budget video testimonials (no more than 30 seconds each) of employees sharing why they love working at PA College. Host videos on the College’s YouTube channel as well as on the HR section of the website.

3. Tactic: Create a separate version of the online virtual tour (b. ii. 1.) that is targeted at prospective employees and house it on the “employment” landing page.

iv. Objective: Increase the College’s PR and Media Relations efforts and move to a proactive approach of seeking out opportunities to raise our presence in the media.

Target Audience: External community

Measurement: Establish baseline metrics for the number of stories pitched and picked up, then develop percent increase goals for future years.

1. Tactic: Utilizing the Content Pipeline (c. iv. 5.) and monthly check-in meetings, work with an agency or freelancer to help write up and pitch more story ideas. Make sure this agency or freelancer is aware of JPL’s campaign messaging and timelines to capitalize on and reinforce existing efforts (for example, seek out opportunities to promote stories that illustrate JPL’s campaign messages).

c. GOAL 3: Increase word-of-mouth marketing.

Identify key individuals and groups that can serve as informal brand ambassadors and help promote the College through word-of-mouth marketing.

i. Objective: Work with alumni and donor relations staff to determine how OMC can better assist with developing alumni into informal ambassadors that raise the brand awareness in their networks and communities.

Target Audience: Alumni

Measurement: Regularly meet with the alumni and donor relations directors to determine OMC’s engagement in this effort.

1. Tactic: Provide The Office of Alumni Relations with “Get to Know Us” sheets for use at Career Connections Dinners to help alumni better understand who we are now.
2. Tactic: Develop a communications campaign for alumni that focuses on “you’re one of us” messaging, given that many alumni don’t feel like they connect to PA College given the name and other changes through the years. Include school store merchandise “flash sales” featuring the Homecoming shirt design with all of the school’s previous names/logos on it.
3. Tactic: As part of the comprehensive effort to update alumni records with contact and employment information, explore the feasibility of pop-up notices to update your contact info on webpages that alumni would typically go to.

ii. Objective: Encourage the use of User-Generated Content by creating a community of informal brand ambassadors.

Target Audience: Faculty and staff, current students and alumni

Measurement: Establish a baseline metric by tracking the number of shared photos and hashtags, then develop percent increase goals for future years.

1. Tactic: Utilize a social media aggregator and unique hashtags to create a sense of community by sharing user-generated content on our website, social media platforms and digital displays. Develop incentives for creating and sharing posts with these hashtags. Explore alternative ways of submitting photos, given limitations of hashtags due to user privacy settings.
2. Tactic: Seek out opportunities to utilize current students as informal ambassadors through scheduling regular check-in meetings with Office of Campus Life & Student Engagement.
3. Tactic: Work with Campus Life & Student Engagement to assist with the promotion of a social media ambassadors program made up of student employees.

iii. Objective: Establish an Employment Referral Program that is easy and quick, measures results and makes it worthwhile to both parties.

Target Audience: Alumni

Measurement: Establish baseline metrics by tracking the number of alumni referrals for HR recruitment, then develop percent increase goals for future years.

1. Tactic: Work with Alumni Relations to develop a referral program for alumni to refer candidates for job openings at the College. Where possible, make sure messaging aligns with and piggybacks on JPL's campaign messaging (for ex. "Be Someone's Hope... check out our employment opportunities!"). Utilize current alumni blast emails to include a message in the footer promoting PA College job postings. Incentivize with alumni license plate frames and mugs from the PKC inventory buy-back.

iv. Objective: Improve overall communications internally at the institutional level among faculty, staff and students as well as with external stakeholders such as alumni and donors and those in the Penn Medicine LG Health system.

Target Audience: Current students, faculty and staff, Penn Medicine, and alumni

Measurement: Tactics completed by the end of FY18/19.

1. Tactic: Position the inPractice magazine as the College's flagship communications tool to promote the College as a leader for delivering unparalleled education of healthcare professionals. Purchase several floor sign stands with literature pockets (CMB17NGW, \$103/stand) to stock

copies of magazine at various points on campus. Print signs for stands that encourage the College Community to “take a copy and give a copy” for increased word-of-mouth marketing.

Budget: \$700

2. Tactic: Overhaul the 850 Connection to make it more readable and user-friendly. Change it to a weekly format and limit the amount of reminder posts to shorten the overall publication. Change the format so the email links out to an online digital version that allows for analytics in order to improve the content.
3. Tactic: Develop a brand promotional plan to communicate our brand promise, attributes and messages to faculty and staff. Create a one-sided “sell sheet” that can be displayed in work areas.
4. Tactic: Utilize the External Relations Group for information sharing and collaborative planning to create communications synergies, and maximize the collective impact of our print, digital, event and partnership efforts through strategic messaging and sequencing. Explore the option of combining the inPractice planning group and/or meeting more often.
5. Tactic: Develop an institutional content pipeline by tapping into faculty regarding their relationships with students as well as inspiring things happening in the classroom. Utilize and repurpose this content in a number of different formats (inPractice, Donor Relations communications, website, social media, People of PA College, Media Relations, etc.). Incentivize content submissions through monthly drawings to surplus items from the PKC inventory buy back.
6. Tactic: Develop a section of the website and portal for “The Office of the President” that includes high-level strategic messaging tailored for the various audiences of each medium (website = external, portal = internal). Including brief bio information on President’s Cabinet, videos and letters from Mary Grace, etc.
7. Tactic: Gather and evaluate recommendations from the Presidential Roundtable Communication Committee, including establishing a campus communications matrix of various tools and their intended purposes, developing email guidelines for campus-wide emails by departments, etc.

v. Objective: Develop word-of-mouth marketing from our external event visitors.

Target Audience: Local community members.

Measurement: Establish baseline metrics by tracking numbers of materials given out each year, then develop percent increase goals for future years.

1. Tactic: Setup an info table or display racks in the conference rooms, MPR and auditorium for all external events held on campus. Include “Get to Know Us” and “Get Involved” summary sheets, freebies such as pens, a free

app code handout, etc., so attendees leave with a better understanding of the College. Make sure materials align with and piggyback on JPL's campaign messaging as well as look and feel.

2. Tactic: Utilizing the External Relations Group, create a "Get Involved" sheet that outlines the various ways visitors can connect with the College. (Refer a prospective student or request program information, educational partnerships, hold your event on campus, donate to a scholarship, volunteer to be a standardized patient, etc.). This sheet would be displayed at the info table described in the tactic above (c. v. 1.).

V. BUDGET ALLOCATIONS

a. Institutional Marketing Plan Budget (\$100,000)

- **Agency costs for inPractice assessment and redesign**
Cost: \$8,000
- **Agency costs for inPractice** (ongoing per issue)
16 page: \$12,224 per issue, plus \$1,500-\$3,000 art budget
20 page: \$15,464 per issue, plus \$2,000-\$3,500 art budget
Costs: \$60,000-76,000 total (\$15,000 - \$19,000 per issue)
- **Agency or freelance costs for PR and Media Relations engagement**
Includes monthly meetings and 1-2 story pitches on average per month.
Cost: \$17,000-\$21,000

b. Operational 9864 Marketing Budget (\$25,000)

- **Point of purchase kiosk for College store merchandise.**
4x4 Outdoor Folding Merchandiser by The Carriage Works.
Cost: \$17,000
- **Floor sign stands w/literature pockets** (stock copies of magazine at strategic points on campus)
CMB17NGW, \$103/stand X 6-7 stands
Cost: \$700
- **Reimbursement or subsidy for onsite school store.**
Inventory shrinkage or subsidy for Canteen to manage the store.
Cost: \$1,000
- **Hosting Cost for Subdomain for 850 Connection in new blog format**
Cost: \$240/year (ongoing)
- **HR Video Testimonials** (3-5 videos)
Cost: \$5,000

VI. ONGOING EVALUATION AND PLAN IMPLEMENTATION

Ongoing evaluation, implementation and planning processes will include:

- Implementing the plan throughout FY 18/19 and into FY19/20
- Annually collecting and analyzing evidence tied to measurements of the objectives
- Adjusting objectives and tactics in the Institutional Marketing Plan, based on that analysis as well as administration's 3.0 visioning work
- Periodically reviewing the plan with the external-facing departments and specifically the objectives and tactics that are tied to those various departments
- Aligning resources with objectives and tactics as well as results of department reviews and annual assessments
- Routinely meeting with various department directors to assess new needs and opportunities that could align with the plan's goals and objectives

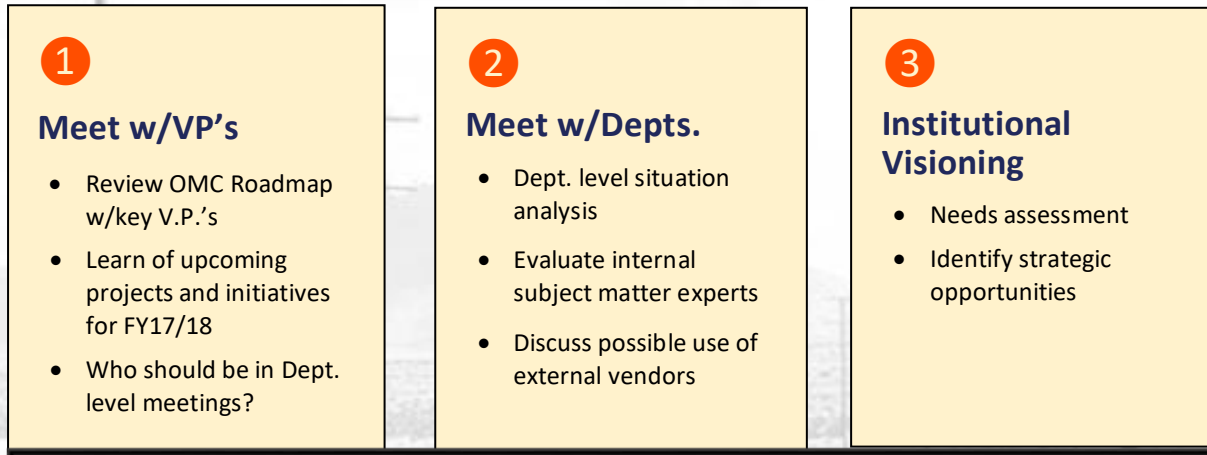
VII. APPENDIX

The following appendix pages contain the “OMC Road Map” which was the blueprint from which this Institutional Marketing Plan was created, the summary chart of the top five themes that came out of the assessment, and the actual assessment document which focused on “opportunities and needs” that came out of interviews with various external facing departments. The numbers in the summary chart illustrate the occurrences of the theme being repeated in the assessment.

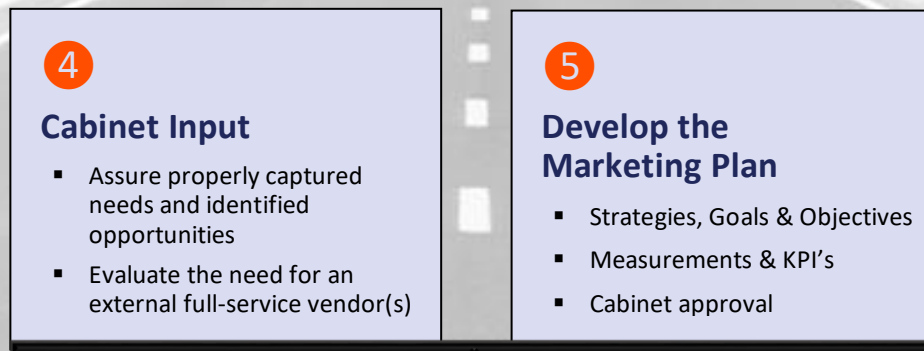
Office of Marketing and Communications

INSTITUTIONAL MARKETING ROADMAP

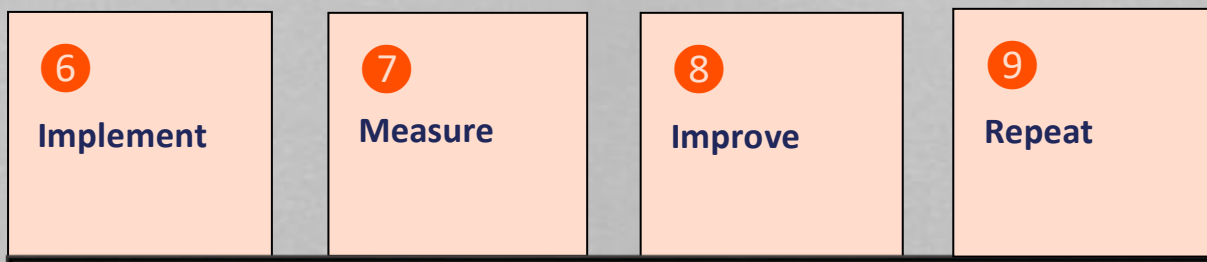
STAGE 1: Opportunities Assessment



STAGE 2: Building the Plan Based on Opportunities Assessment



STAGE 3: Execute Plan and Continuous Improvement



Top 5 Themes Within the Strategic Marketing Opportunities

17 Raising general brand awareness

Who we are and what we're about

9 Positioning the College

Great College to Work For

Learner-centered

Unique differentiators

Worthy of support

Health care education source, lifelong learning partner and thought leader

8 Word of Mouth Marketing

Creating informal ambassadors

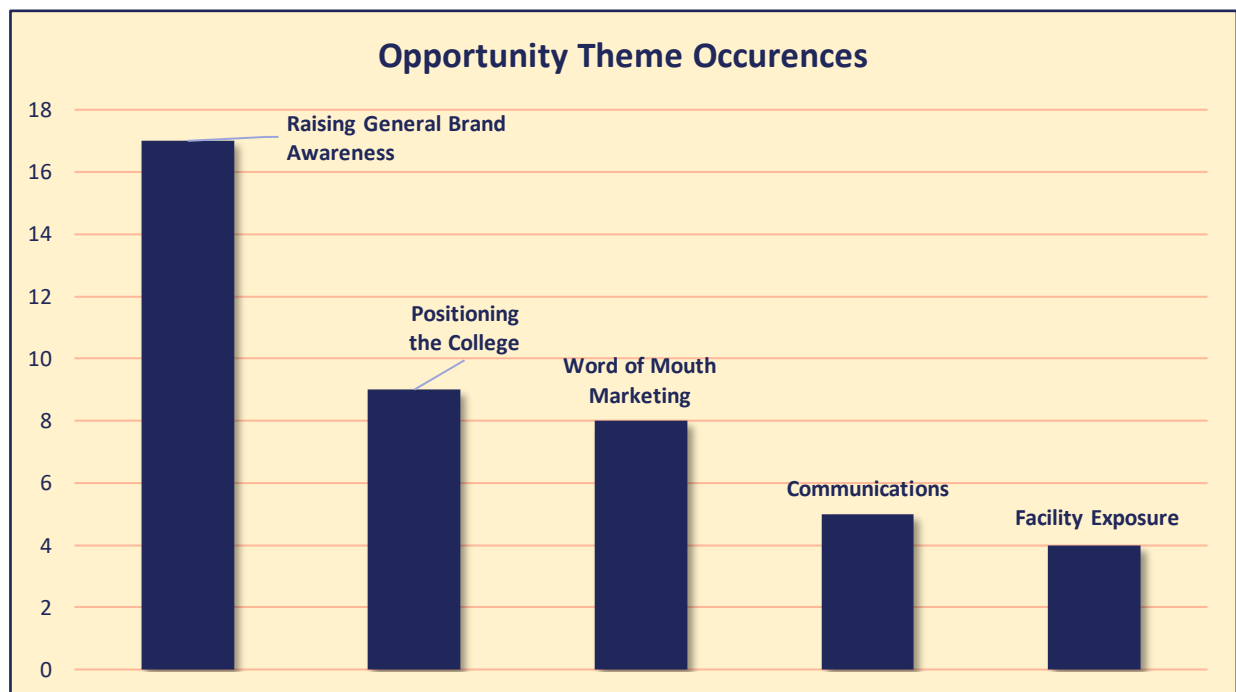
5 Communications

Strengthen connections and improve relationships

4 Facility Exposure

High-tech

State-of-the-art



DEPARTMENT/OFFICE	TOP INITIATIVES OR PROJECTS FOR FY17/18 AND BEYOND	MARKETING & COMMUNICATIONS OPPORTUNITIES
Education Innovation	Institutional Events: Annual Reoccurring Events	<ul style="list-style-type: none"> ▪ Create general brand awareness by bringing in larger diverse audiences that may not know us
		<ul style="list-style-type: none"> ▪ Position the College as an influential thought leader
	Continuing Education Events: "...continuous acquisition of knowledge."	<ul style="list-style-type: none"> ▪ Position the College as a trusted healthcare education source
		<ul style="list-style-type: none"> ▪ Promote the College to alumni as their lifelong learning partner
		<ul style="list-style-type: none"> ▪ Elevate our brand and reputation through increased facility exposure
	Strategic Partnerships: Enhance the education of our learners through integration and partnerships.	<ul style="list-style-type: none"> ▪ Gain competitive advantage by marketing the College as having unique differentiators
	<ul style="list-style-type: none"> ▪ Create general brand awareness by bringing in health care leaders and industry vendors 	
Event Services	Increase Volume of Events (tied to Revenue): Marketing materials and print collateral for sales calls.	<ul style="list-style-type: none"> ▪ Create general brand awareness by bringing in larger diverse audiences that may not know us
		<ul style="list-style-type: none"> ▪ Position the College as having a state-of-the-art, high-tech, learner-centered facility
	Host a Chamber mixer at the College: Hold over the summer or spring break week (parking issues).	<ul style="list-style-type: none"> ▪ Elevate our brand and reputation through increased facility exposure
		<ul style="list-style-type: none"> ▪ Create general brand awareness by bringing in larger diverse audiences that may not know us

	<p>Employ a CRM and eventually "events management software": Manage and analyze customer interactions and data in order to increase sales through improved relationships and retention efforts.</p>	<ul style="list-style-type: none"> ▪ Improve institutional level communications. (If this is true, then how exactly?)
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<p>Development</p>	<p>Planned Giving Program: Build future endowment through launching and marketing the program.</p>	<ul style="list-style-type: none"> ▪ Position the College as a trusted source of planned giving content
		<ul style="list-style-type: none"> ▪ In addition to educating and informing alumni about gifting opportunities, create a better understanding of who the College is now and what we are all about
	<p>Build on donor relationships from the Building Futures Campaign: Ensure pledge fulfillment and secure renewed support.</p>	<ul style="list-style-type: none"> ▪ Create a better understanding of who the College is and what we are all about in order to garner word of mouth marketing
	<p>Improve the quality of inPractice: Expand its strategic content and increase its audience.</p>	<ul style="list-style-type: none"> ▪ Position the College as innovative and an important organization worthy of philanthropic support
		<ul style="list-style-type: none"> ▪ Raise general brand awareness
	<p>Integrate the College's external relations functions: Create synergies and maximize the collective impact of Admissions, Advancement, PR, Marketing and Communications, Event Services and Ed. Innovation.</p>	<ul style="list-style-type: none"> ▪ Create synergies and maximize collective impact of our print, digital, event and partnership efforts through strategic messaging, sequencing and collaboration

<p>Alumni Relations</p>	<p>PA College Road Show sessions.</p>	<ul style="list-style-type: none"> ▪ Motivate and prepare alumni to perform word of mouth marketing and serve as informal ambassadors to raise the College's brand awareness in their networks and communities
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Human Resources	Connect and engage alumni via social media	<ul style="list-style-type: none"> ▪ Motivate and prepare alumni to perform word of mouth marketing and serve as informal ambassadors to raise the College's brand awareness in their networks and communities
	Comprehensive effort to update alumni records with contact and employment information.	<ul style="list-style-type: none"> ▪ Create avenues for open communication with alumni in order to strengthen the connections and relationship with them
		<ul style="list-style-type: none"> ▪ Motivate and prepare alumni to perform word of mouth marketing and serve as informal ambassadors ▪ With more alumni that we can reach there is opportunity to connect with them and help them better understand who we are now compared to when they attended the College

Donor Relations	Create donor relations communications that acknowledge and convey the use of donors' gifts and demonstrate their impact: Update donor relations content on the website and link to stories of impact from digital version of inPractice.	<ul style="list-style-type: none"> ▪ Create avenues for open communication with alumni and donors in order to strengthen the connections and relationship with them
	Create stewardship opportunities that expand donor relationships and engage them with the College.	<ul style="list-style-type: none"> ▪ Create avenues for open communication with donors in order to strengthen the connections and relationship with them
		<ul style="list-style-type: none"> ▪ Motivate and prepare donors to perform word of mouth marketing and serve as informal ambassadors

Human Resources	Talent Acquisition Program - Employment Branding: Slogan.	<ul style="list-style-type: none"> ▪ Create and raise the general brand awareness
	Talent Acquisition Program - Recruiting: Creation of a College "app."	<ul style="list-style-type: none"> ▪ Create and raise the general brand awareness

	<p>Talent Acquisition Program - Onboarding: Create a "wow" experience: personalized, gamification, mobile friendly, etc.</p>	<ul style="list-style-type: none"> ▪ Position the College as innovative and cutting edge (digital literacy)
		<ul style="list-style-type: none"> ▪ Encourage new employees to perform word of mouth marketing and serve as informal ambassadors
	<p>Talent Acquisition Program - Advertising: Main messages = work/life balance, GCTWF, facility, culture of wellness, diversity and inclusivity (testimonials), and career tracking.</p>	<ul style="list-style-type: none"> ▪ Create and raise the general brand awareness
		<ul style="list-style-type: none"> ▪ Position the College as being a great College to work for

<p>Campus Life</p>	<p>Create and foster a sense of Institutional Pride. Leverage spouses/family members, find ways to help parents to understand our brand promise.</p>	<ul style="list-style-type: none"> ▪ Motivate students/families to perform word of mouth marketing and serve as informal ambassadors to raise the College's brand awareness in their networks and communities
	<p>Create and foster a sense of Institutional Pride. Wearing College gear, tapping into sense of programmatic pride, desire to be on campus and participate in activities outside of class.</p>	<ul style="list-style-type: none"> ▪ Motivate students to perform word of mouth marketing and serve as informal ambassadors to raise the College's brand awareness in their networks and communities
	<p>Create more engaging marketing and communications materials for the students. Develop fresh creative on a constant basis.</p>	<ul style="list-style-type: none"> ▪ Make sure communications look unique and stand out while still aligning with our overall brand to strengthen the connections and relationship with students.