



MARKETING AND COMMUNICATIONS PLAN

I. FORMATIVE RESEARCH

Situation and Organization Analysis

HACC aims to be a truly welcoming, equitable and affirming environment where everyone is empowered as life-long learners. The College strives to break down barriers and promote equity and belonging throughout the College. To fulfill this goal, the College's president, John J. "Ski" Sygielski, Ed.D, created the Office of Inclusion and Diversity in 2016, led by a chief diversity officer position. HACC was the first of Pennsylvania's 15 community colleges to have a Cabinet-level chief diversity officer. The College also created a collegewide taskforce that, in conjunction with the Office of Inclusion, Diversity and Belonging, provides leadership, assessment metrics and outcomes of proposed DEI initiatives.

In addition to putting administrative structures in place, the College has made diversity, equity and inclusion (DEI) a priority in collegewide strategic plans. Their previous and current strategic plan highlight DEI in recruitment and retention of students and employees.

On top of structure and planning, resources were committed by the HACC Board of Trustees through the establishment of a \$1-Million Diversity Innovation Fund. This fund encourages the college to be fully inclusive with all employees and students who have been othered or excluded. Additionally, the HACC Foundation created the Fund for Inclusive Excellence to implement innovative initiatives related to inclusion and diversity.

As a result of these efforts, HACC has garnered regional and national accolades for advancing inclusion and diversity at the College. The final component in their aim to be a truly welcoming, equitable and affirming environment is to enhance the public awareness of their DEI journey.

List of Targeted Publics

1. Prospective and Current Students
2. Alumni and Donors
3. Local Community
4. Faculty and Staff
5. Prospective Employees

II. STRATEGY & TACTICS

Goals and Objectives

GOAL 1: Increase applications from underserved and underrepresented prospective students by 15% for the 2023-2024 Academic Year.

Measure: Track increase in number of applications per semester from underserved and underrepresented prospective student markets.

Responsibility: Office of Admissions/Institutional Reporting in conjunction with Integrated Marketing and Communications.

Assumption: HACC already tracks statistics on applications from underserved and underrepresented prospects.

OBEJECTIVE 1: Increase awareness of Harrisburg Promise program as an example of HACC's DEI focus.

Action Plan and Tactics for Relevant Public:

Prospective and Current Students:

- a. Create awareness events to be held in Harrisburg and Steelton-Highspire School Districts
- b. Quarterly presentations with Q&A at Parent School Board meetings in the Harrisburg and Steelton-Highspire School Districts
- c. Quarterly presentations in 6th and 7th grade classrooms in Harrisburg and Steelton-Highspire School Districts
- d. Once-a-year assembly presentation in those districts' middle schools
- e. Create print collateral to be distributed at awareness events
- f. Provide program updates via Hawks Corner student newsletter
- g. Presentations to Student Government Association
- h. Video interview parents whose children have successfully gone through the program, as well as the participants themselves, and share their stories and appreciation via HACC's social media channels

Budget: TBD based on number of awareness events planned. \$5K for print materials. Mileage reimbursement for presentations and any interviews done in person. Videos for social media produced internally. Consider outsourcing to an agency for \$8-10K.

Alumni and Donors:

- a. Promote Harrisburg Promise success stories in the HACC Yeah®! News
 - o Repurpose content from video interviews of parents whose children have successfully gone through the program (Goal 1, Objective 1)
- b. Cultivate new donors for the Harrisburg Promise Fund for Excellence
- c. Add program success metrics to the Annual Report
- d. Include informational program tweets via Dr. Ski speaking to overarching commitment to DEI

- e. Promote Harrisburg Promise success stories via HACC's social media channels
 - o Video interview parents whose children have successfully gone through the program and share their stories and appreciation

Budget: *Expenses related to donor cultivation TBD. Mileage reimbursement for any interviews done in person.*

Local Community:

- a. Create annual press release and Newsroom posting sharing success metrics from the program and speaking to the overarching commitment to DEI
 - o Develop program success metrics to be tracked annually
- b. Find compelling success stories and pitch to local media outlets: interviews with parents and their children, as well as success metrics
- c. Add program success metrics to the Annual Report
- d. Include informational program tweets via Dr. Ski speaking to overarching commitment to DEI
- e. Video interview parents whose children have successfully gone through the program and share their stories and appreciation via HACC's social media channels

Budget: *Videos for social media produced internally. Consider outsourcing to an agency for \$8-10K.*

Faculty and Staff:

- a. Create annual press release and Newsroom posting sharing success metrics from the program and speaking to the overarching commitment to DEI
 - o Develop program success metrics to be tracked annually
- b. Provide program updates via Ski Grams
- c. Schedule informational program tweets via Dr. Ski speaking to overarching commitment to DEI
- d. Presentations to Faculty Council, Academic Council, and Classified Employees Organization

Overarching DEI Messaging Strategy:

As part of HACC's commitment to diversity, equity and inclusion, the College seek to provide academic opportunities for all students regardless of their background or economic status. Sadly, many young students from underprivileged neighborhoods throughout our community face significant social and financial hardships that can make a college education seem impossible. That is why HACC is proud to partner with the City of Harrisburg and the Harrisburg Housing Authority to offer the Harrisburg Promise. With the Harrisburg Promise, students can begin to explore career opportunities and their own college readiness, better preparing them to overcome obstacles they may face in their academic journey.

OBJECTIVE 2: To demonstrate HACC's commitment to DEI, grow the number of participants and volunteers for the Men of Color Initiative.

Action Plan and Tactics for Relevant Public:

Prospective and Current Students:

- a. Create and include video testimonials from participants on HACC's website and social media
- b. Feature participant photos and quotes to the website via a testimonial scroller
- c. During Black History Month, pitch story of the program and interviews with participants to the local media outlets
 - o CTA of encouraging referrals, mentors and coaches
- d. During Black History Month, create program awareness via Hawks Corner student newsletter
- e. Develop participant referral drive events at beginning of each semester

Budget: *Videos for website and social media produced internally. Consider outsourcing to an agency for \$8-10K.*

Alumni and Donors:

- a. Develop alumni professional networking events for program participants
- b. Promote Men of Color Initiative success stories in the HACC Yeah®! News
 - o Repurpose quotes pulled from interviews of program participants (Goal 1, Objective 2)
- c. Schedule informational program tweets via Dr. Ski speaking to overarching commitment to DEI
- d. Feature participant photos and quotes in Annual Report

Budget: *TBD based on how many social networking events are developed.*

Local Community:

- a. During Black History Month, develop and pitch a compelling story of the program and interviews with participants to the local media outlets
 - o CTA to volunteer to be a mentor or coach for the program
- b. During Black History Month, create info graphic that shows the number of services and activities that the participants have been involved in.
 - o Post to HACC social media channels with CTA to volunteer to be a mentor or coach.
 - o Create large posters to be displayed on campuses
- c. Repurpose video testimonials (Goal 1, Objective 2) on HACC social media channels
 - o Include a CTA to volunteer to be a mentor or coach for the program

Budget: *\$1K for printing of info graphic posters. Videos for social media produced internally.*

Faculty and Staff:

- a. Provide program updates via Ski Grams
- b. Schedule informational program tweets via Dr. Ski speaking to overarching commitment to DEI
- c. Presentations to Faculty Council, Academic Council, and Classified Employees Organization

Overarching DEI Messaging Strategy:

As part of HACC's commitment to diversity, equity and inclusion, the College seek volunteers to be mentors and coaches for the Men of Color Initiative. The purpose of the program is to support and enhance the rich learning experiences at HACC for male-identifying students to counter historical equity gaps in post-secondary success. The initiative recognizes the individual journey of each member with the goal of empowerment, self-advocacy, and healthy life choices to move beyond historical structural and systemic barriers for a successful transition in their personal and professional life through education. Ultimately, facilitating student success for men who have been historically underrepresented and underserved in postsecondary education.

GOAL 2: By the end of FY'24, increase awareness of HACC's DEI efforts to prospective employees to attract more hiring candidates that reflect the students and communities that it serves.

Measure: Survey tool for tracking new hire's motivation for working at HACC. Create and track responses specific to HACC's DEI efforts. Tracking of HR webpage traffic via Google Analytics.

Responsibility: Office of Human Resources/Institutional Reporting in conjunction with Integrated Marketing and Communication.

Assumption: HACC already tracks new hire's motivation for working there.

OBJECTIVE 1: Enhance HR's "Employment Opportunities" webpage to better reflect HACC's DEI focus. Include significant recognitions such as the "2020 Most Promising Places to Work in Community Colleges" and the "2019 Charles Kennedy Equity Award," then actively promote the "Employment Opportunities" webpage to relevant publics.

Action Plan and Tactics for Relevant Public:

Alumni and Donors:

- a. When key positions are being recruited for, promote upgraded "Employment Opportunities" webpage in the in the HACC Yeah®! News
- b. Blast email to all alumni promoting employment opportunities with link to enhanced "Employment Opportunities"

Prospective Employees and the Local Community:

- a. Promote HACC's recognition of "2020 Most Promising Places to Work in Community Colleges" via a badge on the HR webpages, along with recognition text "Focusing on workplace diversity, staffing practices, and work environment."

- Given the length in time since receiving it, consider dropping the year and state “Past recipient of the Most Promising Places to Work in Community Colleges recognition.”
- b. Promote HACC’s recognition of “2019 Charles Kennedy Equity Award” via a badge on the HR webpages, along text “Exemplary commitment to achieving equity in educational programs and services.”
 - Given the length in time since receiving it, consider dropping the year and state “Past recipient of the Charles Kennedy Equity Award recognition.”
- c. Include DEI messaging in the email signature line of all HR personnel with link to “Employment Opportunities” enhanced webpage
 - Collaborate with Office of Human Resources to develop DEI tagline to be used in their email signatures
- d. Repurpose videos from faculty/staff testimonial videos (Goal 2, Objective 1) and post on social media and HR employment webpages

Faculty and Staff:

- a. Put out a call for testimonial quotes that speak to HACC’s environment that affirms the diversity of people and ideas and a reason for why they enjoy working there
 - Post testimonials on HR webpages along with employee photos via a testimonial scroller
- b. Recruit faculty and staff for employee testimonial videos that speak to DEI efforts
 - Post on HACC social media channels with CTA “Join Our Team!” links to open positions
- c. Include DEI messaging in the email signature line of all HR personnel with link to “Employment Opportunities” enhanced webpage

Budget: Videos for social media produced internally. Consider outsourcing to an agency for \$8-10K.

Overarching DEI Messaging Strategy:

HACC recognizes its responsibility as an institution of higher education, to maintain an environment that affirms the diversity of people and ideas. This diverse learning environment is supported by hiring employees who reflect the students and communities it serves. By actively reviewing and enhancing its systems and structures that engage and support employees, it strives to be an employer of choice and create a culture of care and belonging, celebrating success and valuing employee work-life balance. As such, HACC’s HR department serves as the chief ambassadors for promoting the schools DEI efforts to prospective employees. Their website should reflect this commitment as well as any DEI recognitions earned. A DEI focused tagline will be developed and used in an integrated marketing effort on all HR communications and publications.

OBJECTIVE 2: Implement an outreach plan to increase the number of historically underrepresented, underserved and minority employees.

Action Plan and Tactics for Relevant Public:

Alumni and Donors:

- a. When key positions are being recruited for, promote upgraded “Employment Opportunities” webpage in the in the HACC Yeah®! News

- b. Promote HACC's recognition of "2020 Most Promising Places to Work in Community Colleges" via a badge on the HR webpages, along with recognition text "Focusing on workplace diversity, staffing practices, and work environment."
 - o Blast email to all alumni promoting employment opportunities

Prospective Employees and the Local Community:

- a. Promote HACC's recognition of "2020 Most Promising Places to Work in Community Colleges" via a badge on the HR webpages, along with recognition text "Focusing on workplace diversity, staffing practices, and work environment."
 - o Setup regional job fair sponsorships
 - o Schedule local terrestrial radio spots, along with "Now Hiring" messages for key open positions
- b. Prioritize remaining on Higher Education's "Most Promising Places to Work in Community Colleges" list by committing to complete their annual survey and focus efforts around survey question areas (e.g., Recognition of Good work, Commitment to Meeting the Needs of Community, Investment in Development of Faculty and Staff, etc.)
 - o Seek out similar DEI recognition opportunities to participate in
- c. Include DEI messaging in the email signature line of all HR personnel with link to "Employment Opportunities" enhanced webpage
 - a. Collaborate with Office of Human Resource to develop DEI tagline to be used in their email signatures
- d. Bolster HACC's regional reputation as a convener of DEI topics via their speaker series put on by the Student Engagement Department
 - o Incorporate the Office of Inclusion, Diversity and Belonging and collegewide task force in conception and selection of speakers for the series

***Budget:** \$10K for job fair sponsorships. \$20K for radios spots run at peak hiring times prior to each semester start. Determine if increased budget for Speaker Series is needed.*

Faculty and Staff:

- a. Put out a call for testimonial quotes that speak to HACC's being an environment that affirms the diversity of people and ideas and a reason for why they enjoy working there
 - o Post testimonials on HR webpages along with employee photos via a testimonial scroller
- b. Repurpose videos from employee testimonial videos (Goal 2, Objective 1) that speak to DEI efforts and post on HR employment webpages and social media with links to open positions

Overarching DEI Messaging Strategy:

HACC recognizes its responsibility as an institution of higher education, to maintain an environment that affirms the diversity of people and ideas. This diverse learning environment is supported by hiring employees who reflect the students and communities it serves. By actively reviewing and enhancing its systems and structures that engage and support employees, it strives to be an employer of choice and create a culture of care and belonging, celebrating success and valuing employee work-life balance. As such, HACC's HR employees serve as the chief ambassadors for promoting the schools DEI efforts to prospective employees. A DEI focused tagline will be developed and used in an integrated marketing effort on all HR communications and publications.

III. EVALUATIVE RESEARCH

Ongoing evaluation, implementation and planning processes will include:

- Implementing the plan throughout FY'23/'24 and into FY'24/'25
- Annually collecting and analyzing evidence tied to measurements of the objectives
- Adjusting objectives and tactics in the plan based on that analysis as well as the College's 2022-25 Strategic Plan
- Periodically reviewing the plan with the key stakeholders/departments, and specifically the objectives and tactics that require collaboration with those various departments
- Aligning resources with objectives and tactics as well as department results 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