Gloucester County College
Strategic Marketing Plan 2011–2014

Prepared by Eileen Shute,
Executive Director
College Relations, Communications and Marketing
Executive Summary

The Department of Public Relations and Marketing is charged with the task of developing, implementing and maintaining an integrated marketing communication (IMC) plan for Gloucester County College. This includes all advertising, branding, community outreach, publications and public relations efforts and few Web content and design responsibilities. It also offers marketing support for the divisions within GCC such as the Alumni and Scholarship Foundation, Continuing Education and various agencies housed on campus. It is responsible for aligning all IMC initiatives to GCC’s overall three-year strategic plan.

The 2011–2014 Strategic Marketing Plan is comprehensive in scope, incorporating new and emerging media into the traditional marketing mix. Since its implementation as of July 1, 2011, the department has achieved 464 placements in local print, online and broadcast media outlets as well as mailed more than 901,982 publications — 834,570 sent countywide. Ten advertising campaigns were launched that garnered more than 2 million online impressions, generating 866 30-second Comcast and 164 Q-102 radio spots and 155 print advertisements. The GCC website has had nearly 4.5 million views from more than 3.5 million unique visitors.

During the next three years, the department plans to expand its traditional branding strategy to incorporate social media to better match the preferences of GCC’s main target audiences: recent high school graduates and young adults. Currently, the GCC Facebook fan page has more than 5,700 followers. The college has a YouTube channel comprised of broadcast advertisements and recorded special events such as signings, groundbreakings and Commencement exercises. Plans for mobile applications for smart phones are in development along with a total redesign of the GCC website. New elements to be included entail a live newsfeed and enhanced user interface. The department will assist with Athletics recruiting since the program is a major point of interest for prospective students.

The following is a quarterly breakdown of existing public relations and marketing tasks:

<table>
<thead>
<tr>
<th>Marketing Tasks by Quarter</th>
<th>First</th>
<th>Second</th>
<th>Third</th>
<th>Fourth</th>
</tr>
</thead>
<tbody>
<tr>
<td>PR</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Releases/Captions</td>
<td>22</td>
<td>25</td>
<td>35</td>
<td>21</td>
</tr>
<tr>
<td>Advisories</td>
<td>2</td>
<td>9</td>
<td>22</td>
<td>13</td>
</tr>
<tr>
<td>Hits Generated</td>
<td>66</td>
<td>115</td>
<td>155</td>
<td>128</td>
</tr>
<tr>
<td>Publications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailed</td>
<td>175,615</td>
<td>350,914</td>
<td>23,129</td>
<td>352,324</td>
</tr>
<tr>
<td>Unique Publications</td>
<td>42</td>
<td>53</td>
<td>71</td>
<td>22</td>
</tr>
<tr>
<td>Advertising</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ads Placed</td>
<td>610</td>
<td>484</td>
<td>76</td>
<td>41</td>
</tr>
<tr>
<td>Impressions</td>
<td>100,000</td>
<td>128,586</td>
<td>337,139</td>
<td>1,406,520</td>
</tr>
<tr>
<td>Special Events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Business Cards</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>15</td>
<td>24</td>
<td>4</td>
</tr>
<tr>
<td>Service</td>
<td>Requests</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>----------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Press Releases</td>
<td>85</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Photo Captions</td>
<td>21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media Advisories</td>
<td>38</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hits Generated</td>
<td>464</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Requests</td>
<td>144</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Publications</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postcards Mailed</td>
<td>67,412</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postcards Printed</td>
<td>78,350</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County-wide Mailed</td>
<td>834,570</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County-wide Items Printed</td>
<td>849,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Mailed</td>
<td>901,982</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Printed</td>
<td>927,350</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Unique Requests</td>
<td>174</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advertising</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online Impressions</td>
<td>2,202,245</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comcast</td>
<td>866</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radio</td>
<td>164</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printed</td>
<td>155</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Misc.</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Requests</td>
<td>48</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Events Requests</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Requests</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Business Cards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Requests</td>
<td>64</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Mission Statement

Gloucester County College is a center for learning that strives for academic excellence, supports the economic development of the community and seeks to enhance each resident’s quality of life through affordable, accessible programs and services in a safe and caring environment.

Gloucester County College Strategic Plan 2011–2014

GCC’s Strategic Plan 2011–2014 is based on the collaborative research of more than 92 members of the college community. Guided by the strategic planning steering committee, these stakeholders worked together and independently to identify the most important issues facing the institution.

Through a strengths, weaknesses, opportunities and threats (SWOT) analysis, the committee identified the following six themes as the basis for further discussion and subcommittee work: Academic Quality, Infrastructure and Facilities, Enrollment Demographics, Alternative Delivery Methods, Student Success and Funding and Alternative Revenue.

Using an issues-based model of planning, the process identified four key issues, or strategic “priorities.” These priorities will affect every division and organizational unit in the college. The tactical objectives following each provide strategies for administrators, faculty and staff to use in both setting the budget and developing department and unit action plans. Many of the changes GCC faces both nationally and regionally will need to be addressed in establishing the direction and future of the institution.

The 2012–2015 Strategic Marketing Plan offers an in-depth overview of the college’s public relations, marketing and enrollment management functions as it relates to GCC’s overall strategic plan. It builds on the 2009-2012 plan, which focused on expanding channels to limit out-of-county migration, marketing life-long learning and continuing education, partnering with area universities, high schools and businesses; and integrating the campus community into the recruitment process.

Public Relations Goal Overview

PR Goal I.
Reposition GCC as the smart place to start one’s college career, receiving a quality education at an affordable price — the lowest tuition and fee rate in the state of New Jersey.

PR Goal II.
Attract high-achieving students by marketing Dual Advantage and NJ Star programs. The Dual Advantage consists of automatic acceptance and dual enrollment with a partnering four-year institution from the first day a student starts at GCC.

PR Goal III.
Expand public relations efforts to incorporate social media and boost online advertising to meet the target market’s preferred means of obtaining information.

PR Goal IV.
Redesign the GCC website for a more contemporary, consistent look and voice.

PR Goal V.
Assist the Alumni and Scholarship Foundation in exploring alternative revenue sources.

PR Goal V.
Assist the Division of Continuing Education in marketing grant-funded training programs.
Competitive Analysis

In addition to competing with four-year universities in the immediate area such as The Richard Stockton College of New Jersey, Rowan, Rutgers–Camden and Wilmington universities, GCC vies against five local community colleges: Atlantic Cape, Burlington, Camden, Cumberland and Salem. The largest rival, Camden, is located less than seven miles away. It draws on target markets that are among the most densely populated in Gloucester County: Deptford, Washington Township and Williamstown.

Furthermore, although the college has enjoyed record enrollment because of increased demand for post-secondary education, certificate training and advanced degrees, the present economic recession and student loan crisis poses both opportunities and threats. GCC continues to possess the lowest tuition and fee rate in New Jersey at $90 per credit. The institution was among few of the 19 community colleges in the state to see improved enrollment in Fall 2011.

Information obtained for this analysis was obtained from New Jersey’s Community Colleges Fact Book and Directory, 20th edition.

Trends in Higher Education — Two-Year Intuitions:

- Nineteen community colleges enrolled 260,569 credit students, comprising 61.8 percent of all New Jersey public institution undergraduates in FY 2011
- Overall enrollment increased by 32.8 percent since FY 2007
- NJ STARS program surged from 480 fully-funded students in 2004 to 3,234 students in Fall 2010
- Average in-county tuition and fee rate was $3,145, an increase of 27.6 percent since FY 2007
- Direct state aid for college operations decreased by 14.2 percent between FY 2005 to FY 2010
Regarding 10-year enrollment trends, all institutions saw increases: Atlantic Cape, 11.8 percent; Burlington, 27.9 percent; Camden, 5.1 percent; Cumberland, 31.6 percent; Gloucester, 9.7 percent; and Salem, 20.4 percent. Fiscal year 2009-2010 marked the first year of declines for Camden, 1.1 percent, and Salem, 0.5 percent, while Atlantic Cape’s growth stagnated at 0.9 percent. Burlington, Cumberland and GCC saw boosts of 4.1, 6.9 and 1.8 percent respectively.

Increases in full-time tuition and required fee rates for credit students varied substantially for each institution. Burlington and Camden were among the highest with surges of 62.6 and 37.9 percent over the past 10 years. Atlantic Cape and Cumberland had moderate tuition hikes of 30.1 and 25.2 percent, while Salem and Gloucester had the lowest at 18.7 and 17.7 percent. As for a one-year glance at tuition, Burlington and Salem counties remained unchanged whereas Camden had the greatest increase in rates, 5.65 percent. Cumberland and Gloucester were also higher at 4.69 and 4.63 percent. GCC’s tuition and fee rate is lower than the state average of $3,145.
Total in-county migration increased 9 percent between Fall 2011 and Fall 2010. The number of students pursuing their education at GCC from Atlantic county went up 0.8 percent; Burlington, 1.0 percent; Camden, 11.6 percent; Cumberland, 1.1 percent; Salem, 3.1 percent; and 0.5 percent from all other New Jersey counties.

GCC’s Division of Continuing Education Customized Training has experienced 116.1 percent growth during the last six years — with far greater enrollment than Atlantic Cape and Burlington, which saw surges of 56.2 and 49.7 percent respectively. Camden, Cumberland and Salem saw decreases of 13.2, 8.6 and 24.7 percent.
Position

GCC has sustained significant changes during its 45-year history. The number of students seeking post-secondary education offered by the institution has increased from 600 credit students in 1968 to a recording-breaking 6,289 pupils in Fall 2011. Moreover, GCC graduated an all-time high of 875 students in Spring 2011, up from the first class of 180 students circa 1970.

Adhering to federal mandates, the Division of Institutional Research and Assessment conducts the Census Day Enrollment Report on the tenth day of every semester. Garnered information is provided to the U.S. Department of Education Integrated Post-Secondary Education Data Survey (IPEDS) and Middle States Commission on Higher Education reports.

Information for this position analysis was obtained from Gloucester County College Fall 2011 Census Day Enrollment Report.

Fall 2011 enrollment highlights:

- Record enrollment: 6,829 (+ 3.3 percent) students taking 71,173 (+ 1.6 percent) credits
- Gloucester County High School Capture Rate increased from 28 to 29.3 percent
- New first-time student enrollment surged 13.6 percent
- Percentage of minority students increased for fourth consecutive year
- Percentage of “25 and Older” population reached a five-year high
- Fall-to-Fall retention rate dropped slightly to 47.0 percent

![Headcount At-a-Glance](image)

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Headcount</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,422</td>
<td>5,610</td>
<td>5,636</td>
<td>6,022</td>
<td>5,863</td>
<td>6,169</td>
<td>6,135</td>
<td>6,490</td>
<td>6,609</td>
<td>6,829</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Credit Hours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>52,682</td>
<td>55,071</td>
<td>55,823</td>
<td>59,844</td>
<td>59,147</td>
<td>62,775</td>
<td>62,461</td>
<td>68,026</td>
<td>70,074</td>
<td>71,173</td>
<td></td>
</tr>
</tbody>
</table>
Demographic and Geographic Diversity

GCC’s campus climate draws on an eclectic group of learners. The vast majority of students are 25 years old or younger, comprising 75 percent of the college population. The number of minority students pursuing post-secondary opportunities swelled to 20.7 percent — one-fifth of the student body.

![Enrollment by Age](chart1)

![Ethnic Population](chart2)
Female students have continued to outnumber male counterparts by a notable margin. On average, GCC captures approximately one-third of students graduating from area high schools. The total High School Capture Rate for Fall 2011 was 29.3 percent, up from 28 percent in Fall 2010.

### High School Capture Rates

<table>
<thead>
<tr>
<th>Gloucester County High School</th>
<th>2011 Graduates</th>
<th>GCC Fall 2011 Enrollment</th>
<th>2011 Capture Rate</th>
<th>2010 Capture Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public High Schools</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clayton</td>
<td>75</td>
<td>29</td>
<td>38.7%</td>
<td>33%</td>
</tr>
<tr>
<td>Clearview Regional</td>
<td>405</td>
<td>127</td>
<td>31.4%</td>
<td>22%</td>
</tr>
<tr>
<td>Delsea Regional</td>
<td>265</td>
<td>85</td>
<td>32.1%</td>
<td>29%</td>
</tr>
<tr>
<td>Deptford Township</td>
<td>260</td>
<td>76</td>
<td>29.2%</td>
<td>34%</td>
</tr>
<tr>
<td>Gateway Regional</td>
<td>170</td>
<td>53</td>
<td>31.2%</td>
<td>26%</td>
</tr>
<tr>
<td>Glassboro</td>
<td>180</td>
<td>33</td>
<td>18.3%</td>
<td>19%</td>
</tr>
<tr>
<td>GCIT</td>
<td>225</td>
<td>70</td>
<td>31.1%</td>
<td>21%</td>
</tr>
<tr>
<td>Kingsway Regional</td>
<td>345</td>
<td>110</td>
<td>31.9%</td>
<td>30%</td>
</tr>
<tr>
<td>Paulsboro</td>
<td>95</td>
<td>29</td>
<td>30.5%</td>
<td>29%</td>
</tr>
<tr>
<td>Pitman High</td>
<td>100</td>
<td>19</td>
<td>19.0%</td>
<td>37%</td>
</tr>
<tr>
<td>Washington Township</td>
<td>700</td>
<td>182</td>
<td>26.0%</td>
<td>28%</td>
</tr>
<tr>
<td>West Deptford</td>
<td>225</td>
<td>77</td>
<td>34.2%</td>
<td>32%</td>
</tr>
<tr>
<td>Williamstown</td>
<td>445</td>
<td>134</td>
<td>30.1%</td>
<td>31%</td>
</tr>
<tr>
<td>Woodbury</td>
<td>105</td>
<td>28</td>
<td>26.7%</td>
<td>22%</td>
</tr>
<tr>
<td><strong>Total Public High Schools</strong></td>
<td><strong>3,595</strong></td>
<td><strong>1,052</strong></td>
<td><strong>29.3%</strong></td>
<td><strong>28%</strong></td>
</tr>
<tr>
<td><strong>Private High Schools</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>14</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total In-County High School</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>1,066</strong></td>
</tr>
</tbody>
</table>
Issues Statement:

Throughout the next three years, GCC must address a number of major issues that will help establish the direction and future of the institution. Based on a review of the external and internal factors, the strategic planning process will affect every division and organizational unit of the college and have been identified as having the greatest impact. The tactical objectives following each priority provide the strategies for administrators, faculty and staff to use in both setting the budget and developing division unit action plans.

Issue I.
GCC is grounded in a traditional liberal arts philosophy that has served the community and its students well. Major shifts in population demographics, the economy and workforce call for more diversified offerings to meet the needs of contemporary students.

Issue II.
Innovations in technology are vital and rapidly changing — these innovations continually impact teaching and learning on a global scale. GCC’s programs and services must embrace these changes, and in doing so, move toward a more student-driven model of higher learning.

Issue III.
More than 65 percent of courses are taught by adjunct professors. To guarantee academic quality, it is necessary for adjuncts to interact with full-time faculty and students.

Issue IV.
More than 60 percent of first-time, full-time freshmen require some form of remediation. As a result, developmental education is the college’s largest program. While the current developmental education program is successful for those that complete it, roughly 20 percent of first-time students are leaving without earning a single college-level credit.

Issue V.
Student success measures demonstrate that 45 percent of first-time, full-time freshmen graduate or transfer within three years of starting at GCC. The combined success rate has steadily increased over the last few years and must continue to improve to remain competitive.

Issue VI.
GCC’s distance-learning education enrollment doubled during the past three years, with 16 percent of students taking at least one online course. Online enrollments represent a substantial, real growth in higher education.

Issue VII.
State and federal aid continues to diminish resulting in a “new normal” for higher education. Proactive planning with diversified revenue sources is necessary to continue to provide affordable education opportunities to students.

Issue VIII.
Demand for instructional space exceeds current capacity. Space suitable for student interaction and engagement is equally scarce. The current infrastructure must be redesigned to optimize utilization.
Strategic Public Relations and Marketing Initiatives

The following marketing plan is based on the Priorities and Objectives laid out in the GCC 2011–2014 Strategic Plan. The initiatives discussed in this section will help satisfy the priorities as they specifically relate to integrated marketing communications.

Priority #1: Increase student success.

Objective I.
Improve academic readiness by providing leadership in ongoing collaborations with public schools that focus on partnerships with local high schools to test and remediate students before they enter the college.

PR Strategy 1.1
Assist Office of Admissions with enrollment management incentives for traditional students on an as-needed basis. Help provide a consistent message through multiple channels.

1.1.1 Design and purchase promotional items targeted to prospective students and guidance counselors
1.1.2 Design, write and produce At-a-Glance factsheet series
1.1.3 Identify new geographic regions in which to draft recruitment plans
1.1.4 Assist with the planning, organizing and hosting of GCC annual signature event, the March Open House, highlighting one academic department per year

PR Strategy 1.2
Market articulation agreements unique to area high schools where students can earn dual credit before enrolling in a post-secondary institution.

1.2.1 Create promotional brochures for Dual Credit/Advance Placement (DCAP), High School Option Program (HSOP) and Customized Program Articulation (CPA)
1.2.2 Host information sessions with guidance counselors to explain initiatives
1.2.3 Craft informational literature (i.e. postcard, personalized letters) geared toward parents/guardians

PR Strategy 1.3
Create a new First Year Experience (FYE) program to mentor students during their first year at the college to boost retention rates and academic success.

1.3.1 Develop, manage and maintain FYE Facebook fan page
1.3.2 Design, write and produce FYE Roadmap to Success passport for orientation program
1.3.3 Plan new student orientation special event
1.3.4 Create Save-the-Date postcards and posters for orientation program
Objective II.
Expand Career and Academic Planning (CAP) Center services to advise and support student goals through collaborations and shared resources.

**PR Strategy 1.4**
Position GCC as a valuable, desirable and smart place to start pursuing post-secondary education by highlighting its many academic programs and transfer agreements.

1.4.1 Research, strategize, write and design quarterly advertising campaigns, beginning with Fall 2011 Dual Advantage launch
1.4.2 Design advertisements specifically for online and print newspapers; trade, university publications, popular radio stations and Facebook
1.4.3 Write, film and expand Comcast 30-spot coverage
1.4.4 Integrate diversity into all marketing efforts
1.4.5 Utilize student testimonials by highlighting academic achievement, transfer to prestigious institutions, volunteer and athletic accomplishments
1.4.6 Pitch Instant Decision Transfer Day events to local media

**PR Strategy 1.5**
Utilize Web Portal services to better reach students, faculty and staff to disseminate GCC news and events.

1.5.1 Increase visibility and access of public relations channel for faculty to request coverage
1.5.2 Write, conduct and evaluate student, faculty and staff surveys across a variety of areas
1.5.3 Feature alumni and student success stories
1.5.4 Post GCC style guide on marketing, publications and public relations procedures
1.5.5 Update with news, new programs and relevant information

**Priority #2: Invest in Programs That Matter.**

**Objective I.**
Promote academic and career programs, the transfer mission of the college and alternative delivery options to students, faculty and community members.

**PR Strategy 2.1**
Redesign the website to correspond with the updated GCC brand, which includes a new logo and tagline.

2.1.1 Hire outside firm to redesign the GCC website, collaborating closely with Web administrators
2.1.2 Create and frequently update newsfeed with upcoming GCC events
2.1.3 Feature alumni and student success stories
2.1.4 Collaborate with Web administrators to edit, rewrite or clarify information to provide a consistent, clear voice throughout website
2.1.5 Continually update pressroom tab and media kit resources
2.1.6 Provide written content, images and supplemental coverage for athletics page
PR Strategy 2.2
Maintain traditional media relations program, including print and online platforms.

2.2.1 Research, write and pitch news releases on students, faculty and program expansions
2.2.2 Provide necessary media relations for special events to generate news coverage
2.2.3 Maintain media placement log
2.2.4 Archive existing media coverage on daily basis
2.2.5 Explore opportunities to gain national coverage
2.2.6 Implement tailored special events plans from start to finish
2.2.7 Frequently update media kit and crisis communications plan
2.2.8 Edit, research and write publication copy

PR Strategy 2.3
Develop in-house professional marketing programs and materials to promote the college brand.

2.3.1 Redesign, write and update GCC style guide for potential project initiators to ensure brand consistency
2.3.2 Work closely with Media Department to maintain SmugMug electronic library for use of all images in publications
2.3.3 Update GCC viewbook and corresponding companion pieces
2.3.4 Develop and distribute GCC newsletter to prospective community and existing students — external print publication
2.3.5 Develop internal newsletter for faculty and staff — online edition
2.3.6 Write, design and update bi-annual Semester Guide to drive students to check online course couriers and catalogs
2.3.7 Design online course couriers and catalogs
2.3.8 Create or revise any and all publications, including registration postcards, program brochures and factsheets
2.3.9 Develop student handbook-planner annually
2.3.10 Handle all merchandizing for campus-wide initiatives

PR Strategy 2.4
Increase visibility of the GCC Athletic Program by rebranding it as the number-one ranked NJCAA Champion Athletic Program.

2.4.1 Create GCC Athletic Program At-a-Glance factsheet
2.4.2 Interview, write and provide content for athletics website
2.4.3 Oversee GCC Athletics Facebook, counseling and providing strategies to reach target audiences
2.4.4 Pitch stories to local publications
2.4.5 Design end-of-the-year yearbook and athletic media guides
2.4.6 Highlight outstanding athletes in prospective student-alumni relations newsletter

PR Strategy 2.5
Expand social media presence to better connect with current and prospective target markets.

2.5.1 Create GCC mobile application for smart phones
2.5.2 Update mobile application RSS newsfeed daily with GCC news, bulletins and information
2.5.3 Update GCC Facebook page daily for a balanced flow of news and to maintain a steady presence in target audience mindsets
2.5.4 Synchronize dissemination of GCC news on all platforms, including Portal, website, Facebook, mobile application and pitching to local publications
2.5.5 Appoint, train and supervise appropriate personnel to disseminate status updates
Objective II.
Prioritize credit and noncredit offerings to promote learning opportunities that align with student educational and workforce needs in the changing economy.

Strategy 2.6
Support Division of Continuing Education marketing efforts through a variety of mediums to reach non-traditional students and those seeking grant-funded training.

2.6.1 Design, edit and distribute four non-credit couriers both in print and online per year
2.6.2 Develop bi-monthly The Agenda newsletter geared to businesses partnered with the college
2.6.3 Continually promote awards and new certifications through appropriate media formats
2.6.4 Create brochures for emerging Continuing Education programs
2.6.5 Research, write and pitch news releases to announce new programs, grants and available training
2.6.6 Develop advertisements across a variety of platforms
2.6.7 Increased internal communications through poster, postcard and brochure literature
2.6.8 Provide written content for the division’s website on an as-needed basis
2.6.9 Produce yearly Summer Camp Connections publications

PR Strategy 2.7
Promote online distance learning, to effectively reach non-traditional and working students.

2.7.1 Write news releases and bulletins for local publications, GCC website and Portal
2.7.2 Develop promotional campaigns that highlight flexible course scheduling for working professionals
2.7.3 Promote weekend, evening and online distance learning in updated GCC viewbook

Objective III.
Explore opportunities to expand program offerings by partnering with four-year universities and businesses throughout the region.

PR Strategy 2.8
Market new Dual Advantage program to appeal to high-achieving students.

2.8.1 Research, write and design factsheets unique to all partnering universities as part of a Dual Advantage handout folder/booklet
2.8.2 Organize all special events, signings and ribbon cuttings that pertain to new partnerships
2.8.3 Develop new Dual Advantage page on GCC website
2.8.4 Provide GCC Flash, Facebook and Portal updates regarding registration, information sessions and important dates
2.8.5 Develop Fall 2012 advertising campaign announcing the program’s formal start
2.8.6 Pitch student success stories to local publications
2.8.7 Increase internal communications with posters, postcards and related merchandize

PR Strategy 2.9
Market NJ STARS program to appeal to high-achieving students.

2.9.1 Update existing brochures, postcards and printed materials pertaining to the program
2.9.2 Host information sessions to maintain program awareness and to attract prospective students
2.9.3 Redesign NJ STARS page on GCC website
2.9.4 Continually feature student success stories on website, newsletters and Facebook
Priority #3: Expand Alternative Funding Streams.

Objective I.
Develop an annual finance report to support long-term planning and budgeting.

PR Strategy 3.1
Design an annual College Climate Report for the Board of Trustees, Board of Chosen Freeholders and outside government agencies.

3.1.1 Collaborate with Business Office, Scholarship and Foundation personnel to obtain relevant financial data
3.1.2 Obtain important demographic, enrollment and student information from Admissions and Institutional Research and Assessment
3.1.3 Write, design and edit publication—will be a supplemental, one-page fact sheet to accompany viewbook
3.1.4 Update and distribute on an as-needed basis
3.1.5 Publish on GCC website and Portal

Objective II.
Pursue alternative revenue sources, including more focused attention on competitive grants and partnerships.

PR Strategy 3.2
Strengthen outreach initiatives through a series of annual events to maintain a consistent and steady presence in the community.

3.2.1 Attract and help host community events with area non-profits (i.e. March of Dimes walk)
3.2.2 Promote multicultural events, art shows and athletic activities at GCC
3.2.3 Assist with and develop Senior Corps and Volunteer Center marketing

Objective III.
Increase private giving to the GCC Foundation.

PR Strategy 3.3
Support college Foundation activities to pursue alternative revenue sources and to promote student success.

3.3.1 Help coordinate the fall Wine and Chocolate Tasting, spring Gala and summer Golf Outing special events
3.3.2 Coordinate endowment and scholarship signings
3.3.3 Design, write and produce brochures, mailer materials and factsheets
3.3.4 Institute and expand Alumni Relations program, exploring newsletters, GCC magazine and extending invites to fundraising events
3.3.5 Develop alumni database for future mailings
3.3.6 Incorporate student design contest winner into Gala invitation/program development
Priority #4: Demonstrate Quality and Effectiveness.

Objective I.
Develop annual management report that identifies the major benchmarks to measure and assess quality and efficiency.

PR Strategy 4.1
Conduct market research to develop targeted marketing programs to better meet the needs of prospective students

4.1.1 Collaborate with Institutional Research and Assessment to develop internal and external audience perception studies
4.1.2 Collaborate with Institutional Research and Assessment to develop student and faculty satisfaction surveys to determine areas of GCC that need improvement
4.1.3 Write protocol, disseminate and analyze surveys to determine preferred means of academic instruction

<table>
<thead>
<tr>
<th>Evaluating Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preferred Metrics</strong></td>
</tr>
<tr>
<td>Percentage of increased enrollment</td>
</tr>
<tr>
<td>Press releases/photo captions printed</td>
</tr>
<tr>
<td>Number of press impressions</td>
</tr>
<tr>
<td>Unique website visitors</td>
</tr>
<tr>
<td>Portal requests made</td>
</tr>
<tr>
<td>Number of postcards/mailers sent</td>
</tr>
<tr>
<td>Recruitment sessions held</td>
</tr>
<tr>
<td>Facebook views</td>
</tr>
<tr>
<td>Revenue raised at Foundation Events</td>
</tr>
<tr>
<td>Guests attending special events</td>
</tr>
<tr>
<td>Guidance counselors attending brunch</td>
</tr>
<tr>
<td>CAP Center appointments made</td>
</tr>
<tr>
<td>Campus tours attended</td>
</tr>
<tr>
<td>Students pursuing Dual Advantage/NJ STARS</td>
</tr>
<tr>
<td>Online advertisement impressions</td>
</tr>
<tr>
<td>Market research surveys distributed</td>
</tr>
<tr>
<td>Percentage of FYE positive feedback</td>
</tr>
</tbody>
</table>

*Results based on individual items sent/persons attending events*
Public Relations & Marketing Overview

Leadership
Eileen serves as the spokeswoman for the College and provides leadership and direction for the College’s integrated marketing, communications, public relations, publications, advertising and also website programs. This department provides all public relations and marketing support for the College including the Continuing Education Division and the College Foundation. She is responsible for developing and implementing the College’s strategic marketing plan.

Team
Administrator, Publications: Susan Weiss
Administrator, Public Relations: Andrea Stanton
Administrator, Web and Portal Systems: Dave Comfort
Coordinator, Public Relations and Marketing: Victoria Gall
Assistant, Public Relations and Marketing: Kathleen Malloy

Main Strategic Initiatives and Programs

Internal/External:
Advertising Campaigns
Brochures
Business Cards
Catalog
Credit/Non-credit Couriers
Facebook
Logo, Letterhead and Tagline
Media Advisories
Newsletters, “The Scene @GCC” and “Behind the Scenes @GCC”
Postcard Recruitment Program (various)
Press Releases/Photo Captions
Semester Guide mailing
Student Handbook with Planner
Summer Camp Brochure
Viewbook & Factsheets
Website, Flash and Portal systems

Special Events:
All College Day
Foundation Wine and Chocolate, Gala and Golf Outing
Groundbreakings
Commencement and President’s Awards ceremonies
KotoriCon Anime Convention
Open House
Signings

Department:
Marketing Awards
Media Kit
Strategic Public Relations and Marketing Plan
Style Guide