



Eastern Wyoming
College

Marketing Plan

2002-2003

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BACKGROUND

In 1995, a committee was appointed to examine the current situation in relation to marketing and public relations and make recommendations for future endeavors. The committee was chaired by Billy Bates and included John Anthony, Barb Costopoulos, Bev Walsh, Chuck Engbretson, Phil Sheller, Noelle Kierstyn, Dee Ludwig, Patti Sue Peterson, Wayne Deahl, Karl Knudsen, and Bill Schmidt. All of the research done by the past committee lead to the following statement of purpose: "To improve and enhance the marketing and public relations of Eastern Wyoming College." The committee then established the following goals:

Goal 1:

- Utilize acquired data in planned market research
- Conduct research and use available data
- Identify strengths and weaknesses of EWC
- Create needs assessment
- Develop focus groups within student body
- Provide for program review and evaluation

Goal 2:

- Identify target markets and perceived needs for all marketing efforts
- Prioritize target markets
- Tailor market strategy based upon needs assessment
- Develop and utilize specialized mailing list

Goal 3:

- Market the Associate Degrees and Certificates to specific markets
- Develop and implement strategies to market the Associate Degrees and Certificates
- Market technical education
- Develop and promote separate night class schedule and brochure
- Develop special scheduling and programming
- Promote non-traditional schedule
- Pursue marketing of concurrent enrollment
- Produce a wider distribution of class schedules
- Develop a technical education viewbook
- Hire a vocational recruiter
- Develop video tapes on technical areas
- Design innovative enrollment options
- Expand Tech Prep to all schools within service area

Goal 4:

- Promote an alumni organization for enhanced communication and fund development
- Solicit alumni support
- Develop alumni newsletter
- Plan and promote 50th anniversary celebration
- Develop interest alumni groups

Goal 5:

- Enhance the image and visibility of the college in the entire service area and other markets
- Highlight comparative cost of education
- Promote excellence of instruction
- Place college materials in businesses, offices, agencies, etc.
- Determine a common message/theme
- Define the EWC image
- Develop parents' promotional piece
- Develop a voluntary support group
- Utilize student testimonials
- Promote technical education summer workshops for high school counselors, vocational rehab and other educational leaders
- mail catalogs to specific reference groups
- Promote scholarships and grant opportunities to specific reference groups
- Create more special events in the evenings and invite the community
- Establish presence at fairs, parades, and community events
- Develop speakers bureau

Goal 6:

- Develop a plan for consistent and continuous communication with the media
- Write and disseminate press releases about students
- Generate course press releases
- Create departmental press releases
- Enhance media relations
- Identify a process for EWC interaction with media sources

Goal 7:

- Explore organizing a division responsible for Marketing, Public Relations, and Alumni and Foundation development
- Encourage administration leadership
- Establish a permanent Marketing committee
- Seek budgeting for a full-time person in Marketing/Public Relations

Goal 8:

- Develop an internal marketing strategy to enhance marketing and public relations efforts
- Educate, inform, and appreciate all employees
- Encourage college employees to develop a sense of pride and loyalty to the institution
- Encourage marketing responsibilities for all employees
- Enhance in-house publications
- Encourage the use of college letterhead
- Continue to promote customer service training

Goal 9:

- Develop a plan for utilization of available resources for advertising
- Develop a wider distribution of promotional pieces
- Create EWC posters
- Create EWC postcards
- Create and purchase TV advertising
- Utilize community calendar and community events phone number
- Utilize radio advertising directed toward target markets

Goal 10:

- Emphasize personal contact with all constituents
- Establish personal contact with potential consumers
- Conduct more local high school visits
- Encourage communication between high school and adjunct instructors
- Encourage employee contacts with all constituents
- Encourage EWC presence at high school events
- Honor business partners with awards and media recognition

The former marketing committee was very wise and insightful when developing the 1995 plan. Several goals have been accomplished and several will appear in a modified form in the 2002-2003 marketing plan.

In March of 2001, Dr. Jack Bottenfield developed a two page document entitled "Increasing Recruitment and Retention at Eastern Wyoming College." This document was adopted by the EWC Board of Trustees and put into motion. One of the first items accomplished was the creation of a Marketing and Public Relations office and hiring of a director for that office.

Once the director, Tami Afdahl, was in place, a marketing committee was formed. This committee consists of several individuals committed to success. The committee members are:

Tami Afdahl, Director of Marketing and P/R-chair
Lynnea Bartlett, Development Officer
Billy Bates, Dean of Students
Jack Bottenfield, President of Eastern Wyoming College

Jake Clark, Rodeo Coach
Karri Ellis, Secretary, Marketing and P/R
Tanya Howery, Coordinator of High School and College Relations
Jan Lilletvedt, Director of Fitness Center, Instructor
Dee Ludwig, Assistant Dean of Instruction
Pamela Palermo, Financial Aid Director
Karen Parriot, Business Office Coordinator
Russell Pontarolo, Instructor
Cheryl Raboin, Instructor, Cheerleading Coach
Glenn Schleve, Instructor
Holly Sims, Assistant to the President

This document is the result of a lot of hard-work, dedication and brainstorming on the part of the Marketing Committee, the High School Enrollment Task Force, the Adult Enrollment Task Force, the Retention Task Force and the 1995 Marketing Committee. Kathi Swanson and the Clarus Corporation, also, played a significant role in the development of several plans, strategies, goals, and ideas.

RESEARCH-HOW DID WE GET HERE?

Marketing is not solely about advertising and public relations. Marketing is about the way a company, or a college, goes about doing business from the trash being emptied to the chairing of an academic division. Basically everything that every faculty and staff member does at EWC ties back to marketing.

The Marketing Committee chose to look at the big institutional picture and identify strengths, weaknesses, opportunities, and threats. It didn't matter what the identified need was, from brochures to forklifts, it made the list. The committee divided into smaller groups and analyzed the following areas:

- Curriculum and Delivery
- External Relations
- Recruiting and Pre-Enrollment
- Retention
- Post-Enrollment
- Internal Relations
- Finance

The individual committee SWOT analysis have been combined into one document and appears in Appendix A.

On July 16, 2002 the President's Advisory Council approved the final reports and action plans developed by the hard work of the enrollment task forces formed by Kathi Swanson, Clarus Corporation. The action plan was then given to the Marketing Committee to be incorporated into the Marketing Plan. The final reports of the enrollment task forces appear in Appendix B.

It is the hope that the analysis and research used to revise the Marketing Plan will allow this to be a three year document that is evaluated on a yearly basis. It is anticipated that in three

years the committee will conduct another major SWOT analysis to properly evaluate the effectiveness of this plan and to further plan for future endeavors.

Eastern Wyoming College has a mission statement and goals that provide direction. The strategic plan provides institutional priorities for budgeting and development of programs, updates in technology and institutional growth. It is the hope that this Marketing Plan will provide action items that will provide long-lasting, positive effects on the future of Eastern Wyoming College.

ACTION PLANS

The following actions plans were developed after careful analysis of the research provided by the sub-committees and the enrollment task forces. Many of these action plans call for immediate implementation. All plans will be attempted and hopefully successfully accomplished in the 2002-2003 year. An evaluation of the plans will be made and added to this plan in an appendix. The evaluation and marketing committee analysis will then lead to the development of action plans for the 2003-2004 year.

Action Plan 1

Action Plan #1: Direct Mail Postcard Campaign	
Description:	Major lists of high school juniors and seniors can be purchased from a variety of sources, and be a variety of criteria. A postcard campaign can be developed with a return card to track effectiveness.
Message:	Why EWC as a first choice?
Media:	Four color postcard with tear-off reply card
Responsibility:	Marketing and Admissions would work together to accomplish this action plan successfully.
Budget:	Various list purchases will cost \$100 - \$250 and a four-color postcard campaign will cost \$1000 - \$1250 not including postage.
Time Frame:	Purchase lists and produce postcard campaign in the fall for spring delivery.
Evaluation:	Count the responses for 30 days after mailing.

Action Plan #2: Direct Mail Campaign to Parents	
Description:	This is a follow-up to Action Plan #1. A direct letter campaign to parents providing information about EWC and encouraging their student to apply.

Message:	Why EWC as a first choice?
Media:	Letter highlighting parental concerns about application and enrollment at EWC.
Responsibility:	Marketing and Admissions would work together to successfully accomplish this action plan.
Budget:	This will cost approximately \$100 not including postage.
Time Frame:	Same as Action Plan #1
Evaluation:	Count the responses for 30 days after mailing.

Action Plan #3: Utilize Student Testimonials	
Description:	Three times a semester send successful stories either in the form of press releases or advertisements to an identified list of towns.
Message:	“Joe is successful at EWC, you can be successful at EWC too!”
Media:	Press Releases and Advertisements
Responsibility:	Marketing and Admissions would work together to successfully accomplish this action plan.
Budget:	Press Releases are free, but the paper is not obligated to print them, advertisements could cost between \$100 and \$300.
Time Frame:	3 times each semester
Evaluation:	This is hard to track, but hopefully we would see increased inquiries from selected towns.

Action Plan #4: Develop an EWC Athletics Poster	
Description:	Posters will be distributed throughout high schools emphasizing athletics at EWC

Message:	It's not always about the ABC's--check out EWC
Media:	Four-color poster that is a photo collage of Athletics at EWC, with a reply card pad attached
Responsibility:	Marketing, athletics and admissions will work together to successfully accomplish this action plan
Budget:	Full color poster with reply cards will cost \$500 not including postage or photography costs of approximately \$150
Time Frame:	Develop in late summer, early fall and distribute
Evaluation:	Count responses from reply cards

Action Plan #5: Direct Mail Campaign to Dual Enrollment Students and Tech Prep Students

Description:	A combination postcard/letter campaign to encourage these students to matriculate to EWC as full time students.
Message:	We will continue to meet your educational goals
Media:	Letters and two-color postcards
Responsibility:	Marketing and Admissions will work together to successfully accomplish this action plan
Budget:	Approximately \$150
Time Frame:	Spring semester encouraging summer and fall enrollment
Evaluation:	Track the number that actually enroll as full-time students

Action Plan #6: Mail and Personal Contact Campaign to GED graduates to increase the number who become full time students

Description:	Track GED graduates will a lot of personal contact and classroom visits to encourage future enrollment
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Message:	EWC can continue to help you achieve your goal
Media:	Personalized letters and face to face interaction
Responsibility:	Admissions, and the Adult Learning Center would work together to successfully accomplish this goal
Budget:	This would have a minor budget impact
Time Frame:	Once every semester or as needed based on the number of GED graduates
Evaluation:	Track the number who actually enroll

Action Plan #7: Develop a Survey for Senior Citizens Who Enroll in Community Education Classes to Determine Future Offerings	
Description:	Find out from the seniors who currently utilize community education classes what other type of offerings they would be interested in, then follow with a series of 4 advertisements based on results
Message:	We are your community college and want to develop classes for you
Media:	Print Advertisements
Responsibility:	Marketing, Institutional Research and Community Education would work together to successfully accomplish this action plan
Budget:	A series of 4 advertisements will cost approximately \$800
Time Frame:	Once a year
Evaluation:	Track the number of seniors who are enrolling in community education course

Action Plan #8: Develop an Adult Brochure	
Description:	This would include quotes from successful students in Torrington, Douglas, and any other outreach site.
Message:	EWC–A Lifetime of Opportunity

Media:	Two Color, 8 ½ x 11, four-fold
Responsibility:	Marketing, Outreach and Admissions will work together to successfully accomplish this action plan
Budget:	Approximately \$1000 to \$1200
Time Frame:	Develop ASAP and update either yearly or every 2 years
Evaluation:	Increase in areas identified

Action Plan #9: Develop a Common Schedule Customized for Each Outreach Location and Write and Design Pieces for Outreach	
Description:	Develop a template for a common schedule and insert appropriate information from each outreach location. Include student testimonials and also develop any other pieces outreach locations may need
Message:	EWC, your hometown community college
Media:	Schedule, ads and brochures
Responsibility:	Marketing, Outreach Coordinators and Asst Dean of Instruction will work together to successfully complete this action plan
Budget:	Each outreach site will continue to have a cost of producing schedule, but a large budget increase is not anticipated
Time Frame:	Meet at least once every semester to develop schedules and address other marketing needs
Evaluation:	Increase enrollments in outreach areas

Action Plan #10: Include Adult Learners in Annual Recruitment Campaign	
Description:	Photos and testimonials from successful adult learners would be included in the current campaigns for fall, spring and summer enrollment.
Message:	“A Lifetime of Opportunity”

Media:	Print and Radio Advertisements
Responsibility:	Marketing and Admissions would work together to successfully accomplish this action plan
Budget:	No anticipated budget increase
Time Frame:	Fall, Spring and Summer Enrollment Campaigns
Evaluation:	Successful recruitment campaigns

Action Plan #11: Develop Mini Marketing Campaigns on Special Topics (see the following examples)	
Description:	Each campaign would be tailored to the special topic and may include a direct mail piece, workshops and advertising
Message:	Tailored to each special topic
Media:	direct mail, posters, print advertisements, radio advertisements
Responsibility:	This is an institution wide responsibility to identify what needs special attention
Budget:	Will vary based on topic, but approximately \$1000 - \$1500 per mini campaign
Time Frame:	One campaign per semester
Evaluation:	An increase in the topic area

Action Plan #12: Develop a Mini Marketing Campaign focusing on CTC	
Description:	Send postcard mailers to business and industry defining CTC and who to call for more information
Message:	Workforce Training: What EWC can do for you

Media:	Postcard Mailer
Responsibility:	Marketing and Community Education would work together to successfully complete this action plan.
Budget:	\$500
Time Frame:	Once a semester sending a mailing to business and industry
Evaluation:	Increased offerings for workforce development

Action Plan #13: Customer Service Training for All EWC Employees	
Description:	EWC First-Time Students
Baseline:	To be established in the Spring 2003
STRATEGY A:	Customer service/diversity training for <u>all</u> EWC employees
Retention Goal:	Increase retention of all new students.
Message:	Schedule full-day in-service.
Media:	In-Service Day agenda
Responsibility:	EWC Administration
Budget:	\$500 - \$1,000
Time Frame:	Spring 2003 Staff/Faculty In-Service
Evaluation:	Were retention goals #1 and #2 met by Fall 2003?

Action Plan #14: Increase the Number of Extra Curricular Offerings for Students	
Description:	Retain all full-time EWC students until they meet their educational goals.

Baseline:	All first-time entering full-time students for 2001-2002 according to the final enrollment reports.
STRATEGY B:	Enhancing collegiate atmosphere by starting and developing new clubs and organizations; enhancing student activities in the cafeteria, student center, plaza, gazebo, etc.; promoting community service learning, cultural diversity, and opportunities for cultural activities and student awareness (political, health, safety and social topics) for full-time students.
Retention Goal:	Goals #1, #3 and #4
Message:	“EWC-The Caring College”
Media:	Internal communications, posters, newspaper/radio advertising, educational seminars, workshops and events.
Responsibility:	Retention Task Force, Recruitment and Retention Specialist, and Community Education, Marketing and PR
Budget:	Request for new or carry-over funds in the amount of \$2,500 has already been requested for retention strategies. Community Education/Fine Arts funding.
Time Frame:	2002-2005
Evaluation:	Were retention goals #1, #3, and #4 met during 2002-2005?

Action Plan # 15: Increase Offerings for Part-Time Students	
Description:	Retain all part-time EWC students until they meet their educational goals.

Baseline:	All first-time entering part-time students for 2001-2002 according to the final enrollment reports
STRATEGY C:	Enhancing collegiate atmosphere by promoting the concept of life-long learning through marketing efforts; developing financial aid workshops directed at non-traditional students; enhancing student activities that encourage family participation; promoting community service learning, cultural diversity, and opportunities for cultural activities and student awareness (political [e.g.host political debate forums], health, safety and social topics) for part-time students
Retention Goal:	Goals #1, #3 and #4
Message:	“EWC-The Caring College”
Media:	Internal communications, posters, newspaper/radio advertising, educational seminars, workshops and events.
Responsibility:	Retention Task Force, Recruitment and Retention Specialist, and Community Education, Marketing and PR
Budget:	Request for new or carry-over funds in the amount of \$2,500 has already been requested for retention strategies. Community Education/Fine Arts funding.
Time Frame:	2002-2005
Evaluation:	Were retention goals #1, #3, and #4 met during 2002-2005?

Action Plan # 16: Evaluate the Scheduling and Delivery of Classes	
Description:	Retain EWC part-time students from semester to semester
Baseline:	All part-time students for 2001-2002 according to the final enrollment reports.

STRATEGY D:	Guaranteed, accelerated and flexible programming of classes and certificates/degrees
Retention Goal:	Goal #2
Message:	“EWC-The Caring College” and “EWC-Meeting Your Needs”
Media:	Outreach and campus course schedules and EWC catalog. Newspaper and radio advertising.
Responsibility:	IAC, Marketing and Public Relations
Budget:	Instruction costs may increase (? Amount) Utilize current advertising and publishing budgets.
Time Frame:	2002-2003
Evaluation:	Was Goal #2 met by 2003?

Action Plan # 17: Direct Mail Campaign to Previous EWC Students	
Description:	Retain degree-seeking students through completion of a certificate or degree.
Baseline:	Number of “stop-out” students who have a completed degree audit at EWC, yet who are not currently enrolled, nor who have completed a certificate or degree at EWC.

STRATEGY E:	Direct mail campaign to previously enrolled students utilizing EWC degree audits.
Retention Goal:	Goal #4
Message:	“EWC-the Caring College”
Media:	Direct mail campaign including comments from instructors/advisors/staff members (similar to those on survey requests for graduated students).
Responsibility:	EWC Records Office staff, instructors/advisors/staff
Budget:	Postage \$250
Time Frame:	2002-2005
Evaluation:	Was Goal #4 met?

Action Plan #18: Send a Request for Proposal for Creative Services	
Description:	Have a creative services firm help with branding and other creative issues raised in research.
Message:	To be determined.
Media:	Radio, print, billboard and direct mail.
Responsibility:	The Marketing Committee would select the firm based on RFP submissions and make a recommendation to the Board of Trustees.
Budget:	Not more than \$8,000 from Marketing and Public Relations.
Time Frame:	Board approval of RFP in August select firm by September board meeting, final presentations at December board meeting.
Evaluation:	This process would evaluate what we are currently doing and help us carry out goals and plans for the future.

Budget Impact of Action Plans

Action Plan #	Amount	Budget
1	1500.00	Admissions and Marketing
2	100.00	Admissions
3	300.00	Marketing
4	650.00	Marketing
5	150.00	Admissions and Marketing
6	50.00	Admissions
7	800.00	Community Education and Marketing
8	1200.00	Admissions and Marketing
9	***	Outreach and Marketing
10	***	Admissions and Marketing
11	1500.00	Marketing
12	500.00	Community Education and Marketing
13	1000.00	Administration
14	2500.00	Retention request on carry-over funds for retention initiatives
15	same as above	same as above
16	***	Instructional Advisory Council and Marketing
17	250.00	Records
18	8000.00	Marketing
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*** These action plans are basically a change in the way that we are currently doing things and there is already budget allocated for these initiatives.

Totals: Admissions: 1,575.00
 Records: 250.00
 Com Ed: 650.00
 Admin: 1,000.00
 Marketing: 12,525.00

Grand Total: 16,000.00 **This can be accomplished within current budget.**

IMPLEMENTATION

The Marketing and Public Relations office will oversee the Action Plans. Plans involving persons other than the Director of Marketing and Public Relations will be handled accordingly. It is anticipated that all action plans can be accomplished within the current budget. Upon board approval, the action plans will be put into motion.

CONCLUSION

A plan is only effective when it is put into motion. Several individuals including EWC personnel, the Clarus Corporation and others have devoted a lot of time and energy to this project. The Marketing Committee is determined to make a positive impact on the future of Eastern Wyoming College. We can be successful together.

APPENDIX A

APPENDIX B

APPENDIX C

Action Plan # 15: Inform Part-time Students of Educational Opportunities available at EWC	
Description:	Increase and retain all part-time EWC students until they meet their educational goals.
Baseline:	All first-time entering part-time students for 2001-2002 according to the final enrollment reports
STRATEGY C:	<ul style="list-style-type: none"> • Inform about Financial Aid available • Workshops and brochure about financial aid • Increase availability of Student ID's • Inform that they may participate in events and activities with ID's • Market to recent GED graduates about credit courses and financial aid • Market evening and distance courses • Advertise the value of a degree (can be completed at night and through distance education) • Inform about evening services available • Continue to enhance web based student services for part-time students • Continue to provide peer counselors and offer workshops • Include Outreach • Distribute information to key locations in the community– Main Street Market, doctors/dentists, banks, Mitchell, Morrill, and Lingle
Retention Goal:	Goals #1, #3 and #4
Message:	“EWC-A Great Decision”
Media:	Internal communications, posters, newspaper/radio advertising, educational seminars, workshops and events.
Responsibility:	Retention Task Force, Recruitment and Retention Specialist, and Community Education, Marketing and PR
Budget:	Most initiatives can be accomplished within the current budget. The biggest expense will be printing a brochure.
Time Frame:	2002-2005

Evaluation:	Were retention goals #1, #3, and #4 met during 2002-2005?
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Action Plan #19: Involvement with local High Schools	
Description:	Attendance at high school activities to increase visibility. Tailgate parties, attend honor programs, scholarship nights, plays, musicals.
Message:	“Eastern Wyoming College–A Great Decision”
Media:	Word of mouth, face-to-face contact
Responsibility:	Core Recruitment Team and volunteers.
Budget:	Most activities can be accomplished within current budgets. The biggest expense would be tailgate parties.
Time Frame:	2004-2005 Any Spring 2003 events possible
Evaluation:	Was EWC visible at local High School events?