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Summary of Key Points/Decisions at Meeting on Creating a Marketing Plan for Advanced Manufacturing Program

September 24, 2015

(Members Present: Rich C., Ellen S., Peter W., Jerry B., Tom S., and Cathy L.)

- Need to create an overall Marketing Plan (First draft created by Rich and Ellen, and circulated to group within next 4 weeks. **(As noted in the meeting, Greg has directed Cathy to ensure that all grant project activities that have yet to be addressed should be well underway within the next six weeks. There has been little or no progress on developing marketing materials to support this program, despite well-conceived efforts that began nearly 9 months ago.)**  
Note: Plan will include list of marketing activities over the next year, but will be heavily front loaded to support increased program enrollment in Spring 2016)
- Deliverables will include:
  - Accurate Print Materials: All course and program requirements should be exactly the same in all printed materials
  - Video
  - Select social media
  - Review revised web to identify other information that needs to be added; note: Web will be the primary source of information for interested parties
- Video shoots will begin next Thursday Oct 1 at the Manufacturing Open House at CCRI
- Dept Chair and Dean should identify a list of companies for possible video shoots, contact the company for permission and forward info to M & C. A list of current and former students willing to appear in the video should be forwarded to M & C. **THIS INFORMATION NEEDS TO BE SENT TO M & C BY TUESDAY OCTOBER 13, 2015.**
- Marketing Plan should address the following areas:
  - Informing our public and internal constituencies of CCRI's ability to prepare students for careers within Advanced Manufacturing
  - Stating the Student Learning Outcomes within the Advanced Manufacturing Program
  - Articulating the types of jobs CCRI "graduates" are prepared to assume
  - Increasing enrollment within the Advanced Manufacturing Program
  - Soliciting employer endorsements of our program
  - Providing employers with information on how CCRI can meet their needs for additional education and training for their employees
  - Sharing CCRI's contributions to supporting Rhode Island's education and employment goals in support of the State's economic development
  - Creating timelines & any outside costs for completion of materials/products
- All marketing efforts will adhere closely to the focus of the grant, that includes the following:
  - ***TAACCCT-3 is focused specifically on educational programming for adults leading to employment and/or careers within the Advanced Manufacturing Field—THIS NEEDS TO BE THE FOCUS ON OUR MARKETING PLAN (If there is any doubt about what is allowed, notify Cathy for clarification and final approval.)***
  - ***If there is a need to utilize outside resources, there is some grant money to cover expenses. However, before any such approvals are made, we'll need a marketing plan in place with projections of any additional outside funding that is needed.***

- *Greg has identified that he wants to review any print materials (and assuming any videos, etc.) before information is finalized*
- NEASC lists the following Standard regarding publishing student learning outcomes:
 

***4.5 The institution publishes the learning goals and requirements for each program. Such goals include the knowledge, intellectual and academic skills, and methods of inquiry to be acquired. In addition, if relevant to the program, goals include creative abilities and values to be developed and specific career-preparation practices to be mastered.***
- **Cathy will reconvene the Quick Response Team, AND IT IS TO BE UTILIZED IN VISITS TO COMPANIES INQUIRING ABOUT CCRI'S ADVANCED MANUFACTURING PROGRAM.**
  - All incoming requests for such services are to be forwarded to Peter who will screen what type of information is desired.
- If there is any issue that arises in which there is confusion or concern, such questions and information should be directed to Rich or Cathy to resolve.

In summary, what is not in these notes is the high levels of frustrations that were expressed regarding the lack of following appropriate protocols that were developed and put in place last spring and/or that were recently provided for staff and/or faculty to follow. What is described above is almost an exact repeat of what was developed over the course of 5-6 meetings beginning last December and through the Spring. This is the last attempt to develop marketing collateral for this program under the TAACCCT-3 grant funds.

For purposes of referencing key points, the Agenda from this meeting follows:

#### Agenda for Meeting with Marketing

September 24, 2015

(Meeting to include Rich Coren, Ellen Schulte, Jerry Bernardini, Peter Woodberry, Tom Sabbagh, & Cathy Livingston)

***(Bold, italicized items are notes that were added for clarification during the meeting.)***

- Brief review of previous meetings, how we got to this point.....Clarify roles and conflicting perceptions and messaging
- Overview of what the TAACCCT-3 grant covers and will fund with respect to Marketing
  - TAACCCT-3 is focused specifically on educational programming for adults ***(defined as 18+ and no longer in high school)*** leading to employment and/or careers within the Advanced Manufacturing Field –THIS NEEDS TO BE THE FOCUS ON OUR MARKETING PLAN
  - ***Our target audiences include the underemployed, the unemployed, veterans, displaced workers and all adults who are interested in pursuing a career in Advanced Manufacturing***
  - We agreed previously to create marketing materials in the form of:



- Print Materials
  - Video(s)
  - (ETST was given some guidelines to enhance their web presence)
- Next Steps:
  1. **Articulate key elements of an overall Marketing Plan, goals to include:**
    - Informing our public constituencies of CCRI's ability to prepare students for careers within Advanced Manufacturing
    - Stating the Student Learning Outcomes within the Advanced Manufacturing Program
    - Articulating the types of jobs CCRI "graduates" are prepared to assume
    - Increasing enrollment within the Advanced Manufacturing Program
    - Soliciting employer endorsements of our program
    - Providing employers with information on how CCRI can meet their needs for additional education and training for their employees
    - Sharing CCRI's contributions to supporting Rhode Island's education and employment goals in support of the State's economic development
  2. **Create timelines for completion of materials/products**
  3. **Set meeting schedules; meetings to include Cathy and/or Tom**
  4. ***Cathy and Tom met with Peter and Jerry on Tuesday 9/29 to review additional grant activities that are underway.***

## Marketing Plan for Advanced Manufacturing Program

### **Advertising**

Effective paid advertising is dependent on budget, size and repetition. M&C rarely recommends advertising as a marketing driver unless there is ample budget. In this case, with marketing budget still to be determined, advertising can work if strategically placed and with the correct message. Newspaper advertising is likely not a good outlet in terms of return on investment, however, online buys on applicable websites, along with publication and newsletter insertions are worth investigating. An *advanced manufacturing enrollment ad* should be created and it should be adaptable to multiple sizes. ✓

### **Public relations**

Media attention is the goal for any venture and the TAACCCT III grant is no different. Media notice is free and has more legitimacy to target audiences than paid advertising. The problem that the TAACCCT III grant faces in future press releases and public relations efforts is that the grant has already been announced and news hooks are necessary to garner media attention. ✓  
*Event-oriented activities* (EX.: Manufacturing Open House) are a good way to generate press release-worthy material and this will be discussed further under other strategies.

### **Videos**

Increasingly, video has become a major option in the toolbox of any marketer. Videos tell a visually compelling story. CCRI has a YouTube channel and also hosts videos on its website. In the case of advanced manufacturing, *short videos (no more than two minutes) will be created* to highlight the program. M&C would recommend, to start, a video aimed at current general education students as well as a video designed to appeal to the manufacturing industry. The student video should contain a teaser – “Don’t know what to do for a career?” – along with a strong call to action. The business video should focus on what CCRI’s program can do for employees – “Want to increase productivity?” or “Want to improve your employee’s performance?” Along with the aforementioned channels, these videos should be embedded on the program’s webpage. ✓

### **Social media plan**

Along with video, social media plays a critical role in any integrated marketing plan. Social media is critical for getting the word out about events and spurring excitement and engagement with target audiences. The *social media plan* will dovetail with the printed materials and videos that are created, as well as promote events and highlight important pieces of the program. Social media helps to connect CCRI with business leaders and companies as a conversation starter and also helps to connect with manufacturing industry publications and news outlets with relevant information. CCRI makes use of social media platforms such as Facebook, Twitter and Instagram. ✓

M&C recommends the following *social media tactics*:

- Create and use hashtags
  - #CCRIImfg or #mfgCCRI ✓
  - Track posts that are using the hashtag
- Q&A, FAQ posts
  - Did you know? ✓
  - Manufacturing facts (CCRI and industry specific)
  - Why major in manufacturing?
  - Why choose manufacturing?
  - What is manufacturing in the 21<sup>st</sup> century?
- Post powerful visuals
  - Showcase the program and equipment
  - Videos – short (to post on Facebook, Instagram, etc). ✓
  - Infographics – that show career paths, opportunities in manufacturing
  - Equipment demonstrations on social media
- Highlight student/alumni success stories within the program
  - Powerful quotes, stories and tips
  - Showcase student projects (3-D printing, etc.)
- Paid Facebook and Twitter advertising ✓
  - Program, enrollment and event specific
- Brand any collateral items with program specific hashtag ✓
  - Goal is to continue the conversation online and engage others
- Host Twitter chat
  - Use hashtag
  - Professor(s) answer questions
  - One hour timeframe
- #ManufacturingMonday posts
  - Manufacturing related posts on Mondays (twice a month)



### Website improvements

Websites are the ultimate marketing tool. All marketing materials direct interested parties to the website, which must be kept as current and as up-to-date as possible. Sites can be as dynamic and packed with as much information and as many ancillary pages as are necessary to showcase any program. While the CCRI website has certain template restrictions, that doesn't prevent the necessary information from being featured. Over the past year, the website has undergone changes that have improved it dramatically. There are still a number of website improvements that can be made and M&C would suggest:

- Expert list ✓
- Faculty profile tab ✓
- More visuals ✓
- Equipment listing ✓
- Videos ✓
- Testimonials ✓
- Potential job tab ✓

### Testimonials

Testimonials are a key for the promotion of any program. Testimonials provide authentic feedback on the quality of the program as well as evidence of graduate success. In addition, testimonials can make an impact on print materials, advertisements, website and videos. Testimonials are important to gather from current students, graduates, employers and industry partners and can be written or filmed. It's extremely important to *begin gathering testimonials* from various sources immediately.

Advisory  
Board  
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### Questionnaires/surveys for current/past students

Feedback is critical for any program, not just for instructors and program leaders, but also for marketing purposes. What are the strengths of the program? The weaknesses? Did students receive what they expected? What improvements can be made? The opportunity to converse with current and past students is one that should not be missed. This can help, both short-term and long-term. Each semester, students should receive questionnaires/surveys regarding their experiences in advanced manufacturing courses. M&C can assist in *formulating a meaningful questionnaire or survey* but that should be begun by the department with a goal of distributing to students by the end of the semester.

✓

### Sales calls

A number of sales calls have been made over the past year and anecdotally, these sales calls have been productive in terms of developing pipelines for new enrollees. The strength of sales calls are the personal, relationship-building interactions with industry professionals. The weakness of relying on sales calls are the hours that are invested with limited personnel to make relatively few contacts. M&C would recommend *continuing with sales calls*, but formally recording and tracking results and streamlining the materials presented. In addition, *letter campaigns, breakfasts, seminars, open houses and other less man-hour dependent efforts* that bring large groups of industry professionals to our campus, should be undertaken.

### **Open houses**

Because CCRI's advanced manufacturing program has a hands-on approach, holding open houses that showcase and introduce prospective students to the state-of-the-art equipment/manufacturing lab are a great way to appeal to displaced adult populations. Such events would include:

- the annual Manufacturing Day each fall (held October 2014 and October 2015) ✓
- program-specific open houses (advanced manufacturing only) -- spring —
- as part of general E&T open houses – fall and/or spring —
- having the lab open during a college-wide open house —

Since the 2015 Manufacturing Day open house was in early October, E&T should focus on the spring semester for its next open house event.

Elements of such events should include:

- Faculty (at least 5) plus department chair
- Admissions representative
- Financial aid representative
- Tour of the lab — ✓
- Current and/or past students who can speak about their experience
- Two or three prospective employers (maybe those who already have CCRI grads working for them)
- Having the interesting equipment in motion (e.g., 3-D printer, current students working on something in lab – if possible)

Dates for spring events need to be planned during the fall semester and fall events must be planned during the summer to allow for proper promotion and planning.

Open house events are valuable:

- to introduce prospective students to the department and program
- give people a feel for the program
- to get answers to questions they may have
- to learn about the benefits about taking the program at the community college (and advantages of the community college, in general)
- to hear about potential jobs for graduates of the program

### **Community outreach**

An important part of building a lasting advanced manufacturing program, one that continues to be successful far beyond the end date of the grant, is community outreach. Community outreach can happen in several forms. Following are several ways to build upon and integrate your marketing efforts with easily attainable community outreach: ✓

#### **Seminars**

Part of establishing the program as a destination is establishing CCRI as an educational



hub for advanced manufacturing and those who run the program as industry experts. M&C would recommend *hosting topic-specific seminars with industry leaders/speakers* from the region that are open to the public. These seminars would provide news hooks for press releases and garner attention for the institution, affecting public perception. *A list of potential speakers should be developed by the program's leaders* with the goal of at least one seminar being held before semester's end, promoted by marketing efforts. (Great idea)

### **Alliances with trade organizations**

A number of trade organizations exist in Rhode Island, the largest of which is the Rhode Island Manufacturer's Association (RIMA). CCRI's current relationship with RIMA is unclear to M&C at this time as it appears that RIMA has emerged as a competitor. RIMA remains an excellent resource, however, and methods of collaborating should be explored. Manufacturing Rhode Island, provided by the Rhode Island Manufacturing Collaborative, is an excellent resource for manufacturing databases and industry communication. Trade organizations often sponsor seminars and networking events that CCRI should capitalize on. Memberships in all trade organizations should be mandatory. ✓

### **Networking**

Networking has become a critical method of building relationships with colleagues and industry partners. These opportunities can establish long-term benefits for CCRI's advanced manufacturing program. Each industry hosts *area networking events* and efforts should commence in establishing lists and schedules for attending. Often, networking events provide opportunities for members to make presentations or even host. These benefits would be outstanding opportunities for CCRI.

### **Breakfasts**

The TAACCCT III grant provides funds that can be used to host breakfasts at CCRI. Breakfast meetings provide an excellent opportunity to connect with industry partners in a social setting and also provide the opportunity to highlight CCRI's manufacturing space and equipment, programs, initiatives and future plans. *A list of potential invitees should be developed by the program's leaders* with the goal of at least one breakfast being held at the Warwick campus before the end of the academic year, promoted by marketing efforts. ✓

### **Advisory board**

✓ M&C highly recommends the immediate *formation of an advanced manufacturing advisory board* made up of area industry professionals. Boards such as this can be invaluable resources, providing advice, information on latest market trends, best practices and as an obvious pipeline for both our graduates and their employees. (We've been asking for the same thing for over a year.)

## **Timeline**

The timeline for the action items in the marketing plan is front-loaded and requires heavy lifting in the months of November and December for both the department and M&C. This will be necessary to have a chance at affecting enrollment for the spring semester. Additional months will be added to the plan as we gauge the progress made and success of the first two months.

### **November:**

- **Develop videos**
  - Project responsibilities:
    - M&C to shoot and edit two videos
    - E&T Department to provide information and subjects for videos – students, faculty, manufacturers
  - Timeframe goal:
    - Receive all information from department by end of first week in November; schedule appointments; begin shooting second week in November; finish shooting third week in November; begin editing videos
- **Begin to develop printed materials<sup>i</sup>**
  - Project responsibilities:
    - M&C to design and edit printed sheets for kit folder; will also provide specs for requisition process
    - Department information, bulleted text for each sheet
    - Requisitions to be submitted by department
  - Timeframe goal:
    - M&C will identify printed sheets for internal and external kit folders (draft of list complete 10/15 -- see pages 3 and 4) ✓
    - receive all information and text from department by end of second week in November;
    - M&C to provide layout drafts to department by end of third week in November;
    - changes and approval to printer by end of November
- **Research advertising**
  - Project responsibilities:
    - M&C to research opportunities for advertising
    - Department should share knowledge of publications read by potential industry partners as soon as possible
- **Social media (see pages 5 and 6)**
  - Project responsibilities:
    - M&C discusses messaging with department end of October/start of November before implementation

- M&C to begin implementing some items in the social media plan throughout November
- **Website improvements**
  - Project responsibilities:
    - Department and M&C to work together to identify and prioritize improvements
    - Department to provide information for additions
    - Department to work with Jim Kirby in Webservices to update website
  - Timeframe goal:
    - Department and M&C will identify improvements by end of first week in November
    - Department will gather information by end of second week in November and meet with Jim Kirby by third week in November
- **Begin to capture testimonials**
  - Project responsibilities:
    - Department to identify and make initial contact with potential interviewees to vet willingness and supply contact information to M&C for students, graduates, employers and industry partners by end of first week in November
    - M&C to follow-up during second week of November
  - Timeframe goal:
    - M&C will begin to gather testimonials to be used for printed materials, website, videos and advertisements
- **Questionnaire (to collect data/survey the success of the class)**
  - Project responsibilities:
    - Department will draft student questionnaire
    - Working draft should be complete and ready for departmental review by end of third week in November
  - Timeframe goal:
    - Department could potentially use (if approvals received) at end of fall semester
- **Sales calls**
  - Project responsibilities:
    - Department will compile a list of prospective sales calls
    - Entire month of November should be used for compiling list and calling to schedule sales calls for December and beyond
  - Timeframe goal:
    - Department will set a goal of 10 sales calls for the month of December



- **Seminars**

- Project responsibilities:
  - Department will compile a list of prospective industry experts for seminar and begin making contact for a speaker; draft list of invitees
  - M&C will promote event, internally and externally
- Timeframe goal:
  - Department should set a goal of hosting seminar in early-to-mid December; pick date and speaker; send invitations

**December:**

- **Videos**

- M&C delivers finished videos by mid-December; videos embedded on website and uploaded to YouTube

- **Printed materials**

- Printed sheets delivered within first 10 days of December
- Advertising
- M&C designs and writes enrollment ad; layout to client by end of first week in December
- If appropriate insertions are identified, ad to run by end of second week in December

- **Social media**

- Social media plan continues throughout December

- **Website improvements**

- All updates and improvements to the website made during the month of December by Web Services; website updated by department on regular basis with new information

- **Testimonials**

- Department continues to provide leads for potential interviewees
- M&C continues gathering testimonials; focus on current students completing semester; upload testimonials to website

- **Questionnaire**

- Department distributes final questionnaire to students just prior to final exams

- **Sales calls**

- Department completes first 10 sales calls
- Entire month of December should be used by department for compiling further lists and calling to schedule sales calls for January and beyond
- Timeframe goal: Goal is to make 10 sales calls in January

- **Seminars**

- Department hosts first seminar
- Department begins planning for second seminar in March/April
- Invite Gov. Raimondo as guest speaker for second seminar

- **Breakfast**

- Department picks date for early February breakfast
- Department drafts list of invitees
- Work with M&C on invitations

**Budget**

To be discussed

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<sup>i</sup> Note: Creating new print materials will be delayed until a final decision is made on proposed curriculum revisions.