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Selkirk College Communications Plan 2017/18

Your brand is what other people say about you when you're not in the room. Jeff Bezos, founder of Amazon.com

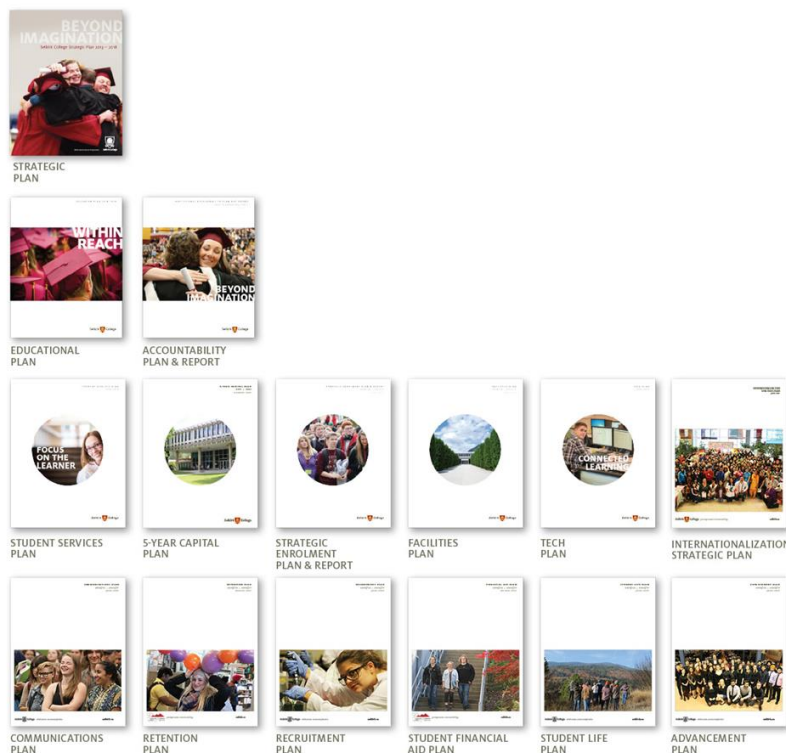
The Art Of Communication Is The Language Of Leadership. – James Humes

Introduction: Linkages to other Enrolment Planning

The Selkirk College *Communications Plan* takes direction from and provides direction to the *Strategic Enrolment Plan*. The companion planning documents are the *Selkirk College Retention, Student Life, Recruitment, Advancement* and the *Student Financial Support Plans*. See the Strategic Enrolment Plan for further context and for the relationship of these plans and to the College's Strategic and Educational Plans.

The Strategic Enrolment Plan contains relevant planning context for the *Communications Plan* and includes emerging trends, a snap shot of the students we serve, enrolment management priorities, enrolment trends, and an inventory of Institutional Research resources, models used to guide our work and summary performance reports from all the enrolment management initiatives

The institutions integrated marketing strategy relies on this vertical Integration. Marketing and communications objectives support the College's strategic directions.



Overarching Goal

Selkirk College's Communications objectives are tied to overarching recruitment/ enrolment and college advancement goals. The 2017/18 *Communications Plan* is focused on all areas that can impact student enrolment. This includes the entire process from inquiry through to application with a focus on reaching all potential/future students and the influencers who help to shape their decision-making related to post-secondary education.

A key focus for the 2016/17 version of the plan was to increase the scope of communication beyond direct to student and focus on building the Selkirk College brand within a variety of target audiences who are influencers in a student's ultimate decision to attend Selkirk.

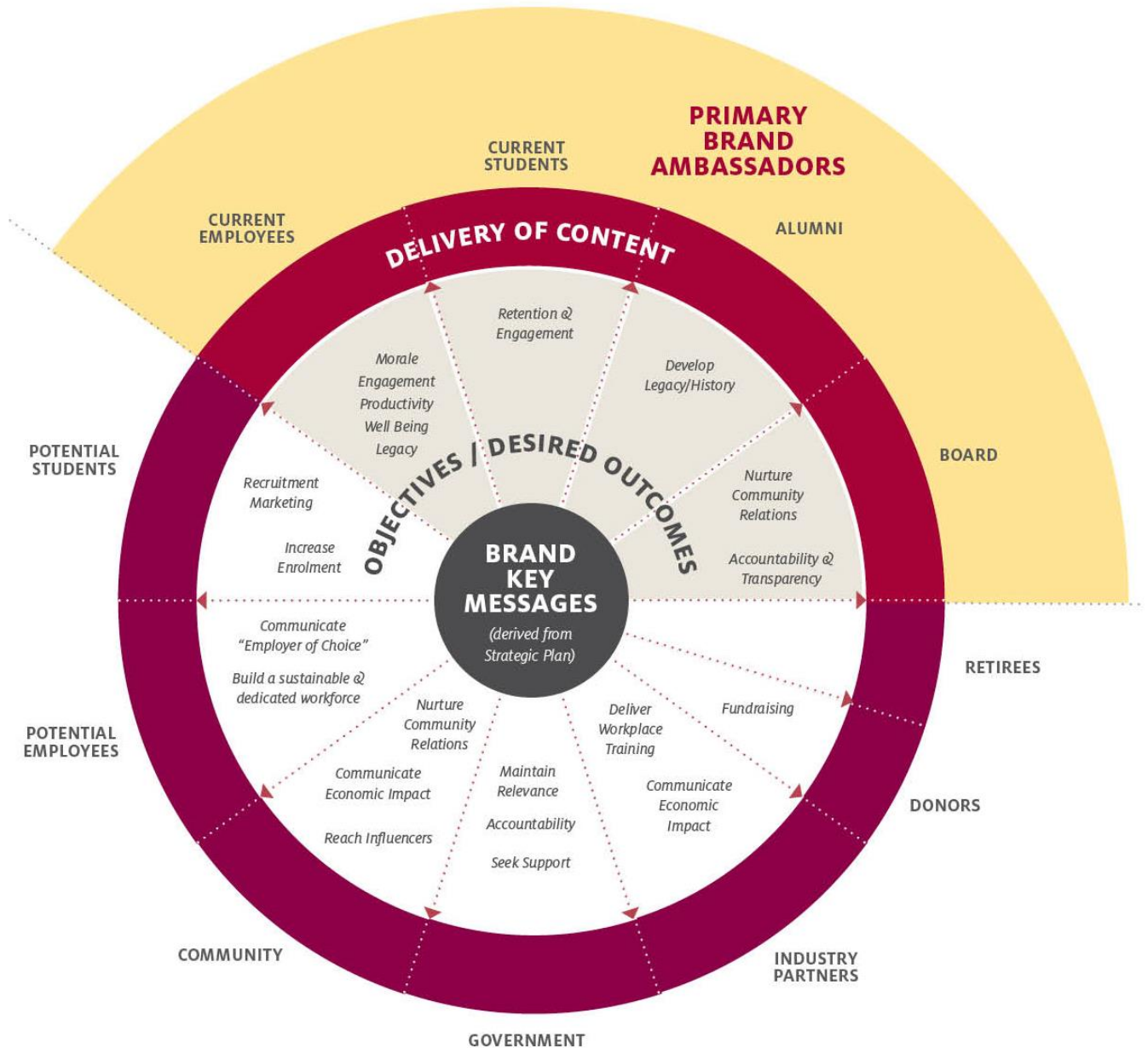
In order to achieve recruitment targets, strategic marketing communications initiatives must be executed with specific intention toward all of the target audiences that lead to a student making a decision to not only apply but attend Selkirk College. The same concept applies to fundraising and college advancement initiatives.

Communications Plan Objectives

The main objectives of the 2017/18 *Communications Plan* are to:

- Demonstrate an alignment to college strategic plans and objectives
- Identify targeted communication strategies related to all audiences
- Support the web-first and content marketing strategies
- Communicate our priorities and approaches to the college community
- Describe the metrics used to measure the success of the 2016/17 *Marketing Communication Plan*
- Identify the achievements and gaps of the 2016/17 *Marketing Plan*
- Adapt our operations to the outcome of institutional restructuring of strategic directions around Advancement

Our current context: Managing Selkirk College's brand identity



Successful communication occurs when the brand key messages are tailored to each target audience and then delivered through the integrated marketing communications (IMC) touchpoints as show the model above.

Brand key messages are derived from the College's overall strategic messages. The target audiences for these messages are divided into the categories of primary brand ambassador (current students, current employees, alumni & board) and secondary brand ambassadors (potential students, potential employees, community, government, industry partners, donors and retirees).

The 2017/18 *Communications Plan* (as was introduced as the case for the 2015/16 version of the plan) focuses on communicating the brand key messages to these identified brand ambassadors via tailored delivery of content. Each audience will have a specific desired outcome/objective related to their tailored message that ties back to influencing the overall enrolment and recruitment decisions made by potential students.

Insights on current college communications activities have identified gaps related to key message delivery to some of these audiences. This is further explored in the “identifiable gaps” section of this report.



Current Marketing & Communications Functions

The concept of Integrated Marketing Communications (IMC) means integrating all the promotional tools, so that they work together in harmony rather than in isolation.

The Selkirk College Marketing and Communications department consists of the following functions, which in turn each serve as a communication channel; (note these are functions not necessarily job titles, each team member, although specialists in certain areas, execute an integrated strategy that conveys messages in a variety of formats as follows).

Branding, creative direction and graphic design: visual communications, brand management, photography, recruitment print publication design and strategy geared at reaching target markets to present information in a meaningful way that will resonate with the potential student, donor, or influencer as well as communicate College key messages. This function is executing an increased focus on College internal publication work that is aligned with strategic plans with objectives of growing and building brand awareness within the primary brand ambassador category. This function will see increased involvement in web information architecture and interface design through 2017-18 with initial planning stages for a web refresh.

Website, videography and digital story telling: virtual/digital communication and content management through the current Selkirk.ca website as the primary recruitment channel. This function is executing an increased focus on emerging digital technology including video content creation. In accordance with previous versions of this plan²⁰, this area was able to build/create a video library (alumni stories, program features focusing in on the trades). 2017/18 will endeavor to continue with the objective of growing the video assets as well as a focused approach on web content needed to plan and implement a web refresh.

Social Media, public relations and community engagement: leveraging current and emerging digital communication channels to engage with the target audience; primarily the potential student in the recruitment phase and secondarily the current/previous students as brand ambassadors of the college with their actual experiences being the content. This function is executing an increased focus on community, partnerships and dedicated brand content related to targeted audiences. This will be a major focus area for fundraising/advancement objectives in 2018. Campaigns such as “countdown to classes” that were initiated in 2015/16 will be areas for continued growth in the 2017/18 plan. Communication of/ reinforcement of partnerships with industry in the form of sponsors and donors will also be expanded into this area with the use of tagging.

This Integrated approach wraps communications around potential students and helps them move through the various stages of the enrolment decision-making process. The college simultaneously consolidates its image, develops a dialogue and nurtures its relationship with potential students with a common objective of recruiting them /converting them to current students as well as retaining them and providing them with opportunities to remove barriers to access such as financial aid.

An integrated marketing plan also helps to ensure College key messages are more consistent and therefore more credible. This reduces risk in the mind of the decision maker which, in turn, shortens their search process and helps to dictate the outcome of brand comparisons.

Emerging Trends

The 2015/16 Selkirk College Strategic Enrolment Plan identified the following emerging trends which contribute to the factors influencing education and career planning decisions;

- Barriers to entry created by a decreased ability to pay for college, increased student borrowing and the importance of scholarships or other student awards or bursaries

- Increase in price-based enrolment decisions
- Evidence that parents have reached their upper limits of willingness to borrow to finance a post-secondary education
- The general level of student preparedness for post-secondary
- The decline in secondary school enrolments partially by the return of “baby boomers” and older students attending for the first time and/or returning to post-secondary
- Growth in online learning opportunities
- Increased focus on employment outcomes
- Youth-in-care initiatives
- Dual entry to college and high school, or to post-secondary institutions at the same time
- Increased focus on aboriginal learners, institutions and partnerships
- Increased instances of mental health and/or other disability related barriers for students and challenges for institutions
- Increased competition between institutions for students
- Increased marketing opportunity through online and social media avenues for institutions that make the transition from more traditional post-secondary marketing approaches.

Enrolment/Recruitment Target Market

The average age of a Selkirk College student is 27, and 38% of the current students were working full time prior to enrolment. The majority of students are from the Selkirk College region (60%) and are attending Selkirk College to;

- Complete a credential (43%)
- Decide on a career or change careers (35%)
- Explore personal interests (33%)
- Learn new job skills (30%)

Extensive research has been done to determine the deciding factors involved in current students Choosing Selkirk. 76% of students made Selkirk their first choice to continue their education because it is:

- Is affordable (45%)
- Close to home (42%)
- Has the program of choice (41%)
- Offers small classes and personal attention (32%)

The current environment which potential students exist plays an important role in how their post educational decisions are formed, who their influencers are and how they get their information. A marketing analysis of the Student Engagement Survey results is currently underway.

This analysis is being conducted at the program level for the purpose of better understanding the students that do attend Selkirk – what influenced their decision to enrol, demographics, challenges, satisfaction etc. - as a basis for program/school enrolment/marketing plans.

Our target markets, or areas to expand our current recruitment, have been identified from our Strategic Enrolment Management plans as:

- Secondary School: direct entry, stop-outs, ACE-IT and transitions
- Transfer agreements
- Upgrading
- Aboriginal and other learners experiencing barriers to post-secondary
- Online learners
- Full and part time
- International
- Locations outside the region, including into Alberta
- 2017/18 marketing efforts will focus strategic efforts on key areas that affect these target markets: UAS, Arts, Rural Pre-Medicine and Business.

The Enrolment Decision: Influencing factors

The top three ways students were influenced to enrol at Selkirk College were:

- Selkirk.ca
- Advice from former students, friends, parents, relatives and Selkirk College staff (word of mouth)
- High School Counsellors

The remaining influencers included visits to the College, College Counsellors, online advertising and print material such as the Viewbook or College Calendar. Social media was also indicated via the 2016 Student Engagement Survey respondents.

Word of mouth, or the second factor above, is a powerful recruitment tool for the College if the messaging is positive, proactive, consistent, accurate and substantiated with examples through the integrated communication strategy.

Priorities and Outcomes for 2017/18

A research based approach has been taken while assessing priority management for the marketing and communications initiatives planned for 2016 and beyond. Insights are driving recommendations. A detailed report out on the priorities and outcomes from the 2016/17 plan are located in the appendix.

For the coming year the Communications Priorities will be:

1. Provide Communications leadership to the College through:

- a. Collaboratively planning and executing a minimum of four school/program marketing plans/initiatives and one fundraising campaign annually.
- b. Actively refreshing college branded materials for internal and external use (PowerPoint, and Word templates, briefing notes, letterhead, meeting agenda templates etc) while educating all employees on the Selkirk College visual brand identity (while executing a shift of all assets away from the expired 50th brand).
- c. Maintaining the integrated marketing communications approach to telling the stories of our students, alumni, faculty and staff through the *content marketing strategy*.
- d. Maintaining a promotional materials inventory, including publishing of these resources for school/program/department use on internal intranet/MySelkirk. (insuring that this content is updated quarterly).
- e. Refining the promotion of college events by continuing with active participation in college committees, working on a minimum of four committees in 2017/18.
- f. Actively participating in new employee orientation/engagement with a more involved approach at educating the internal community about branding, key messages, integrated marketing communications/web first strategy, fundraising, employee's role in recruitment/brand ambassador, volunteering/involvement in events and internal communications.

2. Continue to facilitate a steady migration of information to the web to be accomplished by:

- a. Maintaining and enhancing execution of electronic newsletter strategy, including content and distribution plan as well as targeted efforts to build this list serve throughout all college engagements (external audiences). Target: develop and deploy three new electronic newsletters to targeted college audiences in 2017/18.
- b. Continuing with initiatives related to internal communications, expanding on opportunities for the use of electronic newsletter (e-blast) to drive to web content (including grapevine, mini all employee communications, professional development opportunities) and proactively working on reducing the institutions use of email attachment messaging in favour of driving to published content.
- c. Continuing to lead a working group of school and department administrators as content creators/contributors to web content with style guides and ongoing training and mentoring.
- d. Partnering with the *Teaching and Learning Institute* to support the work on the *Program Outcomes* initiative related to transitioning school/program print guidebooks to web content. Target a minimum of three for 2017/18. This initiative also involves working towards a shift away from printed program guide books to web first content communication.

3. Increased opportunities for dialogue with prospects, influencers and donors will be accomplished through:

- a. Continuing to engage with school district and industry/sponsor stakeholders related to GLOWS programming; providing youth with the pathways to follow and tools they need to pursue postsecondary education and careers in science and technology.
- b. In conjunction with advancement initiatives; collaboratively work on the development of a fundraising communication plan that sees harmonization outreach across phone, mail, email, social media, and online giving and starts with admission to the College.
- c. Coordinate with college efforts related to Co-op Education and Employment Services (CEES) shift to *Work Integrated Learning* and partnerships between co-op employers/ industry and our programs to streamline brand messaging.

4. Address priority areas for web development including:

- a. Executions of Initial planning stages associated with a web re-design to be executed through 2018-19.
- b. Continue to investigate content management options for course listings/content to leverage efficiencies with school administration/registrar's office. Decisions taken in this area to help drive recommendations around choice of CMS for web re-design.
- c. Continue to enhance/upgrade Selkirk.ca to be mobile first/mobile responsive
- d. Project work related to programs outcome initiative: seeing through the addition of *Program Outcomes* content to the web for a minimum of five programs in 2017/18.
- e. Taking a data-driven approach to student and target audience engagement (community, industry, employers) with information architecture on the site.
- f. Increase and expand our working use of search engine optimization as part of a refresh of content and structure of Selkirk.ca

5. Increase engagement with the college through social media tools as follows:

- a. Exploring new trends with livestreaming on social media to showcase real students on campus virtually to potential students. Target: execute a minimum of one livestream/Facebook live event in 2017/18
- b. Increasing contests and opportunities to engage with the college through social media; expanding on use of hashtags and tagging to enter contests and be engaged on a variety of social media platforms. Target to execute a minimum of three social media contests/interactive engagements in 2017/18.
- c. Continue to expand the use of college LinkedIn page in conjunction with alumni engagement initiatives and strategic initiatives related to refinements/refreshing of Co-Op Educations and Employment Services /Work Integrated Learning.
- d. Active participation in new employee orientation and ongoing employee engagement with college social media. Target: grow employee interactions/support on our social media by 10% in 2017/18.
- e. Continually monitoring and adapting social media best practices as well as maintaining strategic alliance with current trends and platforms.

- f. Grow the internal of tagging sponsors and partners in specific initiative to showcase partnerships as well as provide recognition for sponsors (ie FORTISBC, Teck for GLOWS, school districts for specific recruitment initiatives, organizations for student scholarship celebration)

Identifiable Gaps

Increased Demand for Marketing and Communications: New initiatives are increasing the scope of work needed by this department. It is increasingly important to build communications resources into all new initiatives from the start (i.e. Silverking Refresh project, Project Aurora, Healthy Campus). Tools and processes are needed to ensure that the communications perspective is integrated earlier in College initiatives.

Selkirk external web presence: Since 2014, the marketing and communications departments have focused on awareness objectives tied to content marketing and the web-first strategy (including social media). However these concepts are not fully understood nor utilized for program/college internal and external communication. There remains a strong and reactive pull back to traditional print-based advertising and email attachment versus published content communication. It will take time for the college to fully understand and adopt these new processes. An increased focus on strategy and plans for college initiatives would help in this area. Current strategies are focusing on adapting the current site to be as mobile responsive as possible (based on the existing site) to adapt to the changing needs of our end users.

Employee as primary brand ambassador: Faculty and staff don't fully understand the important role they play in student recruitment and College perception nor do they understand the direct impact their positive or negative communication has on enrolments and or fundraising.

Appendix A: Full Accountability Report from 2015/16 Marketing Plan

1. Provide Recruitment Marketing leadership to the College through:

Providing the College with direction in the web-first strategy

Status: partially achieved

Highlights: Successful transition of web development resource for Selkirk.ca to marketing communications team, content mapping for transition to CE online registration system, implementation of event management systems through third party vendor (invite right), gap remains with college intranet (*myselkirk*)

Continuing to educate on the shift to a “content marketing” approach and to gain the required content from Schools to make this transition

Status: Substantially achieved

Highlights: launch of 2015 viewbook, branding best in class campaigns executed for 50th anniversary, presentations to 4/6 school department meetings (need to further engage with services such as CO-OP and continue to work with schools)

Telling the stories of our students, alumni, faculty and staff through the content marketing strategy.

Status: Substantially achieved

Highlights: launch of 2015 viewbook with testimonial/student voice, successful execution of International student profile campaign as case study for further institutional adoption, 50th anniversary book project and award fundraising campaign launch

Our Recruitment Marketing and Social Media Plans

Status: Partially achieved

Highlights: Completed and circulates, referenced in context with a variety of projects (web development, student ambassadors, 50th planning) gap in social media strategy execution due to employee turnover

Five School/program Recruitment Marketing Plans completed and implementation underway

Status: **Substantially achieved**

Up-to-date Content Style Guides and Brand documents

Status: Substantially achieved

Highlights: Presented brand documents to leadership team, increased adoption of newly branded 50th email signature institution-wide, launched and executed ARIC, SAINTS and 50th

brand and planned activity for rebranding of CO-OP/CEES

Relevant committee participation and leadership

Status: Substantially achieved

Highlights: team members participated in the following committees: Grad, SET, Events review, Healthy Campus , Get Connected, Discovery Day, project management lead for 50th Anniversary committee

Adopting the service excellence philosophy and looking for ways to bring this to life in our interactions with students, community and with each other.

Status: Partially achieved

Highlights: implementing web based options for ecommerce and event RSVP (inviteright), review and editing of job descriptions to include service excellence language, revamping “student for a day” activities and looking strategically at donor relations workflow

Making presentations, attending program meetings, delivering on our commitments and managing college and departmental expectations

Status: Substantially achieved

Highlights: leading initiatives surrounding 50th anniversary, updating the “marketing helpdesk” internal user interface, adding and managing on call resources to extend department support to projects out of scope

Understand the Anti-spam legislation and requirements as it’s impacts our work

Status: Substantially achieved

Highlights: Created and deployed 5 e-blasts using appropriate “opt in” software, currently tracking to have 3 more complete for 2016/17

Managing within our budget allocation

Status: Partially achieved

Variance reporting/tracking in place, implementing payroll tracking in order to bill out to other departments for out of scope work

2. Migration of recruitment initiatives and information to the web will be accomplished by:

Developing new targeted campaigns linked to events, announcements, new programs, student or staff accomplishments

Status: Substantially Achieved

Highlights: Events such as year-end shows, announcements such as new programs or seats still available, student and staff accomplishments

such as awards and special courses have had targeted campaigns catered to each.

Revisiting our current target market approach from the Selkirk homepage on Selkirk.ca

Status: Partially Achieved

Highlights: We have revisited our approach to having the homepage a program recruitment only page.

Integration of executional tactics across all marketing and recruitment functions by utilizing the COPE strategy

Status: Partially Achieved

Highlights: The content once publish everywhere strategy has been used numerous times throughout the year in regards to campaigns and announcements.

Expanding on the start in January/spring campaigns

Status: Achieved

Highlights: These campaigns have been initiated earlier and have included more types of communication channels online. Additional focus in needed to continually refine, especially in the areas of social media.

Focus on employee engagement through effective communication channels (Grapevine E-newsletter and MySelkirk intranet content)

Status: Partially Achieved

Highlights: A regular and content-filled Grapevine Newsletter has been sent out regularly throughout the year.

Increasing the College's understanding of the potential of this work through presentations at Discovery Day, departmental meetings and any other relevant venues and mentoring College staff related to their individual projects

Status: Partially Achieved

Highlights: Social media and brand workshops were given and well received at Discovery Day. Recruitment/Marketing team members presented at many departmental meetings.

3. Increased opportunities for dialogue with prospects and influencers will be accomplished through

The Welcome Centre initiative and roll out of the exceptional service principles to the other campuses starting with Silver King.

Status: Not Achieved

Notes: current gap analysis under way for Castlegar Welcome Centre, Silver King on hold

Collaborating with the Registrar's office to investigate options and workload regarding implementation of a "chat" function on the Selkirk.ca as a means for increasing the number of

Status: Not Achieved

Note: will be revisited with the new ERP

inquiries

Collaboratively reaching a decision on inquiry tracking/CRM tools and begin the needed steps to implementation

Status: Not Achieved

Notes: pending implementation of selected vendor for ERP

Enhance student and community engagement through existing and new social media tools

Status: Ongoing

Notes: Increased focus on “recruiter” profile on social media, social media was integrated into job description due to reposting (leave coverage)

Look for ways to increase the capacity we need to put toward direct recruitment in high schools, education and career fairs, out of region etc.

Status: Ongoing

Notes: Meeting the needs of the k-12 system has been a major focus, revamped college for a day activity and have shifted focus to subject area specific targeted events and conversations, more resources are need in this area

Work with those responsible for Alumni to develop a promotional campaign based on the new website, our anniversary and possibly the Career portal to re-engage former students to access their success stories.

Status: Ongoing

Notes: Significant delays in this objective due to staffing turnover, this priority is being addressed via the marketing initiatives associated with the 50th anniversary planning (alumni engagement)

College and current students and to provide testimonials to the value of Selkirk educational experience. Develop an e-blast newsletter as means to stay better connected with this group over time

Status: Ongoing

Notes: Delays to e-blast due to delays in strategic execution at Welcome Centre. Current initiatives around e-blast for student engagement require strategies aligned with SET committee priorities.

Develop a strategy to increase College engagement with high school PAC organizations

Status: Not achieved

Notes: Employee leave coverage left gap in managing this priority, will look to execute efforts in 2017

4. The college brand will further evolve through:

Community focus groups, outreach to entire catchment areas.

Status: Ongoing

Notes: Strategic planning for branded presence executed at “Get Connected” events in 4 extension centres to reach targeted communities. Significant gap exists with managing the brand throughout CEWT initiatives.

Institutional research/ partnered with best practices within the educational industry

Status: Ongoing

Notes: highlights include rebranding initiative of athletics department (Saints) and ARIC along with fully executed 50th campaigns, gap analysis in donor/fundraising, CEWT and CEES to be addressed in 2016/17

A focus on the college Learning Outcomes

Status: Ongoing

Notes: Three of the pilot programs undertaking program learning outcomes analysis have involved partnering with marketing. Significant additional strategic attention is needed to maintain this process for all schools and programs.

A communications strategy focused on “content marketing”

Status: Ongoing

5. Refine our approaches for our target markets through:

A review of our current web design and strategy and in implementing our findings

Status: Ongoing

Notes: 50th anniversary saw resurgence in web content/information design for alumni, more work is needed in this area for advancement

Taking a research-informed approach through student insights

Status: Ongoing

Notes: Transition to new person in IR role, increase in 2016 on use of surveys to our students, influencers etc (co-op brand, academic calendar use), access to work study students helping to achieve research into what other PSIs are doing on a variety of fronts

Documenting our approaches in program recruitment marketing plans with a focus on key

Status: Achieved

Notes: insights from previous campaigns included

learnings in recommendations for future activity (ie pennywise ad placement)

Asking these groups how they can best be served **Status: Ongoing**

A focus on community engagement and support **Status: Achieved**
Notes: major objective of 50th anniversary celebrations included increase in community outreach during summer period and across entire region. Combining Community relations work within marketing department will see increase in activity in this area.

Continually review best-practices and opportunities to evolve our work in reaching and influencing more students to enroll **Status: Ongoing**

6. Address priority areas for web development including:

Improved search functionality **Status: Partially Achieved**
Highlights: editing some of the search parameters of Selkirk.ca, working with faculty we have increased our key words database and added them into program pages where necessary to increase Google results.

Improved access to scholarships, bursaries and awards on program pages and through one inventory **Status: Not Achieved**
Highlights: The scholarships, awards and bursary functionality on Selkirk.ca have been removed and plans for web refresh in this area continue.

Undertake a Search Engine Optimization (SEO) audit and implement the recommendations **Status: Not Achieved**
Highlights: This has only happened on a case-by-case basis. An overall audit is still being planned.

Enhance career and transfer information **Status: Not Achieved**
Highlights: This has only happened on a case-

by-case basis. An overall improvement is still being implemented.

Ensure “added fees” content is updated and on all program/course pages under tuition drop down

Status: Achieved

Highlights: Added fees content has been added and continues to be updated by admins.

Efficiently load Flip Books on the web for optimal viewing of print ready material in the digital channel

Status: Partially Achieved

Highlights: Optimal viewing of print material is partially ready pending last steps with loading.

Increase our video footage

Status: Achieved

Highlights: Drastic increases in video content have contributed to increased social media engagement, allowing target audiences to interact with our brand in an engaging way. This work will continue to expand in 2017-18.

Improve practices related to naming and storing our digital assets in preparation for Share Point

Status: Not Achieved

Notes: awaiting ERP implementation to better store assets

Partner with school admin assistants to engage and address program and school specific content

Status: Partially Achieved

Highlights: Many school admin assistants are highly engaged in their school’s program content. Increased focus in this area is needed.

Utilize content management capabilities to manage the events calendar via various user inputs and communication outputs (including mobile capability)
Place a communication link on all web pages in case there is a typo, issue or broken link, “See a problem on this page?”

Status: Partially Achieved

Highlights: There has been an increase in user inputs regarding the events calendar.

Install a sharing mechanism on Selkirk.ca to enable users to share content through popular applications such as Facebook, Twitter, Instagram etc.

Status: Achieved

Highlights: This has been added to every page on Selkirk.ca and is working correctly.

Develop an annual workplan for the web content strategy

Status: Achieved

Highlights: Timing for auditing and improving web content closely ties in with the academic

calendar extract.

7. Increase engagement with the College through Social Media tools as follows:

Adoption of new trends such as Instagram, Google Plus and Linked in University Page

Status: Partially Achieved

Highlights: The Selkirk College Instagram profile is a successful communications channel. Substantial growth on LinkedIn university pages this year.

Increase contests and opportunities to engage with the college through social media (ie photo and video contests) Use of hashtags and tagging to enter contests via social sites.

Status: Substantially Achieved

Highlights: The photo and video contests have been successful. Use of hashtags and tagging on event days and in general has been effective.

Engage faculty to be active on social media channels including liking and sharing of college messages within their communities

Status: Partially Achieved

Highlights: Many faculties are active and supportive on social media and participate in moderating/editing the official Selkirk College social media sites.

Increased presence and focus on the recruitment and Registrar profiles

Status: Partially Achieved

Highlights: The Registrar continues to post regularly and the Educational Recruitment Specialist has been posting to their Facebook page on a much more regular basis and for every recruitment event.

Increased student involvement in managing School specific Facebook pages by improving our honorarium, mentorship, coaching and sharing strategy.

Status: Substantially Achieved

Highlights: The amount of students posting to official Facebook pages increased and the process has been improved and centralized.

Staying aligned with goals and strategies set out in the Social Media Plan.

Status: Substantially Achieved

Highlights: The link between web content and social media has been strengthened through regularly posting important information, press releases, campaign ads and event coverage on Selkirk College social media sites.

8. Utilize technology in our work and as part of recruitment initiatives as follows

Continue to work and communicate with social media as an aspect to each of our events.

Status: Achieved

Notes: substantial increase with use of Facebook event to promote our events. Use of photo gallery is also increasing engagement post event.

Increased focus on pre-event promotion and post event communication to extend the engagement beyond the event via social media

Status: Ongoing

Notes: more education is needed for the institution on event management including pre and post event communication as a component to an event.

Layer in current social media technology to event agenda such as #hashtags and Instagram engagement

Status: Partially Achieved

Notes; More work is needed to educate other departments and content generators on this.

Utilize tablets to remain connected with the college website and to capture student information when on recruiting tours and within the community

Status: Achieved

Notes: Used for summer community engagement, expanded recruitment event footprint to include touch screen monitor for displaying website and using it to communicate information.

Continue to evolve the website to ensure responsive design and start planning for a web application that supports emerging trends in mobile technology

Status: Ongoing

Notes: More work is needed in this area and will be directed to 2017 efforts due to turnover with web/online responsibilities within the department.

Increase focus out of region virtually via adoption of Skype sessions and or virtual chat sessions for potential students.

Status: Not Achieved

Update current recruitment video to create a promo reel designed to capture the Selkirk student experience and develop additional video assets

Status: Achieved

Notes: Increase in creation of videos as well as showing them along with student entries to video contest at events to showcase student life has been an approach taken.

Be an early adopter of project management tools when they become available

Status: Achieved

Notes: ongoing work is needed on a platform to better manage events, registration and use of ecommerce.

Lead implementation and use of Customer Relationship Management and/or Inquiry tracking tools when they become available. Use Recruiter's database to develop follow-up communication processes in the interim

Status: Not Achieved

Notes: tied to implementation timelines for new ERP system, strongly advocating for a solution that provides a CRM system.

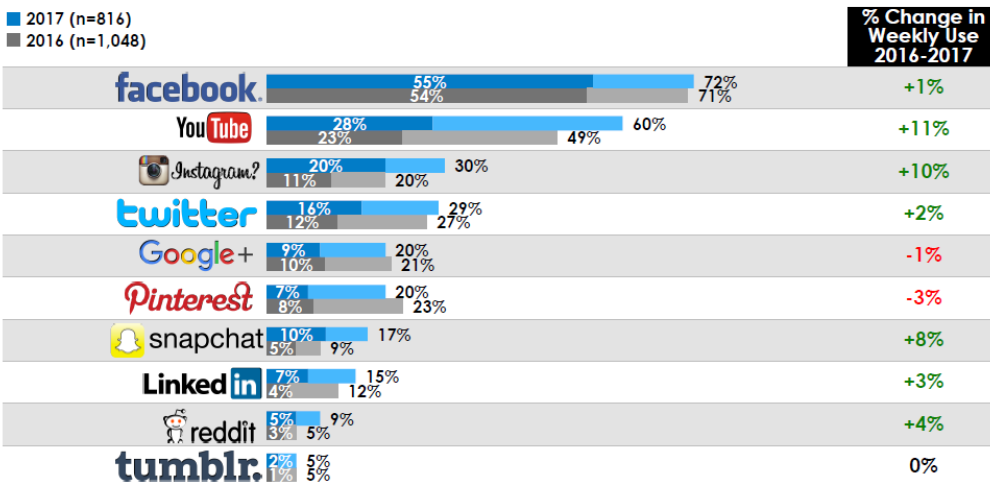
Appendix B: 2017 Canadian Social Media Monitor: Insights West

Top 10 Key Insights

1. Despite the rise of other social media platforms, Facebook maintains its absolute dominance in usage and momentum across age groups, making it the go-to source for social media marketers.
2. YouTube, Instagram and Snapchat are the up and comers. Marketers should look for opportunities to capitalize their presence on these platforms as usage grows.
3. Snapchat's growth is driven by 18-to-34 year olds, although it has also improved among those aged 35-to-54.
4. Pinterest (particularly among its mostly female following) and Google+ may be starting to fall out of vogue. Tumblr also looks to be stalled, if not in decline.
5. The growth of YouTube and Instagram is driven by increases in the 35-to-54 year old segment, whereas Twitter's growth is due exclusively to an increase in male users.
6. Momentum scores show that YouTube, Instagram and Facebook are poised for even further growth, whereas every other platform seems to show leveling off.
7. The most positive impact of social media appears to be in connecting and improving relationships with friends.
8. Social media has also had a significant impact on educating people on issues and contributing to positive lifestyle changes.
9. The negative interactions reported by Canadian social media users include the issue of "fake news", racist and offensive content, as well as strained relationships.
10. The overall dominance of social media continues, which means marketers must shift away from traditional media to where segments are spending more time.

While Facebook still has the widest reach, YouTube, Instagram and Snapchat all show impressive growth in regular use over the past year.

Daily + Weekly Social Media Use



Base: All respondents
Q. How often do you typically use each of the following?

■ Daily or more ■ Weekly

Appendix C: Academia Forum: Why Would a Student Pay Attention to your School's Social Media?

[Academica Group](#)

Students might not always think about engaging with a college or university when they log onto social media. But every year, institutions are finding clever new ways to make these platforms fun, informative, and interactive for people both inside and outside their academic community. And their applicants, current students, and alumni are taking notice.

To find out more, we asked the members of [our StudentVu panel](#) about their thoughts on social media and what sorts of strategies their schools can use to get their attention and build lasting relationships.

1. **Not all platforms are created equal**

Before asking students why they used social media, we narrowed our focus to the platforms that students are actually visiting. Among our 1,761 respondents from across Canada, 97% said they had used a social media platform over the past three months, and 57% of all respondents said they used social media today more than they did three years ago. The three most frequently used platforms were Facebook, Snapchat, and Instagram.

2. **Students are ready to connect**

Do you know how many social media accounts your institution has? Even if you don't, your students likely do: the vast majority of surveyed students (87%) said that they had encountered their school's social media account on at least one platform.

When asked why they used their preferred social media platforms, respondents replied that they used Facebook mainly for interacting with personal contacts such as friends and family. This wasn't all they did on Facebook, though, as many panelists reported interacting with school-based networks. 61% of panelists said that they used Facebook to interact with other students from their school, and nearly a third said that they regularly used Facebook to interact with their postsecondary institution. Roughly one in ten said that they used Twitter and Instagram for this same purpose.

This is all good news for PSE institutions looking to build communities with their students via social media, as it shows that many students are open to this kind of engagement if it's pursued in the right way.

3. **So what's the right way to engage?**

We asked our panel to pick five terms that described the ideal postsecondary social media account. The most commonly picked term was "a source of campus news and announcements" (70%). This finding shows that many students rely on their school's social media account for practical purposes, although it's also important not to underestimate the community-building power of spreading information.

After a source of campus news, StudentVu members most commonly described the ideal account as "a place to ask questions or comment" (50%), "friendly" (45%), "interactive" (38%), and/or "honest" (30%).

These ideal qualities should resonate with institutional stakeholders, because they paint a picture of a social media account that makes students feel like they can communicate directly with their institution and receive authentic and honest responses.

4. % of students who selected the following term to describe the “ideal postsecondary school social media account.”

Abandoning the professional, ivory tower persona on social media can seem quite risky for some institutions, yet students in general show little interest in visiting social media accounts associated with terms such as “serious” (7%), “a source of world news” (5%), and/or “aloof” (1%). They were also not interested in accounts that were “athletically focused” (6%).

5. Doing it right

Once we identified the top five qualities of a school’s social media account, we decided to dive even deeper and to ask students about their most memorable moments engaging with one of these accounts. One student from McMaster University offered a touching story of how their student union’s social media team went the extra mile to reach out to them during the busy and stressful exam season:

“During exam period, the McMaster Student Union did a "grant-a-wish" thing on Twitter for students who sent in requests. I got a smoothie while I was studying in the student centre. It was a very nice and thoughtful idea :)”

While this example took a little more legwork than may be possible at your institution, it shows how a school can use its social media to connect with and support students, resulting in a memorable encounter that can contribute to an enduring sense of loyalty to the school.

No matter what kind of platform you're using, staying engaged and keeping your institution’s accounts active is crucial. One student pointed out how the timeliness of an account can increase its value: “The Laurier Alumni page likes to keep things up-to-date on their page. I love that they snapshot the student life on campus and post about convocation and other events.”

This testimony helps highlight the opportunity that schools have to build goodwill with future and existing alumni using social media.

Finally, one StudentVu panelist highlighted the fact that any member of an institutional team can build community through the clever and authentic use of social media. This member highlighted the popularity of the security team’s social media account at Dalhousie University:

“The official Dalhousie University security account constantly tweets the funniest things, related to safety and security regulations, like parking regulations, but also shares a lot of important information. Specifically they had a humorous exchange on twitter a few years ago with a student [whose] car had been booted. They made light of the situation, while also reminding the student and all followers of the regulations, and the fact that this student had had multiple warnings before having their car booted.”

These three examples show that crafting an engaging, unique, and authentic social media presence is

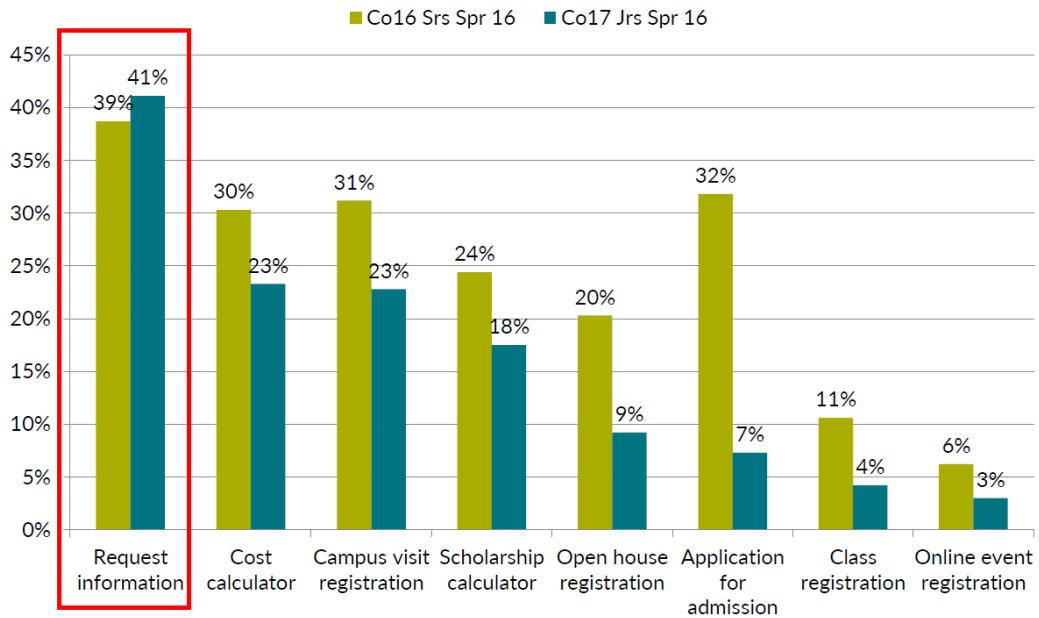
well worth the effort, and that there are countless ways schools can use social media to help their students feel supported and engaged throughout their postsecondary journey.

6. Takeaway:

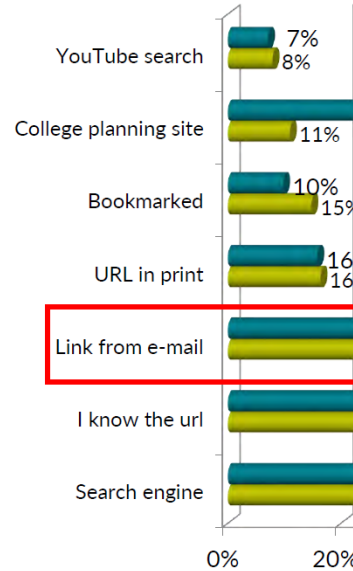
While institutions may differ in their online personalities and methods, this study's findings show that students are most likely to appreciate social media accounts that engage them in an authentic and friendly way that makes them feel respected. PSE communications teams should gather targeted data and hold meetings dedicated to finding out which social media strategies resonate most with their students, with an aim to fostering a sense of community that will support students through their PSE years and create a lasting sense of loyalty when those students become alumni.

Appendix: D-Expectations 2016/Ruffalo Noel Levitz : What do College bound students expect from your website and digital communication

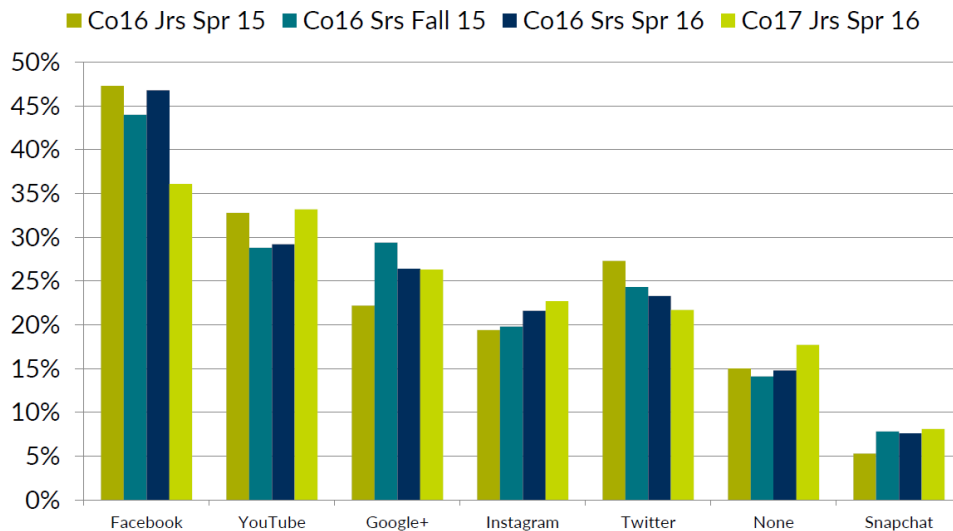
HS: They are using their mobile device to complete inquiry forms. Does yours work?



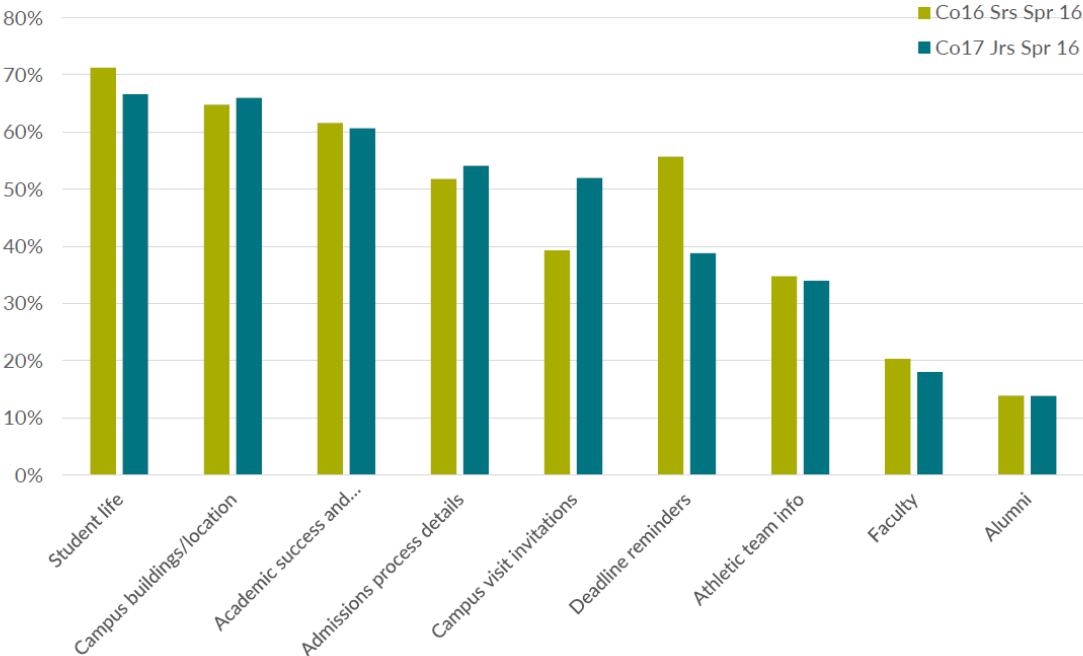
HS: Put links in yo



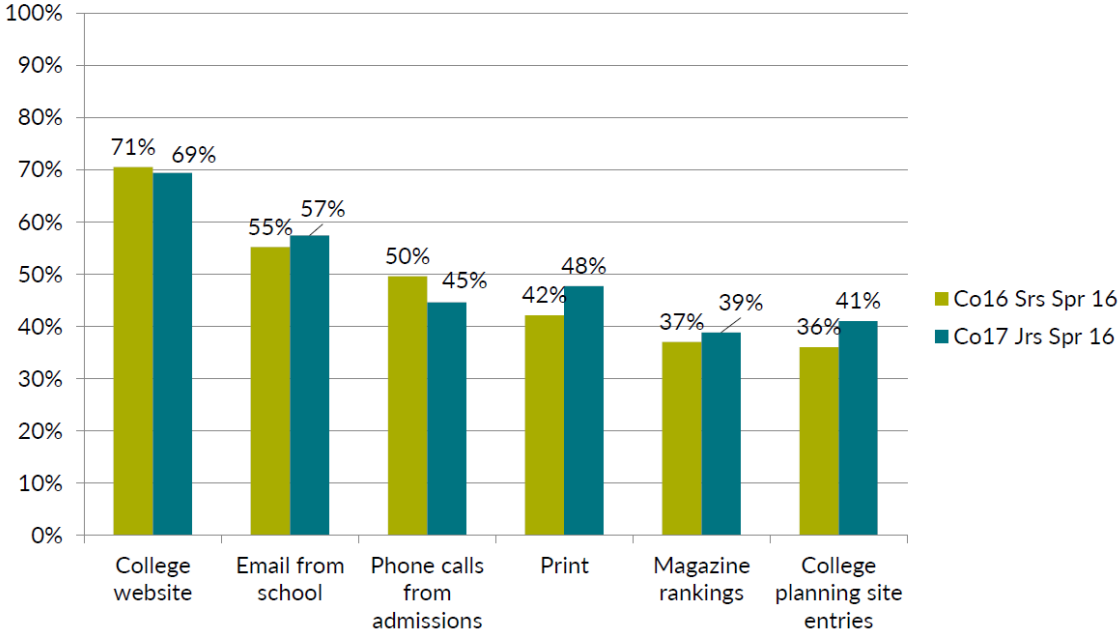
HS: Seniors say Facebook is the best channel to learn about college options; Juniors seem less enthusiastic



HS: They're looking for a sense of campus now: Feature current students and campus views in your posts



HS: Your website is the most influential marketing channel



Appendix E: Insights West: Key Trends in Canada’s Social Media Landscape

Brands Find it Hard to Get in on the Social Media Conversation

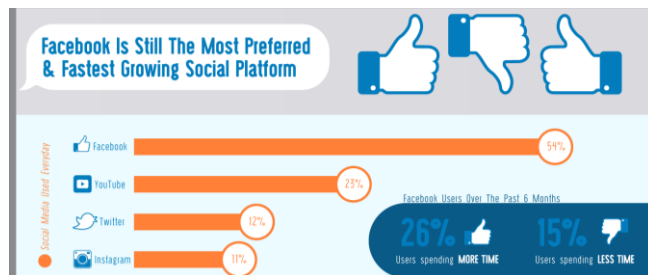
Canadians spend most of their social media time (82%) being social—connecting with friends and acquaintances—and only 18% of it engaging with companies and brands.

Vancouver, BC – Insights West released today its *2016 Canadian Social Media Monitor*, which tracks key trends in Canada’s social media landscape.

Facebook is Still the Preferred Social Media Platform for Canadians

In the online survey of a representative national sample, Facebook remains the most popular social media platform in the country, with a quarter of Canadians (26%) saying they are now spending more time on it.

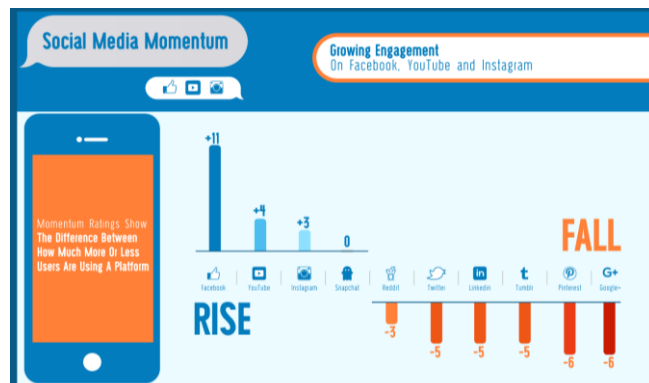
More than half of Canadians (54%) say they use Facebook every day. YouTube is a distant second on daily use (23%), followed by Twitter (12%) and Instagram (11%).



Facebook continues to grow faster than any other social media channel in Canada while Twitter, Google +, Pinterest lose ground

Across the country, 26% of Canadians say they are spending “more time” on Facebook compared to six months ago, while 15% say they are spending “less time” on the social media platform.

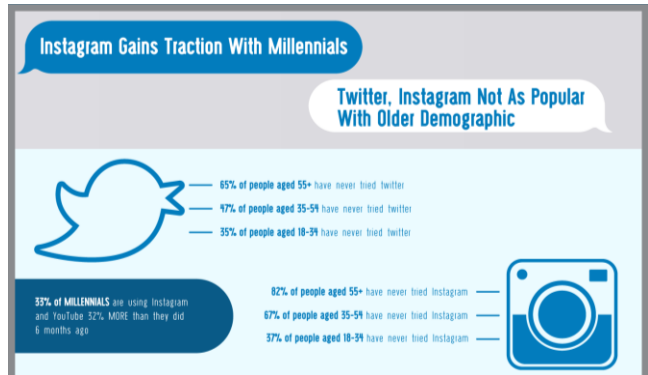
These numbers give Facebook the best momentum rating (+11) among the nine platforms tested. Only two others—You Tube (+4) and Instagram (+3)—have positive numbers. Snapchat has the same proportion of Canadians using it “more” or “less” in the past six months, while six other platforms hold a negative rating: Reddit (-3), Twitter (-5), LinkedIn (-5), Tumblr (-5), Pinterest (-6) and Google+ (-6).



Instagram gains traction with Millennials

Canada’s Millennials appear to be favouring two platforms, with a third of residents aged 18-to-34 saying they are using both Instagram (33%) and YouTube (32%) more than they did six months ago.

There are some striking differences among age groups, with two thirds of Canadians aged 55 and over (65%) saying they have never tried Twitter, compared to 47% of those aged 35-54 and 35% of those aged 18-34.



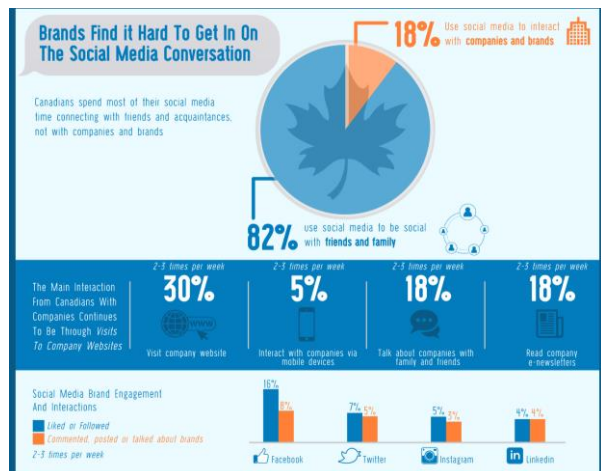
A similar situation ensues with Instagram, which has never been used by 37% of Canadians aged 18-34, compared to 67% of those aged 35-54 and 82% of those aged 55 and over.

“The biggest differences in the way Canadians are using social media are related to age”, says Ron Cann, Senior Vice President, Products and Qualitative Solutions at Insights West. “On most of the indicators tested, the numbers do not vary dramatically from province to province.”

Brands are still working hard to get in on the conversation

The main interaction from Canadians with companies continues to be through visits to company websites (30% say they do this at least 2-3 times a week), while 18% both talk about companies with friends and family and read e-newsletters that they subscribe to. Only 5% of Canadians say they interact with companies on a mobile device at least 2-3 times a week.

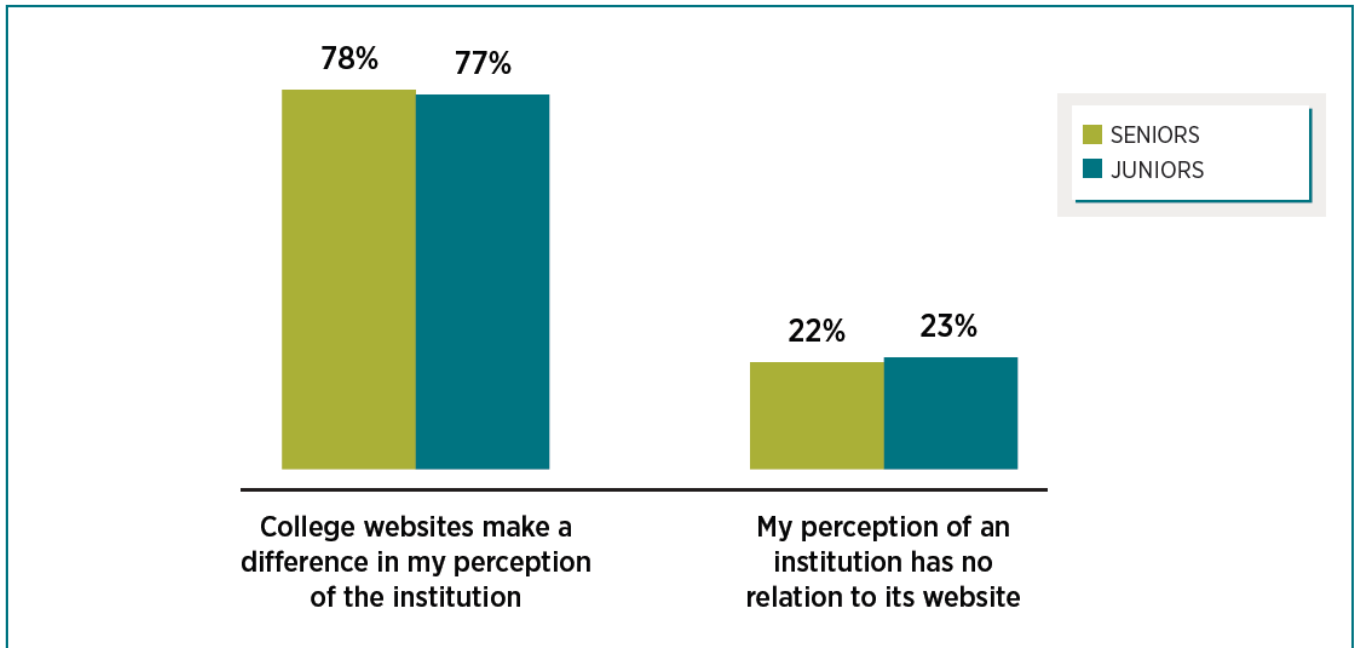
The level of interaction with companies on social media is decidedly lower. Across the country, 16% of Canadians have liked or followed companies on Facebook, while less than one-in-ten do so on other platforms (Twitter 7%, Instagram 5%, LinkedIn 4%). However, when it comes to actual engagement—commenting, posting or talking about companies on social media—the numbers are lower for three of these platforms (Facebook 8%, Twitter 5%, Instagram 3%, LinkedIn 4%).



When asked about all the time they spend on social media, Canadians acknowledge that 82% of these moments take place interacting with friends and acquaintances, while companies and brands amount to just 18% of all their social media time.

Appendix F: Website impact on students' perception of an institution

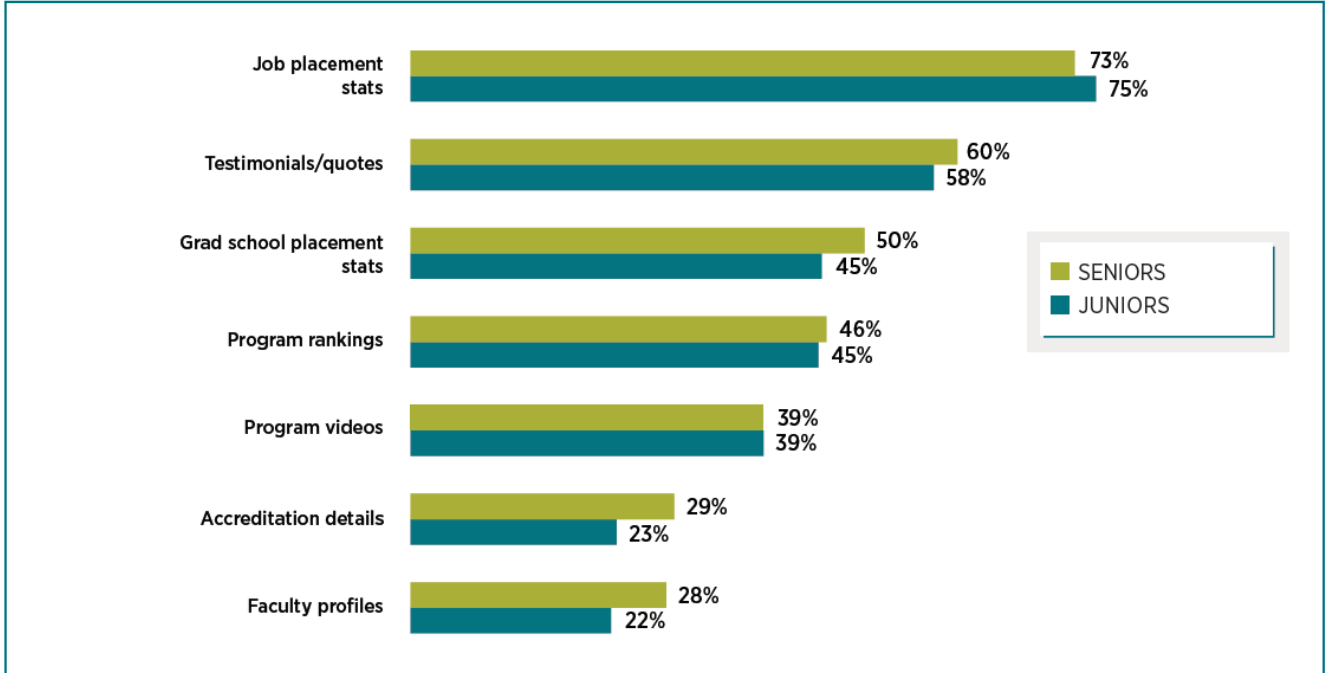
Figure 3: Website impact on students' perception of an institution



With the ascension of college websites as the most used and most influential resource, it is not surprising that students tend to prefer electronic communications from campuses rather than printed pieces or phone calls.

Appendix G: Website content that demonstrates the value of an education from an institution

Figure 11: Website content that demonstrates the value of an education from an institution



TM

Students clearly place a premium on job outcomes, but a large number also want to read or see testimonials. Given the increasing number of undergraduates who are continuing to graduate programs, graduate/professional school placement information is also key.

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Appendix H: Ruffalo Noel Levitz: Strategies for Enrollment and Student success

7 Key Enrollment Insights to Fuel 2017 from This Year's Research

Highlights from RNL's polls and proprietary data this year:

The college website is still the #1 way to communicate with prospective students but the runner-up is now split between email and text messaging. [Download our 2016 E-Recruiting Practices Report](#) and [2016 Marketing and Student Recruitment Practices Benchmark Report](#) to see that 70 percent of prospective students are open to receiving text messages, but fewer than half of campuses currently send them despite their nearly-equal rating for effectiveness compared to email.

Colleges and universities can accomplish five goals at once by increasing student satisfaction. [See our 2016 study and earlier research](#) that confirm increasing satisfaction lowers student loan default rates and raises retention rates, completion rates, and alumni giving, in addition to building positive word of mouth.

At \$2,232 per student, private colleges spent nearly four times more than four-year public institutions on student recruitment last year. [Download our 2016 Report: Cost of Recruiting an Undergraduate Student](#) to see that budgets for recruitment and admissions remained flat over the past two years for the majority of four-year and two-year institutions.

40 percent of high school seniors apply to colleges they learn about during their senior year. [Download our 2016 Perceptions of Financial Aid Report and College Shopping Infographic](#) to see that 50 percent of seniors rule out institutions based only on “sticker price.”

54 percent of adult prospective students have clicked on a paid online ad from a college or university, as have 47 percent of high school juniors. [Download our 2016 Adult E-Expectations Report](#) and [2016 E-Recruiting Practices Report](#) to see that most institutions place these ads only occasionally. (Watch for high school data in our forthcoming 2016 E-Expectations Report.)

Mathematics is a struggle for 51 percent of incoming adult learners, including 53 percent of incoming first-generation adult students. [Download our 2016 Adult Learner Motivation to Complete College Report](#) to see that one-third of incoming adult learners also have difficulty putting their thoughts into words.

95 percent of incoming traditional-age students express a desire to graduate, but only about half do.

[Download our 2016 Freshman Motivation to Complete College Report](#) to see that, despite this desire, fully one-third of incoming traditional-age students say their study habits are “very irregular and unpredictable.”

New edition of book

This year, we released our 2016 update of the book, *Strategic Enrollment Planning: A Dynamic Collaboration*.

[Order this authoritative, step-by-step guide](#) to help your campus prepare for major changes in today’s marketplace.

Appendix I: Mapping and Branding Student Cycles

SELKIRK COLLEGE

mapping & branding student cycles

