

UC SANTA CRUZ

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## Strategic Marketing and Communications:

The intersection of branding and admissions

**OUR  
VOICES  
WILL DEFINE  
THE CENTURY**



# Agenda

Introductions

Goal of today

Strategic Communications: best practices (20 minutes)

Marketing plan overview (20 minutes)

SWOT breakout session (30 minutes)

Break (10 minutes)

Branding and Messaging (15 minutes)

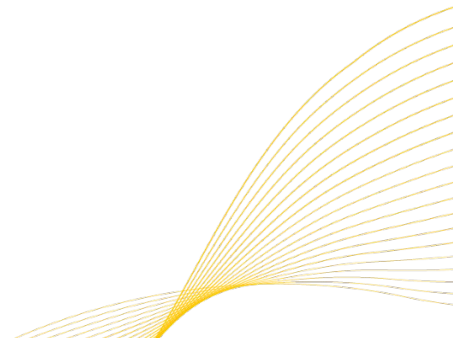
Admissions as the front door (20 minutes)

Persona breakout session (30 minutes)

Q&A Leftover time

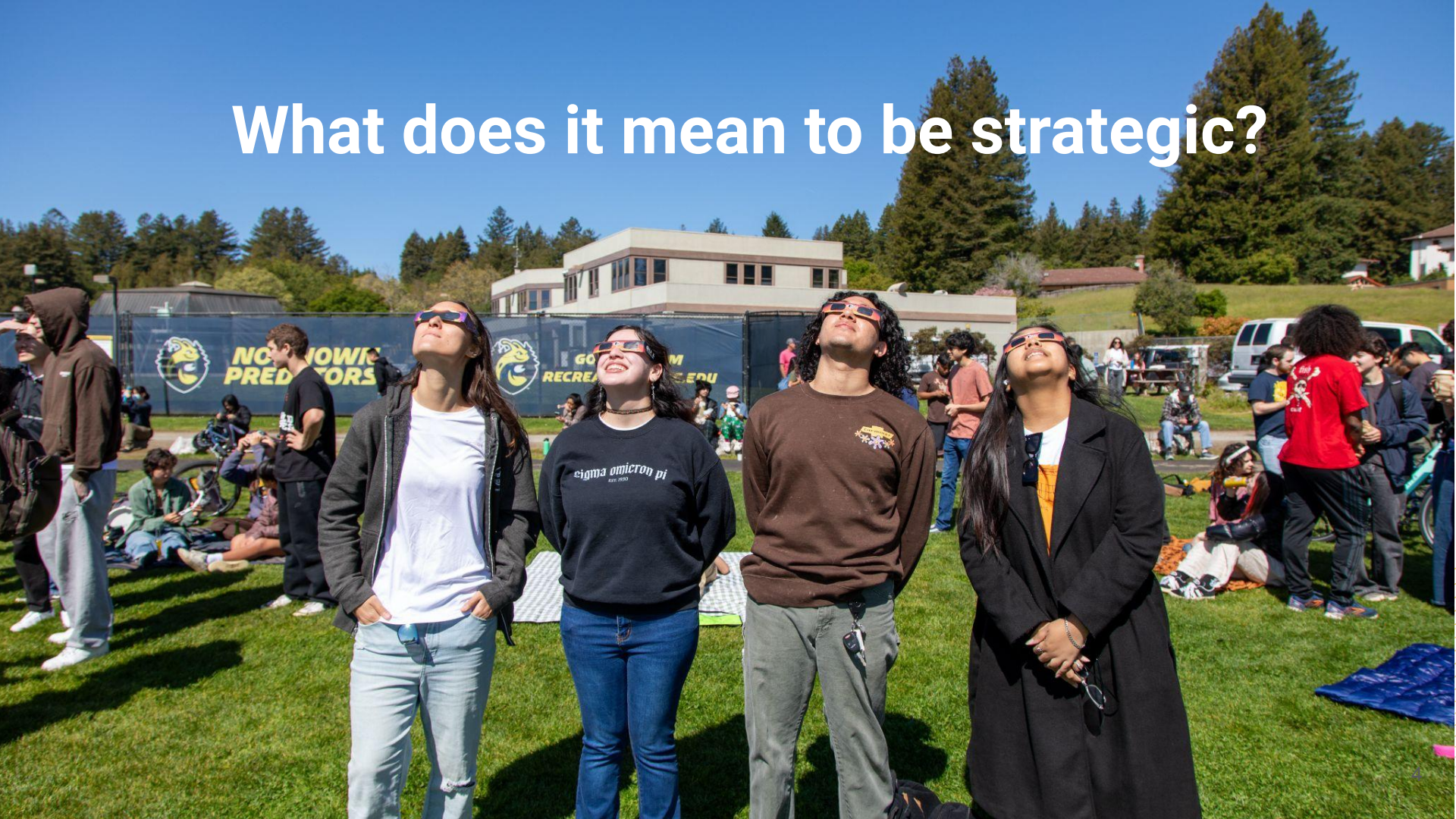
## Goal of today

- Ideas to create plan that's right for you
- Leave here with some practical knowledge
- Feel energized and inspired
- Grow your network





# What does it mean to be strategic?





# Why have a strategic communications plan?



*IT WILL MAKE YOUR LIFE EASIER*

**Point to the plan | Plug into the plan | Follow the plan**



**A strategic communications plan is like a layer cake with lots of ingredients**



Tactics

Channels

Timing

Measurement

# Important definitions to help keep the focus

**Goals:** Overall direction and vision; broad, long-term, outcome focused

**Objectives:** Concrete steps that strive to be Specific, Measurable, Actionable, Relevant and Timely (SMART)

**Strategies:** A plan of action to achieve a high level goal.

**Tactics:** Implementation! Activation of the plan leveraging the many tools in your toolkit

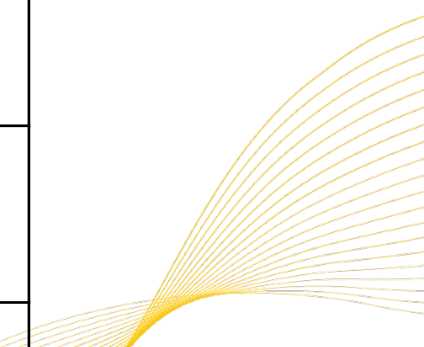


**University Advancement Goals**  
*Theme: Laying the foundation for growing support for the University*  
 New chancellor success | CRM | Build strategies for advancement with academic divisions | Design the future of UA

***Strategy: Telling the campus story***  
**Empower campus partners to be effective communicators**  
 Leverage the campus story to build UCSC's reputation  
 Support holistic advancement strategies

| SMART Objectives       | Tactics (How)   | Unit focus                     | Measure of success                                     |
|------------------------|---|--------------------------------|--|
| Share expertise        | Create workshop series: Storytelling, brand, web, social media, crisis management, op-ed, events.<br>Convene campus-wide communications council<br>Marketing Meet-ups<br>Consult/Advise: Ex: BasicNeeds, Admissions, CASFS, Athletics & recreation, Education Dept, and more. | All C&M                        | Attendance<br>Feedback                                 |
| Provide Tools          | Roll out template, for collateral web style guide, new CMS (with ITS), analytics tool?<br>Faculty experts site<br>Analytics with TuesdayNewsday   | Digital Comms, Marketing, News | User metrics<br>Feedback                               |
| Refresh photos         | Organize photos.ucsc.edu  | Marketing                      | Metrics from Photo platform                            |
| More Divisional MarCom | Embed or connect more formally to marketing people in the divisions   | Marketing                      | Connect with engineering and admissions and humanities |

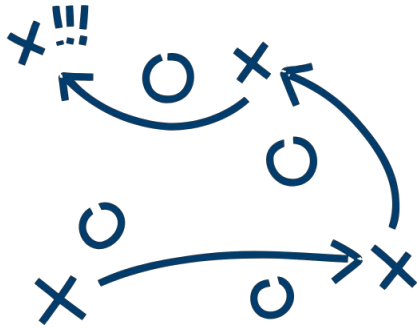
|                   | Spring/Fall 2014  | Winter 2014   | January 2015  | Jan – Dec 2015   |
|-------------------|---|---|---|--|
|                   | <b>Inform and organize</b>  | <b>Mobilize</b>   | <b>Mark the start</b>   | <b>Participate and celebrate</b>   |
| Faculty and Staff | Communicate across campus about the what, when, and where.        | Provide templates, graphics and best practices to campus communicators      | Kick off!<br>Dress like its 1965                              | Showcase, celebrate  |
| Students          | Welcome to campus and the beginning of our 50 <sup>th</sup> year. | Engage students via social media campaign                                   | Kick off!<br>Dress like its 1965                              | <i>You are UCSC-</i> Encourage students to be intentional in their relationship to this important year       |
| Alumni            | Save the date   | <i>Get ready.</i> Let alumni know the celebration is coming                 | Kick off! <i>Reminisce</i><br>Make them miss UC Santa Cruz    | <i>Reminisce and relevance.</i> What it means to be a UC Santa Cruz alumnus in today's terms.                |
| Donors            | Save the date   | <i>Sneak peak.</i> Let them know what is coming. . .make them feel special. |   | <i>You are a part of the future.</i>   |
| Local Community   | Engage in planning  | Let community know the celebration is coming                                | Kick off 50 years of partnering. Highlight volunteer efforts. | <i>Reinforce our commitment to the city of Santa Cruz.</i><br>Partners in the future of a healthy community. |
| Media             | Identify pitches  | <i>Pitch and leverage</i>   | Kick off. Leverage  | <i>50 years from now.</i> Showcase   |



## Marketing plan dre



**GOAL:** Increase Transfer Student Enrollment



### STRATEGIES:

- Make the transfer pathway accessible for students
- Spotlight approachable and supportive faculty.
- Elevate Transfer Admission Guarantee (TAG) offer and process.



# Marketing plan

## TACTICS:

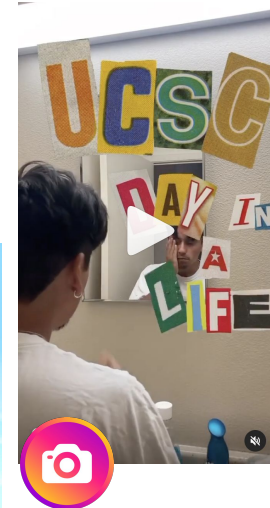
- Promote 1:1 meetings with Admissions reps.
- Showcase transfer community, resources & support on campus
- Transfer student testimonials



# Marketing plan

## TACTICS CON'T:

- Publications, flyers, social media, targeted ads



**TRANSFER TO UC SANTA CRUZ**

TRANSFER PREPARATION PROGRAM

**BEGIN YOUR TRANSFER JOURNEY**

At UC Santa Cruz, we love our transfer students! Junior-level transfer students from California community colleges receive priority admission. But we also welcome applications from lower-division transfers, second baccalaureate students, and transfers from colleges other than California community colleges.

**IRMA RODRIGUEZ**  
B.S. MOLECULAR, CELL AND DEVELOPMENTAL BIOLOGY '22  
TRANSFERRED FROM: CHAFFET COLLEGE  
Irma is currently studying to be a physician's assistant. "I love UCSC because it was one of the UCs with the most resources, the most funding, the most help, and the greatest community that you could find for underrepresented students!"

**AMIR YALLOUPUR**  
CURRENT STUDENT IN COMPUTER SCIENCE: COMPUTER GAME DESIGN  
TRANSFERRED FROM: IRVINE VALLEY COLLEGE  
Amir chose UCSC for its computer game design major and the unique environment of the campus and area. "I really love the campus environment because of the forest around here and the access to the beach. Also, there are so many friendly people here, and the community is super nice," he says.

WATCH IRMA'S DAY-IN-LIFE VIDEO ON CAMPUS!

WATCH AMIR'S VIDEO ON WHY HE SAID "YES" TO UC SANTA CRUZ!

**Applying to the UC Workshop**

Wednesday, October 26th  
12:00 - 1:00 PM

Register Here!

**Join us at the transfer center!**

- Walk through the UC Application for admission.
- Learn about the UC Transfer Admission Planner (UC TAP)
- Explore the Transfer Admission Guarantee (TAG)

Follow @ucscadmissions | Can't wait to see you there!  
Erin Rooney  
UCSC Admissions Representative  
erooney@ucsc.edu

UC SANTA CRUZ Undergraduate Admissions

**YOUR TRANSFER JOURNEY AWAITS... AT UC SANTA CRUZ**

UC SANTA CRUZ

OUR COMMUNITY OF CHANGEMAKERS IS YOUR NETWORK OF SUPPORT ON CAMPUS AND BEYOND.

Learn more and apply!

## STRENGTHS

- Stunning campus location imagery
- YouVisit virtual tour
- Unconventional reputation (individuality celebrated)
- Community for all - everyone can find an organization or group
- Social justice + environmental stewardship values are high priorities in our culture, especially with today's youth
- Closest UC to Silicon Valley
- Robust database (Slate)
- Resources for student success (colleges, advising, etc.)
- Charismatic + informative tour guides
- Notable alumni

## WEAKNESSES

- Staged/in-authentic campus photography
- Liberal arts majors not directly connected to career tracks
- No in-house graphic designer
- Social media content is not engaging
- Internal MARCOMM workflow isn't transparent
- Email comms are stale with long blocks of text & buried CTA's
- eSlug has a dated design without an identifiable content strategy
- Inconsistent look & feel for printed materials with UR branding
- Communications with parents currently limited to tours and emails they open on their student's behalf

## OPPORTUNITIES

- S&L photography partners on-board to shoot campus life
- Self-guided campus tour app w/ maps + translation
- Link unconventional founding to modern day entrepreneurship
- Elevate empowered student activism (spirit, not politics)
- Revise Slate email templates by comms type
- Begin relationships with prospects earlier (soph + jrs)
- Website redesign
- Surface more alumni stories + notable names
- More student voice & peer-to-peer communication

## THREATS

- All UC's describe a similar brand personality - innovative, unique, diverse, leader, etc. - how do we stand out?
- Impacted campus tour schedule - people need to see to believe
- High website bounce rates; low amount of time on site
- Messaging needs to be adapted by platform, meeting audiences where they are.
- Budget resources (department and increasing cost of higher ed + limited state funding)



# SWOT prompts

## Strengths

What do we do well?  
Or, even better: What do we do best?

What's unique about our campus?

What does our target audience like about us?

Which offerings and/or characteristics are unique to us?

## Weaknesses

What areas do we need to improve or develop further?

Where do we lack resources or expertise?

What complaints or criticisms have we received from customers or stakeholders?

## Opportunities

Emerging trends or market developments could benefit us?

Are there any untapped customer segments or geographic markets we could expand into?

Are there potential partnerships or collaborations that could enhance our capabilities or reach?

## Threats

What external factors could pose risks (e.g., competitive pressures, economic downturns, Are there shifts in preferences or behaviors that could impact demand for our services?



# Branding and Messaging

HOW OUR REPUTATION IS PERCEIVED:

## BRAND POSITIONING

We lead at the intersection of innovation and justice, seeking solutions and giving voice to the challenges of our time—leading to transformative change.

THEMES THAT CONNECT TO EVIDENCE:

## PROOF POINTS

Academic & Research Excellence  
Justice-Seeking, Problem-Solving Culture  
Innovating Across Intellectual Boundaries  
Voices Defining the Century



THE EXPERIENCE WE PROMISE:

## BRAND PROMISE

Where social and environmental justice are taught and lived.  
Where academic rigor and experimentation offer the adventure of lifetime—and a lifetime of opportunity.

ADJECTIVES USED TO DESCRIBE US:

## CHARACTERISTICS

Passionate. Bold. Innovative.  
Diverse. Changemakers.  
Purpose-driven. Persistent.



[ucsc.edu](https://ucsc.edu)

## OAK AIRPORT AD



## EMAIL BOILERPLATE

UC Santa Cruz is one of the world's premier research universities, leading at the intersection of innovation and social justice. Our beautiful campus sits between the sea and the trees, and offers an encouraging and supportive community of passionate changemakers. You'll also have the opportunity to challenge your intellect, engage your curiosity, make discoveries on your academic journey, and prepare for your career.

The background of the slide is a solid dark blue color. Overlaid on this background are several sets of thin, light blue lines that form a series of overlapping, wavy patterns. These lines create a sense of motion and depth, resembling a stylized wave or a series of concentric, undulating lines that flow across the frame from left to right.

## **Admissions as the Front Door**

**Name a value of your institution used to attract prospective students.**





# Admissions as the front door

## 1. Address your audiences

MyUCSC [People](#) [Calendars](#) [Maps](#) [A-Z Index](#) [COVID-19](#) [English](#)

UC SANTA CRUZ Undergraduate Admissions

Begin Your Journey Deadlines SEARCH CLOSE

**Attend UCSC**

- Attend UCSC
- How to Apply [↗](#)
- UC Application Tips
- Freshman Admission
- Transfer Admission
- International Admission
- Out-of-State Admission
- Parents & Guardians
- Counselors
- Dates & Deadlines

Top Resources


- Freshmen →
- Transfer Students →
- International Students →
- Out-of-State Students →
- Transfer Preparation Program (TPP) →




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# Admissions as the front door

## 2. Give them reasons to choose your institution

- Unique programs, facilities, values
- Rankings and awards
- Faculty and research
- ROI - careers & alumni
- Student testimonials

Playlist videos 

| Video  |   |
|--|---|
|   | <p><b>Why I said #yes2UCSC: Kevin Fu</b><br/>Kevin Fu is an international student from Canada majoring in Politics.</p>               |
|   | <p><b>Why I said #yes2UCSC: Irma Rodriguez</b><br/>Transfer and first-generation college student Irma Rodriguez is majoring in...</p> |
|  | <p><b>Why I said #yes2UCSC: Lia Lara</b><br/>Transfer student Lia Lara is double majoring in Sociology &amp; Critical Race an...</p>  |

UC SANTA CRUZ PRINCIPLES OF

# COMMUNITY

OUR ESSENTIAL VALUES

**OPEN**  
We believe free exchange of ideas requires mutual respect and consideration for our differences.

**CARING**  
We promote mutual respect, trust, and support to foster bonds that strengthen the community.

**JUST**  
We are committed to due process; respect for individual dignity; and equitable access to resources, recognition, and rewards.

**DIVERSE**  
We embrace diversity in all its forms and we strive for an inclusive community that fosters an open, enlightened, and productive environment.

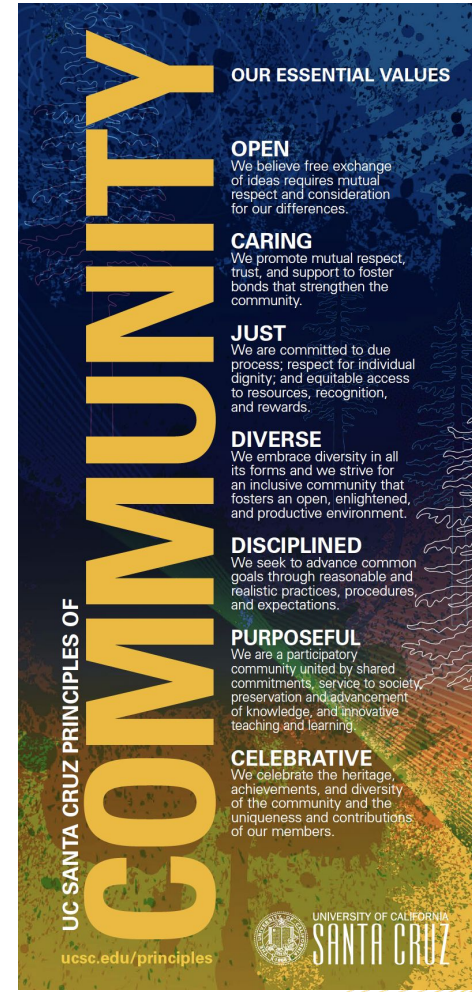
**DISCIPLINED**  
We seek to advance common goals through reasonable and realistic practices, procedures, and expectations.

**PURPOSEFUL**  
We are a participatory community united by shared commitments, service to society, preservation and advancement of knowledge, and innovative teaching and learning.

**CELEBRATIVE**  
We celebrate the heritage, achievements, and diversity of the community and the uniqueness and contributions of our members.

ucsc.edu/principles

UNIVERSITY OF CALIFORNIA  
SANTA CRUZ



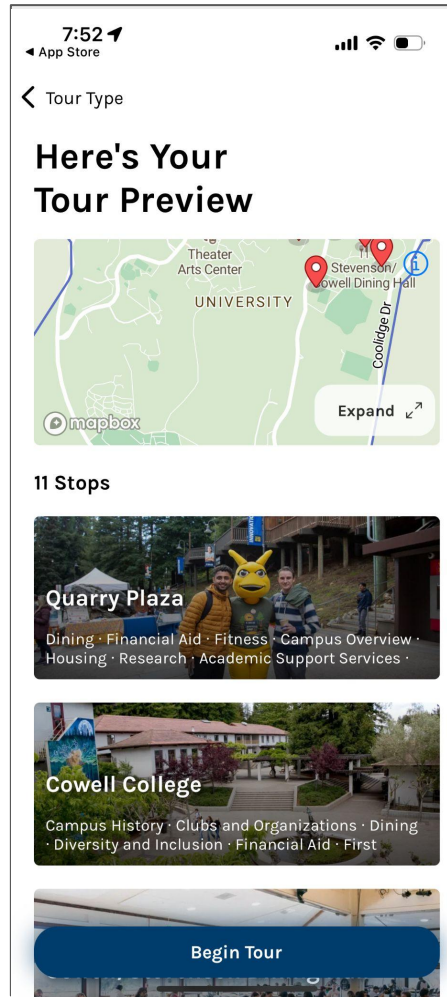
# Admissions as the front door

## 3. Offer ways for them to connect with you

- a. Contact information
- b. Tours
- c. Events

**UC SANTA CRUZ** | Undergraduate Admissions

Discover the UC Santa Cruz Student Experience:



# Persona Exercise



# Johnny Cabrillo

## Background

- CCC student thinking about transferring
- Took time off to work between HS & CCC

## Demographics

- Working class
- First Gen
- URM

## Goals

- Gain opportunities to improve social standing
- Help family financially

## Challenges

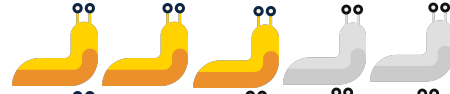
- Affording college
- Knowing what courses to take to meet transfer requirements



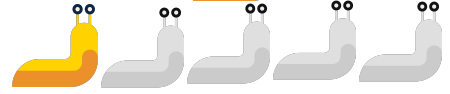
# Johnny Cabrillo

## Values

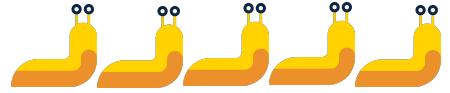
Academic Support



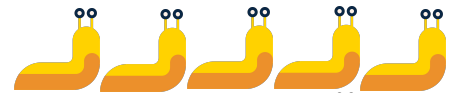
Research Opportunities



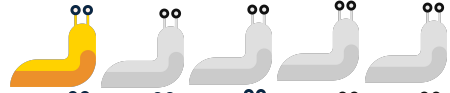
Affordability



Belonging



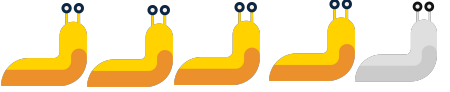
Quality of Teaching



Academic Area of Interest



Safety



# Dani California



## Background

- CA HS student
- A – G available with some AP's at HS

## Demographics

- Middle class
- ABC
- Parents with some college

## Goals

- Build a diverse resume of experiences
- Identify a career path

## Challenges

- Unsure how to stand out on the application
- Finding community at college

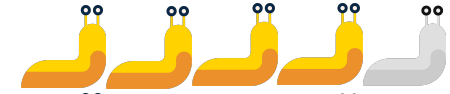


# Dani California

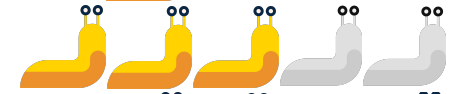


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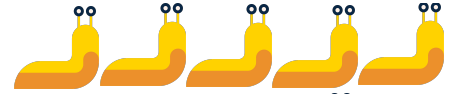
Academic Support



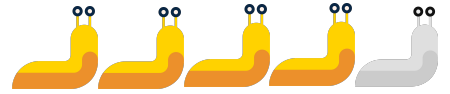
Research Opportunities



Affordability



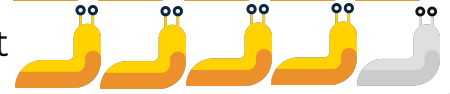
Belonging



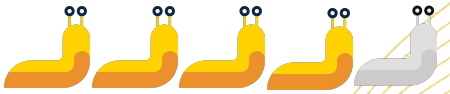
Quality of Teaching



Academic Area of Interest



Safety





# Izzy Internacional

## Background

- INTL student from Hong Kong
- Older siblings went to college in U.S.
- Family connections in CA

## Demographics

- Middle class
- Parents with at least some college
- City dweller

## Goals

- Get a post-grad OPT position & work in the U.S.
- Make their family proud.
- Go to a prestigious college/university

## Challenges

- Understanding residency qualifications
- Affording a U.S. college education



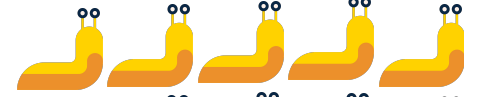
# International

## Values

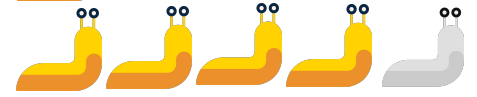
Academic Support



Research Opportunities



Affordability



Belonging



Quality of Teaching



Academic Area of Interest



Safety



## Persona Exercise

1. What is your priority enrollment target audience for your institution?
2. What are the Top 5 motivators of this applicant to your institution?

UCSC Examples: Academic Support, Research Opportunities, Affordability, Belonging, Quality of Teaching, Academic Area of Interest, Safety

3. Determine Background, Demographics, Goals & Challenges for your enrollment target.
4. Evaluate and weight the Top 5 motivators from your targets' perspectives.





**THE REAL  
CHANGE  
IS US**

**UC SANTA CRUZ**

**QUESTIONS?**