

# **Public Information/External Relations Department**

## **Annual Unit Plan for Academic Year 2017-2018**

**October 2016**

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### **Describe Department/Unit**

#### **Mission/Connection to College Mission**

The mission of the CCCC Public Relations, Marketing, and Development Department is to support the college mission by enhancing public awareness and participation in the college's many programs, services, and activities. The department seeks to increase the overall visibility of the college and reinforce its brand and reputation within its diverse communities. Cerro Coso offers academic excellence, responsive student services, advanced technology, community and industry partnerships, and workforce and economic development. The role of public information and marketing efforts is to highlight the high-quality education and dynamic services the college provides to its unique rural communities resulting in the college's growth. To effectively communicate and market to existing and prospective students, Cerro Coso Community College must use a variety of strategies, based on target audience communication styles, and constantly re-evaluate marketing methods and messages to meet diverse student populations. Development efforts serve to engage alumni, friends, donors, parents, students, prospective students, faculty, and staff to treasure their association with the college, building relationships and partnerships with community and business leaders that strengthen their support, advancing the college. The department strives to inspire those who are not directly connected with the institution to take notice of the college's academic reputation and contributions to the region and beyond.

#### **Report on Improvements Made and Gaps Identified in the Prior Year**

##### **Student Equity**

**None**

**Population:**

Ethnicity: Unknown

**Analysis and Plan:**

Student equity continues to be a high priority for Cerro Coso Community College. In order to positively and accurately reflect Cerro Coso's brand and to leverage its diversity to thrive in a competitive market place, the body of marketing, recruitment, and communications work that is produced strives to accurately reflect the diversity of the workforce, student population, and communities served. Marketing efforts convey value for all students and their unique skills and talents. Marketing, recruitment, and communication efforts overall (including stories and photography) accurately reflect the diversity of students by actively featuring a variety of classes and activities that highlight the college's diversity, including showing multiple ages, genders, ethnicities, cultures, etc.

#### **Outcomes Assessment: Overall Report**

The department continues to bring forward best practices in the areas of public relations, marketing, and development. The department seeks to increase brand awareness among prospective students, parents, families, current students, and alumni. Good progress has been made in promoting Cerro Coso Community College as a leader in higher education. The department has completed a comprehensive rebranding of the college that includes new logos and a shift in messaging to better communicate a relevant brand promise that improves the institution's standing as a college of first choice. The new brand has been well received and fully integrated into the college culture. The new logos better reflect who we are as a college, the services we offer, and the value we provide. Recognition of the new branding is strong.

The department helps develop marketing pieces for other departments and campuses in an effort to strengthen and spread

knowledge of the college, and is responsible for the college website and social media efforts as well as creating and distributing on and off campus communication. The activities of the Department have increased substantially with the addition of a new campus, Student Equity Director, Student Outreach and Activities Director, three new sports programs, and new technologies like digital signage. The department needs to be more calculated in planning and measuring for effectiveness and efficiency. The substantial increase in the demand for the departments services has dictated the need for a formal process for requesting all forms of media coverage that will allow the department to monitor and prioritize projects more efficiently.

Development efforts ensure educational opportunities and academic development through financial and other forms of support. Established scholarship programs and services benefit students; and fundraising initiatives support the programs and services of the college. The need for support is greater than ever. The department puts a lot of effort into the development and awarding of scholarships that are essential to student recruitment and retention. More than \$30,000 in STEM major scholarships remained unawarded due to a lack of qualified applicants. A strategy to address this issue will become an initiative in this year's Annual Unit Plan.

The Foundation continues to work well under the new organizational structure. Foundation assets have increased 5.13% in the last year. Employee Giving is up 4.53% over the previous year and has increased over 173% over the past five years. Donations to the Foundation came to \$82,737.00 in 2015/2016. Scholarship awards were actually down last year and this is a concern.

The expectations and staffing of the department need to be reviewed and addressed. The need to engage alumni and develop a President's Circle is great, but the workload and attention needed to accomplish this initiative is to big for existing staff.

## **Outcomes Assessment: Gaps Identified in Prior Year's Assessments**

### **Develop a measure for determining departments efficiency.**

**Type:**

AUO

**Target Missed/Gap Detected:**

The department needs to be more calculated in planning and measuring for efficiency.

**Type of Gap:**

Need to improve operational processes.

**Analysis and Plan:**

A substantial increase in the demand for the department's services has dictated the need for a formal process for requesting all forms of media coverage that will allow the department to monitor and prioritize projects more effectively. Process developed.

### **Increase STEM scholarship awards to students.**

**Type:**

AUO

**Target Missed/Gap Detected:**

The department puts a lot of effort into the development and awarding of scholarships that are essential to student recruitment and retention. More than \$30,000 in scholarships for students majoring in STEM programs remained unawarded due to a lack of qualified applicants.

**Type of Gap:**

Need to improve operational processes.

**Analysis and Plan:**

Develop a strategic marketing plan to increase the number of students majoring in STEM programs of study applying for scholarships.

**Sufficient staffing to meet Foundation fundraising goals.**

**Type:**

AUO

**Target Missed/Gap Detected:**

Development efforts ensure educational opportunities and academic development through financial and other forms of support. The fiscal needs of the college and students continues to grow increasing the need to engage alumni.

**Type of Gap:**

Limited capacity/infrastructure.

**Analysis and Plan:**

The workload and attention needed to engage alumni and create new fundraising opportunities is too big for existing staff. The expectations and staffing of the department will be reviewed to address existing needs.

## Progress Made on Program Review

### Public Relations, Marketing, and Development

**Year of Last Program Review:**

2015

**Progress in the last year on two-year strategies:**

Progress has been made in the department's identified three-year strategies.

- A formal process is needed for requesting all forms of media coverage that will allow the department to better track effectiveness and efficiency. The Manager is working with key personnel to develop a process that will invest more time in managing projects; conduct more frequent project reviews to assess risks, milestones, and overall value; and measure quantitative and qualitative project outcomes more frequently.
- The Manager has attended several conferences related to alumni engagement and is working closely with CCCC Foundation members and alums to develop a plan to find, identify, and engage alums in college activities.
- The department continues to lead foundation efforts to meet established goals and objectives that support the mission of the college. The foundation is currently actively participating in the passage of the Measure J bond that could result in over \$70 M to address needed college facility repairs and upgrades.
- A website survey was completed in the spring of 2016 and adjustments were made to make the user experience more enjoyable. A survey will be conducted regularly to assess the needs for improvement.
- The addition of new technologies, personnel, campus, programs, and processes has resulted in a significant increase in the demand for department services. Staffing and priorities have delayed the development of a Marketing Plan for the college that meets the marketing needs of 7 vastly different campuses. There just hasn't been enough time for the needed research and collaboration on this strategy.

#### **Progress in the last year on five-year strategies:**

A digital signage system was recently added to three of our campuses to improve messaging. Communication will be critical to the new application process and Navigate, a new platform that streamlines the onboarding process and creates personalized pathways for students based on their unique needs and goals. The department's goal to develop, maintain, and continually renew the financial resources necessary to sustain needed resources for the college is an ongoing process through the CCCC Foundation.

## **Progress Made on Prior Year Initiatives**

### **Improve public awareness and participation in the college programs, services, and activities.**

The department completed a comprehensive rebranding of the college that included fresh new logos and a shift in messaging to better communicate a relevant brand promise that improves the institution's position of being a college of first choice in its service area. The new brand has been well received and fully integrated into the college culture. The new logos better reflect who we are as a college, the services we offer, and the value we provide. Recognition of the new branding is strong.

### **Improve alumni base, interactions, and relationships to increase donor receipts by 5 percent during the 2014-2015 school year.**

The expectations and staffing of the department need to be reviewed. The addition of new technologies, personnel, campuses, sports, programs, and processes has resulted in a significant increase in the demand for department services. Staffing and priorities have delayed the development of this initiative. The need to engage alumni is greater than ever, but the workload and attention needed to accomplish this initiative is too big for existing staff.

### **Provide vision, leadership, strategic direction, and administrative oversight to the Cerro Coso Community Foundation.**

The Foundation continues to work well under the new organizational structure. Foundation assets have increased 5.13% in the last year. Employee Giving is up 4.53% over the previous year and has increased over 173% over the past five years. Donations to the Foundation came to \$82.737.00 in 2015/2016. Scholarship awards were actually down last year and this is a concern. More than \$30,000 in STEM major scholarships remained unawarded due to a lack of qualified applicants. A strategy to address this issue will become an initiative in this year's Annual Unit Plan.

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## **Plan Initiatives for Next Year**

### **Initiatives for Next Academic Year**

#### **Develop a measure for determining departments efficiency.**

##### **Action Plan:**

Develop a measure for determining departments efficiency. A substantial increase in the demand for the department's services has dictated the need for a formal process for requesting all forms of media coverage that will allow the department to monitor and prioritize projects more effectively.

##### **Measure of Success:**

Formal process for requesting all forms of media coverage developed and implemented.

##### **Person Responsible:**

Public Relations, Marketing, and Development Manager.

### **It addresses a program review strategy**

Meeting the public relations, marketing, and development needs of six vastly different campuses spread across our immense service area is challenging. If we want to achieve different results than what we've seen in the past, we must make a profound decision to do things differently. The department needs to build a stronger, more impactful marketing program that includes less boomerang marketing, throwing something out there and hoping it returns, and developing more strategic marketing that expands opportunities for students and reinforces the institution's role as the community's college. This will require the department to be more calculated in planning and measuring for effectiveness.

The department will identify and develop useful measures and metrics for evaluating the department's effectiveness and efficiency. The college public relations, marketing, and development manager will be responsible for ascertaining and implementation of measure and metrics. The goal is to complete and implement these measures and metrics to provide data points for the 2017/2018 annual unit plan and identify trends in the next program review.

### **Increase STEM scholarship awards to students.**

#### **Action Plan:**

Develop a strategic marketing plan to increase the number of students majoring in STEM programs of study applying for scholarships.

#### **Measure of Success:**

Increase scholarship applications of students majoring in STEM programs of study and funds awarded.

#### **Person Responsible:**

### **It addresses a gap in outcomes assessment**

The department puts a lot of effort into the development and awarding of scholarships that are essential to student recruitment and retention. More than \$30,000 in scholarships for students majoring in STEM programs remained unawarded last year due to a lack of qualified applicants.

### **Implement an active Alumni program and President's Circle**

#### **Action Plan:**

Hire additional assistance needed to maintain and increase development and marketing efforts of the CCCC Foundation in support of the college's need for increased human, monetary, and physical resources.

The CCCC Foundation is currently funding part of the Department's DA II wages and benefits; this initiative recommends the college fully fund the department's DA II position, and the CCCC Foundation hire a professional expert with the skills needed for Institutional Advancement that will move the institution forward and secure the funds needed for success by presenting fundraising initiatives as giving opportunities to prospective donors through a variety of channels including the development of an active and viable alumni engagement program and President's Circle.

#### **Measure of Success:**

CCCC Foundation secures the position of a professional expert for institutional advancement that will increase fundraising efforts. It will take several years to get a viable alumni program up and running and fully functioning.

**Person Responsible:**

Public Relations, Marketing, and Development Manager.

**It addresses a gap in outcomes assessment**

Development efforts ensure educational opportunities and academic development through financial and other forms of support. The fiscal needs of the college and students continues to grow increasing the need to engage alumni. The workload and attention needed to engage alumni and create new fundraising opportunities is to big for existing staff.

The Manager leads CCCC Foundation planning efforts to align fundraising goals with college strategic plans and initiatives. Every year a target is set and measured against previous years and submitted through the department's annual unit plan. The foundation has been successful in meeting previous year's percentage increase goals, but that will become more difficult to obtain as the amount donated each year continues to grow. Foundation fundraisers, meetings, and activities have increased considerably impacting the workload of the existing staff.

The alumni play a key role in branding, boosting the schools rankings, and long-term health by providing increased enrollment and needed resources. An active alumni program would include fundraising campaigns and events, cultural events and activities, regular meetings, scholarships and recognition programs, benefits, career services, homecomings and reunions, networking opportunities, etc.

Progress in developing an active viable alumni base has been much slower than hoped. The strategy for success was revised in the 2016/2017 annual unit plan.

The department is functioning at capacity and additional assistance will be needed to increase development and marketing efforts in support of the college's needs for increased human, monetary, and physical resources. The addition of a professional expert for institutional advancement will provide the assistance needed to increase the fundraising efforts of the foundation and develop an alumni engagement program- an area where more opportunities exist; however, progress will be severely limited without additional staff. It just isn't possible to hold more campaigns, fundraisers, events, recognitions, etc., with the existing staff.

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## Evaluate Resource Needs

### Facilities

Any additional staffing will require office space and equipment.

### Information Technology

Computer monitors will need to be replaced between the graphic designer, web content editor, and manager that deliver consistent images, extreme performance, with high resolution, and are equipped with the latest connectivity options. Software needs to be updated regularly. Adobe, windows, chrome, etc. Digital signage to be extended into East Wing, Lake Isabella and Tehachapi Campuses. Additional staffing will require a computer and phone.

### Marketing

Additional funding will be requested to increase digital marketing and billboard advertising along the service area. Funding will also be requested to improve signage around the various campuses. Marketing kits need to be updated to include sure shot cameras and small handle held video cameras for each campus. The department will ask for an additional \$3,000 to extend digital signage in the East Wing, Lake Isabella, and Tehachapi campuses. The Department will also increase funding to include two new College Easy Ups for campus wide events and activities.

### Professional Development

Professional development funds will be requested for support staff. Manager will continue to attend annual Community College Public Relations Officers (CCPRO) Conference and Campus Safety Notification Workshop to keep up with best practices.

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## Staffing Requests

### 1000 Category - Certificated Positions

#### 2000 Category - Classified Staff

##### **Department Assistant II**

**Location:**

Ridgecrest/IWV

**Salary Grade:**

**Number of Months:**

12

**Number of Hours per Week:**

40

**Salary Amount:**

\$10,000

**Justification:**

When the CCCC Foundation Department Assistant I left, the decision was made to not immediately fill the position and assign the work to the Department Assistant II, and apply the \$10,000 paid by the Foundation to the DA II position.

Additional assistance is needed to maintain and increase development and marketing efforts of the CCCC Foundation in support of the college's need for increased human, monetary, and physical resources.

This request is for the college to fully fund the department's DA II position, and the CCCC Foundation hire a professional expert with the skills needed for institutional advancement that will secure the funds needed for success by presenting fundraising initiatives as giving opportunities to prospective donors through a variety of channels including the development of an active and viable alumni engagement program and President's Circle.