

Public Information/External Relations Department

AUP for Academic Year 2019-2020

October 2018

Describe Department/Unit

Connection to College Mission

The mission of the CCCC Public Relations and Institutional Advancement 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. Advancement 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: Actions Taken

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, ethnicity's, cultures, etc.

Student Equity: Gaps to be Addressed

Outcomes Assessment: Actions Taken

Actions taken in the prior academic year

The department continues to bring forward best practices in the areas of public relations, marketing, and advancement. 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 activities of the Department have increased substantially with the addition of a new campus, Student Equity Director, Student Outreach Director, the addition of the Cerro Coso Promise, three new sports programs, and new technologies like digital signage. The department has developed and implemented a formal process for requesting publicity and printing that allows the department to be more calculated in planning and measuring for effectiveness and efficiency.

A great deal of effort and time have gone into the establishment of a Cerro Coso Promise. A Program Manager for Foundation and Institutional Advancement and an assistant have been hired to assist the Foundation in raising funds for the Cerro Coso Promise, a President's Circle was launched in the spring of 2018, an Alumni Board of Directors revitalized, and two alumni fundraising events have been planned for fall 2018.

The department worked with SCE to revise their scholarship criteria from Osher Green Jobs scholarships to Osher STEM scholarships. A strategic marketing effort was developed and implemented to increase the number of students majoring in STEM programs of study applying for scholarships significantly, increasing the Foundation's awarding of STEM scholarships. As a result, the CCC Foundation has been removed from the Foundation for California Community Colleges watch list for exceeding the cash-on-hand allowed by Osher.

Foundation assets have increased 1.69% in the last year. Employee Giving is up 55.53% over the previous year. Donations to the Foundation were up 23% and came to \$118,152 for 2017/2018. Scholarship awards by the Foundation were up 44% providing more than \$65,400 in cash awards to students.

Assessments completed in the prior academic year

The department developed and implemented a formal process for requesting publicity and printing that allows the department to be more calculated in planning and measuring for effectiveness and efficiency. The results of this process identified a substantial increase in the demand for marketing and printing as a result of the college's expansion into Tehachapi and inmate education.

A number of questions on the Student Experience Survey, conducted every other year, are designed to evaluate the reputation of the college with its students and their affinity for Cerro Coso. The methodology of the survey changed this year. Students were randomly selected to take the survey. It did not go out to all students as it did in previous years.

- 82.04% of students surveyed college wide say they are proud to be a Cerro Coso student. 14.60% were neutral, and 2.85 disagreed or strongly disagreed. One did not answer.
- 80.41% agree or strongly agree that they are satisfied with their academic experience at the college. 13.4% were neutral, 6.13% disagreed or strongly disagreed.
- 86.53 agreed or strongly agreed that they would recommend Cerro Coso to a friend.
- 81.63% agreed or strongly agreed that Cerro Coso will prepare them for future success.
- 79.91% agreed or strongly agreed the college does a good job of providing important information to students on a regular basis.

The department conducts post-event surveys regularly, that provide meaningful feedback. This gives attendees the opportunity to evaluate the events, make recommendations for improvement, as well as rate their overall experience.

The department conducts an annual website survey to track traffic, evaluate most utilized pages, and user experience and satisfaction. This data is used to set priorities and make improvements.

- 84.93% agreed or strongly agreed the college website is dynamic and provides relevant content for students
- 79% agreed or strongly agreed they can easily find information they need on the college website.

The department also routinely measures the effectiveness of specific marketing campaigns utilizing a variety of methods.

Outcomes Assessment: Gaps to be Addressed

Lead Foundation efforts in developing a sustainable funding source for the Cerro Coso Promise

Type:

AUO

Target Missed/Gap Detected:

Outcome delayed. Professional fundraisers are difficult to find in a rural setting like Cerro Coso Community College. It took 8 months to fill the position of Program Manager for Foundation and Institutional Advancement which delayed the development of a sustainable funding source. The President's Circle rolled out in the spring of 2018 and the Alumni Association board of directors have been revived, but it will take time to build on the success of these programs. This will continue to be a priority for Institutional Advancement until the \$3M endowment is established.

Type of Gap:

Other (explain in Analysis).

Analysis and Plan for Improvement:

A Program Manager for Foundation and Institutional Advancement was hired in April of 2018. Her stated goals include reinstating the Alumni Association, increasing participation in the President's Circle, increasing event profits, securing new donors, and increasing gifts through various Foundation fundraising channels in an effort to meet the Foundation's 3 to 5 year goal of establishing a \$3M endowment for the Cerro Coso Promise.

Anticipated Semester for Implementing Planned Improvements:

Fall 2018

Anticipated Semester of Next Assessment:

Fall 2019

Improve alumni base, interactions, and relationships to increase donor receipts by 5 percent.**Type:**

AUO

Target Missed/Gap Detected:

The delay in hiring a professional fundraiser resulted only in a 1.69% increase in donor receipts over previous year and did not meet the 5% target.

Type of Gap:

Other (explain in Analysis).

Analysis and Plan for Improvement:

Professional fundraisers are difficult to find in a rural setting like Cerro Coso Community College. It took 8 months to fill the position of Program Manager for Foundation and Institutional Advancement which delayed the development of a sustainable funding source. The President's Circle rolled out in the spring of 2018 and the Alumni Association board of directors have been revived, but it will take time to build on the success of these programs. This will continue to be a priority for Institutional Advancement until the \$3M endowment is established.

Anticipated Semester for Implementing Planned Improvements:

2018

Anticipated Semester of Next Assessment:

2019

Program Review: Actions Taken

Public Relations and Institutional Advancement

Year of Last Program Review:

2015

Actions Taken in the Prior Year to Address Strategies:

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

- The department has developed a formalized process for requesting publicity and printing that allows the department to measure and evaluate its effectiveness and efficiency.
- 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.
- The Foundation played a significant role in the campaign and passage of Measure J in November of 2016 that provides the college with funding to modernize aging facilities and upgrade instructional technologies. The measure passed by a 65.17% margin, receiving 145,217 yes votes.
- Additional assistance has been hired to assist with the College Promise, and 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 Alumni Association board of directors have been reinstated and their are plans to increase engagement that will provide valuable human, fiscal, cultural, and physical resources to the college.
- A program Manager for the Foundation has been hired, with the expertise and 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: a sustainable funding mechanism for the Cerro Coso Promise, and development of an active and viable alumni engagement program and President's Circle.

Strategies Still to be Addressed:

- Developing an active alumni program takes time and will continue to be a primary focus.
- Conduct a website user survey and make improvements to the college website improving the user experience. The public relations, marketing, and development manager will work with the web content editor to accomplish this goal by fall 2018.
- Develop a viable college marketing plan that guides the promotion and growth of the institution. The director of public relations and institutional advancement will work with stakeholder leadership to accomplish this goal for implementation in spring 2019.

Annual Planning: Actions Taken

Develop a measure for determining departments efficiency.

The department has established a formalized process for requesting publicity and printing that allows the department to monitor and prioritize projects more efficiently. The results of this process have allowed us to identified a substantial increase in the demand for marketing and printing as a result of the college's expansion into Tehachapi and inmate education.

Increase STEM scholarship awards to students.

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 in 2016/2017 to a lack of qualified applicants. This resulted in the CCCC Foundation being put on the California Community College Foundation (CCCF) watch list for Osher which only allows less than \$5,000 cash-on-hand. After three years on the watch list the CCCF would cease to send endowment funds for student scholarships until the cash-on-hand was within compliance.

The department worked with SCE to revise their scholarship criteria from Osher Green Jobs scholarships to Osher STEM scholarships. A strategic marketing plan was developed and implemented to increase the number of students majoring in STEM programs of study applying for scholarships significantly increasing the Foundation's awarding of STEM scholarships. As a result, the CCCC Foundation has been removed from the Foundation for California Community Colleges watch list for exceeding the cash-on-hand allowed by Osher.

Scholarship awards by the Foundation were up 44% providing more than \$65,400 in cash awards to students.

Implement an active Alumni program and President's Circle

Professional fundraisers are difficult to find in a rural setting like Cerro Coso Community College. It took 8 months to fill the position of Program Manager for Foundation and Institutional Advancement which delayed the development of a sustainable funding source for the Cerro Coso Promise. The President's Circle rolled out in the spring of 2018 and the Alumni Association board of directors have been revived, but it will take time to build on the success of these programs. This will continue to be a priority for Institutional Advancement until the Foundation's goal of a \$3M endowment for Cerro Coso Promise is established.

Review of Current Year Initiatives

Reminder of Initiatives for the Current Year

Lead Foundation efforts in developing a sustainable funding source for the Cerro Coso Promise

Improve alumni base, interactions, and relationships to increase donor receipts by 5 percent.

Develop and Implement a President's Circle

Plan Initiatives for Next Year

Initiatives for Next Academic Year

Lead Foundation efforts in developing a sustainable funding source for the Cerro Coso Promise.

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

This is an ongoing initiative until the \$3M endowment goal of the Foundation's is reached.

- Increase President's Circle membership
- Implement a capital campaign
- Increase Alumni Relation engagement and activities

Lead Measure of Success:

- Membership in President's Circle increased
- Capital campaign conducted
- Alumni memberships and activities increased

Are any of the lead measures identified above lacking assessment instruments?

No

Does the department request help to develop these instruments?

No

Lag Measure of Success:

Person Responsible:

Director of Public Relations and Institutional Advancement

It addresses a program review strategy

Which strategic goal does this initiative address?

Goal 4: Enhance Community Connections, Goal 5: Strengthen Organizational Effectiveness

Develop an annual strategic marketing implementation plan.

Is this part of a multiyear initiative?

No

Specific Action Steps to be Taken:

- Develop a detailed marketing request form to identify specific marketing requests made through the annual planning process.
- Create a 5 - 6 person SMIP Team.
- Evaluate marketing requests and create a strategy for implementation- this becomes the Resource Request Analysis that is vetted out to College Council and Budget Development Committee.
- Implement strategy and evaluate effectiveness

Lead Measure of Success:

The initial implementation of a strategic marketing plan that establishes time lines and sets expectations.

Are any of the lead measures identified above lacking assessment instruments?

Yes

Does the department request help to develop these instruments?

Yes

Lag Measure of Success:

Person Responsible:

Director of Public Relations and Institutional Advancement

Other

This initiative addresses a gap in the planning process and resource requests, taking it one step further to an actual implementation plan that is useful for budgeting and resource analysis.

Which strategic goal does this initiative address?

Goal 5: Strengthen Organizational Effectiveness

Develop and implement a social media strategy.

Is this part of a multiyear initiative?

No

Specific Action Steps to be Taken:

- Develop a social media strategy that includes more posts from the student perspective, videos, and other forms of engagement.
- Hire a 10 hour a week to assist in developing and implementing a social media strategy.

Lead Measure of Success:

Increase in social media followers that engage and participate in college events and activities.

Are any of the lead measures identified above lacking assessment instruments?

No

Does the department request help to develop these instruments?

No

Lag Measure of Success:**Person Responsible:**

Director of Public Relations and Institutional Advancement

It addresses a gap in outcomes assessment**Which strategic goal does this initiative address?**

Goal 4: Enhance Community Connections, Goal 5: Strengthen Organizational Effectiveness

Evaluate Resource Needs

Facilities

Existing space is adequate to meet department needs.

Information Technology

No additional funding is being requested at this time.

Marketing

Additional funding is being requested to purchase pipe and drape for both the IWW and Bishop Community Rooms. Pipe and drape will allow us to separate areas of the room for more private and intimate gatherings in a large space, trade show type set-ups, and can be used in the lecture center for smaller performances. Also requesting to purchase hand-held camcorders to replace outdated systems at all campuses for marketing and student engagement activities. Additional funds are also being requested to hire a 10 hour a week student worker to help with social media engagement. Our social media engagement has increased substantially with the use of new platforms in LinkedIn, Instagram, Twitter, and SnapChat. The college's audiences have grown substantially from 300 to 3,100 followers on Facebook to almost 4,000 on LinkedIn. Social media experiences are, by design, both public and easy to share. This creates a compounding impact on positive experiences, compared to say, an email exchange or phone call. This direct line to students and our communities enables us to build relationships, develop better customer service responses, increase donor base and participation in activities and events, and ultimately build a better over all experience. The department would like to create a more meaningful social media engagement strategy that involves more interaction with students and the community by attending the various events on campus. A student worker would be valuable in helping to create interesting useful content that will engage prospective and current students from the student perspective.

Professional Development

No additional Professional Development funds are requested at this time. Manager will continue to attend annual Community College Public Relations Officers (CCPRO) Conference and Council for the Advancement of Secondary Education (CASE) Conference to keep up with best practices and industry trends.

Research and Data

Department will continue to request the assistance of IR with event surveys and data and the data needs for annual community report. Assistance would be helpful from IR in developing data points for benchmarking marketing material.

Staffing Requests

1000 Category - Certificated Positions

2000 Category - Classified Staff

Department Assistant II - Marketing and Public Relations

Location:

Ridgecrest/IWV

Salary Grade:

Number of Months:

12

Number of Hours per Week:

40

Salary Amount:

10,500

Justification:

Shift of funding and work from DA II Marketing and Public Relations to DA II Foundation and Institutional Advancement. The Foundation has been paying 17%, approximately \$10,500 of this position because the Promise Grant fully funded the compensation for both the DA II and Director of Foundation and Institutional Advancement. Promise funding will go away and the Foundation will then be required to fully fund both of these positions. Therefore, the college will need to fully fund the DA II for marketing and public relations and the job duties she provides will be shifted to the Foundation's DA II position. This will result in an increase of approximately \$10,500 to the general fund.

Department Assistant II - Marketing and Public Relations

Location:

Ridgecrest/IWV

Salary Grade:

Number of Months:

12

Number of Hours per Week:

40

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10,500

Justification:

Shift of funding and work from DA II Marketing and Public Relations to DA II Foundation and Institutional Advancement. The Foundation has been paying 17%, approximately \$10,500 of this position because the Promise Grant fully funded the compensation for both the DA II and Director of Foundation and Institutional Advancement. Promise funding will go away and the Foundation will then be required to fully fund both of these positions. Therefore, the college will need to fully fund the DA II for marketing and public relations and the job duties she provides will be shifted to the Foundation's DA II position. This will result in an increase of approximately \$10,500 to the general fund.