

Public Information/External Relations Department

AUP for Academic Year 2020-2021

October 2019

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

No Gap Identified

Gap Identified:

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 addition of the Tehachapi campus, incarcerated education program, Navigate, Cerro Coso Promise, Outreach, and other student success initiatives have resulted in a substantial increase in the demand from marketing design and materials. The increase has required the department to outsource or assign graphic work to another employee on a temporary basis while avoiding ongoing reassignment due to employee classification restrictions. The demand continues to increase and it will be necessary to take

appropriate action to fill the additional graphic needs in a more permanent manner.

Seven college sites, spread out across 18,500 sq. miles, serving very unique communities adds to the complexity of the college's ability to develop a marketing plan that includes a S.W.A.T. analysis for every community, individual market research, target markets, positioning, competitive analysis, individual marketing strategies, budget, and metrics with existing staff is not feasible and is costly to outsource. It was determined that a team to develop a Strategic Marketing Implementation Plan (SMIP) would be a more appropriate and cost effective way of implementing marketing strategies, budget, and metrics using the Integrated Planning Process.

Good progress has been made in developing a (SMIP). A detailed marketing request form to identify specific marketing needs made through the annual planning process was used in developing the Marketing Resource Analysis last year. A SMIP Team is a high priority but has not yet been established. Marketing requests are being evaluated and the Resource Request Analysis is serving as the strategy for implementation at this time. The department and SMIP team will need assistance in developing assessment instruments and lead measures for implementation.

A social media strategy that includes more posts and videos and other forms of engagement was implemented. Followers are up on all forms of social media, including 11% on Facebook. With consistent daily posting the CTE Facebook page alone saw a 176% increase in followers in one month, over the previous two years. The Department has plans to hire a 10 hours a week student that will provide content from a student perspective that is more engaging.

Foundation assets have increased 9.4% in the last year. Employee Giving is up 43.14% over the previous year. Donations to the Foundation were up 85% and came to \$218,936 for 2018/2019. Scholarship awards by the Foundation were up 39% providing more than \$90,725 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. Change takes time.

- 2017 93 Formal requests received (First year of process)
- 2018 112 Formal requests received - 20% Increase in formal requests

These numbers do not include major marketing campaigns submitted through the Annual Unit Planning Process like CTE, Navigate, Cerro Coso Promise, etc. It also does not include formal and informal printing requests, or updating and maintaining website pages.

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 survey will not be conducted again until spring 2020.

Ryan and Katie completed an extensive investigation into student application and retention that included a number of questions related to communications preferences.

The department conducts post-event surveys regularly, that provide meaningful feedback. This gives volunteers and 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.

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

Outcomes Assessment: Gaps to be Addressed

Program Review: Actions Taken

Public Information/External Relations Department

Year of Last Program Review:

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.
- An Alumni engagement strategy has been developed to improve participation in and understanding of the association.
- A website user survey is conducted annually to make improvements to the college website improving the user experience.
- Seven college sites, spread across 18,500 sq. miles, serving very unique communities adds to the complexity of the college's true "market". Developing a marketing plan that details the level of complexity of the college's service area and diverse needs is an overwhelming and tasking to existing staff. There just isn't enough time to research, develop a plan, and implement in a professional, collegiate, smart, and engages way that drives others to respond. The department has chosen to take a different approach to meet the same need and develop a Strategic Marketing Implementation Plan (SMIP). Currently the Resource Request Analysis is serving as the SMIP and a team will be developed to address measures and assessments and develop timelines.

Strategies Still to be Addressed:

- Formation of a SMIP team to establish marketing strategies, evaluate priorities, establish timelines, and manage expectations.

Annual Planning: Actions Taken

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

A Program Manager for Foundation was hired in 2018.

A Foundation goal of \$3M for the Cerro Coso Promise was established and this goal will continue to be a priority for Institutional Advancement until the goal is met.

Foundation assets have increased 9.40% in the last year. Employee Giving is up 43.14% over the previous year. Donations to the Foundation were up 85% and came to \$218,936 for 2018/2019. Scholarship awards by the Foundation were up 39% providing more than \$90,725 in cash awards to students.

Alumni engagement will play a vital role in the Foundation meeting their fundraising goals.

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

The Alumni Association board of directors have developed an alumni engagement plan that includes:

- Alumni survey
- Alumni Meet and Greet
- Cultural event calendar

- Student engagement strategy

Implementation of the engagement plan will continue to be a priority over the next year.

Develop and Implement a President's Circle

The President's Circle rolled out in the spring of 2018 and saw a 44.5% increase in the spring of 2019. This represents a pretty significant increase but nowhere close to where we need to be.

This will be an ongoing priority for the department.

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.

Develop an annual strategic marketing implementation plan.

Develop and implement a social media strategy.

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 Relation and Institutional Advancement

Which strategic goal does this initiative address?

Goal 1: Maximize Student Success, Goal 3: Ensure Student Access, Goal 4: Enhance Community Connections, Goal 5: Strengthen Organizational Effectiveness

Improve Marketing Communications with Faculty

Is this part of a multiyear initiative?

No

Specific Action Steps to be Taken:

- Conduct an in house marketing survey
- Provide How To Market Your Programs and Classes during Flex Day Training
- Meet with Faculty Chairs to discuss specific marketing needs for departments
- Create a How to get your programs and services marketed on employee website
- Form a Strategic Marketing Implementation Team to evaluate marketing requests, time lines, and success measures

Lead Measure of Success:

- Survey conducted
- Flex Day Training on Marketing completed
- Faculty chair meetings held
- How to page written and displayed on employee website
- Strategic Marketing Implementation Team formed and meeting

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 Relation and Institutional Advancement

It addresses a program review strategy

Which strategic goal does this initiative address?

Goal 5: Strengthen Organizational Effectiveness

Improve connections with our communities through storytelling

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

Well-crafted stories engage, inform, inspire, and inevitably resonate with people over time. The practice of storytelling is not a new one. The art of storytelling in recent days has made a resurgence in marketing. The power that narrative has in engaging and informing communities about our programs, services, and mission are important to building our brand, relationships, share resources, and connection with our many constituencies.

- Solicit stories from students, alumni, and faculty on educational experiences
- Write stories for distribution
- Distribute stories to various forms of media

Lead Measure of Success:

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 Relation and Institutional Advancement

It addresses a program review strategy

Which strategic goal does this initiative address?

Goal 4: Enhance Community Connections

Evaluate Resource Needs

Facilities

Existing space is adequate to meet department needs.

Information Technology

No addition equipment is being requested at this time.

Marketing

Additional funding is being requested to purchase pipe and drape for both the IWV 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. Additional funds are also being requested to replace the department's 9 year old camera which is literally disintegrating.

It is difficult to anticipate paper increase due to course expansion in the ISEP but there is a known increase in upcoming P.O.S.T. academies that will warrant a great deal of additional paper. Each academy utilizes about 1/2 pallet of paper.

\$14,000 was budgeted for machine maintenance beginning July 1, 2019 and was completely exhausted by October 1, 2019. This leaves no room for additional invoices for the rest of the year. An increase is being requested of \$2,000 as a precaution.

There is a need to replace the very old paper folder in the print shop which may be original to the facility.

The Department is also asking to reclassify an existing DA II position in the department to 25% graphic designer to meet ongoing graphic design needs. Categorically funded increase.

Professional Development

Requesting a \$1,500 increase in Professional Development funding to send Web Content Editor to advanced training on website accessibility. She has already attended and exhausted all free training from the Chancellor's Office and other organization websites, but is requesting advanced training to ensure the college is meeting all website ADA requirements.

Research and Data

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

Staffing Requests

1000 Category - Certificated Positions

2000 Category - Classified Staff

Department Assistant II

Location:

Ridgecrest/IWV

Salary Grade:

39.5

Number of Months:

12

Number of Hours per Week:

10

Salary Amount:

3,295.00

Justification:

Marketing for Cerro Coso cannot succeed without a creative presence that distinguishes it from its competitors, promotes its value, and resonates with its market and the college's one Graphic Designer plays an essential role in that marketing. Seven college sites, spread out across 18,500 sq. miles, serving very unique communities, adds to the complexity and workload of one graphic designer. The addition of the Tehachapi campus, incarcerated education program, Navigate, Cerro Coso Promise, Outreach, and other student success initiatives have resulted in a substantial increase in the demand for marketing design and materials. The increase has required the department to outsource or assign graphic work to another employee on a temporary basis while avoiding ongoing

reassignment due to employee classification restrictions. It is anticipated the demand will continue to increase. The department is asking to reclassify 25% of the Department Assistant II's position to a Graphic Designer to assist in these ongoing efforts on a more permanent basis. This would be a categorically funded increase.