

# Santa Rosa Junior College

## Program Resource Planning Process

### *Public Relations 2021*

#### **1.1a Mission**

The Department of Public Relations mission is to promote the advantages, benefits, offerings, and services of SRJC as the region's finest educational asset through strategic, integrated communications and marketing that raise the visibility of the College, increase student enrollment, strengthen institutional identity, and enhance public awareness about college programs, services, activities, events, and accomplishments.

#### **1.1b Mission Alignment**

SRJC's mission is to passionately cultivate learning through the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.

- We focus on student learning by preparing students for transfer; by providing responsive career and technical education; and by improving students' foundational skills.
- We provide a comprehensive range of student development programs and services that support student success and enrich student lives.
- We support the economic vitality, social equity and environmental stewardship of our region.
- We promote personal and professional growth and cultivate joy at work and in lifelong learning.
- We foster critical and reflective civic engagement and thoughtful participation in diverse local and global communities.
- We regularly assess, self-reflect, adapt, and continuously improve.

SRJC's goals are:

- Support Student Success
- Foster learning and academic excellence
- Serve our diverse communities
- Improve facilities and technology
- Establish a strong culture of sustainability
- Cultivate a healthy organization
- Develop financial resources
- Improve institutional effectiveness

Public Relations (PR) aligns with the District's mission and goals by accomplishing the following:

- Provides leadership for institutional communications that support student learning both directly and indirectly. Direct support includes disseminating information about departments and opportunities that support student learning. Indirect support includes disseminating information supporting a vibrant college experience that enriches student lives, and enhances retention and completion.
- Creates and disseminates products and information online (on SRJC and external web sites and in social media), in print, on video, and in ads that invite student engagement in an educational environment conducive to learning, emphasizing faculty and staff committed to academic excellence, student success and equity.
- Designs such products for new and returning students with messages of inclusion, equity, affordability and open access. PR uses an integrated approach intended for multiple audiences, including underserved populations, with messaging in Spanish growing steadily.
- Ensures that college communication channels meet high standards through regular review of communication products created by PR and other departments.
- Models professional communication skills and advises others (including the President and members of the Board of Trustees, and all other departments) on communications issues.
- Promotes SRJC's core messages of support for the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community, frequently and consistently throughout the region.
- Creates and disseminates online, print and video products, and advertising that promotes personal and professional growth for students, faculty, staff and the greater community. These products and ads highlight student achievement, success, and benefits of attending SRJC, and reflect diversity including gender, age, ethnicity and sexual orientation of students, staff and the greater community.
- Regularly assesses PR processes and communication efforts throughout the college, aiming to adapt and continuously improve so as to better support student learning, a positive work environment, and a healthy, vital region.

## 1.1c Description

### 1.1c

The scope of Public Relations services and activities is District-wide. It includes communicating to both internal and external audiences through key strategies and services including marketing, social media, advertising, media relations, graphic design, writing, editing, major event coordination, public information, web development, community relations and publication development,.

The Public Relations Department collaborates closely with the President, Vice Presidents and the SRJC Foundation, with top leadership in all departments, and staff members in Academic Affairs, Student Affairs, Admissions and Records, Student Success and Equity, and IT to develop messages that reflect the college vision, mission, values, goals and activities. PR frequently interfaces with numerous college departments and programs to develop online, print, and broadcast campaigns and products.

The PR Department is in charge of branding for the District, providing quality control of the college's identity program.

The District's overall communications and marketing approach is to centralize major PR functions for quality control and consistent messaging, while supporting individual departmental PR initiatives. This approach is required by the large size of the College and the small PR staff.

PR staff members undertake varied communication methods, services, and activities. In addition to the items below, it is the PR Department's job to look at the "big picture," analyzing what is working, what isn't and for whom; to follow trends in rapidly and constantly changing fields of advertising, marketing, social media, and communications (both inside and outside the community college system); and to innovate approaches in these fields.

- **Enrollment marketing and advertising campaigns**, based on the Strategic Enrollment Management Plan (SEMP), with major campaigns each semester. **Using both traditional and digital media outlets, provide messages targeted to students** identified in SEMR such as high school (concurrent and new grads), minorities (with ads in English and Spanish), transfer, basic skills, CTE, skill builder, online, international, and lifelong learner students. Analyze ads for effectiveness and modify based on available metrics.
- **Collaborate with IT to provide leadership of web site and development**, including convening Ad Hoc Web Site Workgroup, and providing web development and consultation, writing, design, photography, and quality control of sites
- Manage growing **social media presence**, including on **Facebook, Twitter, LinkedIn and Instagram**, to increase student engagement and support enrollment growth through outreach to the greater community
- **External communications** through news releases, story and article development to print and broadcast media outlets and social media tools
- **Internal communications** through writing and designing the *Insider* (20 editions annually), posting important messages to DL.STAFF.ALL, writing "Employee of the Month" summaries monthly and taking photos, supporting the Calendar of Events online
- Professional **graphic design** services from creative development through final publication or broadcast (print, digital, audio).
- Professional **writing and editorial** services
- **Regular media reports** of stories including SRJC
- **Quality control of institutional identity elements** in all external publications, products, and on the web site by developing and consistently applying web, editorial and graphic standards
- Manage **professional photo shoots**, select professional photographers, organize photo shoots across college sites to provide photos (print and digital) and expand digital photo archives
- Co-coordinate major **annual college open house Day Under the Oaks**
- Provide communication, graphic design and photography support for the the President, Board of Trustees and the SRJC Foundation with major events like Circle of Honor, the President's Address, commencement, dedications and recognition events
- Research and write **talking points for college President and Board members** for different audiences
- **Work closely with the President** to write, publish and edit the President's Blog and messages for catalogs, schedules, bulletins and website
- **Create and provide editorial support for videos** that highlight and publicize programs, activities and departments for posting on social media and the college web site

## 1.1d Hours of Office Operation and Service by Location

Classified staff schedule is Monday through Friday, 8:00 a.m. to 5:00 p.m. Director hours are Monday through Friday, 8:00 a.m. to 5:00 p.m.

The Director is available 24/7 for emergencies.

## 1.2 Program/Unit Context and Environmental Scan

Communications continues to change rapidly as use of the Internet, smartphones, notebooks, tablets and other technology becomes increasingly commonplace. The college's PR services need to shift continuously, as the department has been doing in recent years, to reflect the change in how the public receives information and advertising. Today's communications are user-centric; any college that fails to understand and respond to these dramatic changes risks losing students, faculty and public support.

To optimally serve the needs of students, staff and the community, now and in the future, the District and, therefore, PR should be expanding in the following areas:

- Use of **broad and frequent social media** for all communications purposes including advertising in English and, where appropriate, Spanish or other languages
- **Video and motion graphics** for public information, marketing and advertising purposes
- Rapid transition to a **unified, integrated design across all SRJC web sites**
- **Involvement in** new social and traditional media outlets
- Support college foundation and alumni relations with **new and emerging communication techniques**
- New and creative interactive **online communications**
- **Analytical tools to provide data-driven decisions** in marketing and advertising
- Support expansion of **community relations activities** on behalf of SRJC to constituent groups
- **Training in digital programs** for PR staff, specifically, as well as college staff, faculty and administration

## 2.1a Budget Needs

In 2019/20, PR had a total expenditure of \$789,369, which was 0.51% of the District total budget,

The total Classified payroll was \$277,340, which was 1.22% of the District total budget.

The total Management payroll was \$117,756, which was 1.18% of the District total budget.

Public Relations does not have any Faculty payroll.

The total Services budget (5000's – which covers all district marketing and public relations expenditures) was \$186,087, which was a 50.33% increase from 2018-19.

Public Relations staff members support the entire District, all locations, programs, and events.

Needs:

In order to stabilize the historically inconsistently funded marketing budget, Public Relations is requesting a stabilization of our 5000 budget for 2021/22. We would like to request a 5% annual increase starting in 2022/23. This augmentation will allow for multi-year strategic marketing planning and will accommodate annual cost increases for media buys.

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	07	07	\$9,000.00	Marketing ongoing annual budget augmentation of 5% beginning 2022/23. This will stabilize the budget and allow for multi-year strategic marketing planning and more effective enrollment campaigns, which will provide return to the district in the form of increased enrollment.

## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
FT Coordinator, Communications & Marketing	40.00	12.00	Provides overall coordination of unit operations. Complex media buying for nearly 6 months per year, key participant in creative advertising campaign development. Analyzes and revises ad campaigns, based on results and feedback. Develops and maintains web sites. Provides scheduling support for Director and Senior Designer. Performs research, budgeting, accounting, requisitions. Supervises Student Employees and STNCs. Provides support for public communications during emergencies.
FT Senior Designer	40.00	12.00	Provides strategic planning and creative development, design, production and coordinating production scheduling of all SRJC brand image and communications collateral, including printed and digital material, advertising, signage, electronic presentations, merchandise/memorabilia, other media, and coordination with online efforts. Responsible for upholding consistent branding and evolving the visual guidelines for the college. Includes District's external and internal products; includes production scheduling of hundreds of diverse products annually for units across the District.
FT Coordinator, Marketing & Social Media	40.00	12.00	Provides in-depth strategy, analysis, creative development and implementation of social media and marketing to support the District and all of its departments. Collaborate with IT and Media Services to create impactful social media and website. Create and analyze social media advertising. Create marketing products as needed. Provides major support for public communications during emergencies.
Marketing Assistant	20.00	12.00	CURRENTLY VACANT/ON HOLD: Manages the PR department photobank; organizes photoshoots by coordinating between photographer and college representatives/ faculty; writes press releases, Employee of the Month writeups and other writing assignments as needed; provides support for enrollment campaigns; provides additional administrative support to the office including answering phones, writing transcriptions, organizing logistics and other work as assigned.

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
FT Director, Communications & Marketing	40.00	12.00	Provides leadership and strategic direction for comprehensive communications, public engagement and branding for the District that is sensitive to the changing demographics of Sonoma County. Plans, implements, directs integrated communication, branding and marketing programs including digital and traditional media for both internal and external audiences to support increased enrollment, retention and completion, student success and community engagement for the college, including financial support. Collaborate with the Superintendent/President, Vice Presidents and department leadership to accomplish SRJC mission, goals and objectives. Provides major support for public communications during emergencies.

## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Professional Experts, Photographers	20.00	12.00	Take professional photography of students, faculty, staff, alumnae and events to be used to promote college goals, as well as enrollment growth and student retention/completion/success. Photos are used college-wide by departments for web sites, print and various promotions, by PR for enrollment advertising, social media, marketing and media relations. Hours vary from 7-20 hours per week depending on semester.
Student Office Assistant	25.00	12.00	Assists with tracking of news coverage on SRJC and compiling monthly emails, writing drafts of press releases, and working on other projects as assigned.

## 2.2d Adequacy and Effectiveness of Staffing

We added a part time PR Marketing Assistant position in the fall of 2017, but the position is currently vacant and frozen due to budgetary constraints. It is still needed within the department.

Since fall 2018, PR has endeavored to provide additional support to various areas of the college, including Petaluma, Financial Aid, Career Education, Distance Education, Music, Dance, Theatre, Student Services and more. In order to facilitate this additional work and to continue to meet the needs of the school (with the challenges of growing enrollment and supporting retention and completion, while maintaining the goals of Student Success, Student Equity, and other crucial programs and initiatives).

Once budgetary restrictions subside, PR seeks to reclassify our open PR Marketing Assistant position with a PR Photographer/Videographer position, to be filled by an individual who can



schedule photo/videoshoots, capture content and organize it within the PR department shared filing system. The result will be more strategic and successful enrollment advertising (in both digital and traditional media), maintenance and greater consistency of strong imagery, better promotional support for programs throughout the District, and better output for current PR staff.

**Photographer/Videographer**

Websites are the primary marketing tool of the district. Social media and printed marketing materials are also essential. Videos have become more important every year as well. The demand for high quality photography and videography has increased significantly over the years. High quality photography and videography is imperative for the college to maintain the high level of marketing and outreach products that appeal to students and the public. For “the millennial audience, visual content is ... shown to be 60,000 times more effective than text. This includes photographs, professional images, videos, infographics, or memes.”

<http://arnoldstreet.com/visuals-target-millennials-content/>

**2.2e Classified, STNC, Management Staffing Requests**

Rank	Location	SP	M	Current Title	Proposed Title	Type
0002	Santa Rosa	08	06	Photographer/Videographer	Photographer	Classified

**2.3a Current Contract Faculty Positions**

Position	Description
N/A	

**2.3b Full-Time and Part-Time Ratios**

<b>Discipline</b>	<b>FTEF Reg</b>	<b>% Reg Load</b>	<b>FTEF Adj</b>	<b>% Adj Load</b>	<b>Description</b>
N/A	0.0000	0.0000	0.0000	0.0000	

### **2.3c Faculty Within Retirement Range**

N/A

### **2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests**

N/A

### 2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0000	ALL	00	00		

**2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software**

**2.4c Instructional Equipment Requests**

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

**2.4d Non-Instructional Equipment and Technology Requests**

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

**2.4f Instructional/Non-Instructional Software Requests**

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

## 2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
------	----------	----	---	------------	----------	-------------	-----------	-------------

## 2.5b Analysis of Existing Facilities

Existing facilities currently has a total of 6 workstations. Four are in use 100% time; the other two are in part-time use.

In the Summer of 2021 we will be shifting to 5 workstations, with 4 in use full time, and 1 part-time.

## 3.1 Develop Financial Resources

Public Relations works closely with all departments at the college to support maximum enrollment in all programs at all campuses and sites. This includes credit and non-credit classes, Career Education, Financial Aid, Distance Education, Adult Education, Community Education, Summer Repertory Theatre, and more.

In working with these various areas of the college, PR collaborates with area leadership to leverage categorical funding to support individual campaigns, thereby maximizing general fund dollars for general enrollment campaign efforts.

### **3.2 Serve our Diverse Communities**

The Public Relations department is dedicated to to SRJC's culture, mission, and our diverse internal and external community. Communications and marketing efforts are developed with sensitivity to the diverse demographics of our students, faculty, and staff who attend or work at the college.

The important work of the District's communications and marketing staff is informed by the college's commitment to excellence, inclusiveness and equity in all aspects of outreach and promotion, as demonstrated by the personal and professional commitments of our blended multicultural, multi-racial, multi-gender, multi-generational team.

PR staff members produce and manage many bilingual products such as ads (print, digital, radio), brochures, banners, and messages from the president in course schedules. They collaborate closely with the Outreach Director and others to get their input and ensure that messaging is responsive to our diverse communities. Staff always relies on current demographic information to ensure that communication efforts are tailored to the current populations of our college and Sonoma County community as a whole.

In recruiting staff, the PR Director looks for demonstrated sensitivity to the diversity of students and the broader community.

PR staff frequently discuss issues related to cultural competency and responsiveness. For example, in choosing photos for a course schedule or web image, they discuss the balance of various groups in representing the college.

### **3.3 Cultivate a Healthy Organization**

Classified members of the PR team are encouraged to pursue staff development options of interest when available. In regular meetings, as well as annual evaluations, the Director discusses what options besides staff development would be helpful. Workload and funding is the primary limiting factor.



### **3.4 Safety and Emergency Preparedness**

The Public Relations Department requires employees to review the Illness and Injury Prevention Program, 6.8.2P, annually.

In and outside of weekly staff meetings, employees are encouraged to bring safety issues to the attention of the Director and other staff members.

The Public Relations Department requires new employee safety training for any new employees.

The PR Director has extensive experience in emergency preparedness and response. The Director has also recruited backup PIOs to provide support in case of an emergency, including Kerry Loewen, Mike Roth, Genevieve Bertone and Kim Starke.

Building & Area Safety Coordinators are listed below.

Building Safety Coordinator (BSC): Shannon O'Reilly

Area Safety Coordinators (ASC): Corrine Dressler

Building: Bailey Hall

Department: Public Relations

### **3.5 Establish a Culture of Sustainability**

The Public Relations department supports the District's Sustainability Initiative by:

- digitally creating, distributing and archiving press releases, the Insider, photographs and other marketing and communications materials
- emailing PDF documents and links to documents instead of printing paper copies whenever possible
- recycling discarded paper products
- minimizing water waste
- staff members walk to meetings rather than driving whenever possible
- one staff member car pools to and from work.

### **4.1a Course Student Learning Outcomes Assessment**

N/A

### **4.1b Program Student Learning Outcomes Assessment**

N/A

**4.1c Student Learning Outcomes Reporting**

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
------	------	--------------------------------	-----------------------------	--------------------

**4.2a Key Courses or Services that address Institutional Outcomes**

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
N/A																

**4.2b Narrative (Optional)**

N/A

## 5.0 Performance Measures

The goal of the Public Relations department is to achieve promotional and communication goals of the District through integrated communications that tell the SRJC story. Communications tools include media relations, social media, advertising, writing, editing, graphic design, photography and video. The District strives for consistency in messages, design and intention.

The table below provides a summary of major activities undertaken by Public Relations staff to support the above goals. Below the table, there is a broad summary of large and small projects and the types of products that can be created for any given project. For every campaign to reach prospective students, creative advertising, website and social media concepts need to be conceived, developed and produced.

For the PR department, 2018/19 included important growth in some areas (Website traffic and Facebook Videos), with reduction in others. Reductions were a direct result of reduced budget and staffing.

<b>PR Projects</b>	<b>2017/18</b>	<b>2018/19</b>	<b>% Change</b>
<b>Social Media Followers</b>			
Facebook followers	15,025	16,672	11%
Twitter followers	3,653	3,883	6%
LinkedIn followers	36,130	38,241	6%
Instagram followers	2,809	4,031	44%
<b>Social Media Posts and Services</b>			
Facebook posts	364	399	10%
Facebook Live Broadcasts	7	4	-43%
Facebook Videos (produced, filmed, edited)	45	48	7%
Twitter posts	507	344	-32%
LinkedIn posts	52	67	29%

Instagram posts	219	242	11%
Social media/web site stories	12	9	-25%
Social media messages answered by PR staff	221	251	14%
Lifetime video views ( <i>more than 3 seconds</i> )	77,498	43,242	-44%

**Web Site**

Website traffic (top 1000 pages)	13,910,000	13,775,000	-1%
Home Page Sliding photos and features	54	64	19%

**Photography**

Photo Shoots	182	203	12%
Photos Taken	22,362	19,176	-14%
Photos Taken - social media	3,250	1,847	-43%

**Advertising (paid)**

Newspaper insertions	85	36	-58%
Broadcast Radio Spots	403	830	106%
Digital Radio Impressions	904,468	283,912	-69%
Facebook Advertising Campaigns	21	23	10%
Facebook Ads (multiple ads per campaign)	27	31	15%
Google Advertising Campaigns	0	5	

**Other Written**

Messages written for Dr. Chong	36	47	31%
Employee of the Month profiles	11	10	-9%
Press releases & public service announcements	120	104	-13%
Insiders	10	10	0%

**Emergency Response**

District emergencies requiring response	2	7	250%
---	---	---	------

**SENIOR DESIGNER PROJECTS 2018/19**

*Examples of projects and products produced by Mike Garcia, Senior Designer. Tasks include creative work, art direction, graphic design, type design, production arts and print purchasing.*

**LARGE & ONGOING PROJECTS:** Art Gallery, Bond (Measure H), Commencement events, Day Under the Oaks, Enrollment Campaigns (Fall, Spring, Summer), Insider, Di De Los Muertos (LumaFest), Foundation (5 major events), Summer Repertory Theatre, Theatre Arts

**SMALLER PROJECTS:** Chamber of Commerce, Circle of Honor, Covers (Catalog, Community Ed, Fact Book, Schedules), HEP, Holiday invites, Intercultural events (e.g. Black History Month), International Student Program, MESA, President's Office (e.g. Asian Pacific Americans in Higher Education Conference), Student Equity (Learning Communities), Student Success, Wine Program

**PRODUCTS:** The Senior Designer creates many products (depending on department or event parameters), including advertisements, banners (digital, print), digital displays, envelopes, flyers, handbills, images (logos, print, digital for web and social media), invitations, letters, maps, photo editing and selection, posters, programs (printed), promotional cards, signs, t-shirts.

## **6.1 Progress and Accomplishments Since Last Program/Unit Review**

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	07	06	Provide leadership in marketing and public relations with effective, creative and organized campaigns (including paid and unpaid promotion) to help SRJC meet enrollment goals through	<p>1.1 Update college marketing and advertising plan to cover multiple years and integrated, targeted campaigns that work synergistically with annual enrollment campaigns.</p> <p>1.2 Collaborate closely with Student Services and Academic Affairs to create effective timelines and themes</p> <p>1.3 Effectively utilize website and social media to support enrollment, as well as retention, goals</p> <p>1.4 Continue researching the best marketing and communications practices of community colleges</p> <p>1.5 Support departments District-wide in their marketing needs</p>	2019-20	<p>1.1 This plan is updated on a continuous basis and utilized in campaign planning, based on current conditions in the county, particularly within our student population.</p> <p>1.2 We have successfully collaborated with these areas to feature classes in need of increased enrollment and to highlight new offerings in Student Services, such as SRJCforFree. Enrollment has been challenged during COVID and we've strategized to address the most common concerns and needs in our messaging.</p> <p>1.3 We engage in this on a continuous basis and have adapted our strategies to fit the current pandemic environment.</p> <p>1.4 We work closely with numerous departments across the college to promote their programs/services, including Financial Aid, Older Adults, Shone Farm, Petaluma, Southwest Center and more.</p> <p>1.5 Current staff plus administrative assistant</p>



Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0002	ALL	01	06	Continue growth of communication with students, parents and community through successful web, digital and social media programs	<p>3.1. Continue to revise and implement an online marketing strategy, aligned with overall marketing goals/efforts, in order to support increased enrollment, retention, success and completion, and the new funding formula</p> <p>3.2. Use original unpaid and paid content, including photography and video, on social media, digital and traditional media outlets, to support student persistence and student life</p> <p>3.3. Develop social media outlets used to market SRJC stories and news, according to the specifics of each outlet, to reach all potential students and supporters, including Latinx and underserved communities</p> <p>3.4. Use social media outlets to better reach and serve students and the community, by providing reliable customer service and answering questions through social media.</p>	2019-20	<p>3.1 Our department has pivoted all efforts this year to adjust marketing strategy to the COVID environment to focus on supporting enrollment, retention, success, completion, the new funding formula and addressing additional needs as a result of the pandemic.</p> <p>3.2 Efforts have focused primarily on persistence, since much of student life and engagement moved online early on during COVID, though we adjusted to provide video engagement on social media and other platforms, including creating multiple virtual graduation ceremonies and celebrations.</p> <p>3.3 We continue to utilize social media to share SRJC success stories and news and have grown our efforts in new platforms.</p> <p>3.4 Our Coordinator, Marketing and Social Media monitors and responds to questions on a regular basis, often providing responses within one day.</p>
0003	ALL	04	06	Support Bond efforts with marketing and communications vision and collaboration	4.1 Collaborate with Senior Director of Capital Projects to update and implement marketing and communications plan	2019-20	4.1 Supported the Capital Projects team in communication efforts, including the creation of the annual bond report. Now we work directly with the communications specialist they hired for this area.

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0004	ALL	08	06	Maintain strong levels of coverage by the media for SRJC.	<p>5.1 Continue nurturing relationships with editors, producers, broadcasters and reporters.</p> <p>5.2 Develop and pitch creative story ideas to a variety of media including online, print and broadcast.</p> <p>5.3 Strengthen relationships and partnerships throughout the college including all campuses, sites and programs, to identify compelling stories that will be of interest to the press and the community.</p>	2019-20	<p>5.1 We have fostered strong relationships with the media and are known to be responsive and transparent with reporters. 5.2 We develop and pitch story ideas, either directly with reporters or through press releases. We also track acquisition rates to determine our success rates and to hone the best possible content to each media outlet. 5.3 We have grown strong relationships throughout the campus community in order to encourage communication around news and success stories at the college. We regularly receive positive news or accomplishments that we can then share with the media, through social media or to the college community.</p>

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0005	ALL	08	06	Support the successful implementation of the SRJC Strategic Plan through improving institutional effectiveness	<p>6.1 Continue to lead the Website Workgroup following the implementation of the new homepage (June 24, 2019) to support updated content, photos and videos for the College's most important marketing instrument</p> <p>6.2 Continue expanding social media platforms, analysis and effectiveness</p> <p>6.3 Update plan for consistent and regular communication by President with all constituents</p> <p>6.4 Continue to improve efficiency in PR office to enable department to serve the District, college departments and initiatives</p>	2019-20	<p>6.1 The Website Workgroup successfully led the homepage/website navigation redesign in 2019, resulting in a new, modern and more functional SRJC webpage. In 2020 we had to adapt many sections of the website to better facilitate communicating important information regarding COVID-19 and college operations during the pandemic. 6.2 We've grown our use of social media platforms to include digital radio (Pandora and Spotify), collaborative marketing systems that include Amazon ads and Youtube, and are now considering expanding into Hulu video advertising. 6.3 We've worked closely with the President's Office to improve our practices of providing clear, consistent communication, which has become ever more vital during the pandemic. This includes new video updates (What's New at SRJC), regular communication around college remote operations and website updates. 6.4 The PR department has increased efficacy and efficiency by creating systems for working with other areas of the college wherein we're able to direct campaign planning and incorporate each department's needs into a larger annual schedule. However, in order to continue improvement efforts, we'll need staffing and or digital solutions to alleviate certain job duties that currently take a great deal of time on behalf of coordinator level employees (ie. photobank management).</p>

**6.2b PRPP Editor Feedback - Optional**

## 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	07	06	Provide leadership in marketing and public relations with an expansion of effective, creative and organized campaigns (including paid and unpaid promotion) to help SRJC meet enrollment goals for 2021-22	<p>1.1 Update college marketing and advertising plan to cover multiple years and integrated, targeted campaigns that work synergistically with annual enrollment campaigns, as developed by the enrollment management workgroup.</p> <p>1.2 Collaborate closely with Student Services and Academic Affairs to strategically target classes and programs/services that will help meet enrollment goals</p> <p>1.3 Effectively utilize website and social media to support enrollment, as well as retention, goals</p> <p>1.4 Continue researching the best marketing and communications practices of community colleges</p> <p>1.5 Support departments District-wide in their marketing needs</p>	2019-20	<p>1.1 Current staff, in collaboration with outside consultant to engage in market research supporting planning efforts.</p> <p>1.2 Current staff</p> <p>1.3 Current staff plus student worker</p> <p>1.4 Current staff</p> <p>1.5 Current staff plus administrative assistant</p>

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0002	ALL	01	06	Continue growth of communication with students, parents and community through successful web, digital and social media programs	<p>2.1. Utilize an annual online marketing strategy, aligned with overall marketing goals/efforts, in order to support increased enrollment following the pandemic, retention, success and completion, the new funding formula</p> <p>2.2. Use original unpaid and paid content, including photography and video, on social media, digital and traditional media outlets, to support student persistence and student life</p> <p>2.3. Develop social media outlets used to market SRJC stories and news, according to the specifics of each outlet, to reach all potential students and supporters, including Latinx and underserved communities</p> <p>2.4. Use social media outlets to better reach and serve students and the community, by providing reliable customer service and answering questions through social media.</p> <p>2.5 Develop new communication strategies to connect with the college and local community while many operations and classes are remote.</p>	2019-20	<p>3.1 Current staff in collaboration with consultant</p> <p>3.2 Current staff</p> <p>3.3 Current staff plus administrative assistant</p> <p>3.4 Current staff</p>

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0004	ALL	08	06	Maintain strong levels of coverage by the media for SRJC.	<p>3.1 Continue nurturing relationships with editors, producers, broadcasters and reporters.</p> <p>3.2 Develop and pitch creative story ideas to a variety of media including online, print and broadcast.</p> <p>3.3 Strengthen relationships and partnerships throughout the college including all campuses, sites and programs, to identify compelling stories that will be of interest to the press and the community.</p>	2019-20	Current staff
0005	ALL	08	06	Support the successful implementation of the SRJC Strategic Plan through improving institutional effectiveness	<p>4.1 Continue to lead the Website Workgroup during and following the pandemic to organize the SRJC webpage in a manner that supports effective communication of information and ease of enrollment. Continue to collaborate with Guided Pathways effort to incorporate student-centered journey.</p> <p>4.2 Continue expanding social media platforms, analysis and effectiveness</p> <p>4.3 Maintain consistent and regular communication by President with all constituents</p> <p>4.4 Continue to improve efficiency in PR office to enable department to serve the District, college departments and initiatives</p>	2019-20	Current staff plus administrative assistant



