

Santa Rosa Junior College

Program Resource Planning Process

Public Relations 2015

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 SEMP 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, 8:30 a.m. to 5:30 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

Public Relations activities and requests for service have continued to expand significantly in 2014/15 with no growth in regular (non-STNC) staff. These areas include promotion and support for critically important areas such as:

- enrollment growth including more than four months of paid advertising
- outreach (including Spanish language and international students)
- significantly increased numbers of JC events (in Spring semester, events increased at an estimated 150% over previous year)
- redesign and launch of SRJC's web site, the main marketing tool of the College
- web sites throughout the District (photos and other content)
- SSSP, Student Equity, Hispanic Service Institution activities
- consistent branding for the entire District

Public Relations has significantly increased collaboration with Student Services (especially A&R, Student Success and Student Equity), Academic Affairs and Information Technology, among other departments, in order to increase the effectiveness of Strategic Enrollment Management planning, as well as growth in and response to the above areas.

Please see 5.0 Performance Measures to see the dramatic breadth, as well as depth, of these increased activities. A few significant examples include

- Introduction of (paid) digital advertising, resulting in 3.5 million views of SRJC enrollment ads.
- 19% increase in numbers of ads created and placed.
- Overall social media growth of 47%; 149% increase of social media posts and responses to inquiries (primarily students).
- 90% increase in photographs taken.

All of this was done with only four full-time staff members (one new in 2014-15), plus one part-time STNC and one student intern per semester for two semesters.

EXPENDITURES & NEEDS

In 2013/14, PR had total expenditures of approximately \$589,000, about .5% of the District total. Total Classified payroll was approximately \$128,000, about .7% of the District total, and total Management payroll was approximately \$93,000, about 1% of the District total.

Department staff members (currently four FT plus one STNC) support the entire District, including the President, Academic Affairs, Student Services and Human Resources, all campuses, facilities and programs.

In order to maintain the high productivity levels that the President and the District require of the Public Relations department, we seek increased staffing: a total of 2.25 FTE (one full-time, two 50%-time, one 25% time).

Demands on the department have soared. With the need to grow enrollment, the President and Vice Presidents look to communications and marketing for strategies and results. With a new web site launched in October, 2014, requests for photo services and assets have continued to build and are now accelerating. These sites are vitally important marketing tools. Students and staff have repeatedly requested more website improvements, resulting in increased demands on the Public Relations office.

PR staff members have been innovative and frugal in trying new, effective approaches to marketing and supporting student recruitment, retention and completion. Example: PR staff members used analytical tools to evaluate traffic to SRJC's web site following advertising, and adjusted ad placements accordingly. A deeper level of analysis and more frequent, effective adjustments would be possible, resulting in more effective recruitment, with more available staff time.

As can be seen in 5.0 Performance Measures, our activities were not just numerous, but many were highly successful. The best example is growth on the District web site and social media, which were very strong from 2013/14 to 2014/15. Research consultants EAB (Educational Advisory Board) have numerous reports discussing the importance and impact of social media on engagement and retention. They also describe both the web site and social media as critical recruitment tools for both traditional age students and adult learners.* PR is currently evaluating EAB-reported best practices for implementation at SRJC. With current base of nearly 34,000 social media followers and close to 4 million home page views on our web site last year, PR is well-positioned to consider such practices.

*Excellence in Community College Marketing, 2014

To enhance SRJC's attractiveness to potential students and their parents, PR needs to continue to respond to increasing growth in social media, video, mobile and interactive technologies. In the digital age, these responses can be very cost-effective, primarily requiring personnel. SRJC needs to include diverse populations, including local Hispanic students and international students, in using these popular digital, visual and interactive tools.

While PR staff members do an excellent job, a staff of four plus one STNC and one student intern cannot do enough to meet enrollment growth demands nor continually expanding requests. PR's budget is inadequate in key areas, mostly related to personnel. Two recent STNCs, a photographer and a marketing assistant, are demonstrating the value of those positions with dynamic photos of both instructional departments and events that we are using, and will be using, to promote the college.

Among current critical funding needs are:

- Photography and video services for marketing and digital content development (.5 FTE Photographer, .25 FTE Videographer)
- Marketing Assistant, to coordinate and support photography, graphic design job management, accounting (1.0 FTE) (Note: previous Public Relations Assistant was promoted to Communications & Marketing Specialist in 2014. She currently handles previous and current job).
- Graphic design services (.5 FTE Graphic Designer)
- Spanish translator (STNC)
- Digital Asset Management system - short-term. IT is upgrading the entire core system.

Therefore a District-wide DAM may not be available for as long as two years. PR urgently needs a shorter term solution to enable PR to make accessible to various departments organized, tagged large quantities of photos and videos that can be used for marketing and communications purposes. Currently photos are difficult to search, storage is inadequate, and PR is unable to provide effective support to the many departments requesting photos for their web sites and marketing projects. This system would enable departments to search a database themselves for the photos, videos, etc. that they want, providing more professional branding and efficient use of digital assets.

The above staffing will enable the department to:

- Create more effective advertising with more in-depth analysis, enabling continuous testing and adjustments midstream for digital ads that reach students (young and adult), parents and the community.
- Improve support for web sites campus-wide, enabling them to become effective marketing tools for programs and the College
- Develop targeted new marketing programs and materials for specific sites, such as Petaluma Campus and Shone Farm, and specific programs such as
- Create a more efficient and coordinated approach to creating language materials, supporting outreach, academic programs, and growing numbers of Student Services programs.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	03	02	\$5,000.00	Spanish Translator - Support goals of Hispanic Serving Institution with committed translation services

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
FT Communications & Marketing Specialist	40.00	12.00	Lead PR specialist who provides overall coordination of unit operations. Does media buying, key participant in creative advertising campaign development (including printed and digital). Performs analysis of ad campaigns and revises campaigns based on results (primarily digital). Develops and maintains web sites including Public Relations and the President's Office. Provides scheduling support for Director and Senior Designer. Undertakes research, budgeting, accounting, and supervises STNC and interns.
FT Senior Designer	40.00	12.00	Provides strategic planning and 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	For PR: Provide in-depth strategy, analysis, development and implementation of social media and marketing to support the District and all of its departments. Design social media and marketing solutions in order to improve communication with students, donors, alumni, faculty and staff, as well as to increase community engagement and support. Write reports and analyze results of social media campaigns. Collaborate with Director to create and schedule large "sliders" (photos and pages supporting photos) on home page of web site. Create marketing products such as Fast Facts to promote SRJC to specific targets (e.g. high school students). THIS IS A SPLIT POSITION BETWEEN PR AND THE FOUNDATION so it is a Part-Time position for the PR department. For the Foundation: write and produce newsletters and other marketing products.

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, and 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, 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.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
STNC Public Relations Assistant	20.00	12.00	Supports communications and marketing campaigns and activities as directed by the Director of Communications & Marketing and the Communications & Marketing Specialist. Includes, but is not limited to, writing and distributing press releases to the media, researching and writing stories for traditional and social media, finding photographs for advertising, posting on web sites, working on marketing projects for the President, District-wide and departments.

2.2d Adequacy and Effectiveness of Staffing

SRJC's Public Relations staff and budget are smaller than those of most community colleges of a similar size and profile. Example: Foothill CC has \$815,000 Marketing/PR budget (including personnel); we have \$500,000. (Additional examples available). In addition, since 2013, there has been a dramatically increased workload each year due to the creative vision and goals of the President, the need for enrollment growth, rapidly changing and growing social media

demands, increased numbers of District events, and grants received by the District that require web site, social media and other communications/marketing support. That requires the small staff to produce a very high volume of work on a constant basis, and it keeps increasing. With the exception of one position (Social Media and Marketing Coordinator), the Department has not grown since 2007.

In order to meet the competition and the challenges of growing enrollment, supporting retention and completion, and doing so while maintaining the goals of Student Success, Student Equity, and other crucial programs and initiatives, marketing seeks to increase its staff. PR requests the following additional staff in order of priority:

Marketing Assistant (full-time)

Photographer (50% time)

Graphic Production Designer (50% time)

Videographer (25% time)

Spanish Translation (STNC \$5000 total)

The result will be more strategic and successful enrollment advertising (in a wide variety of media, traditional and digital), stronger imagery and better marketing support for the District, and increased, better output for current staff. Evidence is as follows.

MARKETING ASSISTANT

Last year, the department's previous administrative assistant was reclassified as Communications & Marketing Specialist. Part of that reclassification recognized the District's need for analysis and improved effectiveness of strategic enrollment advertising campaigns. However, the reclassification did not provide any additional administrative support to the department, so the Communications & Marketing Specialist has added important duties without the time to accomplish them. The ad campaigns we have run for which responses can be measured, which include both print and digital ads, have shown a high rate of response (click-through to selected web pages), in some cases 40-50% above the industry average. That the Communications & Marketing Specialist has produced success in this area, doing limited targeting, points to the greater possibility of success by targeting specific markets such as older adults, Latina/os, transfer and CTE students. A Marketing Assistant would free the Communications & Marketing Specialist to do more in that area.

A Marketing Assistant is needed for a wide variety of marketing tasks to support enrollment marketing, campuses and facilities, departments and programs such as Student Success, Student Equity, throughout the District. This person will:

- coordinate the intake and project schedule for the Senior Designer
- schedule photographer(s)
- process, store and distribute photos to departments for web sites and small marketing projects not handled by the PR department
- perform writing tasks such as revise and distribute press releases
- proof-read marketing projects such as brochures, web sites, publications
- perform simple graphic design tasks
- perform marketing-related bookkeeping tasks.

Currently these duties are distributed among all PR staff, including the Director, but current staff cannot adequately handle the large quantity of requests and projects. This position will greatly increase the ability of the department to respond to the evolving needs of the College.

A full-time Marketing Assistant will free the Communications & Marketing Specialist to analyze advertising and create much more effective campaigns; more effective campaigns means increased enrollment. It will also enable the Communications & Marketing Specialist to work more closely with Student Services in helping create the web site that serves students better, as well as Student Services, Academic Affairs and all other departments.

PHOTOGRAPHER

With the new web sites that departments have been asked to create, the demand for photography is rapidly increasing. Currently, the Director is managing photo shoots, hiring the photographers, and frequently, attending the shoots. By necessity, this strictly limits the number of shoots that can be accomplished. Yet the District and its departments need up-to-date photography to support the enrollment/recruitment goals of the college, as well as District-wide student success and equity, CTE and other classes and programs.

Last year PR engaged an STNC photographer who was paid for by Cal-Works and a small amount of District funds. The result was several large batches of new high-quality photos. However, that served to highlight the need for fresh photos on an ongoing basis. Therefore, PR seeks a 30 to 50% photographer.

GRAPHIC PRODUCTION DESIGNER

The increased demands of promotion in every form, including web sites, social media and print products have resulted in serious capacity challenges for the Senior Graphic Designer. A Graphic Production Designer would be able to handle simple designs and revisions of more complex projects, enabling the Senior Designer to more effectively serve the numerous creative and branding requirements of the District.

VIDEOGRAPHER

With the rapid changes taking place in marketing, a media production technician (videographer) can significantly impact traffic on ads, web sites and social media. Pew Research reports that posting videos online is a fast-growing trend, and that 57% of 18-49-year-old Internet users watch videos on social media.¹ This is the world of SRJC students. A 25% videographer will be a steady and regularly available resource to produce and edit videos that are short, impactful and help engage prospective and current students. Media Services is unable to provide services with this frequency and quick turnaround.

SPANISH TRANSLATION SERVICES

Services have been purchased in the past year without a formal budget item, but special requests to President/CBO have supported the services.

¹ http://www.pewinternet.org/files/old-media/Files/Reports/2013/PIP_Online%20Video%202013.pdf

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	08	06	N/A	Marketing Assistant	Classified
0002	Santa Rosa	08	06	none	Photographer	Classified
0003	Santa Rosa	08	06	none	Graphic Production Designer	Classified
0004	Santa Rosa	08	06	N/A	Videographer	Classified

2.3a Current Contract Faculty Positions

Position	Description
NA	

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
NA	0.0000	0.0000	0.0000	0.0000	

2.3c Faculty Within Retirement Range

NA

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

NA

2.3e Faculty Staffing Requests

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

2.4b Rational for Instructional and Non-Instructional Equipment, Technology, and Software

The District has serious need of a Digital Asset Management System (DAM) to serve all departments. This has been in the planning stages as a shared project of Media Services, Public Relations, Information Technology, Arts & Humanities (including the Museum) and other departments. However, it will be approximately two years, at least, until we can purchase a District-wide system. Therefore, the Public Relations Department, on behalf of the District, requires a short-term DAM system to store, and make easily retrievable, photos. Currently the PR Department does not have a system or database for photos, making them difficult to find, organize and share with departments throughout the District, to help them improve their web sites and help us improve marketing efforts. With the newly designed department web sites rapidly coming on board, the PR office is receiving requests each week for photos. PR also needs to ramp up its video efforts, which are highly effective in marketing. Without an easy way to store such videos, the effort to use them for recruitment is effectively quashed. A short-term DAM an essential marketing tool, helping the District to recruit students and community support more effectively.

2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.4d Non-Instructional Equipment, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Santa Rosa	08	06	Digital Asset Management System (short-term)	1	\$5,000.00	\$5,000.00	Ellen Maremont Silver	2615	Ellen Maremont Silver

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Santa Rosa	08	06	Urgent	Foundation & Public Relations	Public Relations	\$750.00	Likely need for an additional workstation during the coming year. May require walls, sound insulation, reconfiguring other workstations or spaces.

2.5b Analysis of Existing Facilities

Existing facilities are currently fully used. There are a total of 6 workstations. They are all in use 60-100% time. However, with the immediate plan for staffing increases, we plan to add one workstation which could be shared by various part-time staff (photographer, marketing assistant), and enable the PR department to accommodate an additional full-time person.

3.1 Develop Financial Resources

Public Relations works closely with the SRJC Foundation to support their initiatives to develop financial resources for a wide range of projects and departments, such as alumnae events and department fundraising. The department also supports numerous additional fundraising events such as SRJC Wine Classic.

3.2 Serve our Diverse Communities

The Public Relations department is dedicated to SRJC's culture, mission, and our diverse internal and external community. Our communications and marketing efforts are developed to support the Sonoma County Junior College District's learning community 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 (AKA Public Relations) 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.

Our department activities include managing many bilingual products such as ads (print, digital, radio), brochures, banners, and messages from the President in course schedules. We work closely with outreach staff to get their input and ensure that marketing messaging is responsive to our diverse communities.

In recruiting staff, we look for demonstrated sensitivity to the diversity of students and the broader community. Our current full-time and part-time staff of eight (four are FT permanent, 4 are STNC) include LGBT, Latino, African-American, male and female members.

We frequently discuss issues related to cultural competency and responsiveness. For example, in choosing photos for a course schedule or web image, we discuss the balance of various groups in representing the college. When we were able to hire a Student Equity-funded photographer this fall, we impressed upon him the importance of seeking such balance in taking photos.

3.3 Cultivate a Healthy Organization

Classified members of the team are encouraged to pursue staff development options of interest when available. In regular meetings, as well as annual evaluations, we discuss what options besides staff development would be helpful. Our limiting factor is workload.

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.

Our Director has extensive experience in emergency preparedness and response. In 2015, our department actively supported emergency responses including significant floods in December through social media and media relations. There was significant improvement in responsiveness from 2014 to 2015.

Building & Area Safety Coordinators are listed below.

Building Safety Coordinator (BSC): Tina Laws

Area Safety Coordinators (ASC): Tina Laws

Building: Foundation & Public Relations

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 instead of printing paper copies whenever possible
- recycling the vast majority of discarded paper products
- minimizing water waste
- walking to meetings rather than driving whenever possible

4.1a Course Student Learning Outcomes Assessment

NA

4.1b Program Student Learning Outcomes Assessment

NA

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
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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
NA																

4.2b Narrative (Optional)

NA

5.0 Performance Measures

Public Relations achieves promotional and communication goals of the District through integrated communications aligning with identity/branding, advertising, marketing, social media, media relations, public information, writing, editing, graphic design, publication and product development, photography, publicity and event coordination.

Measurement of the broad impact of coordinated outreach and external communications is accomplished by increasing public awareness of college offerings and activities.

The past year, 2014/15, included three major activities that were critically important for the entire District. All three had significant involvement from, and impact on, the Public Relations department.

- The Measure H bond campaign took approximately 60-80 hours (outside of regular work time) for the Director, impacting the department indirectly through her necessary shift of focus.
- The Accreditation evaluation and visit required the Senior Designer to produce a 400-page printed, bound Accreditation Self Evaluation Report, as well as a PDF for the web site, to aid the Accreditation Team in their work. This was added to the Senior Designer's very large workload over four months.
- The launch of a newly designed District web site with new home page, numerous new features, and the Ad Hoc Web Site Work Group, with 20 members from departments throughout the District, continually evaluating and improving the District's most important student support and marketing tool.

These three critically important projects were both successfully accomplished, resulting in years of important benefits for current and future students.

The table below provides a summary of products created and activities undertaken by Public Relations staff. Per request of Dr. Frank Chong, following the table is a broad summary of large and small projects, and the types of products that can be created for any given project.

As can be seen on the table, there has been dramatic growth in several areas with no increase in permanent staff in the past year. Please see 2.1a Budget Needs, and 2.1b Budget Requests, for discussion of the implications.

PR Performance for 2013/14 and 2014/15

Projects and products researched, written, edited and/or designed:

	2013/14*	2014/15
Advertising		
Newspaper insertions	182	200
Magazine insertions	0	1
Radio spots (paid)	1400	1600
<u>TOTAL INSERTIONS/SPOTS</u>	<u>1582</u>	<u>1801</u>
<i>Growth</i>		19%
Digital ad impressions (paid)	N/A	3,552,000
Major Special Project: Accreditation		
Accreditation Self Evaluation Report designed for print and web site (400 pages)	N/A	1
Emergency Response		
District emergencies requiring response	N/A	3
Social Media Posts and Services**		
Facebook posts	650	800
Twitter posts	310	1200
LinkedIn posts	N/A	230
Instagram posts (started April, 2015)	N/A	90
Messages to social media answered by PR staff	N/A	1200
Social media/web site stories	<u>32</u>	<u>20</u>
<u>TOTAL SOCIAL MEDIA POSTS & RESPONSES TO INQUIRIES</u>	<u>1,041</u>	<u>2,500</u>
<i>Growth</i>		149%
Social Media Followers		
Facebook likes	5,053	8,000
Twitter followers	396	1,400
LinkedIn followers	17,600	24,100
Instagram followers	<u>0</u>	<u>170</u>
<u>TOTAL SOCIAL MEDIA FOLLOWERS</u>	<u>23,049</u>	<u>33,800</u>
<i>Growth</i>		47%
Web Site		
Home page traffic (page views)	3.6 million	3.99 million
<i>Growth</i>		11%
Web sites created (PR, Accreditation, President's Office, other)	N/A	5
New Web Site Features		
President's Blog (articles)	N/A	3

Home Page Sliding photos	N/A	2
Photography		
<u>Photos taken (social media, employee of the month, internal and external requests)</u>	<u>4765</u>	<u>90</u>
<i>Growth</i>		<i>90</i>
Other Written		
Messages written on behalf of SRJC president	23	2
Employee of the Month profiles	12	1
Press releases & public service announcements	70	8
<u>TOTAL WRITTEN/PRINTED</u>	<u>105</u>	<u>12</u>
<i>Growth</i>		<i>19</i>
Other Services		
Responses to calls from the public help/info	350	27
Internal and community calendar postings	350	44
<u>TOTAL OTHER</u>	<u>700</u>	<u>72</u>
<i>Growth</i>		<i>39</i>

N/A - quantities were not collected/available for that given year

*13/14 went from July 1, 2013 through July 15, 2014. 14/15 goes from July 1, 2014 through June 30, 2015. There is a two-week overlap. Going forward we will use July 1-June 30.

The following projects summarize the work produced by the Senior Designer with support from other Public Relations staff. They are illustrative and not comprehensive.

LARGE PROJECTS, 2014/15

Art Gallery, Commencement events, Day Under the Oaks, Enrollment campaigns (Fall, Spring, Summer), Financial Aid/Scholarships, Insider, Shone Farm Fall Fest, SRJC Foundation (5 major events), Summer Repertory Theatre, Theatre Arts

PRODUCTS FOR LARGE PROJECTS

PR staff creates many of these products for the above large projects/departments above: 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

SMALLER PROJECTS, 2014/15

Examples of smaller projects include but are not limited to:

Ads: ISP, Wine program, APAHE Conference, Chamber of Commerce

Brochures: Interior Design, Fashion, Child Development

Covers: Fall, Spring, Summer schedule, Community Ed; Catalog, Fact Book

Holiday invites

Posters: Black History Month, Student Equity/Success

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	04	06	1.0 Ensure successful passage and implementation of SRJC Facilities Bond Measure	<p>1.1 Collaborate with and support consultants' efforts to implement a successful plan, especially in relation to local media, outreach and marketing</p> <p>1.2 Provide counsel to the President in relation to local media, outreach and marketing in support of the Bond measure</p> <p>1.3 Support outreach activities of the President, members of the Cabinet and Board of Trustees in support of the Bond measure</p>	Fall 2014	<p>1. The Bond passed and our goal was achieved.</p> <p>1.1 Close collaboration with consultants, 1.2 providing counsel to the President with a strong positive response from local media, and 1.3 supporting outreach activities of the President (such as writing a Close to Home piece) all were essential elements in the bond passage.</p>
0002	ALL	08	06	2.0 Develop marketing plan to support Enrollment Management Plan, and help SRJC meet our enrollment goals for 2014-15	<p>2.1 Provide leadership in marketing and public relations with effective, creative and organized campaigns (including both paid and unpaid promotion)</p> <p>2.2 Collaborate closely with Student Services and Academic Affairs to create effective timelines and themes</p> <p>2.3 Effectively utilize our web site and social media to support enrollment goals</p>	Fall 2014-Spring 2015	<p>2.1 PR developed a marketing plan that was part of the Strategic Enrollment Marketing Plan. The District did not meet its 2014-15 enrollment goals.</p> <p>Led marketing and p.r. campaigns which were effective in generating interest (based on very successful click-through rates).</p> <p>2.2 Built much more collaborative efforts with Student Services, and continued collaboration with Academic Affairs. This collaboration is bearing fruit now.</p> <p>2.3 The District web site redesign, which launched in October, was a large undertaking that saw some challenges. Under PR leadership, collaborating with Student Services and IT, we formed the Ad Hoc Web Site Workgroup, to obtain much broader input from all relevant constituencies into the design and functionality of the web site. This is moving in the right direction and more quickly now.</p> <p>2.4 Social media efforts were very successful in increasing student engagement and student support, but it cannot be directly tied to enrollment results.</p>
0003	ALL	08	06	3.0 Provide effective communications and marketing support for successful accreditation visit in Spring 2015	3.1 Collaborate with Accreditation leadership to plan effective communications/marketing pieces that are inspiring, organized and clear	Fall 2014-Spring 2015	<p>3. The District was fully accredited.</p> <p>3.1 PR provided substantial support through graphic design and support for the web site.</p>

					3.2 Provide advice on the best approaches to achieve the sub-goals of the Accreditation team		<p>The Accreditation team commended the Self Evaluation Report (400+ pages, both printed and web), produced collaboratively with Academic Affairs and PR.</p> <p>3.2 PR was always available to internal members of the Accreditation team for any support requested.</p> <p>One of the items deemed by the visiting Accreditation Team to require improvement was on the web site. The problem, a temporary one, was due to the relaunch and continued redesign of the web site. While it was fixed in time for the visit, it was not fixed for a few important weeks prior to the visit, which resulted in the need for improvement.</p>
0004	ALL	08	06	4.0 Support the successful implementation of the SRJC Strategic Plan through improving institutional effectiveness	<p>4.1 Work with IT to complete development of new, mobile-friendly, effective web site</p> <p>4.2 Support updated content, photos and videos on new department web sites</p> <p>4.3 Continue expanding social media platforms, analysis and effectiveness</p>	Fall 2014-Summer 2016	<p>4.0 PR was successful in improving institutional effectiveness through the following:</p> <p>4.1 Worked closely with IT to launch the new web site and led creation of the Ad Hoc Web Site Workgroup, comprised of 20 members from various departments including Counseling, A&R, faculty and PR.</p> <p>4.2 Social media has continued to grow rapidly with thousands of students and others using Facebook, Twitter, LinkedIn and, new this year, Instagram. Overall we have 10,000 more followers than last year, 47% growth..</p> <p>4.3 Supported new departments through making photos available to them; it is not an efficient process due to technical limitations at this time (will require a Digital Asset Management system, which depends on the upgrade of the District IT network core).</p>
0005	ALL	07	06	5.0 Intiate planning process for SRJC 100th Anniversary Year	<p>5.1 Working with the President's office, create centennial anniversary committee</p> <p>5.2 Work with committee to develop the plan including vision, mission, purpose of the anniversary activities</p> <p>5.3 Work with committee to develop process for college and community involvement in anniversary activities</p>	Fall 2014-Summer 2015	<p>5.0 PR has worked with the Foundation to develop branding for the 100th Anniversary. Outside of our work with the Foundation we've gathered names of interested people, and actual 100th Anniversary planning is starting Fall 2015. This was acceptable to Dr. Chong, due to many other priorities of 2014-15.</p>

0006	ALL	08	06	6.0 Continue growth of communication with students, parents and community through successful web, digital and social media programs	<p>6.1. Create and implement an online marketing strategy, aligned with overall marketing and branding goals/efforts, in order to support increased enrollment, success and completion</p> <p>6.2. 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>6.3. Diversify social media outlets used to market SRJC stories and news, according to the specifics of each outlet, to reach all potential students and supporters</p> <p>6.4. 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>	2014-15	<p>6. Web, digital and social media programs have grown significantly in reach and engagement (communication).</p> <p>6.1 The Social Media Coordinator created and implemented an online marketing strategy including, for the first time, digital advertising for both Santa Rosa and Petaluma, as well as different ads to match student demographics (zip code including Petaluma and Santa Rosa, age, CTE/Transfer focus). There were over 3.55 million impressions of our ads served (the ad appeared on a page that was seen by someone in our target market).</p> <p>6.2 Total social media posts, including many original stories featuring students, were 2,561. Total posts and responses have more than doubled since last year, now nearly 2600.</p> <p>6.3 Social media has added Instagram, as well as significantly expanded LinkedIn. Total followers for all social media increased by 47% to 33,821.</p> <p>6.4 PR answered over 120 individual inquiries from students (How do I register? Where do I park? Etc.) This has often resulted in a faster response for the student, with a high level of student satisfaction. PR is working with Student Services on a way to handle such queries efficiently.</p>
0007	ALL	08	06	7.0 Maintain strong levels of coverage by the media for SRJC.	<p>7.1 Continue nurturing relationships with editors, producers, broadcasters and reporters.</p> <p>7.2 Develop and pitch creative story ideas to a variety of media including online, print and broadcast.</p> <p>7.3 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>	Fall 2014-Spring 2015	<p>7. There were exceptionally strong levels of coverage by the media - 724 articles published or broadcast, compared with a more typical year of about 600.</p> <p>7.1 Coverage was strong in part due to the bond. Regular contact through press releases (27% increase), as well as calls, maintained relationships.</p> <p>7.2 Limited time was available to pitch story ideas due to competing priorities.</p> <p>7.3 The Social Media/Marketing Coordinator, in particular, reached out to many departments and uncovered many compelling</p>

							stories, which were reported on the JC's Facebook pages and web site.
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6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	<p>In reviewing the 2014/15 data (see 5.0 Performance Measures), it is clear why our Department cannot keep up with the demands placed upon it. Despite the workload for current staff, we have been successful at our overall goal of increasing college visibility, as well as responding to rapid changes in the marketing and social media environment. In 2015/16, we will continue pushing forward with innovative approaches.</p> <p>In 2015/16, we will work even more closely with the VPs and departments such as Student Services and Academic Affairs to ensure that our marketing efforts support increased enrollment. We will focus more on data collection via focus groups and surveys to support decisions made by the department.</p> <p>We will continue pursuing partnerships that cost-effectively support, even in small ways, our steadily growing workload (for example, working with counseling to find interns or others who can help).</p> <p>We will continue to support effective, and cost-effective, implementation of social media, digital advertising, and other rapidly developing communications/marketing tools.</p> <p>A major redesign for the District web site was begun a year ago. A top goal is to guide our new web site to high standards that improve functionality, quality, accessibility and design to further serve the needs of students, faculty, staff and the community.</p>

6.2b PRPP Editor Feedback - Optional

Public Relations activities, including communications, marketing, advertising, social media, and media relations, are critical to the success of SRJC. In order to meet our goals for more students who enroll, persist and complete transfer and certificate programs, we need PR activities more than ever. These activities are also essential because we are more than a college, we are a community resource and center for Sonoma County and beyond.

SRJC's reputation is very strong. But reputations are not static. We need to keep that reputation growing within a world of communications and marketing that continues shifting the ground rules, the tools, the metrics. In 2013, we hired a new PR Director to manage our own evolving presence within that changing world. In 2014, we hired a Social Media and Marketing Coordinator (shared by the PR department and the Foundation) who has further supported our goals. But there is much more that needs to be done by the PR staff that cannot adequately be addressed by current personnel.

Demands on the PR office come from every corner of the District and the PR office has been creative in working with students and STNCs. But SRJC requires professional quality in order to maintain our respected brand locally, nationally and internationally. We also require a small amount of additional staff in PR, in order to support our ambitious goals. Based on the success of the limited expansion the PR office had the last two years, growth in these areas will pay off for all of us. Additional resources for the PR office will support student recruitment, retention and completion, faculty recruitment, all departments from CTE to STEM and the arts, initiatives including Student Success and Student Equity, and the Foundation. The resources will enable us to move ahead to be the college we can be.

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	07	01	Develop marketing plan to support Strategic Enrollment Management Plan, and help SRJC meet our enrollment goals for 2015-16	<p>1.1 Provide leadership in marketing and public relations with effective, creative and organized campaigns (including both paid and unpaid promotion)</p> <p>1.2 Collaborate closely with Student Services and Academic Affairs to create effective timelines and themes</p> <p>1.3 Develop and implement a year round college advertising plan</p> <p>1.4 Study the best practices of Public Relations Departments of community colleges</p> <p>1.5 Effectively utilize our web site and social media to support enrollment goals</p>	Fall 2015- Spring 2016	<p>Current staff for creating the plan.</p> <p>\$100-150,000 or more (depending on the plan) to implement the year-round advertising plan; will include paid advertising, marketing materials</p>
0002	ALL	01	01	Co-lead web site revisions to meet accreditation 2015 requirements.	2.1 Collaborate with Student Services (A&R, Counseling) to ensure appropriate revisions are made in a timely fashion.	Fall 2015- February 2016	Current staff
0003	ALL	08	06	Support the successful implementation of the SRJC Strategic Plan through improving institutional effectiveness	<p>3.1 Co-lead the Ad Hoc Web Site Workgroup to support updated content, photos and videos on top layers of web site, as well as new department and faculty web sites</p> <p>3.2 Continue expanding social media platforms, analysis and effectiveness</p>	2015-16	Current staff
0004	ALL	07	06	Initiate planning process for SRJC Centennial Year	<p>4.1 Working with the President's office, create centennial anniversary committee</p> <p>4.2 Work with committee to develop the plan including vision, mission, purpose of the anniversary activities</p> <p>4.3 Work with committee to develop process for college and community involvement in anniversary activities</p>	2015-16	Current staff for 15-16
0005	ALL	04	06	Support 2030 Plan for Facilities with marketing and communications vision and collaboration	<p>5.1 Collaborate with Director of Capital Projects to create and implement marketing and communications plan</p> <p>5.2 Research best practices in implementation of such a plan at other community colleges</p>	Fall 2014- Summer 2015	Bond funds will be used for contract staff (TBD)

0006	ALL	08	06	Continue growth of communication with students, parents and community through successful web, digital and social media programs	<p>6.1. Create and implement an online marketing strategy, aligned with overall marketing and branding goals/efforts, in order to support increased enrollment, success and completion</p> <p>6.2. 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>6.3. Diversify social media outlets used to market SRJC stories and news, according to the specifics of each outlet, to reach all potential students and supporters, with focus on Hispanic and underserved communities</p> <p>6.4. 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>	2015-16	Included in Goal 1, Marketing plan to support Strategic Enrollment Management Plan
0007	ALL	08	06	Maintain strong levels of coverage by the media for SRJC.	<p>7.1 Continue nurturing relationships with editors, producers, broadcasters and reporters.</p> <p>7.2 Develop and pitch creative story ideas to a variety of media including online, print and broadcast.</p> <p>7.3 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> <p>7.4 Collaborate with Athletics to support public visibility of the department for a wide range of supporters including alumni and donors</p>	2015-16	Current staff