

Santa Rosa Junior College

Program Resource Planning Process

Public Relations 2016

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 at breakneck pace in 2015/16 with no growth in regular (non-STNC) staff. These areas include promotion and support for critically important areas such as:

- enrollment growth including advertising campaigns for six or more months per year
- outreach including Spanish language and international students
- significantly increased numbers of JC events
- SRJC's home page and department web sites, the main marketing tool of the College
- SSSP, Student Equity, Hispanic Service Institution and other grant-funded activities
- consistent branding for the entire District to ensure quality.

5.0 Performance Measures includes growth in some areas, reduction in others. A few significant examples, comparing 2015/16 to 2014/15 include:

Increase

- 18% growth in web site visits (now 4.7 million); PR plays a major role in collaborative leadership for the web site, in addition to providing significant content
- 28% growth in social media followers (43,292; Instagram started in April, 2015)
- 231% growth in professional photos taken for use on web sites, ads and social media (20,969). In a year when all departments were asked to develop new web sites, these photos were, and continue to be, critical elements of the marketing/outreach toolkit.
- 42% growth in large sliding photos (linked to written stories tied to enrollment recruiting) on home page (40)

Decrease

- 15% reduction in print and radio ads (1,601, nearly identical to 2013/14)
- 49% reduction in digital advertising (1.752 million views of SRJC enrollment ads compared with 3.55 million in 2014/15, the first year of such ads) The reduction in digital advertising was in part a funding issue, in part a personnel resource issue. However, digital advertising is the best type for tracking results, is highly cost-effective, and can be improved on the fly if there is enough staff time to analyze it.

The hundreds of projects undertaken and supported by Public Relations were accomplished with only 3.5 FTE staff members, one part-time STNC, one student intern per semester for two semesters, plus two part-time Student Equity-funded STNC positions (Marketing Assistant and Photographer).

EXPENDITURES & NEEDS

In 2014/15, PR had total expenditures of approximately \$543,000, which were 42% of the District total. Total Classified payroll was approximately \$161,730, .8% of the District total, and total Management payroll was approximately \$101,904, 1.11% of the District total. This department does not have Faculty payroll.

Department staff members (currently 3.5 FTE plus three STNCs and one student intern) 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, Vice Presidents and the District require of the Public Relations department, PR seeks increased staffing: a total of 2 FTE (one full-time, one 50%-time, two 25%-time, plus one contractor for Spanish translation).

Demands on the department are expected to increase, as the department provides strategy and support for enrollment recruitment, the 100th anniversary events and fundraising, and Measure H bond projects. The Director of Communications & Marketing has taken a major role in creating and running the Ad Hoc Web Site Workgroup, which oversees the District web site, and is co-chairing the 100th Anniversary Leadership Group.

EFFECTIVENESS IN MARKETING

PR can be more effective in enrollment advertising. Currently, PR staff members use analytical tools to some extent (limited by time) to evaluate traffic to SRJC's web site following advertising, and adjust ad placements when possible. A deeper level of analysis and more frequent, effective adjustments is possible, resulting in more effective recruitment, if there is more available staff time.

A 2014 report* by research consultants EAB (Educational Advisory Board) describes the impact of social media on engagement and retention. It also names both web sites and social media as critical recruitment tools for both traditional age students and adult learners. Growth on the District web site and social media has been very strong from 2013/14 through 2015/16. With the current base of nearly over 43,000 social media followers and 4.7 million home page views on the web site last year, PR is well-positioned to achieve greater success for the District with a small increase in staff.

VIDEO & PHOTOGRAPHY

An important potential support to this success is the use of video in social media and on web sites. The 2016 Social Media Marketing Industry Report** calls video the number one trend in successful marketing, and expects that to continue for the next three years. 73% of 5,000 marketing professionals plan to increase their use of video. PR is currently very limited in its ability to create short, attention-getting videos that can boost enrollment, and build engagement/retention at SRJC.

In 2015/16, Student Equity funded a photographer and a marketing assistant. Those positions provided thousands of dynamic, updated photos of both instructional departments and events that we have been heavily used, and have supported many Student Equity-related projects. However, those funds for PR projects are planned to diminish significantly this year, and be eliminated in 2017/18.

CRITICAL FUNDING NEEDS

Therefore, current critical funding needs are:

- Photography and video services for marketing and digital content development (.25 FTE Photographer,*** .25 FTE Videographer)
- Marketing Assistant, to coordinate and support photography, graphic design job management, accounting (1.0 FTE***)
- Graphic design services (.5 FTE Graphic Production Designer)
- Spanish translation services (independent contractor)

- Digital Asset Management (DAM) system. This database/system is required by PR, Media Services and other departments, to serve the needs of all departments. Currently photos are difficult to search, and PR is unable to provide effective support to the many departments requesting photos for their web sites and marketing projects. A DAM system would enable departments to search a database themselves for the photos, videos, images and sound files that they need, providing more professional branding and efficient use of digital assets. Media Services and Public Relations will be reconvening a group to study available systems; the amount included in 2.4d, Non-instructional Equipment, Software and Technology Requests, is a very rough estimate.

*Excellence in Community College Marketing, 2014

** <http://www.socialmediaexaminer.com/report2016>

***For 2017/18, when Student Equity is terminating funding

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 and Student Equity with committed translation services

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
FT Communications & Marketing Coordinator	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 STNCs and interns. Provides support for public communications during emergencies.
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. Write reports and analyze results of social media campaigns. Through photography choices, keep home page of website a strong marketing tool. Create marketing products as needed. For the Foundation: Write and produce newsletters. Support social media efforts (see above). This is a split position between PR and the SRJC Foundation.

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, 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.
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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.
STNC Photographer, Student Equity	10.00	10.00	Takes professional photography of students, faculty, staff, alumnae and events to be used to promote Student Equity, 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 7-15 hours per week depending on semester. Expect funding to terminate 2017/18.
STNC Marketing Assistant, Student Equity	15.00	12.00	Schedules photo shoots with professional photographers, faculty and staff in order to promote Student Equity, as well as enrollment growth and student retention/completion/success. Coordinates with Student Equity and other departments to produce marketing collateral in support of Student Equity goals. Hours vary from 14.5-25 hours per week depending on semester. Expect funding to terminate in 2017/18.
STNC Student Intern	12.00	8.00	When available, student interns perform writing, administrative, web site, photography and other tasks. Typically one for fall and one for spring semester.

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. We have 4.5 FTE staff members in our office. Pasadena CC has eight, Santa Monica has six. In addition, since 2013, there has been a significantly increased workload each year due to the creative vision and goals of the President, the need for enrollment growth, rapidly growing social media opportunities for promotion, increased numbers of District events, and grants received by the District that require web site, social media, print marketing materials and other communications/marketing support. That requires the small staff to produce a very high volume, work on a constant basis. 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 do so while maintaining the goals of Student Success, Student Equity, and other crucial programs and initiatives, marketing seeks a modest increase in its staff. PR requests the following additional staff in order of priority:

Marketing Assistant (full-time)
Photographer (25% time)
Videographer (25% time)
Graphic Production Designer (50% time)
Professional Spanish Translator (contractor, \$3000)

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

MARKETING ASSISTANT

In 2014, the department's previous administrative assistant was reclassified as Communications & Marketing Specialist. In spring, 2016, that position was reclassified as Coordinator, Communications & Marketing. Both of these reclassifications acknowledge the District's need for analysis and improved effectiveness of strategic enrollment advertising campaigns. However, neither reclassification provided any additional administrative support to the department, so the Communications & Marketing Specialist (now the Coordinator position) added important duties without the time to accomplish them. The ad campaigns we have run for which responses can be measured, which include both digital and print 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 produced success in this area points to the greater possibility of success by using analytics to inform our advertising strategy and implementation. A Marketing Assistant would free the Communications & Marketing Specialist to do much more in that area.

We currently have a PR Assistant, which is a half-time STNC position. That position's duties could be taken over by the Marketing Assistant, providing an extra 20 hours per week for the office.

In 2015/16, Student Equity funds supported two STNC positions in the PR office: a Marketing Assistant and a Student Equity Photographer. The Marketing Assistant's most important duties were scheduling photography shoots throughout the District, and working closely with Student Equity and PR's Senior Designer to produce marketing collateral. The Photographer took thousands of photos of students, faculty, alumnae, and community members at District events. The work of these two positions has been extremely well-received and noticed.

Student Equity funds for these two positions are expected to be eliminated starting July, 2017. The need for this work, however, continues to grow. With large grants such as HSI and Student Success, significantly increased requests from the Foundation and the District related to the 100th Anniversary, and the implementation of Measure H bond funds, demands on the PR department can be expected to continue to increase, without enough staff to create them. This also impacts the need for the Graphic Production Designer as well (see below).

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, the Foundation and throughout the District. Currently these duties are distributed among 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 Coordinator to analyze advertising and create much more effective campaigns; more effective campaigns are designed to increase enrollment. It will also enable the Communications & Marketing Coordinator to work more closely with Student Services Academic Affairs and other departments to serve students and the District better.

PHOTOGRAPHER

Web sites are the primary marketing tool of the District. With the new web sites that departments have been creating in 2016, the demand for photography has increased significantly. In 2015/16 Student Equity funds have funded an STNC photographer. With that funding expected to diminish or be eliminated in 2017/18, we will be facing a significant challenge. 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.

VIDEOGRAPHER

With rapid changes taking place in marketing, a media production technician (videographer) can significantly impact traffic on ads, web sites and social media – all essential for recruitment of new students. Pew Research reports that “YouTube is most popular among younger adults, blacks and Hispanics...younger users – 82% of 18- to 29-year-olds used YouTube in 2014, compared with 34% of those 65 and older. Racial and ethnic differences also exist – blacks (76%) and Hispanics (74%) are more likely than whites (57%) to use the video-sharing site.” These are exactly the groups we are recruiting.

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.

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. As mentioned above, large grants (e.g. HSI) and the 100th Anniversary are already requiring additional graphic design services. A 50% Graphic Production Designer would be able to handle more basic designs and revisions of more complex projects, enabling the Senior Designer to more effectively serve the numerous creative and branding requirements of the District.

SPANISH TRANSLATION SERVICES

Services have been purchased in the past year without a formal budget item, but special requests to President/CBO, as well as a small amount from Student Equity, have supported the services. This should be built into the PR budget and will increase. Professional translation is essential in order to continue to provide college-appropriate translation.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0000	ALL	00	00			Classified
0000	ALL	00	00			Classified
0001	Santa Rosa	08	06	N/A	Marketing Assistant	Classified
0002	Santa Rosa	08	06	N/A	Photographer	Classified

0003	Santa Rosa	08	06	N/A	Videographer	Classified
0004	Santa Rosa	08	06	N/a	Translator - Spanish	Classified
0005	Santa Rosa	08	06	N/A	Graphic Production Designer	Classified

2.3a Current Contract Faculty Positions

Position	Description
N/A	

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
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

The District has serious need of a Digital Asset Management System (DAM) which has been in the discussion stages as a shared project of Media Services, Public Relations, Information Technology, Arts & Humanities (including the Museum) and other departments for over two years. The digital assets that are stored in the DAM will be used in both instructional and non-instructional departments. For example, the Art department will be able to store thousands of images of paintings and sculpture to use in many art classes such as Art History. Thousands of videos and photos stored in the DAM will be used by the Digital Media and Marketing, History and countless other departments.

The Public Relations Department has an urgent need for a DAM system to store, and make easily retrievable, photos, videos and other digital assets. 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. Therefore it is extremely inefficient to provide help for them improve their web sites and help PR, A&R and others improve marketing efforts, thereby improving recruitment and retention. With the newly designed department web sites rapidly coming on board, the PR office continues to receive requests each week for photos and graphics, but doesn't have an efficient way to satisfy those requests. PR also needs to ramp up its video marketing; this is the most effective marketing available. Without an efficient way to store and distribute such videos, the effort to use them for recruitment is effectively quashed. A DAM is an essential marketing tool to help the District to recruit and retain students and build 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	1	\$35,000.00	\$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 need for staffing increases, we plan to add one workstation which could be shared by various part-time staff (photographer, marketing assistant, students and STNCs).

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.

Revise if you want; must be revised ni 2018

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. 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.

Revise if you want; must be revised ni 2018

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.

Revise if you want; must be revised ni 2018

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

Revise if you want; must be revised ni 2018

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

Revise if you want; must be revised ni 2018

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
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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
N/A																

4.2b Narrative (Optional)

N/A

5.0 Performance Measures

2015/16 PR 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 and photography.

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

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 significant 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, 2014/15, 2015/16
Projects and products researched, written, edited and/or designed:

	2013/14*	2014/15*	2015/16
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Advertising

Newspaper insertions	182	201	183
Magazine insertions	0	1	0
Radio spots (paid)	1400	1688	1418

TOTAL INSERTIONS/SPOTS	1582	1890	1601
Growth		19%	-15%
Digital ad impressions (paid)	N/A	3,552,168	1,751,800
			0.493163612

Major Special Project: Accreditation

Accreditation Self Evaluation Report designed for print and web site (400 pages)	N/A	1	N/A
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Emergency Response

District emergencies requiring response	N/A	3	3
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Social Media Posts and Services

Facebook posts	650	869	733
Twitter posts	310	1249	1005
LinkedIn posts	N/A	230	213
Instagram posts (started April, 2015)	N/A	92	314
Messages to social media answered by PR staff	N/A	121	194
Social media/web site stories	32	29	19
TOTAL SOCIAL MEDIA POSTS & RESPONSES TO INQUIRIES	1,041	2,590	2478
Growth		149%	-4%

Social media campaigns (1 month prep/duration)	0	2	2
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Social Media Followers

Facebook likes	5,053	8,064	11,201
Twitter followers	396	1,432	2391
LinkedIn followers	17,600	24,151	28600
Instagram followers	0	174	1100
TOTAL SOCIAL MEDIA FOLLOWERS	23,049	33,821	43,292
Growth		47%	28%

Web Site

Home page traffic (page views)	3.6 million	3.99 million	4.7 million
Growth		11%	18%
Home Page Sliding photos	N/A	28	40
Growth			42%
President's Blog (articles)	N/A	3	2
Growth			-33%

Photography

Photos taken (not social media)	4659	3237	15,550
specific photo requests from within SRJC community & the public	51	57	76
photo shoots for campus events & activities	29	N/A	62
photos - social media	N/A	5468	5281
TOTAL	4765	9060	20,969
Growth		90%	231%

Other Written

Messages written/edited for Dr. Chong	23	24	22
Employee of the Month profiles	12	12	11
Press releases & public service announcements	70	89	79
Insiders		20	19
TOTAL WRITTEN/PRINTED	105	125	131
Growth		19%	5%

Other Services

Responses to calls from the public help/info	350	275	325
Internal and community calendar postings	350	449	300
TOTAL OTHER	700	724	625
Growth		3%	-14%

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

PROJECTS OF THE SENIOR DESIGNER

Examples of products and promotions produced by Senior Designer Mike Garcia, with support from Public Relations staff.

Overall responsibilities: creative development, art direction, graphic design, type design, photo direction, photo editing, photo and editorial asset development and maintenance, production art, print purchasing.

Products for over 60 large projects/departments, for all five campuses and District sites. Many campaigns, such as enrollment recruitment, Day Under the Oaks, Summer Repertory Theatre, and graduation include five or more of the following examples:

Advertisements, banners (digital, print), digital displays, posters, flyers, handbills, logos for print, web and social media, schedule and catalog covers, maps, photo editing and selection, programs, promotional cards, signs, t-shirts, invitations, letters, envelopes, brochures.

DEPARTMENTS/EVENTS SERVED (Examples)

- District (Enrollment recruitment advertising, district logo and brand identity, Insider, Measure H Communications, Fact Book)
- Academic Affairs (Summer Repertory Theatre, Theatre Arts, Music, Community Education, Class Schedules, external events for Dr. Chong (APAHE), Vice President Rudolph (CCCIO), ESL, Athletics, Planetarium, Culinary, Wine, International Students, Interior Design, Fashion)
- Student Services (Day Under the Oaks, High School Equivalency Program, Hispanic Serving Institution programs, SSSP, Student Equity, Financial Aid, Scholarships, Dream Center, MESA, Graduation, Student Activities, Hispanic Heritage, Black History, Asian History, Puente)
- SRJC Foundation (President's Address, Alumni & Friends, Annual Appeal, Circle of Honor, Petaluma/Foundation development)
- Petaluma, Shone Farm, Public Safety Training Center (LumaFest, Petaluma Film Fest, Fall Fest, PSTC photo editing)
- Shared Governance/Classified Union Representation (Committees: Classified Executive, Facilities Planning, Intercultural, Accreditation, Hiring; Union Newsletter, civic engagement on behalf of SRJC/classified staff)

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	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>1.1 Campaigns were effective in gaining attention (thousands of clicks for digital ads). We chose a variety of new approaches including digital billboard, and traditional approaches including postcards.</p> <p>1.2 Established regular meetings Admissions & Records and met each semester with Academic Affairs (Kris Abrahamson) to create effective timelines and themes.</p> <p>1.3 Advertising plan covered 9 months of the year, approaching a year-round plan.</p> <p>1.4 Studied best practices of Public Relations departments of community colleges.</p> <p>1.5 Revised both web site and social media to respond to top enrollment priorities. While student engagement increased on social media, this cannot be directly tied to enrollment results.</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	2.1 Successfully collaborated with Student Services (A&R, Counseling) to ensure appropriate revisions were made in a timely fashion.
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	<p>3.1 Co-lead the Ad Hoc Web Site Workgroup. Met monthly continue developing the home page, top layers, plus new department and faculty web sites. Responded to feedback (positive and negative) to ensure an effective website.</p> <p>3.2 Continued expanding social media platforms, analysis and effectiveness. Social media was successful in building student engagement. Traffic increased on all platforms (Facebook, Twitter, Instagram, LinkedIn); overall social media followers increased 28%.</p>
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>	2015-16	4.1 Consulted with the President, faculty, Foundation, Vice Presidents and others. Created the 100th Anniversary Leadership Group, which began meeting monthly in April, 2016.

					4.3 Work with committee to develop process for college and community involvement in anniversary activities		4.2 Anniversary Leadership Group has developed the plan including vision, mission, purpose of the anniversary activities. 4.3 Announcements, invitations and PDA to participate in anniversary activities have begun in Fall 2016.
0005	ALL	04	06	Support 2030 Plan for Facilities with marketing and communications vision and collaboration	5.1 Collaborate with Director of Capital Projects to create and implement marketing and communications plan 5.2 Research best practices in implementation of such a plan at other community colleges	Fall 2014- Summer 2015	5.1 Collaborating with Director of Capital Projects to create and implement marketing and communications plan. 5.2 Researching best practices in implementation of such a plan at other community colleges.
0006	ALL	08	06	Continue growth of communication with students, parents and community through successful web, digital and social media programs	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 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 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 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.	2015-16	6.1 Implemented the online marketing strategy, using both paid and unpaid approaches for social media. Adapted strategy to new trends. Developed two social media campaigns (in addition to enrollment campaigns): first, Welcome to SRJC, involving approximately 100 SRJC staff members, was designed to connect/familiarize and engage our community with our staff and services. Second, the SRJC Reads contest on Instagram was an initiative of the English Department promoting reading and critical thinking. 6.2. Expanded photography (supported by Student Equity funds) that was used widely on SRJC web sites and social media. Number of high-quality large photos on the website home page increased by 42%. Very limited video was added due to budget constraints. Greater collaboration with h.s. outreach including success stories. Measurement of related enrollment/retention/completion not currently possible. 6.3. Diversified social media outlets by developing SRJC's first official Instagram account and incorporating it into social media strategy, focusing on promoting diversity, integrating all communities and learning communities, reaching out to potential students and supporters. 28% growth on all social media in followers and fans.

							6.4. Provided rapid and consistent response to 60% increase in student and community requests on social media, directing them to various departments for more information.
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	<p>7.1 Continued nurturing relationships with editors, producers, broadcasters and reporters. Significant addition: La Prensa (Spanish/English e-newsletter); maintained relationships with changing Press Democrat education reporters</p> <p>7.2 Developed and pitched creative story ideas to a variety of media including online, print and broadcast. Excellent results included coverage of SRJC wine classic, SRJC Reads - I am Malala, SRJC cops and coffee, Gateway to College's Vanessa Luna Shannon, and Jill McCormick swim coach.</p> <p>7.3 Worked with all campuses, sites and programs to identify compelling stories.</p> <p>7.4 Collaborated with Athletics to support public visibility of the department.</p>

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
Santa Rosa	<p>In reviewing the 2014/15 data (see 5.0 Performance Measures), it is reasonable that the PR Department cannot keep up with the demands placed upon it. Despite the workload for current staff, the department has been successful in achieving the overall goal of increasing college visibility, as well as responding to rapid changes in the marketing and social media environment. In 2016/17, they will continue pushing forward with innovative approaches.</p> <p>In 2016/17, PR staff will continue to work closely with the VPs and departments such as Student Services and Academic Affairs to ensure that marketing efforts support both recruitment and retention/completion. They will collect data, from digital metrics to focus groups and surveys, to support decisions made by the department.</p> <p>They will continue to support effective, and cost-effective, implementation of social media, digital advertising, and other rapidly developing communications/marketing tools, while remaining open and interested in traditional tools that might be effective.</p> <p>The 100th Anniversary of the District is being co-chaired by the Director of Communications & Marketing. This new and very large project is designed to start drawing a great deal of community attention and involvement by Fall, 2017. It has already started affecting department workload for the Director and Senior Designer and department-wide, that is expected to increase. Ultimately, planning for the year of activities and celebrations will keep in the forefront the need to support enrollment, retention and completion by raising the visibility and excitement around an SRJC education.</p>

6.2b PRPP Editor Feedback - Optional

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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 effective, creative and organized campaigns (including paid and unpaid promotion) to help SRJC meet enrollment goals for 2016-17	<p>1.1 Revise and implement annual college marketing and advertising plan</p> <p>1.2 Collaborate closely with Student Services and Academic Affairs to create effective timelines and themes</p> <p>1.3 Effectively utilize web site 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>	2016-2017	<p>Current staff for creating the plan.</p> <p>For 2016/17, to equal the 2015/16 expenditure in support of enrollment marketing, an additional \$50,000 would be required (over the adopted budget).</p>
0002	ALL	04	06	Support 2030 Plan for Facilities with marketing and communications vision and collaboration	<p>2.1 Collaborate with Director of Capital Projects to create and implement marketing and communications plan</p> <p>2.2 Research best practices in implementation of such a plan at other community colleges</p>	2016-2017	Current staff; Bond funds will be used for contract writers.
0003	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 and branding goals/efforts, in order to support increased enrollment, retention, success and completion</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 Hispanic 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>	2016-2017	<p>3.1 Current staff for creating the plan.</p> <p>3.2 Current and proposed staff for implementing the plan.</p> <p>3.3 Current staff</p> <p>3.4 Current staff</p>
0004	ALL	07	06	Continue planning process for SRJC 100th Anniversary	4.1 Continue leading the creation of infrastructure with 100th Anniversary Leadership Group and Workgroups	2016-17	Current staff

					<p>4.2 Work with Leadership Group to inspire and motivate others inside and outside of SRJC to participate</p> <p>4.3 Guide the plan for activities, events and projects to result in over a year of celebration, inspiration and fundraising</p>		
0005	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>	2016-17	Current staff
0006	ALL	08	06	Support the successful implementation of the SRJC Strategic Plan through improving institutional effectiveness	<p>6.1 Co-lead the Ad Hoc Web Site Workgroup 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 Develop plan for consistent and regular communication by President with all constituents</p> <p>6.4 Improve efficiency in PR office to enable department to serve the District, college departments and initiatives</p>	2016-17	Current staff