

2011-12 Program Review

Name of Program: Marketing & Communication
 Name of Unit: Marketing & Communications
 Name of Area: President
 Date Completed: 11/23/2010

Program's Mission Statement

The Mission of the Department of Marketing and Communications is to enhance and support the College Mission by providing leadership and vision for the College's internal and external communications, marketing, and promotional efforts and by serving the community and College as a resource for information, publications, and media relations.

Program's Overarching Outcomes - SLOs / SAOs

Service Area Outcomes (SAO)

1. Provide information resources for students, faculty, and staff.
2. Increase public awareness of academic excellence.
3. Support enrollment strategies and FTES goals.
4. Enhance collaboration among stakeholders.
5. Support student learning and activities.

We measure success by the number of projects completed and the quality of the work.
 We assess our outcomes as indicated below.

Number of promotional items distributed - Annual
 Number of awards for publications and promotional materials-Annual
 Surveys and feedback from clients - satisfaction - Ongoing
 Number of individual pieces created / produced for campus clients - Ongoing
 Number of events supported or produced-Annual
 Number of press releases produced and distributed-Annual
 Number of publications circulated to general community-Annual
 Number of publications developed and circulated for target audiences -Annual
 Number of student contacts/consultations/information sessions- Annual

Number of faculty/staff consultations and workshops - Annual

Program's Characteristics, Performance and Trends

Characteristics, Performance and Trends

1. Program Descriptors: The Marketing and Communications Department provides leadership and management of the

a) College's internal and external communications. Examples include President's Monthly Update publication, Let's Talk College, Annual Report, news releases, relationships with regional, state and national professional organizations, marquee messages with periodic updates, training and oversight of use of College logo and maintenance of Logo Usage Manual, Response to external requests for information and publications by regional libraries, schools, and public agencies; Contract management with Valerie Martinez Associates (VMA) agency for marketing, advertising, and communications services.

b) Enrollment marketing and promotional efforts. Examples include planning and development of collateral materials for South Whittier Educational Center, Intensive English Language Academy, G.R.E.E.N. Program, department and program brochures, develop, maintain and distribute inventory of promotional items and publications, advertising placement and creation for high school publications such as football programs and yearbooks.

c) College's in-house Public Relations and General Communications counsel. Examples include development and supervised distribution of news releases to media outlets, media relations with internal and external media outlets, service as college designated spokesperson, training for student leaders and others with regard to Media Relations, crisis communications management, development and placement of feature articles to showcase awards, student success and examples of academic rigor.

d) Production of College academic and other official publications. Examples include design and publication production services for the college community, including official academic publications (catalog, Continuing Education class schedules); academic program and student services brochures; flyers for events and programs; posters for theatre productions and special events; symbols and icons for web headers and special projects; event programs and collateral materials for on and off-campus events (Commencement, grand openings, GoRIO, etc.)

e) Management of strategic marketing initiatives. Examples include for campus-wide projects such as AccessRIO portal development, My RHC Card, collaborations for special projects with Department of Government and Community Relations, Contract Education, Continuing Education, ElMonte Pledge, etc.

f) Event planning and management. Examples include planning and operational support for major annual events such as Commencement, Foundation Gala, building program events,

Senior Preview Day and Family Nights, and special initiatives such as the G.R.E.E.N. program, Tune-In Tune Up, RioMAIL; scripting for special events for President's Office (Commencement, Groundbreaking and Grand Opening events, El Monte Union Pledge signing event, etc.

Tools we use:

- *Desktop publishing - MacIntosh computers (one of which is a hand-me-down with limited memory used by graphic designer)
- *Electronic communication, e-mail, website
- *Face-to-face consultations
- *Training workshops

Staffing resources:

*The Department is staffed with 2.5 FTE employees, which includes the director, marketing and communications specialist, and graphic designer. We also rely on approximately 1.5 FTE in VMA agency support staff who provide desktop publishing and writing services.

By contrast (see Appendix) nearby community colleges staff their Marketing/Public Information offices as follows:

Cerritos College - 11 FTE; Mt. San Antonio College - 9 FTE; Pasadena City Collete - 8 FTE. These are adjoining districts with whom we compete for regional resources, prestige and students.

2. & 3. Program Components and Services:

- * Publication design, including electronic presentation
- * Publication pre-print production
- * Marketing and advertising design
- * Media relations
- * Analysis of enrollment trends
- * General public information services
- * Advertising and public relations consultation
- * Inventory of college promotional items
- * Website review, development and general oversight
- * Special event support
- * Relationships with professional organizations - NCMPR and CCPRO
- * Internal communications messaging
- * Special projects.

4. Customers and Clients:

- * Students seeking advice and assistance with materials and publicity (ASO clubs and events);
- * Faculty and staff seeking assistance and counsel with special projects, publications, initiatives (Career/Technical Education Project Teach, Drug Students Program grant activities, G.R.E.E.N. Program, My RHC Card program launch, RioMail enrollment, etc.)
- * Campus leadership seeking advice with communication strategies and media relations (Accreditation, Police Academy);
- * General public seeking clarification and information (requests for publications and information);
- * Media representatives seeking information about current issues and news;
- * Governmental representatives seeking information and materials about the college;
- * Community organizations and service groups with whom we partner for special events and

outreach.

* VMA agency liaison.

* Other campus entities who rely upon our services (Governmental and Community Relations, Continuing Education, Arts and Culture, President's Office, Outreach Department, etc.)

Performance and Trends:

1. The Marketing and Communications Department has been in place as a discrete program less than three years. In prior years, staff were assigned to other campus units/department.

There is a sustained demand for services. Service requests from our campus clients have been tracked beginning August, 2008, with an annual average of 125 production requests received. The projects reflect a wide range of support activities primarily for design and production services. Staff resources are used at capacity meeting the requests. Other requests must be outsourced at additional expense in order to meet client timelines. The department also fills requests for news releases and publicity for academic programs and student services.

2. The Department assists in the production of bilingual materials and provides support for and participation in events for diverse audiences, such as the SPIRITT Family Services conference for young women, Latina Leadership Network, South Whittier Educational Center recruitment, etc. Translation services are outsourced at additional expense.

3. Changes that may affect Performance of the Program

* There is an increasing dependence upon the Department for creation of materials related to development support for new electronic functions (such as the AccessRIO portal) and for marketing the functions to the campus.

*Growing reliance on electronic sources for college information will require greater attention and more widespread use of website and other electronic media, including social networking, as information and communications tools.

For example, a review of other California community colleges indicates that 58 of 110 colleges maintain a Facebook presence on their websites; 42 of 110 maintain Twitter presence, and 13 have Myspace connections. Twenty-eight have miscellaneous (Youtube, LinkedIn, etc.) connections.

*Emerging emphasis on community college completion indicators will create a parallel demand for increased support for new initiatives in student success, degree attainment.

Program's Strengths and Weaknesses

Strengths

- Quick project turn around
- Staff responsive to time-sensitive projects
- Experienced and knowledgeable staff
- Strong relationship with external media sources
- Award winning publications and other promotional materials
- Professional expertise shared with students
- Proactive crisis management
- Personnel have comprehensive knowledge base of campus operations and personnel
- Strong network relationships with regional, state and national peers
- Positive campus reputation for service and event support

Weakness

- Lack of recent research data to assess community perceptions of institution
- College community not generally aware of services and resources available through

M&C

- Lack of office support resources, resulting in diversion of “people power” from primary responsibilities
- 50% availability of graphic design staff
- Lack of web/electronic design capability and/or resources
- Lack of resources to develop and conduct social networking for RHC
- Limited funds for professional development
- Outdated and slow 'hand-me-down' computer at full capacity used by graphic artist

Program's Opportunities and Threats

Opportunities

- Media representatives recognize department as official news source
- Stated desire of local elected officials for information about RHC community partnerships and activities
- Website re-design and management
- Satellite campus development
- Opportunity to submit marketing pieces for juried competition in state, regional, and national competition
- Opportunity to enhance campus understanding of the function of M&C in relation to other campus entities
- To share professional expertise with Leadership Academy Cohort
- New channels of electronic communication and marketing will assist in accomplishment of department's mission.

Threats

- Increased demands from special initiatives (development of satellite campuses,

SANFACC responsibilities)

- Increased demands for support of RHC Foundation activities (Gala, Golf Tournament, Scholarship, Major Fund Campaign)
- Workload issues generated by last minute requests from campus personnel
- Instability of State Budget and reduced resources for supplies and materials
- Increased expectations for social networking presence absent necessary resources to establish and maintain
- Increasing requests for web/electronic design services

Program's Accomplishments and Recommendations for Improvement

Accomplishments 2009-2010

Summary: The Department of Marketing and Communications consistently meets expectations and deadlines for critical academic publication production and for responding to campus-wide requests for production support.

In 2009-10, the Department has

- Produced award-winning 2010 Academic Catalog
- Produced three issues of the Continuing Education Class Schedule
- Completed 126 production projects for campus clients
- Produced approx 85 press releases
- Produced 12 editions of the presidents update
- Produced and distributed three issues of Let's Talk College targeted to High School Audiences @6,000 per issue
- Produced 2009 Annual Report, disseminated throughout district (134,000)
- Produced 2010 summer newsletter for district-wide distribution
- Entered 23 items in professional competitions garnering five awards in state, regional and national competitions
- Supported 9 building program special events with planning and event collateral materials
- Placed 20 advertisements for high school football programs and yearbook ads
- Maintained inventory of 10 separate promotional items, filling 269 of requests for supplies from campus entities.
- Authored article (solicited by publication) "Communicating in Accreditation's Aftermath" published by national publication, COUNSEL, a journal of the National Council for Marketing and Public Relations, an affiliate AACC council.
- Completed special projects/publications in support of GoRio; Intensive English Language Academy; Tune In-Tune Up; G.R.E.E.N. Program; Foundation Gala and Golf Tournament; Family Nights; Higher One Disbursement Card;
- Provided scripting for major campus events including Commencement and FLEX Day Presentation
- Designed 'channel' headers for AccessRIO portal and My Educational Plan
- Commissioned and directed Web Research Project and Focus Groups to ascertain user preferences in design and navigation completing an objective for the previous year.
- Issued 104 requisitions and follow-up as necessary with Purchasing and Accounting

Departments.

Recommendations:

- The College should upgrade production capacity with new MacIntosh computer for Graphic Artist;
- Provide at least one half-time for web and electronic media design
- Provide one full-time support staff
- Augment Graphic Artist staff by an additional half-time designer
- Initiate a campaign to bring the Department of Marketing and Communication's services to the attention of potential campus clients.

Program's Strategic Direction

We anticipate that as the economy continues its slow recovery, demand for Rio Hondo College classes and services will continue to exceed the College's funding resources. Although it is predicted that the number of local high school graduates will decrease in number, it is likely that any such decrease will be offset by an increased demand for re-training and career education for adult students. Further, we anticipate a continuing marketing focus on the high school student population because the Board of Trustees has directed that the College increase the percentage of enrolled students who are from local feeder high schools and because the overall college-going rate in some service areas is low.

As we do not anticipate the need to grow enrollment in the next few years, our direction is determined by the realities of allocating limited resources as directed by strategic goals established by the College.

The Strategic Direction of the Marketing and Communications Department Program will continue the use of research and other tools to

- analyze opportunities presented by new communications media;
- to assess community perceptions about Rio Hondo College;
- review the College's web and other electronic presence positions;
- position the Department as a central resource in the development of messages to support the college brand, align publications and other communications strategies to be consistent with brand messaging;
- affirm the position of the Department as an essential and creative production service support unit and center for media relations.

Program's Staff Development

Program Review - Additional Comments

There are indications of a coming fundamental shift in the way community college efforts are measured. In the past, service and access have been key objectives. Recent legislation (AB 1440 - CSU transfer), and funding limitations will likely result in increased attention to measures of student success such as retention and goal attainment. The Department of Marketing and Communications will be an essential resource for development of marketing strategies and message development as these anticipated initiatives evolve.

Program Review - Executive Summary

PROGRAM REVIEW EXECUTIVE SUMMARY

Program: Marketing and Communications Date: November 3, 2010

Committee Members Present: Marie Eckstrom (Chair); Howard Kummerman (Research); Mike Javanmard (Faculty); Matt Pitassi (SLO); Laura Verdugo (Classified); Walter Jones (Dean)

Program Members Present: Susan Herney; Cathy Butler; Silvia Viramontes ; Crystal Maes; Russell Castaneda Calleros; Angie Tomasich

Commendations

- Commendations on a concise and meaningful Mission Statement.
- Commendations on excellent job reaching out to local media, not permitting the media to interrupt academic programs on campus, and generally promoting the college.

Program-Level Recommendations

- Revise Program Review document to include the following:
 1. additional information to SWOT and Strategic Direction;
 2. inclusion of description and reason (s) for additional technology request;
 3. additional information/description of VMA services and cost;
 4. specifics about awards and types of products produced;
 5. specific information about how the plan will be developed for Facebook and other social networking and how safeguards will be implemented;
 6. specific information about work with El Paisano;
 7. include specific dollar amounts in the objectives for allocation requests.
- Work with the Office of Institutional Research and Planning to measure quality of services rendered.

Institutional-Level Recommendations

- Continue to support college divisions, programs, and departments as they develop, maintain, and revise their own directions. Continue to utilize their expertise as appropriate.
- Expand financial commitment to Marketing & Communications as appropriate: hardware, software, and personnel.
- Work with Information Technology Services on the college website.
- Continue to work with the Communication and Languages Division on their student newspaper, El Paisano, and assist the Division in the implementation of new media degree and online radio station.

Program Review - Response to the Executive Summary

We appreciate the thoughtful review provided by the committee and will integrate the recommendations into the plan. We also appreciate the commendations.

Goal #1 Long term (2-5 years)

Status: on hold

Description of Goal

To assess perceptions of Rio Hondo College District residents regarding the College, its role and performance, and to test elements of the Rio Hondo College brand.

Evaluation of Goal

Use of resulting data to determine marketing and communications strategies.

Objective #1.1

Status: in progress

Identify internal or external resource to develop and conduct survey January 12, 2012.

Impact of Objective on Other Programs, Units, and/or Areas

Impact on the Government and Community Relations Program: Government and Community Relations

Will request the Government and Community Relations program to provide input and to collaborate on the design of the study for maximum potential benefit.

Impact on the Unit: Government and Community Relations

Provide consultation and assistance in the selection of a service provider (research firm) and assist with the supervision of the services requested. Possibly combine fiscal resources to achieve goal.

Impact on the Institutional Research & Planning Program: Research & Planning

Provide consultation and assistance in the selection of a service provider (research firm) and assist with the supervision of the services requested.

Resources Needed: Additional Budget

Requested Item:

Required for How Long: 1 time

Requested Amount: \$25,000.00

Description:

Community Perception Survey throughout Rio Hondo Community College District.

Supporting Rationale

Large educational institutions routinely perform periodic assessment of community perceptions. Such a community survey is overdue and will serve as a baseline to use in measuring changes in community perceptions and college communications strategies. It will also be an invaluable tool in strategic enrollment management decision making.

Objective #1.2

Status: in progress

Conduct the community perceptions survey by June 30, 2012.

Goal #2 Long term (2-5 years)

Status: in progress

Description of Goal

Increase service to campus.

Evaluation of Goal

More people will request services from the Marketing and Communications Department.

Objective #2.1

Status: in progress

Employ hourly Graphic Artist position by June 30, 2012.

Resources Needed: Additional Personnel

Position Classification: Classified Hourly

Position Title:

Basic Position/Job Description:

Hourly (20 hours/week) Graphic Artist staff to provide design and layout services for projects which are now being out-sourced due to lack of internal resources.

Estimated Salary Excluding Benefits: \$25,000.00

Supporting Rationale: Identify the basic need. Include specifically how your Program Review, Strategic Plan, Master Plan, Accreditation or other external review processes support this position. For permanent positions indicate what percentage you are recommending, i.e. this is a permanent position in Weekend College for 37.5%.

The hours available (half-time) Graphic Artist are not adequate to meet campus demand for design and layout services. As a result, many projects are out-sourced at considerable extra expense with longer turn-around time or at additional expense for expedited service. Additional staff resources will save budget and expedite service.

Objective #2.2

Status: in progress

Hire full-time Department Secretary by June 30, 2012.

Resources Needed: Additional Personnel

Position Classification: Classified

Required for How Long: Ongoing

Position Title:

Basic Position/Job Description:

Senior Secretary - Provide secretarial support for Department, fields media relations calls and community requests, assists campus clients with requests for promotional supplies and other materials. Take meeting minutes and assist with the development of manuals and publications, proofreading.

Estimated Salary Excluding Benefits: \$50,000.00

Supporting Rationale: Identify the basic need. Include specifically how your Program Review, Strategic Plan, Master Plan, Accreditation or other external review processes support this position. For permanent positions indicate what percentage you are recommending, i.e. this is a permanent position in Weekend College for 37.5%.

The Department of Marketing and Communications was designated a discrete campus operational unit in 2008. However, it has been functioning as such without office support necessary for efficient operation. A full-time senior Secretary would provide support for the entire Department, thereby permitting the Marketing and Communications Specialist to commit 100 percent of her available time to providing production services and event support to the campus community, new marketing initiatives.

A review of staffing configurations of three nearby community college communications departments (Appendix) indicates that each is staffed by at least one office support person at the secretary or administrative assistant level. Two of the departments are staffed with two office support staff members. These are adjacent college districts with whom Rio Hondo College must compete for regional resources, prestige, and students.

Objective #2.3

Status: in progress

Provide ongoing technical assistance to individual departments to develop and implement special program marketing initiatives (Career/Tech Ed Project Teach, Continuing Education, International Student program development, etc.)

Objective #2.4

Status: in progress

Conduct 4 campus marketing initiative workshops by June 30, 2012. "Let us show what we can do for you."

Objective #2.5

Status: in progress

Purchases a new state-of-the-art Macintosh computer system and software by July 30, 2011.

Resources Needed: Additional Technology

Technology Classification: Computer Software**Requested Amount:** \$3,000.00**Description:****Reason:****Location:****New or Replacement:** Replace Existing**Services Required:** None**Technology Classification: Computer Hardware****Requested Amount:** \$5,000.00**Description:****Reason:****Location:****New or Replacement:** Replace Existing**Services Required:** None**Objective #2.6**

Status: in progress

Hire designated Web Designer to support the Rio Hondo College main website and portal. Web designers are specialists and the electronic equivalent of Graphic Artists. The College does not have web design resources. The College's Web Developer provides technical service and support functions, but does not provide design/art support.

Resources Needed: Additional Personnel

Position Classification: Classified Hourly

Required for How Long: Ongoing

Position Title:

Basic Position/Job Description:

Provides specialized design and support of the College web site content and access and AccessRIO portal functions. Provides writing, editing, updating and development support to internet and intranet web pages that are accessed through existing websites.

Estimated Salary Excluding Benefits: \$50,000.00

Supporting Rationale: Identify the basic need. Include specifically how your Program Review, Strategic Plan, Master Plan, Accreditation or other external review processes support this position. For permanent positions indicate what percentage you are recommending, i.e. this is a permanent position in Weekend College for 37.5%.

The college needs web design resources and capability to support evolving electronic presense such as the Access Rio Portal and needed revisions/new content on the official college website. For example, the Media Preferences Survey conducted in 2008 indicated that 53 percent of the respondents have You Tube accounts.

Goal #3 Long term (2-5 years)

Status: in progress

Description of Goal

Develop strategic marketing plan reflecting goals set as Enrollment Strategies.

Evaluation of Goal

Plan will reflect (1) overall enrollment goals and (2) targeted initiatives designated as Enrollment Strategies.

Objective #3.1

Status: in progress

Solicit information about specific program enrollment trends and initiatives by July 15, 2011.

Existing Resources

Resources included in Department Budget for purchase of advertising and other marketing materials.

Objective #3.2

Status: in progress

Identify the target audiences and the messages to support each trend or initiative by June, 2012.

Objective #3.3

Status: in progress

Identify the resources necessary to support the marketing plan activities by June, 2012.

Goal #4 Long term (2-5 years)

Status: in progress

Description of Goal

Develop plan to include new media communication pathways in strategies used by Rio Hondo College.

Evaluation of Goal

Completed plan to include timeline for updating and on-going review of emerging communications media.

Objective #4.1

Status: in progress

Form Task Force to assess opportunities for communicating with audiences using electronic technologies, including the web and social networking entities by January 1, 2012.

Resources Needed: Additional Budget**Requested Item:****Required for How Long:** 1 time**Requested Amount:** \$3,000.00**Description:**

Travel and conference fee for two staff to attend workshops and conferences to develop and update skills and strategies for social network marketing.

Supporting Rationale

The College needs to establish a competitive edge and use vital communications resources such as Facebook, Second Life, and Twitter. This will help target special audiences, promote Rio Hondo College, and improve student retention. The 2008 Media Preferences Survey indicates that more than 85 percent of students indicated access of social networking sites.

Objective #4.2

Status: in progress

Train hourly workers to 'populate' and contribute to Rio Hondo College social networking sites.

Resources Needed: Additional Personnel**Position Classification: Student Worker**

Required for How Long: Ongoing

Position Title:

Basic Position/Job Description:

Social Networking Representatives for Rio Hondo College. Two hourly workers @20 hours week for 50 weeks to update and maintain social networking sites for Rio Hondo College.

Estimated Salary Excluding Benefits: \$7,000.00

Supporting Rationale:

The College needs to create and maintain a competitive edge and missing out on vital communications resources such as Facebook, Second Life, and Twitter. This will help target special audiences, promote Rio Hondo College, and improve student retention. The 2008 Media Preferences Survey results indicated that more than 85 percent of students access social networking sites. The 2010 Web Research Project Report recommended "Add social networking functions to the prospective student area (realizing that the largest growing demographic using social networking is the Adult Learner target population."

Appendix A

Comparison of Regional College Marketing & Communications Departments



Individuals Who Participated in Developing this Plan

The following people acknowledge that they participated in the development of or reviewed this plan.

Name	Role
1. Herney, Susan	Review Manager
2. Viramontes, Sylvia	Participant
3. Castaneda-Calleros, Russell	Reviewer
4. Tomasich, Angie	Reviewer
5. Maes, Crystal	Reviewer
6. Butler, Cathy	Reviewer