

Meeting of the San Bernardino Community College District Board of Trustees
Study Session (Brand Assessment Results) Agenda
District Board Room
December 14, 2017, 1:00 p.m.

1. CALL TO ORDER – PLEDGE OF ALLEGIANCE

2. PUBLIC COMMENTS ON AGENDA ITEMS

The San Bernardino Community College Board of Trustees offers an opportunity for the public to address the Board on any agenda item prior to or during the Board's consideration of that item. Matters not appearing on the agenda will be heard after the board has heard all action agenda items. Comments must be limited to five (5) minutes per speaker and twenty (20) minutes per topic if there is more than one speaker. At the conclusion of public comment, the Board may ask staff to review a matter or may ask that a matter be put on a future agenda. As a matter of law, members of the Board may not discuss or take action on matters raised during public comment unless the matters are properly noticed for discussion or action in Open Session.

Anyone who requires a disability-related modification or accommodation in order to participate in the public meeting should contact the Chancellor's Office at (909) 382-4091 as far in advance of the Board meeting as possible.

If you wish to address the Board, please fill out a public comment form and give it to the secretary PRIOR to the start of the meeting.

3. PRESENTATION – BRAND ASSESSMENT RESULTS

4. PUBLIC COMMENT ON NON-AGENDA ITEMS

This is an opportunity for members of the public to address the Board concerning non-agenda items.

5. ADJOURN

The next meeting of the Board: Business Meeting, December 14, 2017, at 4pm.



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To: Chancellor Bruce Baron
From: Cerrell Associates
Date: November 30, 2017
Subject: Executive Summary – SBCCD Brand Assessment & Recommendations

Executive Summary

In January 2017, the San Bernardino Community College District (SBCCD) Board of Trustees approved a five-year strategic plan to guide the District's efforts to advance its mission of increasing access to affordable, high-quality higher education for Inland Southern California residents. To do so, the plan prioritized strengthening the District's profile to attract and maintain students, talented faculty and staff, as well as enhance business and community partnerships.

It's clear that SBCCD, with its four different entities throughout the Inland Empire, has the foundation in place to be seen as the region's leading provider, advocate and resource of affordable, accessible and high-quality education and life-long learning programs. To do this, the District is seeking to strengthen its overall brand and marketing standards, including considering a re-branding program. But in order to strengthen and promote this premise, the District needed to assess how internal and external stakeholders perceive its brand, and if its brand effectively unifies and enhances its four entities.

Working in collaboration with public affairs firm Cerrell Associates (Cerrell), SBCCD began this comprehensive assessment process in August 2017. Through this program, SBCCD and Cerrell have solicited input from students, faculty, staff, alumni and community stakeholders to identify current perceptions about the District, and how the District can improve the effectiveness of its internal and external communications efforts and its overall reputation.

This assessment program is the first phase of a larger effort to help SBCCD establish a cohesive and potent brand that achieves the following communications goals:

- 1) Distinguishes SBCCD as vital community resource and the region's leading provider of affordable and accessible education.
- 2) Attracts and retains a diverse student population and talented faculty and **staff**.
- 3) Reinforces SBCCD's history in the region and its legacy providing high quality educational services.
- 4) Strengthens the brand and positioning of each SBCCD entity, and bolsters their ability to attract and serve students and the community.

Methodology

To assess awareness of and enthusiasm for SBCCD's brand, Cerrell designed a two-phased approach: a SWOT (Strength, Weakness, Opportunities, Threats) analysis of the District's main communications channels, and direct engagement / conversations with relevant stakeholders and community leaders regarding their perceptions of the District.

Since the start of the brand assessment program, SBCCD and Cerrell have gathered input from students, faculty, staff and community members, and as of November 28th, 2017 is still conducting external stakeholder meetings. Below is a summary of these outreach efforts:

- 1,551: Number of SBVC, CHC, EDCT, KVCR, and SBCCD faculty and staff who have received an invitation to participate in an online survey regarding their opinions of the District-wide brand.
- 27: Number of SBVC, CHC, EDCT, KVCR, SBCCD faculty and staff who participated in a two-hour, in-person stakeholder forum.
- 54: Number of aggregated hours SBCCD faculty and staff gave on October 13, 2017 to provide their opinions of the District-wide brand.
- 15: Number of SBVC and CHC students who participated in a two-hour, in-person stakeholder forum.
- 30: Number of aggregated hours students gave on September 15, 2017 to share their opinions of the District-wide brand.
- 12: Number of aggregated hours SBCCD Board of Trustees gave on October 26, 2017 to share their opinions of the District-wide brand.
- 14: Number of aggregated hours Chancellor's Cabinet members gave on September 15, 2017 to provide their opinions of the District-wide brand.
- 3: Number of major community partners who participated in a two-hour, in-person stakeholder forum: City of San Bernardino, California State University San Bernardino, and University of California Riverside.
- 37: Number of K-12 leaders who have received an email invitation to participate in an online survey regarding their opinions of the District-wide brand.
- 96: Number of business and community leaders who have received an email invitation to participate in an online survey regarding their opinions of the District-wide brand.
- 2,875: Number of potential students and community members who have seen digital advertising regarding the online survey; the geographic reach of the ads span Banning, Beaumont, Big Bear, Bloomington, Calimesa, Colton, Crestline, Grand Terrace, Highland, Lake Arrowhead, Loma Linda, Lytle Creek, Moreno Valley, Muscoy, Redlands, Rialto, Riverside, San Bernardino and Yucaipa.

Main Findings

Using the extensive student, faculty, staff, and community feedback gathered, and after conducting an analysis of the District's main communications channels – electronic communications, internal communications, direct community interactions – we identified a clear understanding of the District-wide brand's strengths, weaknesses, opportunities, and threats.

Overall, SBCCD is viewed positively by those that are aware of the District itself, but tremendous opportunities exist to strengthen its brand for the benefit of the students and communities it serves. If a brand enhancement program commences following the assessment phase, the ultimate result will be stronger and more positive perceptions built through expanded communications.

These findings are summarized below:

- 1) The distinguishing features and unique characteristics of each SBCCD entity are among the District's greatest strengths. These strengths, however, present an ongoing challenge to the District's ability to communicate its collective value to the region and contributions to the local economy, the workforce, jobs, and lives of Inland Southern California community members.
- 2) Current positioning of the District and its entities does not fully communicate what it offers to students, and does not adequately relay the benefits of enrolling at a community college. SBCCD's current brand does not create meaningful connections with key audiences, or sufficiently differentiate it from competing community colleges, private and for-profit institutions.
- 3) Results demonstrate that awareness of the District among prospective students, current students, parents, community members, and other stakeholders are low. Findings also show the collective impact of SBCCD on community members and the regional economy is not well understood.
- 4) The District's namesake, San Bernardino Community College, is not representative of the vast region it serves and is frequently confused for one of its entities: San Bernardino Valley College.

Target Audience

By nature, a community college serves a diverse set of audiences in its service area. Students and prospective students range from recent high school graduates to the working professional returning to complete a degree or change careers. Additionally, the District serves audiences beyond its students; they include influencers of prospective students (e.g. parents, family, high school guidance counselors, etc.), alumni, community members, elected and appointed officials, potential employers, four-year colleges and universities, faculty and staff, and donors.

For this reason, it is challenging to identify a short-list of target audiences. And while it is important to ensure the District's brand, communications and marketing efforts appeal to each of the aforementioned groups, feedback from stakeholder engagement indicates the following audiences are particularly important targets for the District:

- Prospective and traditional undergraduate students.
- Non-traditional undergraduate students.

- People interested in workforce training and economic development programs.
- Employers
- Guidance counselors.
- Donors.
- SBCCD faculty and staff.
- Prospective SBCCD faculty and staff.

Top Recommendations






Using data from the assessment and with special attention on key audiences, Cerrell recommends implementing the following tactics to strengthen the District-wide brand:

- 1) Update brand and brand identity:
 - a. Consider changing the District's name to be more representative of the area it serves.
 - b. Update logo, mission statement, tagline, key messages, etc.
 - c. Update digital assets: website, social media, etc.
 - d. Develop and implement marketing guidelines and standards.

- 2) Update and refine internal/external communications channels and marketing efforts:
 - a. Determine appropriate engagement/communications strategy for key audiences.
 - b. Establish internal communication channels and workflow.
 - c. Give internal staff tools to discuss district-wide brand.
 - d. Establish external communication channels and workflow.
 - e. Establish communication with alumni.
 - f. Enhance relationships with external stakeholders.
 - g. Maintain proactive media relations.

- 3) Determine annual communications priorities and goals, and develop corresponding plan:
 - a. Develop editorial calendar with themed monthly communications.
 - b. Pitch positive stories about the District to local and regional media.
 - c. Promote web-based calendar.
 - d. Develop District-sponsored events e.g. "Speaker's Bureau."

The following report and communications plan outlines key strategies and recommendations, an implementation timeline, and suggested benchmarking tools for evaluating results.

Deliverables		Visual/Brand Identity Firms			
			 Studio Hinrichs		
Previous clients	Loyla Marymount University/ UCLA Law School/ FosterMore/ Stand Up 2 Cancer/ E! Network social media campaigns	Mail Order District (Art Deco Sears building in DTLA), The Counter gourmet burgers/ Santee Village Lofts/ Wilshire Rossmore mixed-use urban complex	University of California Riverside/ Design Within Reach/ California State Parks Foundation/ Golden Gate Bridge 75 th Anniversary/ California Academy of Sciences	Granada Hills Charter High School/ The Sycamore School in Malibu/ Le Palmier Palm Springs resort/ Larchmont Village business district	University of Redlands/ Loma Linda University Health/ Harvey Mudd College/ Children’s Fund
Logo design and aligned brand identity for SBCCD and related depts./entities	Yes	Yes	Yes	Yes	Yes
Brand style guide (Letterhead, envelopes, note cards, newsletters, mailing label, electronic letterhead, email signatures)	Yes	Yes	Yes	Yes	Yes
Website home page styling for “look and feel”	Yes	Yes	Yes	Yes	Yes
Video to introduce enhanced brand identity to the public	Yes	Yes	N/A	N/A	Yes
Range of identity concepts	N/A	3 rounds of modifications	6-10 concepts with modifications	N/A	3 concepts/ 3 modifications
Website	brand-knew.com	fluxbranding.com	studio-hinrichs.com	theimagists.com	4elementscreative.carbonmade.com