

**SBCCD DISTRICT PROGRAM REVIEW**  
**Two-Year Program Update**

**Program or Service Area:** Marketing, Public Affairs & Government Relations

**Name:** Angel Rodriguez

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**Productivity**

Explain how your program defines and measures satisfaction and productivity. What do these measures reveal about your program over a three-year period?

- Average time to respond to requests for service
- Average time to respond to complaints
- Results of user satisfaction surveys
- Results of employee satisfaction/staff morale surveys
- Additional identified benchmarks of excellence for the department, and department standing relative to these benchmarks of excellence

**Productivity Data**

Marketing Strategies: Consistent with the goals of the district-wide comprehensive master plan, the Chancellor's Office launched the District-wide Brand Identity Task Force to assess the public perceptions of SBCCD's brand identity (CHC/SBVC/KVCR) and its effectiveness to attract student enrollment, talented faculty/staff, and external stakeholder support. Online surveys and in-person focus groups have been utilized to solicit feedback from students, faculty, staff and community members. A report outlining areas of strengths, weaknesses, challenges and opportunities to enhance SBCCD's brand identity was presented to the Chancellor and Board of Trustees at a public meeting. The board approved the task force's recommendations to continue exploring strategies to enhance the public image of the district and colleges. Additionally, we manage the district's visibility with news media through press releases, social media, and internal/external e-newsletters.

Legislative Advocacy: The Chancellor's Office works with the Board Legislative Ad-Hoc Committee to communicate with government officials through letter-writing campaigns and meetings in Sacramento and Washington D.C. to convey SBCCD's perspective on policy matters that impact student success.

**Analysis of Productivity Data**

- Launched SBCCD's presence on Facebook and manage an audience of 671 followers.
- Launched SBCCD's presence on Twitter and manage an audience of 1,000 followers.
- Launched SBCCD's community newsletter and manage an audience of 200+ civic and business leaders.
- Asked 2,875 community members in SBCCD's service area to complete online survey with their perceptions on SBCCD's quality, reputation, marketing outreach in the region.
- Solicited input from 1,551 faculty and staff members through online survey and in-person meetings on SBCCD's brand identity.
- Met in-person with 50 students to solicit their feedback on SBCCD's brand identity.
- Wrote, edited and published more than 60 press releases highlighting student success stories, faculty milestones and college awards and recognitions.
- Secured news media mentions on The Wall Street Journal, Southern California News Group, and KPCC.
- Facilitated meetings for the Chancellor and Board of Trustees with state and federal legislators to advocate for increased public investment/matching funds to improve college facilities.

## Staffing

List the number of full and part-time employees in your area.

Classification	Number Full-Time	Number Part-Time, Contract or Prof. Experts	Vacancies
Managers	1	0	0
Faculty	0	0	0
Classified Staff	0	0	0
Professional Experts	0	3	0
<b>Total</b>	1	3	0

### Analysis of Staffing Levels

What does the current staffing level data suggest about your program area? Is there a need for more employees? Is there a need for greater efficiency? Is there a need for redistribution of workload or staff? Include any data that is relevant to your program, including any staffing needs for compliance with state, local, and federal regulations.

The District Director of Marketing, Public Affairs and Government Relations (Director) is a relatively new function within the Chancellor's Office which interfaces and coordinates with multiple stakeholders including: Board of Trustees, Chancellor's Cabinet, faculty and staff, students, alumni, government officials at the local, state and federal level, business leaders, K-12 leaders, community organizations, and news reporters. During the first year, this position did not have staff to assist with fact-finding, writing and editing required to produce accurate and engaging content for press releases, social media and website, faculty/staff newsletters, community newsletters, and other publications. Today, there are two professional experts who assist the office on a part-time basis. While these two individuals are critical in curating SBCCD's public visibility, their role is limited due to their part-time status and mostly because they are "behind-the-scenes" writing, editing and producing content. Additionally, the Director oversees a part-time professional expert that promotes SBCCD's educational programs at the Mexican Consulate in San Bernardino, Monday through Friday from 8 a.m. to 1 p.m. Having professional experts allows greater flexibility for the Director to ensure marketing outreach strategies stay on track, while meeting the expectations of the Chancellor and Board Legislative Ad-Hoc Committee to analyze and track legislation, and educate policymakers at the local, state and federal levels about the district's public policy priorities.

Given the growing interest of district leadership to increase SBCCD's public visibility and student recruitment efforts, there may be a need to create a full-time position that reports to the Director to coordinate marketing and community outreach efforts.

## Trends

What are the new or continuing trends affecting your program and how will these trends impact program planning?

Marketing Strategies: To maximize public resources and grow the high school graduate capture rate at both campuses, there is growing interest by district leadership to create stronger alignment in marketing strategies for student recruitment. This requires a higher level of district-campus coordination, and investment in new technology and software programs that facilitate recruitment communications to prospective students. (Currently, the emergency notification system is utilized to mass email students and prospective students about enrollment and financial aid deadlines).

Advocacy Strategies: The Board is considering placing a bond measure in the November 6, 2018 ballot to improve college facilities. Before the board makes a decision, the Director will manage a public education campaign to inform voters, community organizations, K-12 leaders and elected officials about the impact of a potential bond. Additionally, the Director will continue arranging opportunities for dialogue between key policymakers and district/campus leadership to secure state and federal matching funds for capital outlay and increased investment in college programs.

## Opportunities and Challenges

What are the opportunities and challenges presented by the new or continuing trends identified above? Provide any additional data or new information regarding planning for the department. In what way does your planning address these opportunities and challenges?

While the Brand Identity Task Force recommendations were approved by the Board of Trustees, and the task force continues to solicit input from campus and community stakeholders about the benefits of creating a more interconnected brand identity that elevates public awareness of SBVC and CHC as sister campuses, there may be voices who advocate to maintain the status quo. Maintaining the status quo in branding and marketing efforts will make it challenging for SBCCD to achieve greater alignment in district-wide student recruitment strategies. The opportunity ahead is to build upon the efforts and findings of the Brand Identity Task Force and develop student recruitment strategies that promote coordination, rather than competition, among SBVC and CHC to jointly market to prospective students. Such strategic dialogue about developing an organizational approach to marketing/recruitment practices should be further explored within the District Enrollment Management Committee.

With regard to legislative advocacy, the challenge and opportunity is educating new and returning elected officials about how their actions on public policies impact SBCCD's ability to educate students.

## Three-to-Five Year Vision

Describe your program, as you would like it to be in three-to-five years.

District Marketing, Public Affairs & Government Relations will elevate the visibility and regional pride of SBCCD, SBVC, CHC and KVCR TV/FM through a year-round advocacy program and marketing campaign that generates higher student enrollment, legislative support for SBCCD's public policy priorities, and high-impact community partnerships that are responsive to the diverse communities we serve. We will achieve this through creative, culturally-competent branded communications that mobilize target audiences, and by initiating and cultivating mutually-beneficial relationships with students, alumni, community members, business leaders and government officials.

## Goals and Objectives

Please complete for as many Goals and Outcomes as your program has.

### Goal #1

Enhance the district-wide brand identity and create strategic alignment among SBCCD, SBVC, CHC and KVCR TV/FM to promote our common mission and student enrollment

### Objectives for Goal #1

Develop a brand/marketing style guide that encourages visual consistency in all forms of district-wide communications (logo, website, flyers, informational brochures, business cards, promotional videos, social media, etc.)

Engage the District Enrollment Management Committee in developing an organizational pipeline and community outreach strategies to market to, and recruit students.

### Goal #2

Enhance our public engagement with diverse stakeholders and policymakers to mobilize support for SBCCD's public policy priorities

### Objectives for Goal #2

Develop a legislative advocacy platform, for board approval, to promote SBCCD's priorities at the regional, state and federal levels.

Create opportunities, on and off campus, for SBCCD leadership to engage in dialogue with policymakers to educate them about public policy matters that impact our ability to educate students and develop tomorrow's workforce.

### Goal #3

Encourage the adoption of new technology to recruit potential students

### Objectives for Goal #3

Work with TESS and campus marketing directors to explore centralized customer relationship management software programs that facilitate recruitment marketing for potential students.

**Goals and Objectives (Continued)**

Please complete for as many Goals and Outcomes as your program has.

**Goal #4**

Maximize SBCCD's partnership with the Mexican Consulate in San Bernardino

**Objectives for Goal #4**

Leverage the partnership with the Mexican Consulate in San Bernardino to apply and be competitive for grants that strengthen SBCCD's ability to provide educational programs and career training to the community.

**Goal #5**

**Objectives for Goal #5**

**Goal #6**

**Objectives for Goal #6**