**Department: Community Relations and Marketing (CRM)**

**Part 1: Review of Past 3 Years** [for Part 1, please limit your responses to one page for each numbered question (1 - 4).]

1. **Service Unit Outcomes Assessment Results**

   **A. Summary of Service Unit Outcomes assessment results** -

   Overall, the Community Relations and Marketing Department (CRM) was very successful with its outcome assessment results. It achieved the desired results and met the criteria in each of the four areas that were assessed over the last three years. One area was not assessed after it was determined that the goal in that area and the means of assessment should be updated and improved moving forward.

   To briefly summarize:

   - CRM’s goal was to produce high quality work and to measure that work through regional and national competitions; CRM’s work was recognized at the regional and national levels in 2009 & 2010 respectively.

   - CRM also wanted to improve on-campus communication and increase the use of social media. On campus surveys were used to improve “In the Loop” and refine communication strategies; LBCC’s usage and reach of Facebook and Twitter has increased significantly.

   - CRM staff helped pass two pieces of legislation in 2011 after significantly improving relationships with legislators, staff and other stakeholders in Sacramento.

   **B. Additional data regularly collected and/or reported** –
Part 1: Review of Past 3 Years  [for Part 1, please limit your responses to one page for each numbered question (1 - 4).]

2. Situational Analysis (as it relates to progress in achieving department goals)

A. External Conditions –

Over the last three years, several external conditions affected CRM’s ability to carry out its mission. Key external conditions include:

- Declining revenues from the State

  CRM budgets have been significantly reduced over the last two years and staff resources have been significantly reduced as well (lost a LTE administrative position & full time Executive Director position). This limits the tools that can be deployed and the staff time available for department initiatives.

- Recession

  The recession has caused a significant increase in demand for LBCC courses due to unemployment and the need to improve skills. However, it also resulted in declining revenues for all public higher education systems which has constrained course offerings and shifted enrollment patterns for students in California.

  This caused a shift away from student recruitment and general outreach and toward more focused efforts to reach local students because the college was no longer seeking to grow. It has also brought economic development and small business programs to the forefront of college priorities. It also helped increase the focus on completions rather than access alone.

- Changing technology & communications tools

  The shift away from traditional print advertising and paid marketing toward online and social media has changed the expectations of students and other stakeholders. Students now rely less on email and newspapers, and more on social media and websites. This shift necessitates a change in approach from CRM. Budgetary decisions also support this shift (moving from printed to on-line course schedule).

B. Internal Conditions –

Over the last three years, several internal conditions affected CRM’s ability to carry out its mission. Key internal conditions include:

- Departmental Restructuring / shifting staff resources

  CRM budgets have been significantly reduced over the last two years and staff resources have been significantly reduced as well (lost a part-time Administrative position & FT Executive Director position). Staff positions also shifted within the department and between other areas of the college during the last three years. The entire department was recently moved under Economic and Resource Development. All of the changes caused confusion and a lack of cohesion among institutional stakeholders and diffused responsibility for college communication efforts. The current reorganization has reunited all remaining staff into the CRM department which should help maximize staff resources moving forward. In addition, CRM staff are working more closely with press staff in Athletics and SBDC to share resources and leverage shared messages.
C. Collaboration –

Collaboration is essential to CRM’s ability to carry out its mission. CRM worked hard to support other areas of the college. Specific examples of collaboration within and outside the college include:

- LBUSD & CSULB – CRM has worked closely to support and advance the Long Beach College Promise by collaborating with staff from our peer institutions to plan the Anniversary celebrations of the Long Beach College Promise, produce the Annual Progress Reports and to support these efforts through earned media. CRM staff is expanding this role by facilitating cross institutional faculty collaboration.

- CRM staff has built close relationships with local media which has helped earn positive media coverage locally for the college and its key initiatives.

- CRM staff has worked closely with federal, state and local officials to build support for the college and its programs.

- LBCC Departments – CRM staff have helped many departments with design, printing, advertising, event coordination, web and social media efforts.

- Foundation – CRM staff assist the Foundation with major initiatives including the annual Hall of Fame and other large events.

D. Communication -

Communication is a core service of CRM. CRM worked hard to help LBCC communicate clearly and implemented several new communication tools including:

- CRM staff led very effective press relations activities for the college and secured positive coverage of the Long Beach College Promise, 10,000 Small Business Programs and other key initiatives of the college.

- CRM staff led the planning and implementation of the annual State of the College program and the development of the college’s annual report

- Assisted in the production of the class schedules and college catalogue

- Assisted with the implementation of AlertU, an emergency text communication tool and helped Risk Services with emergency response protocols and planning

- Implemented the new electronic sign boards at both campuses

- Maintained the lbcc.edu home page

- Managed LBCC Facebook and twitter accounts and assisted other departments with development of similar tools

- Produced the weekly “In the loop” newsletter for college staff

- Provided other important updates for construction and other special events
Part 1: Review of Past 3 Years [for Part 1, please limit your responses to one page for each numbered question (1 - 4).]

3. Primary Functions/ Primary Purpose/ Department Mission

A. Changes in department's primary functions –

While the major functions of CRM have remained relatively constant, there has been a shift away from a broad based, enrollment generating communication strategy to a strategy focused on the college’s strategic initiatives like the Long Beach College Promise and the Promise Pathways.

The reduction in course sections, increasing demand and reduced resources all reinforced a switch away from an expensive paid radio/print and advertising activities toward less costly and more focused efforts which closely aligned with college priorities. (This strategy will need to be reconsidered should enrollment growth become necessary in the future).

A related shift is the move away from printed materials to digital and social media communication which are more cost effective. In addition, students (and others) are relying more and more upon digital media for their communication needs.

The department recently added a new area – College Advancement – to existing responsibilities for Public Affairs, media & community relations, governmental relations and marketing efforts. The additional responsibilities from this new focus along with the relocation of the department into ERD will shift focus and priorities in coming years by increasing the department’s collaboration with other ERD efforts, the LBCC Foundation and grant and resource development activities.

B. Changes in how department directly or indirectly supports student learning -

CRM supports student learning through helping to improve departmental communication with students and by supporting the creation of key documents (like the course schedule) upon which students rely.

CRM staff is working directly to support the Long Beach College Promise and the Promise Pathways – both key initiatives to help increase the success of our students.

CRM staff also support students directly by serving as the advisors to the President’s Ambassador Program and Phi Theta Kappa – a student honor society.
Part 1: Review of Past 3 Years [for Part 1, please limit your responses to one page for each numbered question (1 - 4).]

4. Goal Progress

A. Summary of progress in achieving goals, including achievements as well as improvements needed -

Overall, CRM staff believe that they made good progress toward the goals that were set three years ago as determined by the outcomes assessment process. CRM staff has improved internal communications, significantly expanded the use and reach of social media tools, successfully passed two pieces of legislation and also produced high level materials as judged by our peers.

Moving forward, our efforts will be improved by increasing collaboration and communication with key internal stakeholders to improve the coordination and communication of college processes for students and others.

CRM staff will continue to stay current as new communication tools emerge (Pinterest & tumblr for example) and older technologies recede (shift from email to text messages).

B. Adequacy of resources to achieve goals –

Reduced staff resources and budget for programs and services will impact CRM’s ability to pursue paid advertising, direct mail and other high cost programs/efforts. CRM staff will focus on lower cost means (on line advertising, Facebook, web) to communicate.

In response, CRM has been working to maximize its available resources and to partner with other college departments and to leverage available resources to develop new cost effective and scalable resources to accomplish the department’s mission.

Despite the reductions, the College continues to make a significant investment in this department and the staff is committed to maximizing the return on the college’s investment and to providing value for the college.

C. Impact of resource allocations received –

The CRM department has tried to maximize the impact of its available resources and to partner with other college departments and to leverage available resources to develop new cost effective and scalable resources to accomplish the department’s mission. For instance, Constant Contact was deployed as a relatively low-cost way to email students and Survey Gizmo was used to create surveys.

For instance, CRM teamed with the IITS department to identify a new text, email and voice messaging tool to increase capacity and improve communication with our students. The new tool was recently purchased and will be a new major asset to assist the department in its communication efforts.

CRM Department staff also has supported the implementation of new marquee on both campuses to provide additional opportunities to communicate important events and messages with students and the surrounding community.
Part 2: Implications of Program Review for Developing 3 Year Plan 2012-2015 (Please limit your response to one page.)

1. Vision and Direction of Department/ Area

A. Direction of department –

The CRM Department underwent significant changes at the end of 2011. CRM lost its full-time Executive Director of Public Affairs and Marketing position. A new position – Director of College Advancement, Public Affairs, & Governmental Relations – was created as the lead staff person for the department. The CRM department was also moved under the Vice President of Economic and Resource Development.

On October 31, 2011, CRM department staff conducted a day-long retreat to conduct a SWOT analysis (strengths, weaknesses, opportunities & threats), assess the department’s capabilities and resources and to create a plan and vision for moving forward in the coming year.

One of the main outcomes of the retreat was a determination that a rebranding of the department was needed. Community Relations & Marketing plans to change the department name to “College Advancement & Communication” beginning in July of 2012. The intervening months will provide adequate time and notice to make the changes as well as time to educate the campus community on the implications of the change.

In addition, department staff developed values and a mission statement that will guide our work going forward.

B. Ways to better support higher level goals (required) –

A key strategic imperative of the department is to focus on supporting and advancing the goals and initiatives of the Board of Trustees, the President’s 24 Month Agenda and those outlined in the Educational Master Plan, particularly the Promise Pathways.

Department staff has taken an active role in supporting the work of the College Promise and Promise Pathways. Department staff is also focusing more on helping other areas of the college increase their reach and improve the effectiveness of their efforts to communicate with students.

Finally, department staff is working to increase support of the economic development programs of the college.

In all of these areas, the Department’s goal is to enhance the reputation of LBCC, its programs, faculty, staff, and students.

C. Anticipated conditions or trends -

Department staff is anticipating the following trends will continue to play a major role in its efforts over the next three years:

- Continuing Budget Pressure – further cuts are anticipated for the coming year and no significant increase in the college budget is anticipated for two years beyond that so department staff is striving to identify cost effective strategies to meet its mission.

  Department staff will also support ERD and other college staff in efforts to attract new sources of funding to support the college and its key initiatives.

- Evolving communication technologies – Department staff recognize the need to stay current with new communication technologies and with students’ evolving communication preferences. The acquisition of a texting tool is a critical step to increase the reach of student communication efforts.
• Continued focus on the Long Beach College Promise and Promise Pathways cohort. Enrollment constraints will limit the need for broad advertising/marketing efforts and the need to attract funding for these efforts increases the need to communicate its success more widely and effectively.

D. Collaboration needed to make department more effective -

Collaboration is critical to the success of CRM. The department will continue to improve working relations with other areas in the college with a particular focus on the following areas:

• Economic & Resource Development areas – CRM staff will work closely to support ERD programs and offices especially its small business programs (SBDC & 10KSB) and the Office of Institute Resource Development.

• IITS – close and improved collaboration with IITS staff will be needed to implement the new communication tool and to improve the lbcc.edu site – the single most important communication tool for most college stakeholder groups.

• LBCC Foundation – CRM staff will work to support the LBCC Foundation in its efforts including the 85th Anniversary celebration, gala and fundraising efforts.

• Long Beach College Promise/Promise Pathways initiative groups – CRM staff will work to support the work of these key initiatives through communication efforts and event support.

• External stakeholders – CRM staff will continue to develop close relationships with media, elected officials, Foundation leaders, community members and other external stakeholders as needed to advance the department and college agendas.

E. Challenges in communication that need improvement –

There are two major areas in need of improvement that will be the focus of the efforts of the department’s staff over the next three years.

The organizational structure of the college makes it difficult to communicate clearly and effectively. Too often, key processes and outcomes are shared by numerous departments without a clearly defined responsibility for the outcome. CRM staff will work to overcome departmental “silos” at LBCC by convening cross department teams and implementation of new communication tools.

While CRM staff has been very effective in local media and press relations, those efforts must be expanded in the next three years to increase the regional and national standing of LBCC and its programs – especially the Long Beach College Promise and its Economic Development programs. The department has invested in a new tool to support the increased media reach but it will take a strategic focus to improve the reach of our earned media efforts.

F. Feasibility of vision and direction, including resources/support needed and challenges anticipated -

CRM staff is confident that the goals outlined above are feasible and that the direction and mission of the department are clear.

While declining staff resources and funding create some limits on the methods and tools available, progress toward these goals can be made over the next three years.

It will be important to make prudent investments in new tools/software/etc. when needed to keep pace with developments in communication tools and technologies.
Equally important will be making investments in professional development of the staff to ensure that they are able to keep abreast of evolving trends and to maximize the technologies at their disposal.

In addition, CRM staff will help support and attract additional resources to support LBCC and its mission.
Part 3: Evidence of Staff Participation in Program Review (Please limit your response to one page.)

1. Please describe how the department staff participated in the program review process (i.e., staff meetings, online collaboration such as Google Docs, department retreat, etc.). Please include specific dates for meetings held or activities conducted.

CRM staff held numerous meetings to discuss the Department Goals, Outcome Assessments and program plan for the next three years.

Staff held an inaugural SUO/Review Session on Oct. 24, 2011, discussed them again during the Staff retreat on October 31, 2011 and finalized the details of the Department Program Plan on March 5, 2012 after routine discussion of the program review process at our weekly staff meetings.

The Director of College Advancement, Public Affairs, & Governmental Relations met with Institutional Effectiveness staff on two occasions to review the Goals and Outcomes and to discuss the Program Plan Document. The Director also reviewed the work and assisted other ERD lead staff in the development of the overall goals for the Vice President’s area.

2. Please list names and titles of all those who participated in this program review.

   Mark Taylor: Director - College Advancement, Public Affairs, & Governmental Relations
   Robert Garcia: Director of Communications
   Camille Bolton: Public Relations Coordinator
   Lynn Blankenship: Graphic Designer
   William Zeilinger: Graphic Designer