



## **Rancho Santiago Community College District District Services Administrative Unit Review**

Public Affairs & Publications

**2013-2015**

### **I. Department Mission Statement: (Please provide a mission statement for your unit.)**

To provide the colleges and district departments with:

- professional public relations messages and materials,
- consistent and effective visual materials that support organizational goals,
- professional website design and content development, and
- cost-effective, high quality publication and document reproduction services.

### **II. Functions and services: (Please provide the basic functions and services for your unit.)**

See Attachment #1

### **III. Customers and recipients of services: (Who are the customers/recipients of your services?)**

Internal

- College/district faculty, staff, and administrators
- Board of Trustees
- Students

External

- Local, regional, and national media
- Rancho Santiago Community College District residents
- Santa Ana and Santiago Canyon alumni
- Community-at-large

## **Attachment 1**

### **II. Functions and services:**

#### **Public Affairs/Media Relations**

- Provide public relations services to the colleges and district programs.
- Place positive, timely stories in the media about the colleges/district and neutralize negative publicity.
- Assist in the preparation of articles for the chancellor, college presidents, and other district/college leaders.
- Monitor issues in the media, which have relevancy to the colleges and the district.

#### **Communications**

- Develop and implement a comprehensive employee communications program aimed at establishing open, two-way lines of communication with all constituency groups.
- Develop and implement an external communications program to ensure that residents receive up-to-date strategic information about the district and the colleges.
- Develop and maintain the district crisis communications plan.

#### **Social and Web Content**

- Develop and publish content on the college district's three main websites.
- Develop promotional strategies using the district's online and new media channels.
- Provide social media guidelines and training to college and district employees.

#### **Marketing/Advertising/Branding**

- Develop and lead marketing efforts to sustain enrollment and enhance the visibility of RSCCD programs and endeavors.
- Develop logos and corporate identity packages for the college and the district programs.
- Develop and support brand identities, communicate visually consistent and unified messages, and establish and maintain graphic standards of excellence.
- Provide writing and copy-editing for college and district promotional materials.
- Provide creative direction and graphic design for all college- and district-sanctioned graphic materials.

#### **Reprographics Services**

- Provide quality reprographic services for faculty and staff

**IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)**

Since the last planning cycle, there has been a reorganization. Eric Harsen has assumed the role of manager of graphic communications and Dean Hopkins has assumed the role of manager of publications and electronic media. The full-time positions occupied by these two new managers were not replaced. The department also has one vacant full-time reprographics technician. The funds currently budgeted for this position will be reallocated through the reorganization process to provide additional staffing and contracted services. See attached organizational chart.

Due to a sharp uptick in Public Affairs and Graphic Communications projects to fulfill college and district departments' needs, including website redesign and content development, employee communications, district-wide marketing efforts, and public relations and graphic materials development, staff workload is beyond capacity. Without staffing augmentation, requests will go unfulfilled.

Current staffing concerns include:

- Graphic Communications—We request the addition of one 40-hour graphic designer, OR the addition of a 19-hour graphic designer as a stop-gap measure, plus budget to contract outside designers when needed.
- Public Affairs—We request the addition of one public relations specialist.
- Electronic Media—We request a 19-hour part-time electronic media specialist.

**V. Budgets: (Please summarize the status of your department budget and concerns)**

See Attachment #2

## Attachment 2

### V. Budgets:

#### **Graphic Communications**

The department requests additional budget to cover the cost of stock photos, a necessary tool of the trade. It is recommended that an additional \$500 be allocated to software license and fees for this purpose. An additional \$1,000 is requested to establish a Conference Expenses account to provide professional development opportunities for the graphic designers.

Recommendation: Increase the Graphic Communications budget by \$1,500.

#### **Publications**

Although discretionary budgets have been reduced during the fiscal crisis, Publications' supply costs are directly related to the volume of printing requested by the colleges/district. These expenses are not controllable at a unit level and a significant increase in demand due to enrollment growth could exhaust the supply budget.

As of 3/24/14, Publications has \$16,969 remaining in its instructional supplies line item. Since the last three months of the fiscal year are the busiest for printing needs, these funds will all be spent by 6/30/14. Due to Publications' inability to predict the colleges' precise paper needs, the unit is able to issue POs for paper through the end of the fiscal year. These funds will be spent by the end of the year.

With paper costs anticipated to increase by 4% according to industry experts, it is anticipated that an additional \$1,840 will be needed to cover expected paper costs. In addition, an additional \$3,300 is needed to fund a lease on a new scanner that ties into the high volume reprographic equipment. Recent college requests necessitate the unit leasing folding and scoring equipment with additional functionality to permit using larger paper sizes and to provide different folds. The lease on this new equipment will run an additional \$1,000 over and above the current finishing equipment leases.

Recommendations: Increase the Publications budget by \$6,140.

- Full-time Graphic Designer: \$92,313 OR 19-hour Graphic Designer: \$25,329, plus \$18,000 for contractor in graphic design
- Full-time Public Relations Specialist: \$96,130.79
- 19-hour Electronic Media Specialist: \$ 30,871.21

**VI. Department Assessment: (Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)**

**Internal Assessment:**

**Strengths**

The PAP staff perceives its strengths as

- working well with customers,
- working very efficiently and with a positive attitude,
- experienced talented staff of professionals who are experts in their respective fields,
- an overall commitment to excellence, and the fact that our team provides a valuable service to the district and the colleges.

**Weaknesses**

Inconsistent coordination with the warehouse, mail room, and Quick Copy centers.

**Recommendations**

- The department needs to better publicize/communicate our services and educate our customers on how we can better serve them.
- To assume responsibility for the Quick Copy Centers so that like the bookstores and Auxiliary Services we would be a unified team serving the needs of employees district-wide.

**External Assessment:**

**Graphic Communications**

The overall assessment was 4.29 with 57% of those taking the survey saying they had never used the unit's services. Comments by staff who used these services were generally positive.

**Public Affairs**

The overall assessment was 4.25 with 67% of those taking the survey saying they had never used the unit's services. Like Graphic Communications, comments by staff who used these services were generally positive.

**Publications**

The overall assessment was 4.49 with 36% of those taking the survey saying they had never used the unit's services. Although many comments were positive, there appears to be some confusion in terms of the roles of publications versus the campus Quick Copy centers.

**Recommendations:**

- The department needs to improve communication about its services.
- The department needs to assess its equipment and technology needs and create a plan to ensure that equipment is appropriate for current software and district/college needs.
- The department's professionals need to improve collaboration with the colleges and district staff to improve services.
- An assessment of how reprographics services are managed district-wide needs to be undertaken to improve efficiency.

**VII. Work Plan: (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)**

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goals(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
Employee Communications: Research, develop, and implement an employee communications program. (RSCCD Goal #2 and Strategic Plan Objective #1)	College/district employees will have a better understanding of RSCCD's vision, goals, and objectives as a result of more formalized and regular employee communications initiatives.	Baseline research will be undertaken prior to creating the plan and initiating program initiatives. Whenever feasible, feedback will be solicited from employees to gauge success with particular tactics. A follow-up survey about overall employee communications program will occur one year after implementation.	To ensure implementation of a robust plan, including hierarchal communication (CEO, presidents, VPs, managers), mass media communication (newsletters, email, Intranet, and more), and nonformal networks of communicators, additional staff would be needed--a Public Relations Specialist and a part-time Electronic Media Specialist.	

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<b>Brand Study: Partner with an agency for a brand position study to determine brand promise, differentiation, competitive positioning, and primary messages of each college and when jointly marketing.(RSCCD Goal #2 and Strategic Plan Objective #1)</b>	RSCCD will be able to conduct more effective, targeted marketing campaigns that leads to increased enrollment; the colleges will have a better idea of how the community views them and messages that resonate with the community can be included in all marketing materials.	We can research audience preferences on ads produced before the research study and those after the study. College enrollment spikes can also be attributed in part to better targeted and positioned marketing.	For the study itself, funds have been made available. To ensure that consistent messaging is adopted, a Public Relations Specialist will offer support to achieving this goal.	

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<p>External Communications: Research, develop, and begin implementation of a strategic external communications vehicle (newsletter, e-newsletter, and/or annual report). Such communication is especially valuable as these tactics allow the District and the colleges to present unified messaging that we control, as opposed to media coverage. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>RSCCD will be better able to communicate its vision, goals, objectives, as well as the programs and services of benefit to community residents.</p>	<p>Whenever possible, we will establish a feedback mechanism (survey or email link) for community input. If the communication is electronic, e.g. e-newsletter, click through rates can measure success.</p>	<p>Currently, the one-time marketing budget available for this fiscal year is \$200,000. If a regular, ongoing communication strategy is implemented, some budgetary augmentation would be necessary. It is recommended that we combine direct mail of a print newsletter with external eblasts. To incorporate the additional projects into the work plan, a Public Relations Specialist would be needed.</p>	



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Create and implement graphic standard manuals for the District and Santiago Canyon College and ensure implementation of established graphic standards at Santa Ana College. (RSCCD Goal #2 and Strategic Plan Objective #1)	The District and the colleges will project a professional public image through the use of consistent, effective visual materials that support organizational goals.	Public Affairs, Graphic Communications and Publications will monitor online and print materials produced to ensure adherence to graphic standards and the manuals will be finalized.	To maximize success additional personnel are needed in Graphic Communications--a 40-hour Graphic Designer, or a 19-hour Graphic Designer, plus contracted services.	

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<p>Create a Communications Standards and Graphic Standards Style Guide that informs and educates the District and colleges about services provided by the department. The guide will cover what we can do for our clients, how they can help us, and recommend timelines to ensure success. Basic editorial guidelines will also be included.  (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>The District and the colleges will project a professional public image through the use of messages that support organizational goals and consistent, effective visual materials that support organizational goals.</p>	<p>By widely sharing this guide improved relationships will be developed with all constituencies. Workflow will improve, which will be assessed by internal staff and customer satisfaction surveys.</p>	<p>To ensure that the director has adequate bandwidth for this project, a Public Relations Specialist will be needed.</p>	

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<p>In collaboration with the colleges and the District, ensure that the home pages of their respective websites are updated at least three times annually or as needed with feature stories, events, news and other important items.            (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>The District and the colleges will project a professional and timely public image through the content and images featured on its websites.</p>	<p>According to a pre-established timeline, each key section of the homepage will be monitored for timeliness.</p>	<p>To ensure that the department has the bandwidth to meet this goal, additional staff is needed, including a full-time Public Relations Specialist and a 19-hour Electronic Media Specialist.</p>	

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Establish Technology and Equipment Review and Replacement Program to ensure that the department's technology needs are being met. (RSCCD Goal #4 and Strategic Plan Objective #1)	The District and the colleges will receive maximum benefit of the services of the department thanks to up-to-date, functional equipment.	Once the timeline for replacement is established, an annual review will ensure compliance.	If the budgets recommended in Section V are established, there should be sufficient funds available to cover the department's technology and equipment needs.	

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<p>In collaboration with the colleges and Xerox, conduct an assessment of the efficiency and cost-effectiveness of the District and colleges' reprographic services. (RSCCD Goal #5 and Strategic Plan Objective #2)</p>	<p>The District and the colleges will be able to institute cost-saving measures and ensure that printing needs are being efficiently and effectively met district-wide.</p>	<p>Success can be measured through cost savings and overall improved satisfaction of customers as assessed by surveys.</p>	<p>With Xerox's assistance and existing staff support, this assessment should not require additional resources.</p>	

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In collaboration with Warehouse, campus Quick Copy Centers and Publications Centers, an assessment of how to improve delivery of printed materials will be conducted. (RSCCD Goal #5 and Strategic Plan Objective #2)	The District and college customers will receive their print orders in a more accurate and timely fashion.	Increased customer satisfaction will be gauged by department and District surveys.	To complete the assessment, no additional resources will be needed. It is hoped that if procedures need to be tightened up that this can be accomplished using existing personnel.	

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<p>In collaboration with colleges and Marketing Collaborative, establish and implement annual marketing campaigns and timelines based on enrollment needs. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>The colleges will benefit from recruitment of new students who can benefit from college academic programs and services.</p>	<p>The success of marketing will be assessed through campaign analytics, enrollment and through feedback provided by college vice presidents of academic affairs.</p>	<p>An annual marketing budget of approximately \$200,000.</p>	

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Research and develop a redesigned and enhanced Employee Intranet to provide a vehicle for two-way communication with employees and the communication of District vision, goals, and objectives. (RSCCD Goal #2 and Strategic Plan Objective #1 and RSCCD Goal #4 and Strategic Plan Objective #1)	College/district employees will have a better understanding of RSCCD's vision, goals, and objectives.	The success of the new Intranet will be assessed by employee feedback offered anecdotally and through an annual survey.	To ensure completion of the new Intranet in a timely manner, additional staff is needed, including a full-time Public Relations Specialist and a 19-hour Electronic Media Specialist; cost.	



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<p>In collaboration with the colleges, establish Social Media Guidelines to ensure that proper communication techniques are used to interact with students, members of the community and employees. (RSCCD Goal #2 and Strategic Plan Objective #1)</p>	<p>College and District employees will have a better understanding of the communication methods used on trending and emerging social media channels.</p>	<p>Success will be measured by monitoring through social media analytics tools, online, increased social media communities and online surveys.</p>	<p>To ensure completion of the new Social Media Guidelines in a timely manner, a 19-hour Electronic Media Specialist is needed.</p>	

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Research, write, and implement a Public Relations Plan, including objectives, target publics, strategies, tactics, timeline, and evaluation. (RSCCD Goal #2 and Strategic Plan Objective #1)	The colleges and the District will have a formal system in place to secure support for key initiatives, engage the public in meaningful dialog about higher education, respond to crises, and share positive news with key publics.	Success will be measured by media monitoring, informal and formal feedback from the community (online surveys, face-to-face interviews, etc.). An annual internal survey can be conducted with District and college leaders to gauge success of the plan.	To ensure the creation and implementation of a robust plan, additional staff would be needed--a Public Relations Specialist will be needed.	

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Conduct outreach presentations to inform college and district staff as to our roles and responsibilities as a department and individual units. (RSCCD Goal #2 and Strategic Plan Objective #1)	Recipients of our support will better understand who we are and how we can assist them.	A smoother overall request process, and a better working relationship between department staff and our colleagues. Higher-quality end products.	No additional resources required.	

**Rancho Santiago Community College District  
PUBLIC AFFAIRS AND GOVERNMENTAL  
RELATIONS**

Current

