
Pasadena City College Communication Research

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December 15, 2011

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EXECUTIVE SUMMARY

This research was undertaken to examine how to enhance marketing, public relations and outreach efforts for Pasadena City College and, in doing so, more fully support the Educational Master Plan of the College. In order to accomplish this, a broad research approach was taken. First, a group of participants was drawn from across the campus to participate in a marketing retreat in July 2011. In September, Interact returned to the campus to conduct a series of one-on-one interviews with college leadership, faculty and students. In October and November, a college-wide web survey was implemented allowing all interested faculty and staff to identify their issues and needs. In December 2011, all research information was integrated to produce a college-wide view of issues that need to be addressed in communications and outreach, as well as recommendations for consideration by the college.

COMPREHENSIVE FINDINGS AND RECOMMENDATIONS

These findings and recommendations come after review all the information gathered from all the research conducted. While the research groups were drawn from among different segments within the college, there were core themes that repeated across all groups.

Findings

1. There is a lack of coordination in outreach among the many groups who have responsibility or interest in promoting PCC and its programs. Each area is working hard to promote PCC but its activities are stand-alone without an full understanding of what others are doing and without taking advantage of economics of scale or simple timing.
2. There is some confusion about what is meant by “outreach”. For some it is simply presence in the high schools and in the community. For others it is the active persuasion of the community to respect and value PCC and consider attending. This needs to be clarified for the college so that all departments and divisions see their role as an active (persuasive) not passive (information only).
3. There is a need to track the impact of all outreach activities. In the absence of information on what works and does not work, activities and expenditures are repeated year-after-year with the sense that changes will negatively impact PCC. This means there are few resources to test new media and outreach channels.
4. There is an understanding that new technology (iPads, apps, smartphones, etc.) and new media (Facebook, Twitter, YouTube, etc.) are the future and offer the college the ability to directly communicate with the public and its students. The PCC social media strategy is seen as a solid start but it is understood that the college needs a better academic communication system with students.
5. The PCC website is universally disliked internally and faculty and staff feel it does not show the college to best advantage.
6. While there are many issues to be resolved were the college to ask faculty to take a more active role in recruitment, there is a general interest and willingness to support promotion of their own programs. There is a need for support of this area including collaterals, messaging and training on use of new technology and new media.
7. Internal communications have been enhanced by the creation of Pulse, but more and more there is frustration with the volume of information that is generated by email. In order to communicate critical information, many college groups use all available communication channels at the same time, resulting in message overload and causing the message to be lost.

8. Many college departments are producing materials on their own without regard to overall college messaging and marketing plans. There is not currently sufficient capacity within the public relations office to handle the increased workload, were the materials brought to them.
9. There is a need to increase diversity at PCC that will necessitate expanded marketing and outreach activities targeted to these groups.

Recommendations

Internal Communications

- Look for ways to expand Pulse to supplement informal communications flow.
- Establish email protocols so faculty and staff are not “spamming” themselves in order to communicate.
- Expand the use of social media (Facebook, Twitter, YouTube, etc.) for student/college communications.
- The college needs internal communication protocols that assure everyone knows where to go first for information and to reduce the tendency to “reply all”.

External Communications

- The Website is a source of internal frustration and external inefficiency and must be addressed immediately.
- Continue the use of Social Media as a main pillar of marketing and communications, and expand its use. Provide internal training to college departments and staff who want to use social media to promote their programs so they are consistent with the Social Media policy developed by the Public Relations Office.
- Outreach activities focused at recruiting potential students are not coordinated, resulting in frustration, duplication and ineffective messaging.
- There is no central coordinating point for external outreach, nor is there coordinated messaging.

Supporting Faculty Outreach

- A simple messaging plan for faculty and staff should be developed each year with message and promotional ideas around the college Brand. Public Relations would provide training on how to leverage publicity and support through consistent narratives. These activities should all be part of the integrated marketing plan implemented through Public Relations.

Technology Integration

- Pursue a strategy to bridge the paper/digital divide, encouraging the adoption of outreach activities that move away from paper to the web/cloud/smartphone/etc.

Integrated Marketing

- While there are issues to be solved, the faculty are generally receptive to being directly active in program recruitment and should be encouraged in this effort.
 - Marketing Support for these activities is needed so that faculty are supported and the college message is reinforced.
 - Collateral, a messaging strategy, database services and training in their use would be of use to faculty and staff in their outreach efforts.
 - Integrating faculty efforts into the larger marketing plan would allow the college to reinforce faculty activities by timing complementary public relations and marketing activities.

- Coordinating and integrating all marketing activities throughout the colleges so they are part of a larger messaging campaign needs to be a priority.
 - This will help focus narratives for a consistent story of PCC told by all segments of the campus.
 - Economies of scale can be achieved by this coordination, including an expedited shift to technology-based communications.
 - The Public Relations Office should take the lead role in developing digital communications and training staff in division, department and program implementation.
 - Coordination can save staff time on duplicative activities.

- The coordination needs to take place in the office of Public Relations, which would lead the planning and messaging process, providing support and training to the campus.
 - This coordination will necessitate additional staff within the PR office to support college-wide coordination and messaging.
 - This coordination may necessitate additional software for tracking activities and measuring their efficacy.

- A two-year marketing plan should be developed for the campus that takes into account all planned activities among all groups involved in outreach.
 - Activities should be placed in a comprehensive timeline looking for efficiencies in staffing and direct costs.
 - Activities should be reviewed looking for opportunities to reduce paper and introduce technology to the process across the campus.
 - Within the general plan, specific diverse communities would be targeted with specific tactics to reach them. This would be implemented across all campus outreach activities.
 - Contingency sub-plans should be developed for typical scenarios, including general low enrollment, low program enrollment, college events and fundraising.

Staffing

- PCC Public Relations staffing is currently not sufficient to meet the need for increased marketing coordination and tracking across the entire campus.

- PCC Public Relations staffing is currently not sufficient in the publications area, as evidenced by the number of departments that are procuring materials on their own. While there may be a move away from paper, materials will still need to be written and designed for display and download from a digital source, making the ability to create publications even more important. (See page 44)

- PCC Public Relations staffing is currently not sufficient in the area of social media. This is a growth area for college communications and with the implementation of new technology, will become even more mission-critical.

OVERVIEW

This research was undertaken to examine how to enhance marketing, public relations and outreach efforts for Pasadena City College and, in doing so, more fully support the Educational Master Plan of the college. In order to accomplish this, a broad research approach was taken.

Phase 1: Marketing Retreat

This was a gathering of individuals from across the campus, including students. The focus was to identify issues that were impacting internal and external communications and outreach.

Phase 2: Interviews and Focus Groups

Leadership always shapes college needs. In this case, interviews and focus groups gathered key concerns and issues from college administration.

Phase 3: Web Survey

A web survey, open to all faculty, staff and administration, allowed for the broadest possible input from throughout the campus.

What follows is the summary of research and findings from each of these areas of inquiry as well as suggested recommendations for the creation of an Integrated Marketing Plan for Pasadena City College.

MARKETING RETREAT

The retreat was held on July 29, 2011. A cross-section of college faculty, staff, leadership and students were invited to share their perceptions. (Appendix A – Invitation List). The agenda was designed to encourage participants to think about internal and external communications processes as well as desired outcomes. (Appendix B - Agenda).

In some cases, the responses of students have been separated from faculty, staff and administration in order to demonstrate the major differences in perspective. It must be noted, however, there was not a sufficient number of students to accurately represent the entire population. For that reason, student response is to be used simply as point of information.

PCC INTERNAL COMMUNICATIONS

What Do You Love or Hate About Internal Communications

(Complete Summary of Statements by Group is Appendix C.)

Internal communications impact how quickly the organization can shift to respond to new challenges. Listed below are the internal processes that are most liked and disliked (as determined by frequency of unaided recall).

What You Love or Hate About PCC Internal Communications			
Rank	Love it	Rank	Hate it
1	Informal Meetings	1	The Way Information is Disseminated (or Not)
2	Pulse	2	Meetings (Formal)
2	Email	3	Paper
3	Open Communication	4	Scheduling of Meetings
3	Video Meetings	4	Methods of Communicating with Students
4	Formal Meetings	5	Email
4	President's Message	6	Voicemail
5	Web-related		

Findings

- Pulse has been successful in acting as a hub of college information
- Informal meetings (back-channels) are much more successful than college formal meetings
- Email is both loved and hated as a communication channel
- There is a sense that information is not being disseminated or communication gate-keeping is taking place
- There is no “good” system to use in communications with students

Recommendations

- Look for ways to expand Pulse to supplement informal communications
- Establish email protocols so faculty and staff are not “spamming” themselves in order to communicate
- Develop new communication channels for student/college communications
- Improve meeting scheduling through software and/or apps
- Encourage informal problem-solving while improving the efficacy of formal meetings

To What Media Do Staff and Students Attend?

(Complete Summary of Statements by Group is In Appendices D and E.)

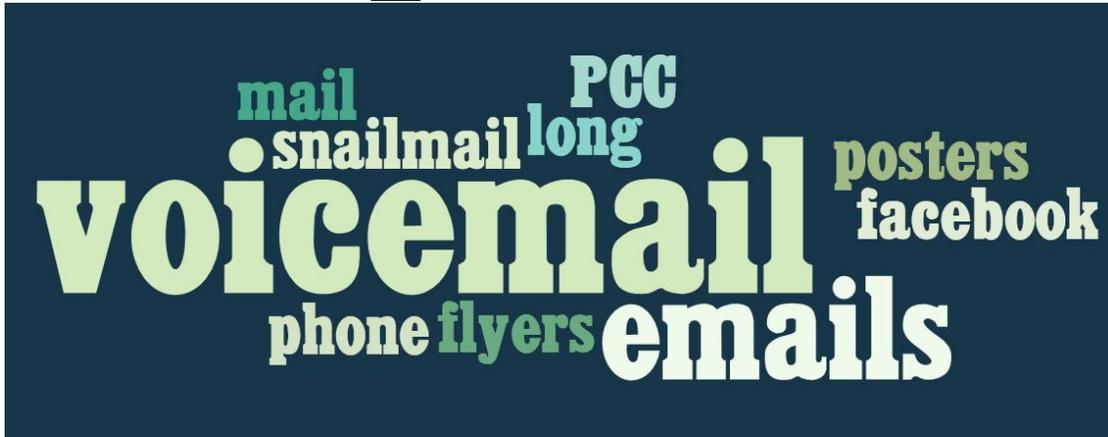
Every generation has its own privileged media, or media to which they see as a priority? PCC has a wide range of ages both serving students and being served, and this creates major differences between how one group wishes to communicate and how another wishes to receive that information. It will come as no great surprise that there is a disconnect between college faculty and staff and students. But there is also a disconnect in privileged media between and among staff by age, training and area of interest.

The importance of this is simple: Without a shared media priority where we all agree to check a particular media first (Email, or phone, or web, etc.), information is either missed or duplicated throughout all media, creating overload.

Media to which Faculty/Staff/Leadership Does Not Attend

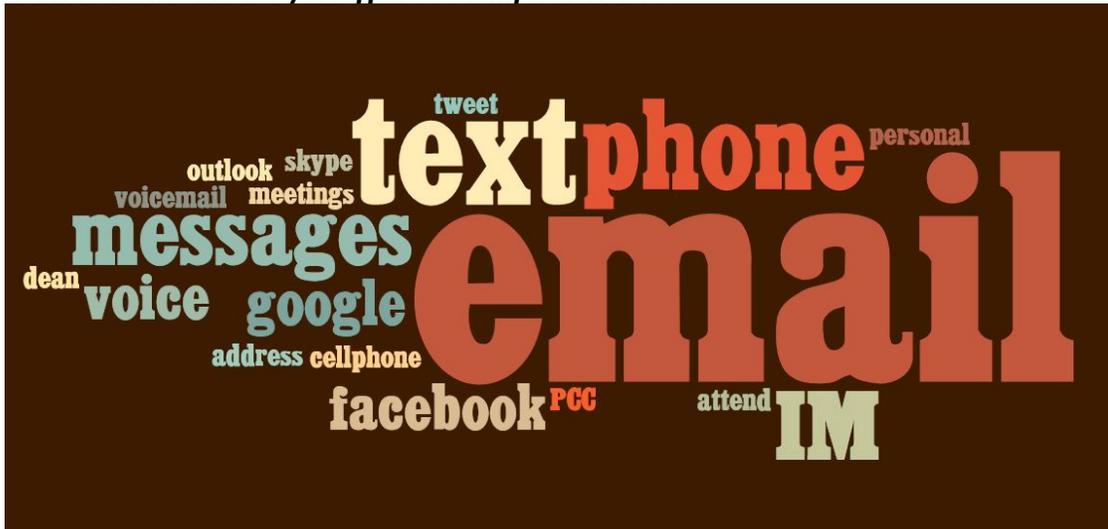


Media to which Students Do Not Attend*



**A small sample of students results in a lack of variation in response. The results, however, match national benchmarks.*

Media to which Faculty/Staff/Leadership DO Attend



Media to which Students DO Attend



Findings

- Faculty and Staff do not pay attention to Facebook as a communication device.
- Students look to social media before traditional media for receiving information, making this their critical media channel.
- Students do not pay attention to voicemail and staff do not pay attention to LONG voicemails.
- Both groups are beginning to ignore email as both volume and overlap with other media make it difficult to keep up.
- Students identified Posters as one media they are not paying attention to... but a wider study should be done.
- Faculty and Staff depend on email as their privileged communication tool, while students privilege text messages.
- There is a disconnect between faculty and students in regards to what is considered personal communication. To faculty and staff, it may be phone or face-to-face, while for students, it may be Facebook and texting.

Recommendations

- PCC has a solid social media presence that should be expanded. In time social media is likely to become one of the major channels for communicating with students and potential students.
- The college needs internal communication protocols that assure everyone knows where to go first for information.
 - These channels should be clearly identified around issues of importance and timeliness.
 - Example: Most faculty would call a student if an issue were critical while most students would text the message. This means there may be unheard messages waiting in voicemail.
- Establish email protocols so faculty and staff are not “spamming” themselves in order to communicate.
- Provide students with clear communication protocols about how they will receive critical information and their options to respond.
- Look for ways to reduce the volume of email among faculty and staff so that important messages are not lost in the clutter.

When all the activities are conflated and similar activities worded in different ways are grouped, PCC has several clear activities that garner support. The only internal communication strategy to be identified in this group was Pulse.

Among all other activities, only two of them pull people to the college. Instead, it is clear that most feel that the college needs to enter the public realm to be seen, heard and to impact the market. There is a clear preference for the college aggressively taking its message into the community.

MEDIA OF PCC YOU LOVE		
<i>Grouping</i>	<i>Comment</i>	<i>Frequency</i>
Video	PCC Video Presence	12
Print	President's Report	8
Radio	KPCC	6
Campus events	Town Meetings with B of T in District	6
Jumbo-tron	Marquis Electronic Sign	5
Print	Vehicle Advertising	5
Online	PCC Facebook Presence	5
Online	PCC Pulse	4
Campus events	Welcome Day	4
Campus events	Robotics Day with 6-8th Graders	4
Print	Street Banners	4
Public Relations	Community-Wide Press Releases	4

Findings

- PCC’s media efforts in social media have made an impression, particularly YouTube and Facebook.
- KPCC is seen as a powerful traditional media tool.
- There is a clear preference for the college to take its message into the community in ways where it can control the message.
- While there is an understanding that it is activities on campus that garner attention, that attention must be created beyond the college.
- Both the Board and the President are seen as leaders in taking their messages to the community directly.
- Many of the messaging activities taking place in the community are being done on an individual program and faculty basis, so they are not coordinated with larger activities or college goals.

Recommendations

- Social Media Channels such as YouTube and Facebook are seen as important among staff and critical among students, and need to be a pillar of PCC's internal and external communication plan.
 - PCC can, over time, communicate directly the community without the filter process that takes place with traditional media.
 - More importantly, younger audiences (future students) already depend on social media and this will only increase in the future.
- The college should create a communication map that shows all the places, people and messages that are being carried into the community by college faculty and staff.
- When possible, those activities should be supported with publicity, flexible materials and messaging that supports the college's larger outreach goals.
- College faculty and staff should be encouraged to carry their stories of PCC beyond the campus environment.
- A simple messaging plan for faculty and staff should be developed each year with message and promotional ideas around the college brand. Public Relations would provide training on how to leverage publicity and support through consistent narratives.

PCC Media With Negative Reviews

As is frequently the case, it is difficult to see what we like, but simple to see what we dislike. When asked to identify PCC outreach activities that participants "Hated", there was a strong reaction. However, it should be noted that there were as many positive items identified as negative, indicating that while emotions may run high, respondents see both good and bad activities taking place.

When the list was analyzed using cloud analysis, several areas stand out. Among them, PCC's outreach was identified, as well as the website, and an ongoing commitment to paper.

Findings

- The Website is a source of internal frustration and external inefficiency.
- Outreach activities focused at recruiting potential students are not coordinated, resulting in frustration, duplication and ineffective messaging.
- There is no central coordinating point for external outreach, nor is there coordinated messaging.
- Internal communications add to problems of coordination.
- Paper is still a preferred vehicle with little or no movement into newer technology-based methods.

Recommendations

- The college must address the issue of its aging and ineffective website.
- The college should develop internal processes that allow outreach activities to be coordinated through joint planning, consistent messaging and narratives, and outcome tracking.
- Improved internal communication protocols would support better distribution of information.
- A simple messaging plan for faculty and staff should be developed each year with message and promotional ideas around the college brand. Public Relations would provide training on how to leverage publicity and support through consistent narratives. These activities should all be part of the integrated marketing plan.

Social networking	Utilizing smartphone/QR code capabilities	4
Social networking	Various reliable options given. Send messages through mail, Text, social network	3
Outreach	Outreach	3
Community presence	Host a tent- pole like event on Campus annually to draw people from all over to Campus	2
Support	An IT staff	2

Findings

- The Website is seen as “broken” and not serving its core purposes.
- A college-wide calendar is needed.
- There is a cadre within the college interested in using technology to eliminate paper.
- New media vehicles (QR codes, smartphones) would generate support in some areas.
- There are programs and services that need to be enhanced.

Recommendations

- Pursue a strategy to bridge the paper/digital divide, possibly using printed QR codes to drive potential students to online resources.
- Calendaring and scheduling of rooms and events needs to be addressed by software, training or both.
- The college may wish to speed its move into eBooks as a service to students.

PCC INTEGRATED MARKETING

Participants consistently identified outreach (the area, not the department) as a process that needs to be improved. Among the issues identified:

- A common definition of outreach
- Goals and outcomes for all outreach efforts
- Consistent messaging
- Consistent strategies for outreach
- Tracking for outreach efforts
- Coordination of efforts across the campus

Most PCC staff would readily identify Public Relations and School Relations or High School Outreach as two groups that would be involved in the coordination of the outreach function. But the reality is that there are other groups that should be involved in creating a comprehensive integrated marketing approach.

During the retreat, participants were asked to identify who is involved in outreach to unique PCC markets. In each case, they identified a number of groups that need to be involved in the planning and implementation of an integrated effort.

Groups Involved in High School Outreach

In order to create a coordinated approach to reaching high school students, the activities of these groups should be coordinated and tracked. The shaded groups are those most frequently identified as having a roll in high school outreach.

Community Outreach
Financial Aid
Transfer center Outreach office
English and math collaborative: deans and faculty
Program recruiters
Program directors of special programs
MESA
Puente
TLC
Coaches
Upward bound
Faculty
Outreach office

Assessment representative
PCC administration
Public Relations

Groups Involved in Working Adult Outreach

In order to create a coordinated approach to reaching working adults, the activities of these groups should be coordinated and tracked. What was interesting with this market is that there was no plan or single group focused on reaching this PCC constituency.

Marketing (Public Relations)
Financial aid information
Counseling
A & R
Library
Faculty
Eve. Coordinators
Cal Works
Nursing
Health Science
Program Recruitment

Groups Involved in Business Outreach

In order to create a coordinated approach to reaching businesses, the activities of these groups should be coordinated and tracked. Contract education and CTE were identified as the main groups involved in business outreach.

Contract Education
CTE (Career & Technical Education)
Public Relations
Foundation/alumni

President
Board of Trustees
Community business center
Students
Division deans

INTERVIEWS & FOCUS GROUPS

Interact Principal, Dr. Pamela Cox Otto, held focus groups and interviews with critical PCC groups during the week of September 12, 2011. The groups were selected in order to assure that the broad range of college voices was accounted for, as well as the vision of college leadership. Groups and individuals who were interviewed included:

Interviews

Juan Gutierrez, Public Relations
 Dwayne Cable, Information Technology
 Dr. Robert Bell, Student Services
 Dr. Mark Rocha, President
 Dr. Jackie Jacobs, Instruction

Focus Groups

Outreach Related Functions
 Faculty
 Deans
 Students

In each case, information was gathered on communication issues and processes that impact outreach and community support. Each interview/focus group was recorded, transcribed and comments coded. The interviews/groups were conducted with the promise that information would be compiled rather than presented verbatim. For that reason, once the comments were coded, each interview/group was analyzed to identify the core issues that need to be addressed in order for PCC to improve its efficacy with its external constituents. These are presented in the order they occurred.

OUTREACH

LACK OF A PLAN: Not simply a calendar of visits. A comprehensive look all outreach and recruiting efforts.(? Need to clarify sentence) Inconsistencies and volatilities in the system create a lot of work to maintain intake process, maintain databases, and enter recruitment cards and applications.

LACK OF DEFINITION: Is outreach only about PCC in general or about specific programs? Who does program outreach? Who puts program information into students' hands?

LACK OF RESOURCES for outreach and recruitment; promotional materials vs. website and electronic media; faculty has to do recruiting; small/new programs not promoted well

LACK OF DIVERSITY; need to improve recruitment of Latino and Asian students; need to use financial aid to recruit African-American students

LACK OF TRACKING INFORMATION: Who actually came to PCC because of the Outreach efforts? How many, what approach was most successful, did they stay?

MISSION DOES NOT SERVE ALL: General outreach only, but not in support of low or new programs.

COORDINATION: Not coordinated with other college activities

DWAYNE CABLE, VP OF INFORMATION TECHNOLOGY:

LACK OF COMMUNICATION: Poor internal communication and processes that separate people from each other need to be addressed

NEED TO LEVERAGE NEW TECHNOLOGIES: Including reducing reliance on emails; need to find solutions for regular vs. emergency vs. social media communications

HIGH TOUCH APPROACH TO COMMUNICATION: Starts conversations and solves issues more quickly than ever-lengthening strings of emails

ROBERT BELL, VP OF STUDENT SERVICES

LACK OF COORDINATION: Different groups on campus are doing outreach; sometimes outreach efforts overlap/are redundant; entire intake process needs a plan to get potential students through system with answers to their questions

LACK OF DIVERSITY: Outreach to Latinos and Asians has been done, but the African-American community is not being reached

SCHEDULING PROBLEMS: Difficulty in scheduling courses/programs needs to be addressed

IMPROVE PERSISTENCE: By strengthening internal systems and messages that reinforce staying, finishing the degree.

MARK ROCHA, PRESIDENT

NEED TO LEVERAGE NEW TECHNOLOGIES: This includes iPads and website updates to stay relevant; make recruitment, outreach and intake process more hi-tech, streamlined and friendly.

NEED TO PROMOTE PCC's UNIQUE STRENGTH: Its history, continuous improvement & culture of excellence at both the college and program levels.

RESISTANCE TO CHANGE: Need to be addressed as environmental, technological and cultural shifts are happening with such speed that colleges who do not change will be made irrelevant. New financial and political realities necessitate adjustments to how things have been done in the past. Embrace the new reality as an opportunity

PROUD PAST GLOBAL FUTURE: This is the messaging "setting" into which college "gems" may be placed to highlight their importance. Every activity is about push the boundaries into the global future.

SERVE LOCAL COMMUNITY BUT BUILD A REPUTATION BEYOND: So that external resources help support and fund the quality of education PCC offers its community.

JACKIE JACOBS, VP OF INSTRUCTION

NEED TO PROMOTE INDIVIDUAL PROGRAMS: The college image can be enhanced by program specifics. Efforts should focus on job connections and other outcomes for students that come as a result of finishing their degree.

LACK OF COORDINATION: Recruitment and outreach efforts are not well coordinated and internal communications need to be improved.

LACK OF DIVERSITY: The college needs to target students in expanding and underserved populations to increase diversity.

FACULTY FOCUS GROUP

LACK OF SUPPORT: Faculty time is not compensated for community outreach, and there is little messaging or collateral support. Usually there are only a few faculty from each program who will participate

LACK OF COMPREHENSIVE MARKET PLANNING: There is a disconnect between departments with little consistency of vision; too many phrases to capture the college's offerings, but no consistency.

NEED TO PROMOTE FUNDRAISING: This can help promote programs that are being harmed by the lack of funding

DEANS FOCUS GROUP

NEED TO LEVERAGE NEW TECHNOLOGIES: The website is difficult to use and out of date. It needs to be updated with current events and marketing language that promotes programs that are falling in enrollment; website looks unprofessional when compared to other colleges in the region.

NEED TO PROMOTE and improve community outreach

LACK OF PLANNING and direction from Foundation for individual program fundraising efforts makes it difficult for them to contribute to the college effort

PCC STUDENTS FOCUS GROUP

LACK OF INFORMATION: Students were not aware PCC recruiters came to their high schools, except from the military

NEED TO LEVERAGE NEW TECHNOLOGIES: The PCC website is almost exclusively the source of their information, but it is cluttered, overwhelming and bland.

LACK OF SUPPORT: Financial aid and other student services do not communicate well with students; confusing and often unhelpful

RECOMMENDATIONS

- Create an integrated marketing plan that identifies and plans all outreach efforts across divisions, focusing on coordinating outreach to unique markets.
 - This plan would be developed each spring for the following year and would coordinate calendars, messaging, and media for each targeted group.
 - Implementation would be in the hands of the originating department, but college-wide tracking of inquiries would need to be implemented.
 - Activities need to be reassessed each year to increase their efficacy and reduce direct and staff costs.
 - An effort must be made to move to technological communication solutions.
 - These plans would target the high school and working adult markets, but would also have specific components focusing on increasing diversity.
 - The Public Relations/Marketing office would create annual messaging strategies to be used across all outreach efforts.

- Continue using “Proud Past-Global Future”, but tie sub-brand messaging into this broader message. If that cannot be done, they should not be used in the public outreach efforts.

WEB SURVEY RESULTS

The survey was conducted via the Internet and was available to employees beginning on October 19, 2011. Employees were asked to access the online survey to provide answers. The last day the survey was available for completion was November 14, 2011. The survey was conducted to identify communication and marketing needs that are not being addressed and to ensure that outreach needs from across the campus were considered in this report. The complete survey is available as Appendix J.

DEMOGRAPHICS

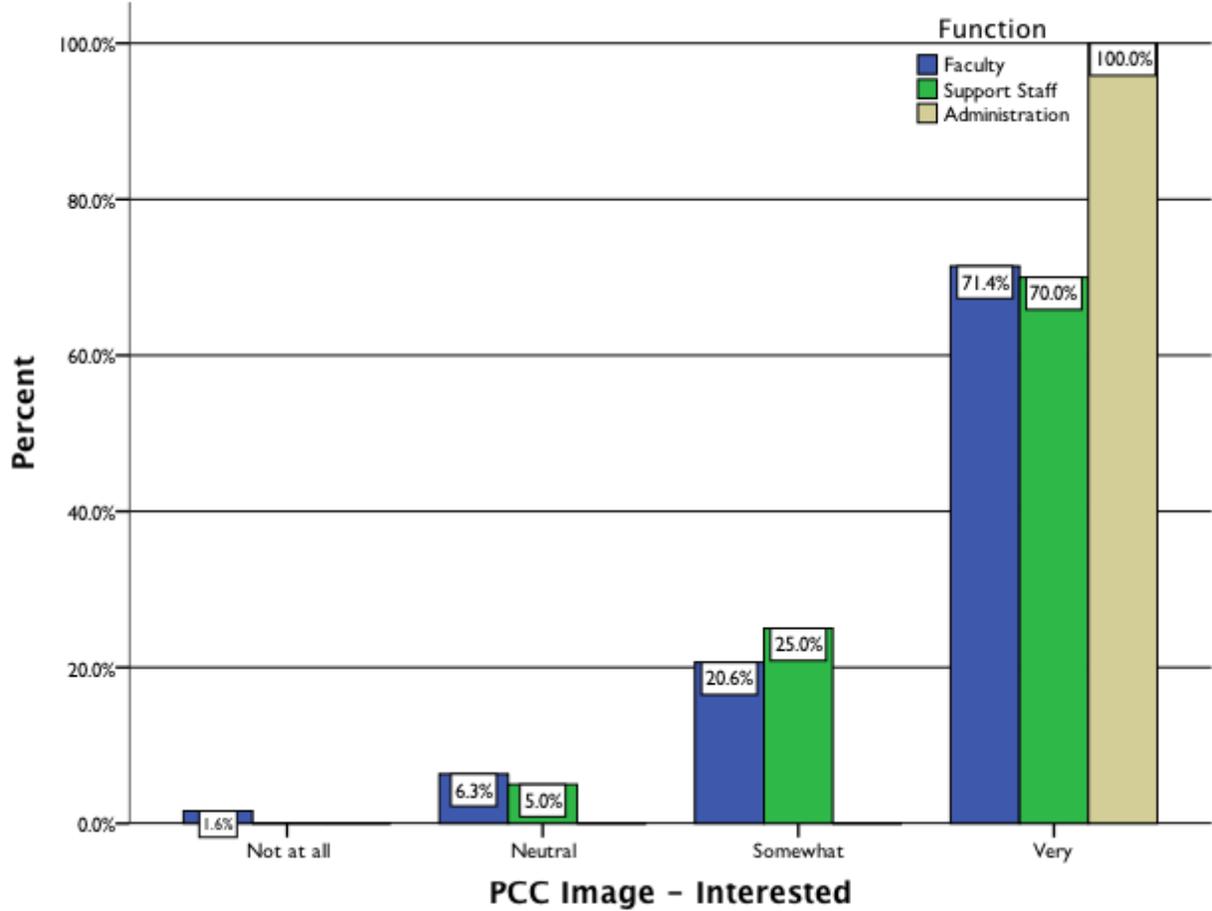
- A total of 88 faculty, staff, and administration members participated in the survey
 - 63 faculty
 - 20 staff
 - 5 administration

- Employment status
 - 66 full-time
 - 21 part-time
 - 1 did not respond

- Relationship to marketing (multiple answers possible)
 - 13 Client (Need market plan)
 - 14 Client (Need materials)
 - 3 Client (Other)
 - 18 Recruit for Program
 - 8 Recruit for College
 - 7 Approve Materials
 - 38 No Relationship
 - 18 No Marketing Needs

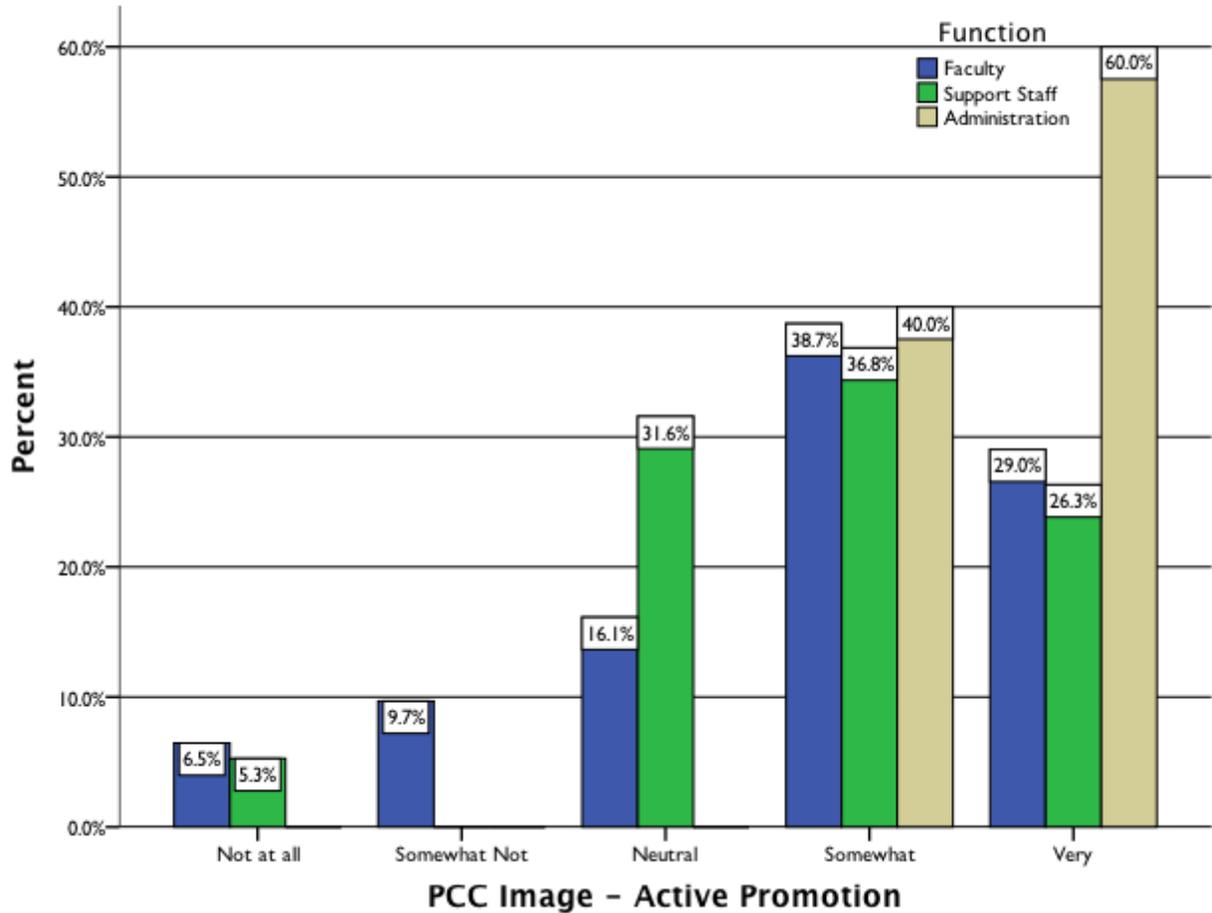
QUANTITATIVE

How interested are you in the image of PCC in the community?



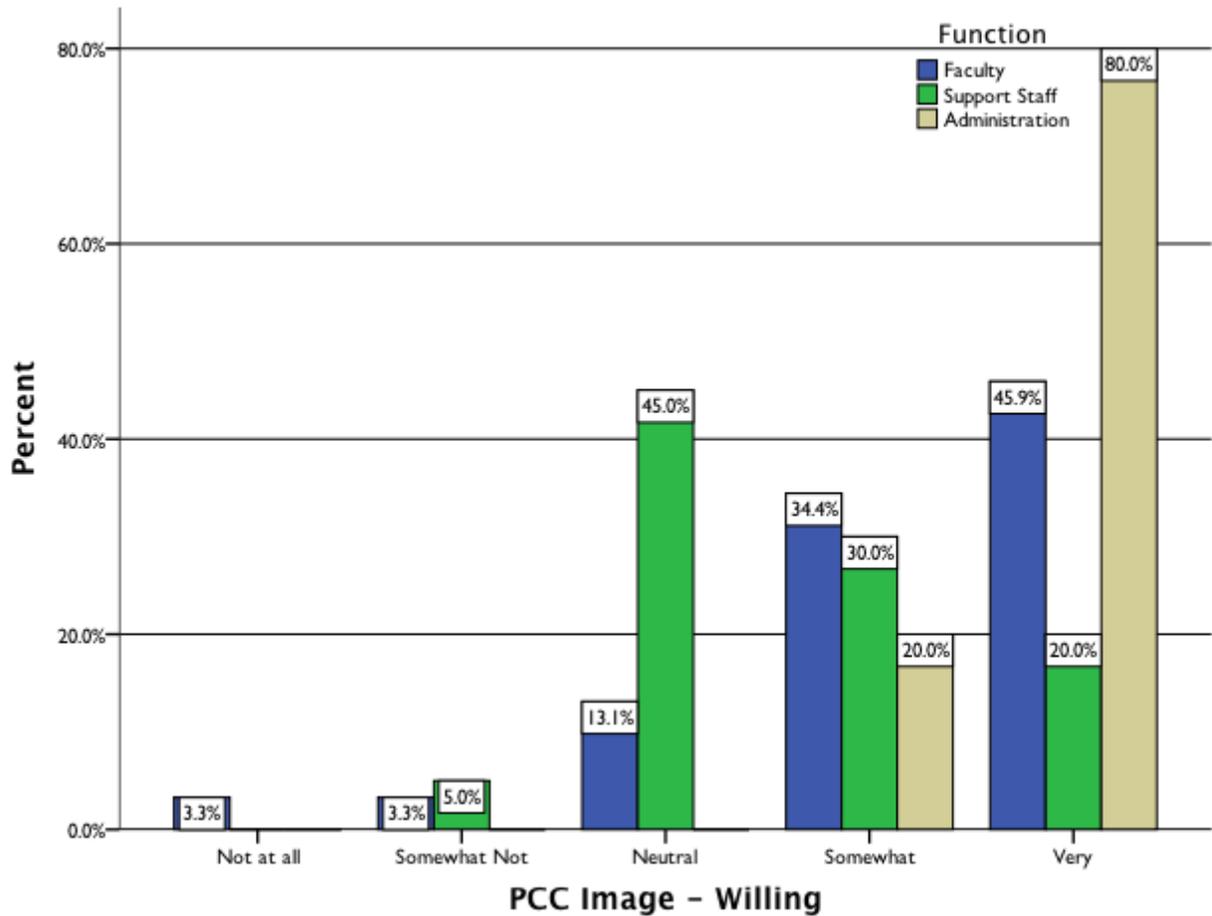
- 100% of Administration is very interested in the image of PCC in the community.
- Approximately 70% of faculty and support staff is very interested in the image of PCC in the community.

How active are you in promoting the image of PCC in the community?



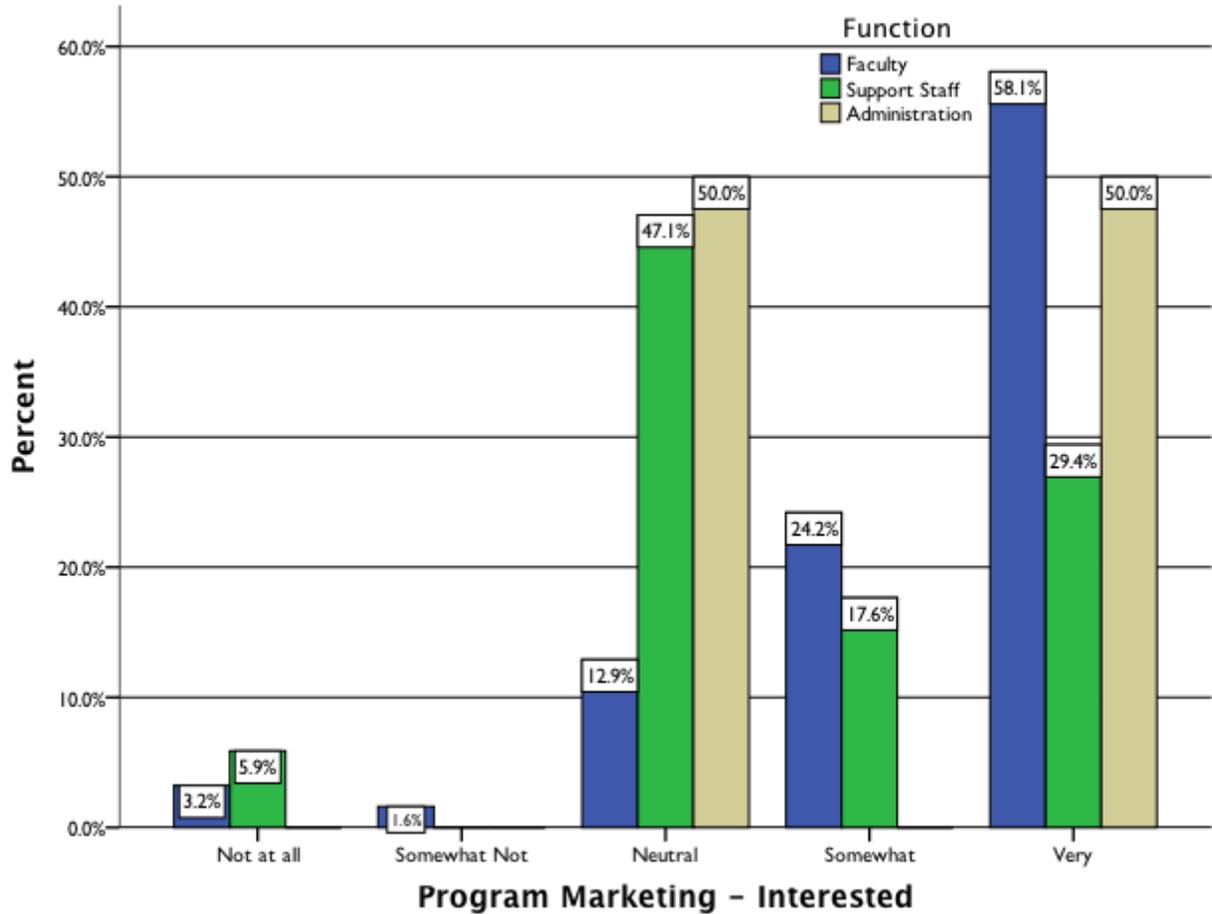
- 60% of Administration is very active in promoting the image of PCC in the community.
- Approximately one in four faculty and support staff is very active in promoting the image of PCC in the community.

How willing are you to take an active role in the enhancement of PCC's image in the community?



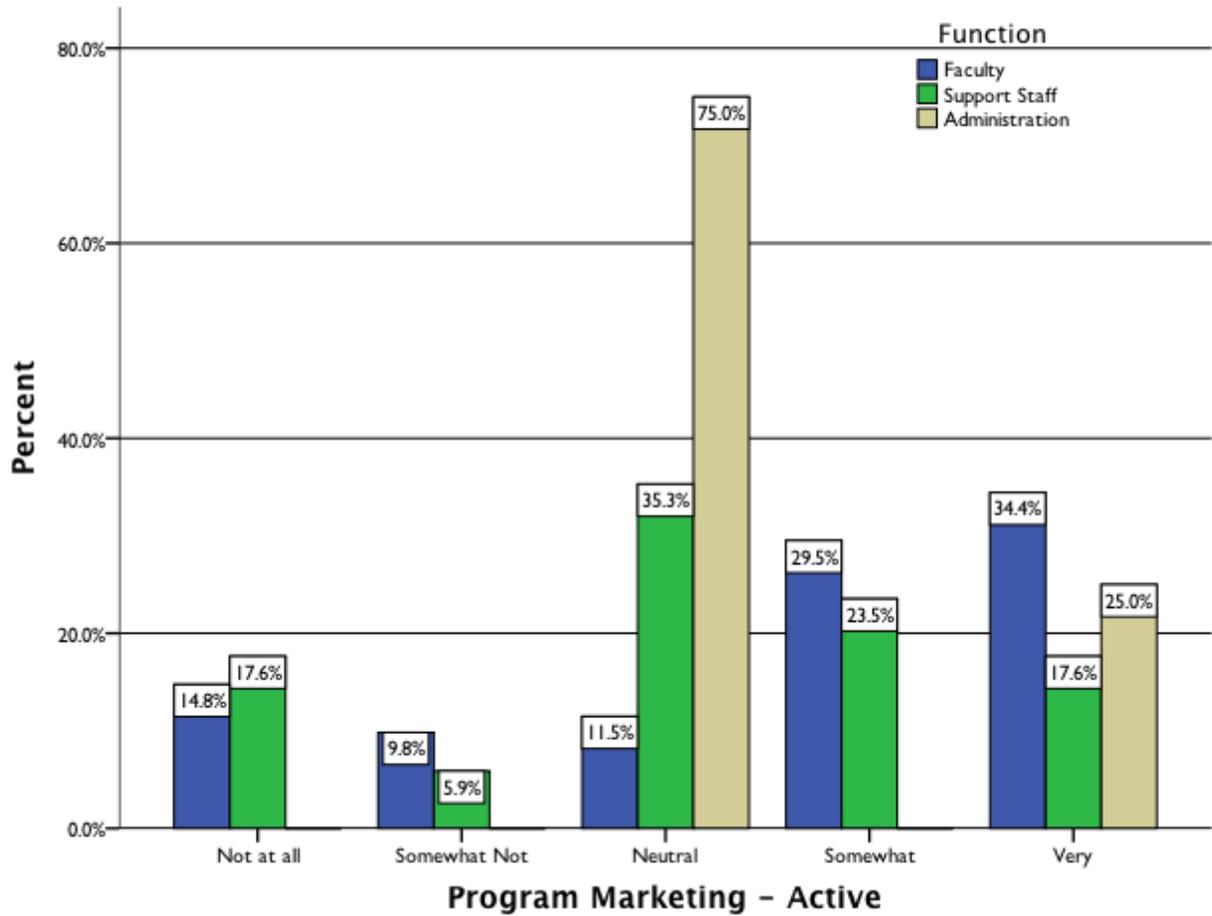
- 80% of Administration is very willing to take an active role in promoting the image of PCC in the community.
- Slightly less than 50% of faculty is very willing to take an active role in promoting the image of PCC in the community.
- 20% of support staff is very willing to take an active role in promoting the image of PCC in the community.

How interested are you in the marketing of your program to potential students?



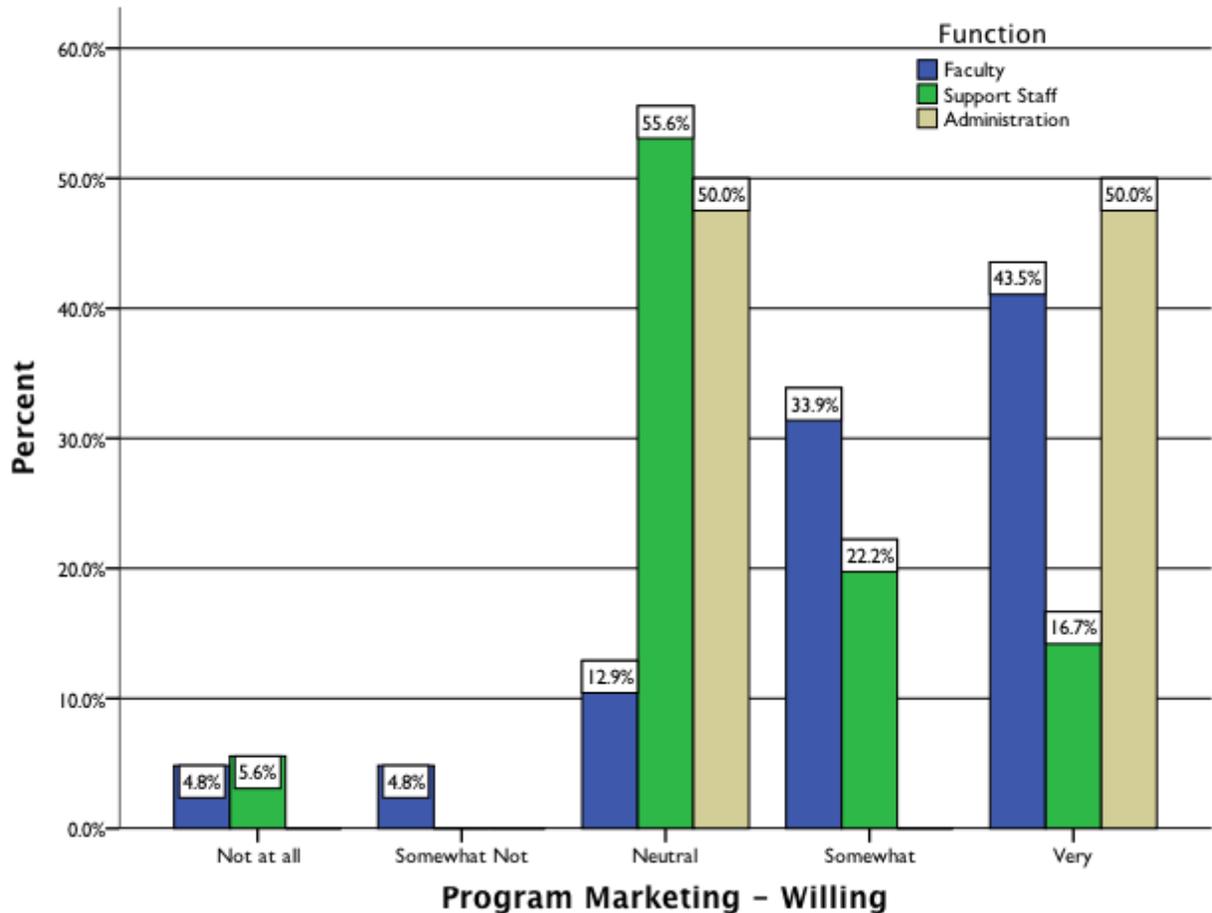
- 50% of Administration is interested in marketing programs to potential students.
- 58.1% of faculty is interested in marketing programs to potential students.
 - 3.2% of faculty is not at all interested in marketing programs.
- 29.4% of support staff is interested in marketing programs to potential students.
 - 5.9% of support staff is not at all interested in marketing programs.

How active are you in the marketing of your program to potential students?



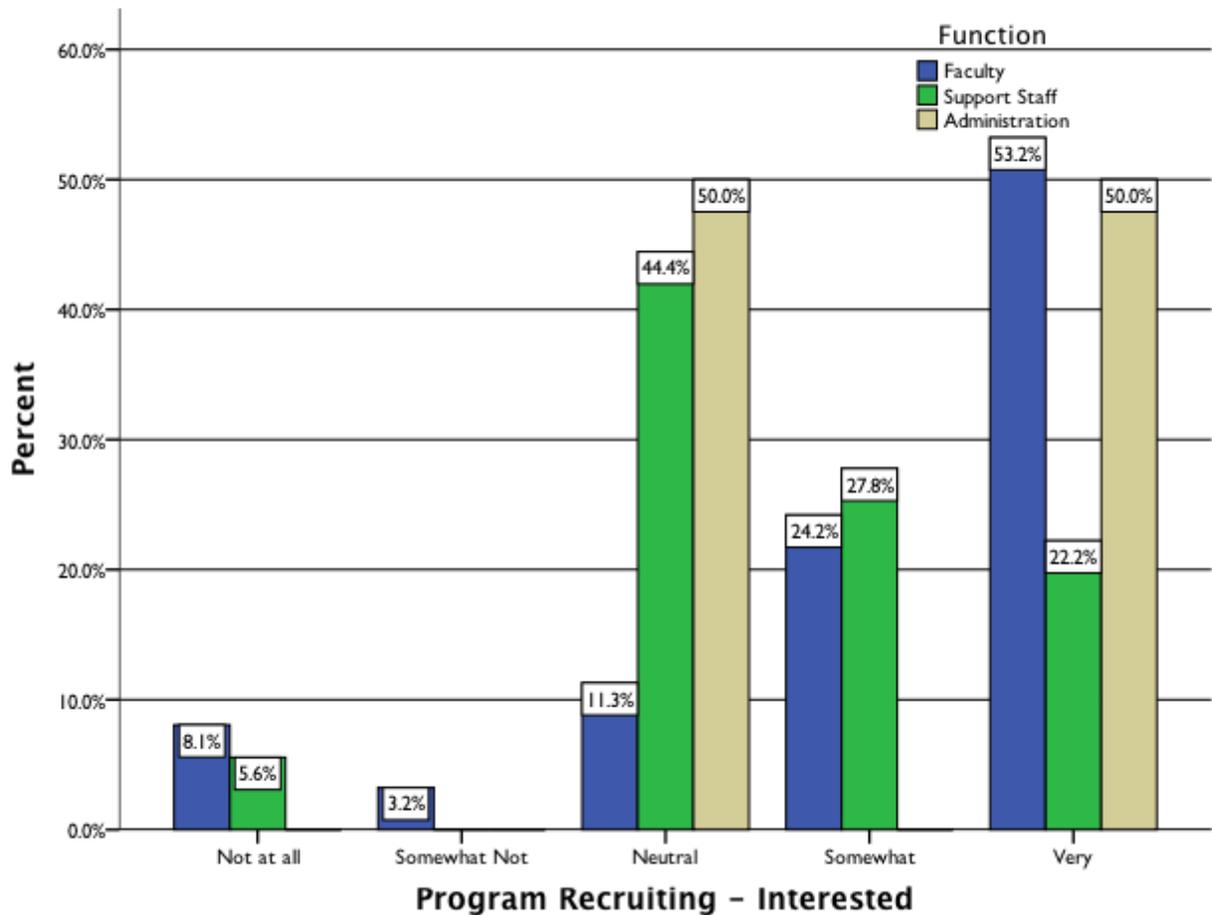
- 25% of Administration is very active in marketing programs to potential students.
- 34.4% of faculty is very active in marketing programs to potential students.
 - 14.8% of faculty is not at all active in marketing programs.
- 17.6% of support staff is active in marketing programs to potential students.
 - 17.6% of support staff is not at all active in marketing programs.

How willing are you to take an active role in the marketing of your program to potential students?



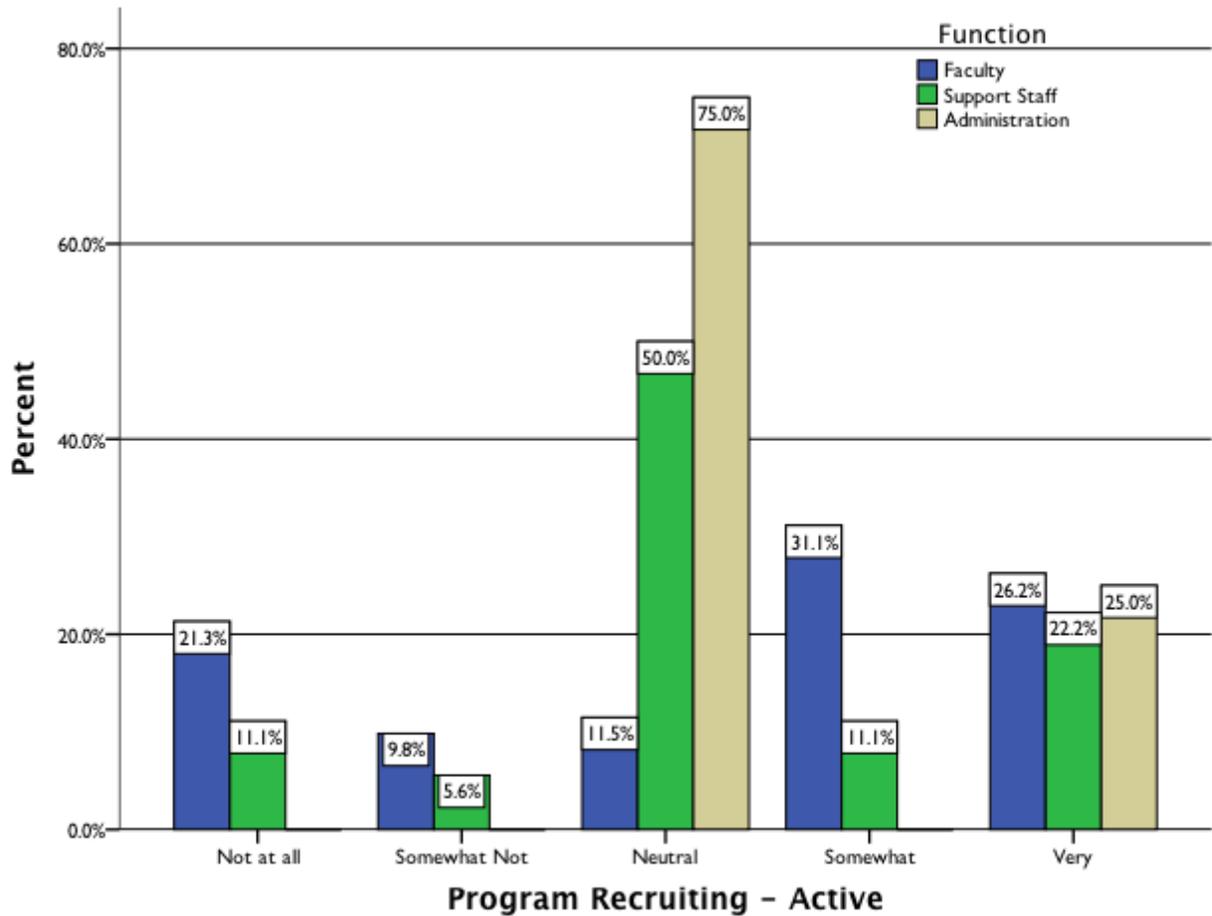
- 50% of Administration is willing to take an active role in marketing programs to potential students.
- 43.5% of faculty is willing to take an active role in marketing programs to potential students.
 - 4.8% of faculty is not at all willing to take an active role in marketing programs.
- 16.7% of support staff is willing to take an active role in marketing programs to potential students.
 - 5.6% of support staff is not at all willing to take an active role in marketing programs.

How interested are you in the recruitment of students into your program?



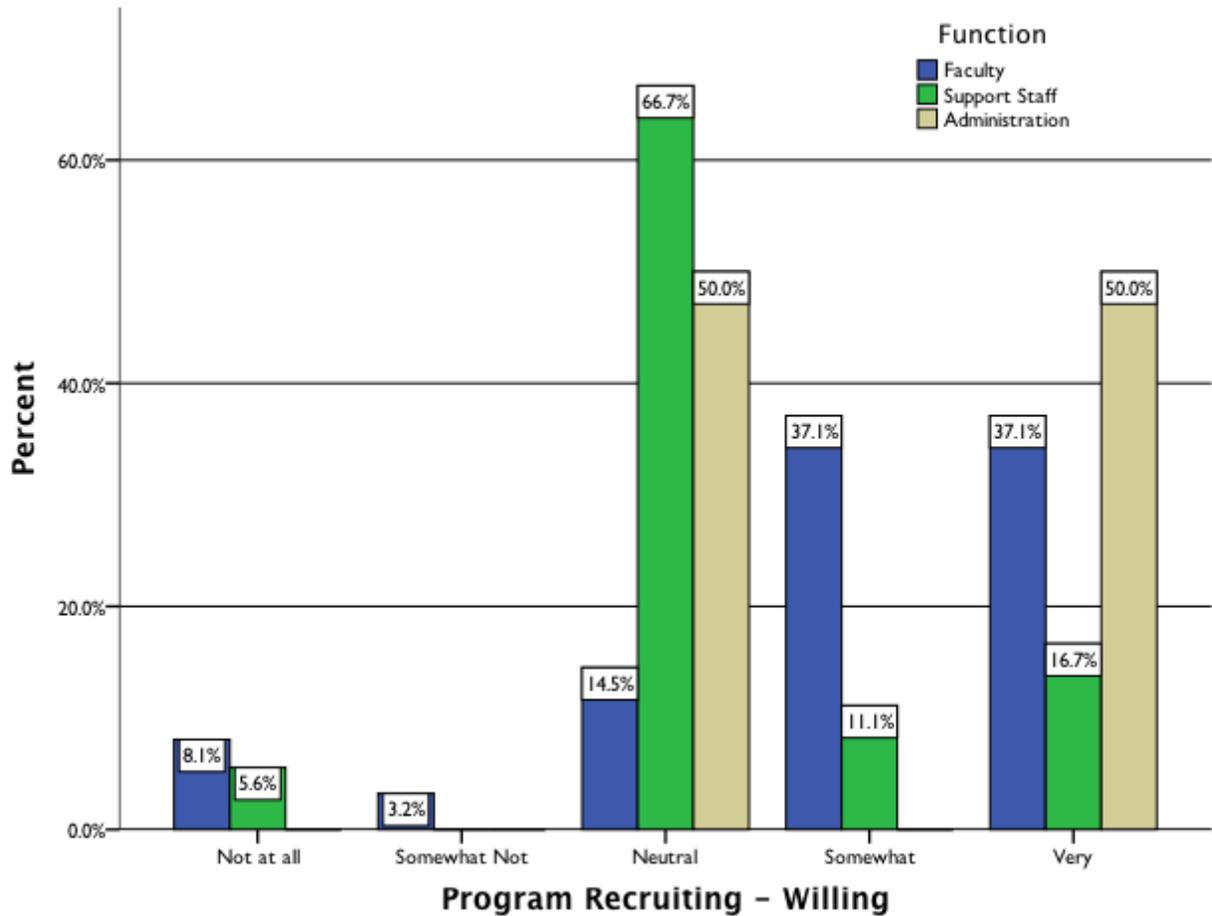
- 50% of Administration is very interested in recruiting students to programs.
- 53.2% of faculty is very interested in recruiting students to programs.
 - 8.1% of faculty is not at all interested in recruiting students to programs.
- 22.2% of support staff is very interested in recruiting students to programs.
 - 5.6% of support staff is not at all interested in recruiting students to programs.

How active are you in the recruitment of students into your program?



- 25% of Administration is very active in recruiting students to programs.
- 26.2% of faculty is very active in recruiting students to programs.
 - 21.3% of faculty is not at all active in recruiting students to programs.
- 22.2% of support staff is very active in recruiting students to programs.
 - 11.1% of support staff is not at all active in recruiting students to programs.

How willing are you to take an active role in recruitment?



- 50% of Administration is very willing to take an active role in recruiting students to programs.
- 37.1% of faculty is very willing to take an active role in recruiting students to programs.
 - 8.1% of faculty is not at all willing to take an active role in recruiting students to programs.
- 16.7% of support staff is very willing to take an active role in recruiting students to programs.
 - 5.6% of support staff is not at all willing to take an active role in recruiting students to programs.

QUALITATIVE

What are your concerns, if any, about PCC's messaging to the community?

CONCERNS ABOUT MESSAGING		
Rank	Comment	Frequency
1	Need more messaging	13
2	Need targeted messaging	12
3	Need to tell the truth	7
4	Efficacy	6
5 (tie)	Need better delivery	4
5 (tie)	Inconsistency	4
5 (tie)	No concerns	4
8	Need clearer understanding of student responsibilities	2

What do you feel is the biggest challenge facing PCC in communicating to the public?

CHALLENGE IN COMMUNICATING TO THE PUBLIC		
Rank	Comment	Frequency
1	Method of message delivery	12
2 (tie)	Lack of resources and infrastructure	7
2 (tie)	Negative community college image	7
2 (tie)	Consistent messaging	7
2 (tie)	Engagement of the community for events	7
6	Limited class seats	6
7	Need to tell the truth	5
8	Website issues	4
9	Accurate and timely information	3

What concerns do you have, if any, about PCC's internal communications?

CONCERNS ABOUT INTERNAL COMMUNICATIONS		
Rank	Comment	Frequency
1	Lack of internal communications	13
2 (tie)	Efficacy	11
2 (tie)	Use of technology	11
4	Rumors, suspicions, agendas, exclusions	10
5	Pulse not effective	9
6	Information is late	4
7 (tie)	Adjunct faculty excluded	2
7 (tie)	No concerns	2

What do you feel is the biggest challenge facing internal communications issues?

INTERNAL COMMUNICATION CHALLENGE		
Rank	Comment	Frequency
1	Distrust of administration	14
2	Message delivery issues	12
3	People not communicating effectively	9
4	Technology issues	8
5	Pulse	6
6	Adjunct faculty exclusion	3
7	No concerns	1

What do you feel is the biggest challenge facing PCC in communicating to potential students? What information is missing on the website for you?

CONCERNS ABOUT MESSAGING		
Rank	Comment	Frequency
1	Need to update technology	14
2	Website issues	10
3	Class seats not available	7
4 (tie)	Student responsibilities and expectations	6
4 (tie)	Uniformity of the message	6
6	Community college image	5
7 (tie)	Communications out of district	3
7 (tie)	Faculty disconnects	3
9	Honesty	2

Do you or your department have any marketing needs that are currently being handled by PCC's Public Relations Office?

NEEDS CURRENTLY BEING HANDLED		
Rank	Comment	Frequency
1	Yes; yes, for specific programs	13
2	Not sure	10
3	Occasional need only	2
4	Need to know what you can do for us first	1
5	Need help from understaffed public relations	1
6	Don't need any	1

Do you (or your department) have any marketing needs that are currently not being handled by PCC's Public Relations department? If so, what is the service, and who is providing these services?

NEEDS CURRENTLY NOT BEING HANDLED		
Rank	Comment	Frequency
1	Faculty does their own marketing	7
2	No needs, don't know or ask someone else	6
3	Need more online marketing	1
4	Need more media coverage	1
5	Need more promotion of discount tickets	1
6	Need more on-campus publications	1
7	Yes (no specifics)	1
8	Not being handled at all	1

Are there any marketing services that you currently do not have, but which would help you be more successful in your job/program?

MARKETING SERVICES CURRENTLY MISSING		
Rank	Comment	Frequency
1	Specific miscellaneous requests	15
2	Yes, but no specifics	7
3	Better online presence	4
4	Don't know	1
5	Faculty already do referrals	1
6	Already done	1

What is your biggest challenge in marketing your program?

CHALLENGES IN MARKETING PROGRAMS		
Rank	Comment	Frequency
1	Reaching students; outreach	9
2 (tie)	Coordination and accuracy of information	5
2 (tie)	Not enough time	5
4	Course availability	3
5	Budget	2

How are students currently recruited into your program?

HOW STUDENTS ARE RECRUITED INTO PROGRAMS		
Rank	Comment	Frequency
1	Word of mouth	14
2 (tie)	Combination of online and printed materials	4
2 (tie)	Unspecified outreach	4
4	Without a plan	2
5	Faculty does their own recruitment	1

Who is responsible for recruiting students into your program?

WHO RECRUITS STUDENTS INTO PROGRAMS		
Rank	Comment	Frequency
1	Specific individuals in the department	10
2	A group of people in the department	9
3	No one; not sure	5

What is the biggest challenge in student recruitment for your program?

CHALLENGES IN RECRUITMENT FOR PROGRAMS		
Rank	Comment	Frequency
1	Insufficient time and resources available	7
2	Specific department concerns	5
3	Availability of class seats and resources	4
4 (tie)	No plan for recruitment	1
4 (tie)	Reaching target audience	1
4 (tie)	Student motivation	1
4 (tie)	No challenge due to large number of applicants	1

Are there any messaging concerns you would want to see addressed in the comprehensive marketing plan?

MESSAGING CONCERNS TO BE ADDRESSED		
Rank	Comment	Frequency
1	Need a plan and resources to include all departments	5
2	Be real, honest and welcoming	3
3 (tie)	Include us in the development of the plan	2
3 (tie)	Emphasize quality, price and location	2
5 (tie)	Unspecified	1
5 (tie)	Not necessary	1
5 (tie)	Don't know	1

Are there any marketing concerns you would want to see addressed in the comprehensive marketing plan?

MARKETING CONCERNS TO BE ADDRESSED		
Rank	Comment	Frequency
1	Need to upgrade technology and resources first	3
2	Need help for and recognition of faculty	2
3 (tie)	Be more real and honest	1
3 (tie)	Needs to be clear and engaging	1
3 (tie)	Include police and safety as part of the campaign	1

Are there any recruiting concerns you want to see addressed in the comprehensive marketing plan?

RECRUITING CONCERNS TO BE ADDRESSED		
Rank	Comment	Frequency
1	Increase outreach to target audiences	4
2	Increase coordination and information about outreach	3
3 (tie)	Need more resources	2
3 (tie)	Need better faculty involvement	2
5 (tie)	Include all departments in outreach	1
5 (tie)	Don't recruit too many students	1

Please list any marketing materials, projects or assistance that you or your department currently use, which are not done by PCC's Marketing Communications department.

Materials Not Provided by PCC Marketing Communications

Department	Name of Marketing Effort	What it is used for	When it is needed	Currently Being Done? (Yes, No)	Who does the work?	Who pays for it?
Social Science	Brochure	Students and community	All year	No	Faculty	Social Science
Counseling	Brochure /flyer	Disseminate to students on campus and community	During semester	Yes	Assistant	Project office
Counseling	Center's Brochure	To highlight our services	Through-out the year, heavy use in Spring	Yes	Coordinator	
Counseling	Cohort brochure	To explain & recruit for program	Spring	Yes	Coordinator	
Counseling	Program Video	Veterans helping Veterans	Spring	No	Work-study student??	
Psychological Services	Department Brochure	Handout to students at fairs, and in office, etc.	Year round	Yes		All internal to our department
Psychological Services	Bookmarks with Dept. Info	Our contact information for students	Year round	Yes		"
Psychological Services	Pamphlets about disabilities	Information for students	Year round	No	We will not have more when we run out	Running out of \$ so we will not reprint
Psychological Services	Pamphlets about solutions like "How to manage test anxiety."	Information for students	Year round	No	"	"
Psychological Services	Department Brochure	Handout to interested students	All year	Yes	Department Secretary	
Business and Computer Technology	Department Brochure	Handout to interested students	Throughout the year	Yes	Department Faculty	Department
Business and Computer Technology	Advisory Committee Meeting	Outreach to potential Employers	Annually	Yes	Department Faculty	Department
Business and Computer	Certificate	Counsel students towards	2 weeks before each	Yes	Department	Department

Technology	Counseling	getting Cert.	semester		Faculty	
Languages	Department Brochure	Handout to students		No	Secretary & Professors	
Languages	Website for each department	Reach potential students		No	Professors	
Performing and Communication Arts	Department materials	Online PDFs distributed to every student	As needed, constant	Yes	Me	
Performing and Communication Arts	Facebook	Information about program and the field	Constant	Yes	Me	
Performing and Communication Arts	Website	Information	Now --- needs to be updated	No/no time	Me, but no time	
E&T	Flyers	Recruitment/general information	Ongoing	Yes	Faculty/FT and Adjunct	Donations/Special Budget Funds
E&T	Postcards	Recruitment/general information	Ongoing	Yes	Faculty/FT and Adjunct	Donations/Special Budget Funds
E&T	Facebook posts	Recruitment/general information/specific events	Ongoing	Yes	Faculty/FT and Adjunct	Donated time
E&T	Visits to high schools	Recruitment/general information	Ongoing	Yes	Faculty/FT	College/Donated time
E&T	Visits to middle schools	Recruitment/general information	Ongoing	Yes	Faculty/FT	College/Donated time
E&T	Open houses and other public fairs	Recruitment/general information	Ongoing/as available	Yes	Faculty/FT and Adjunct	College/Donated time
Languages-Italian	Foreign Languages Brochures	Handout to students	1 month before each semester	No		
Languages-Italian	Study Abroad Flyers	Handout to students	6 months before departure	Yes	Study Abroad Office	
Visual Arts & Media Studies	Gallery openings					
Visual Arts & Media Studies	Student newspaper					
Visual Arts & Media Studies	Leaflets, department brochures	Lectures	As needed	Yes	Individuals in Department	Department
Visual Arts &	Asian	Leaflets	As needed	Yes	Me, other	Social Sciences

Media Studies	activities				faculty	
Theatre Arts	Mailers	Community outreach	Beginning of the academic year	No		
Theatre Arts	Subscription series (Theatre)	Sell tix or combo of tix to all events	Beginning of the academic year	No		
Theatre Arts	Subscription series (Music)	Sell tix or combo of tix to all events	Beginning of the academic year	No		
Theatre Arts	Combo subscription series (TH&M)	Sell tix or combo of tix to all events	Beginning of the academic year	No		
Theatre Arts	Website design - Theatre Dept.	Awareness of dept. & faculty	ASAP	No		
Theatre Arts	Website design - Music Dept.	Awareness of dept. & faculty	ASAP	No		
Theatre Arts	Local press reviews	Awareness of event	1 week before event throughout year	No		
Theatre Arts	Local press advertising	Awareness of event	1 week before event throughout yr.			
Academic Senate	N/A					
Engr. and Tech. Division	No time to answer this					
EOPS	Outreach to Damien & St Lucy HS	I offer my services to talk with interested HS students	Usually in the Spring semester for Seniors	Yes	I do	Volunteer
Police and Safety	Recruiting for cadets	Booth and applications	All the time	Yes	Cadet Captain	Police and Safety
Police and Safety	Securing Bicycles	Notices	All the time	Yes	Sergeant	Police and Safety
Police and Safety	Smoking Policy & Information	Pamphlets and handouts	All the time	Yes	Sergeant	Police and Safety
Police and Safety	Parking Information	Pamphlets	All the time	Yes	All staff	Police and Safety
Police and Safety	Building	Pamphlets	All the time	Yes	All staff	Police and Safety

	Security					
Police and Safety	PCC maps	Handouts	All the time	Yes	All staff	Police and Safety
Library	Website	Blind Canvas	Always	No	Faculty	?
Library	Concert/Event List	Notify events	1 month before each semester	Yes	Norma A.	Department
Library	Concert Flyer	Notify events	1 month before event	Yes	Faculty/Graphics office	Department
Teaching and learning center	Websites	Recruitment	Jan - Aug	Yes	TLC	Grant
Teaching and learning center	Online applications	Recruitment	Jan - Aug	Yes	TLC	Grant
Teaching and learning center	Contact cards	Recruitment	Jan - Aug	Yes	TLC	Grant
Teaching and learning center	PowerPoint	Recruitment	Jan - Aug	Yes	TLC	Grant
Teaching and learning center	Online videos	Recruitment	Jan - Aug	Yes	TLC	Grant
PCA	You have to be kidding.	I appreciate what you're trying to do.	But adjunct faculty are indirectly and directly discouraged		From participating in anything that	Looks like policy making.
PCA	So I'm not going to spend my time	Making suggestions that people	Will tell me they don't want to hear.		By the way, I do	Marketing for non-profits
PCA	Outside the college. But I'm not donating	My professional services, knowledge, or	Experience to people who don't want	Them.		

FINDINGS

- 100% of Administration, 92% of faculty, and 95% of support staff are interested in the image of PCC in the community.
- 100% of Administration, 80.3% of faculty, and 50% of support staff are willing to take an active roll in promoting the image of PCC in the community.
- 63.9% of faculty is active in marketing programs while 82.3% are interested and 77.4% are willing to take an active roll in marketing for programs.
- 57.3% of faculty is active in recruiting for programs while 77.4% are interested and 74.2% are willing to take an active roll in recruiting for programs.
- The wide variety of marketing activities and materials being produced without input or management from the Office of Public Relations is likely the tip of the iceberg. While faculty and staff taking responsibility is excellent, in most cases, the brand, message and narrative approach of the college's marketing efforts is not being reinforced.

RECOMMENDATIONS

- While there are issues to be solved, Faculty is generally receptive to being directly active in program recruitment.
 - Marketing Support for these activities is needed so that faculty are supported and the college message is reinforced.
 - Collateral, a messaging strategy, database services and training in their use would be helpful to Faculty and staff in their outreach efforts.
 - Integrating faculty efforts into the larger marketing plan would allow the college to reinforce faculty activities by timing complementary public relations and marketing activities.
- Coordinating and integrating all marketing activities throughout the college so they are part of a larger messaging campaign needs to be a priority.
 - This will help focus narratives for a consistent story of PCC told by all segments of the campus.
 - Economies of scale can be achieved by this coordination including a speedier shift to technology-based communications.
 - The Public Relations Office should take the lead role in developing digital communications and training staff in division, department and program implementation.
 - Coordination can save staff time on duplicate activities.

- The coordination needs to take place in the office of Public Relations, which would lead the planning and messaging process, providing support and training to the campus.
 - This coordination will necessitate additional staff within the PR office to support college-wide coordination and messaging.
 - This coordination may necessitate additional software for tracking activities and measuring their efficacy.

- A two-year marketing plan should be developed for the campus that takes into account all planned activities among all groups involved in outreach.
 - Activities should be placed in a comprehensive timeline looking for efficiencies in staffing and direct costs.
 - Activities should be reviewed looking for opportunities to reduce paper and introduce technology to the process across the campus.
 - Within the general plan, specific diverse communities would be targeted with specific tactics to reach them. This would be implemented across all campus outreach activities.
 - Contingency sub-plans should be developed for typical scenarios including general low enrollment, low program enrollment, college events and fundraising.

APPENDICES

APPENDIX A – RETREAT INVITEES

Confirmed

1. Sherine Adeli -- Videographer
2. Tameka Alexander – Outreach counselor
3. Melva Alvarez – MESA director, former TLC recruitment/outreach coordinator
4. Javier Carbajal-Ramos – Title V recruitment/outreach coordinator
5. Dina Chase – Interim Director of Admission and Records, Transfer and Outreach
6. Mon-Shane Chou – Associated Students, Public Relations
7. Alan de la Vera -- Outreach
8. David Douglass -- Dean of Natural Sciences
9. Simon Fraser – Associated Students
10. Juan Gutierrez –Public Relations Director
11. Michael Ihrig -- Title V tech lead (portal, website, and database)
12. Matt Jordan – Photography professor
13. Brock Klein – Teaching and Learning Center (TLC) director
14. Crystal Kollross – Interim Dean of Institutional Planning and Research
15. Steve Lam – Web Office
16. Steve Matchan -- Police
17. Kim Miles – Financial Aid Director
18. Robert Miller – VP of Ed Services
19. Manuel Perea – Basic Skills Coordinator
20. Cynthia Olivo – Dean of Counseling
21. Dale Pittman – MIS director
22. Laura Stasytyte – Web Office
23. David Steiman – Title V tech team (videographer)
24. Leslie Tirapelle – Interim Dean of Distance Ed
25. Armija Walker -- Outreach

Will Not Attend

1. Elaine Chapman – Director of Extended Learning
2. Salomon Davila – Engineering professor
3. Rachel Fermi – Digital Media professor
4. Matt Kiaman -- Computing Services
5. Jeff Laun -- MIS
6. Rhea S. Presiado – Geography professor, Title V portal development lead
7. Gilbert Rivera – Publications Supervisor
8. Frank Scialdone – Police Chief

Have Not Responded

1. Carmen Porreca – Telecommunications faculty
2. Alex Soto – Associated Students
3. Beverly Tate – Interim, Special Projects
4. Scott Thayer – Dean of Student Affairs
5. Chiara Hensley -- Counselor

APPENDIX B – RETREAT AGENDA

Communication-Technology-Outreach Retreat Agenda

Prepared and facilitated by Pamela Cox-Otto, Ph.D.

This is a retreat to help us identify the kinds and types of communications that we love, hate, need more of, need less of, which we had, hope we never see again, and envy in our competitors; all from the point of view of faculty, leadership, students and staff. The results of this retreat will become the set of benchmark around which a comprehensive communication plan and protocol will be established. The goal is to (forgive me) do more with less effort, respond more quickly to market changes, and speak with one voice to our critical publics.

Phase 1: Onsite research on board, leadership, division, department, and faculty needs and issues in public communication.

Phase 2: Integration of all input from Phase 1 to develop a comprehensive list of needed materials and a process and procedure that will integrate college messaging throughout the campus and its many voices.

Phase 3: Development of an Internal Communication Plan and Playbook that is up-dateable, flexible and clarifies college messaging and critical message points, year to year.

Homework:

1. Bring a sample your favorite outreach/recruiting messages/vehicles (paper/email etc.) from PCC
2. Bring an example of your favorite use of technology by PCC
3. Bring an example of the best marketing piece you ever saw from another college (in any format)

Morning – External Discovery

8:30 – 9:30

Presentation: Introduction to Communication Challenges facing PCC	60 Minutes
Big Picture: Communication Focus at the Macro Level Dr. Mark Rocha <i>State Competition and College Vision for Communications</i>	20 minutes
PCC Challenges: Resources and Limits: Juan Gutierrez & Brock Klein <i>Challenges, Opportunities and Vehicles</i>	15 minutes
On the Ground Opportunity: Integrated Communications Dr. Pamela Cox-Otto	25 minutes
<ol style="list-style-type: none"> 1) Audience Focus will change due to funding and leadership 2) Media will change as well what is effective 3) Colleges tend to trip themselves in communications 4) Largest Communication vehicle is ignored (Faculty and Staff) 	

9:30 – 11:00

External (Outreach and PR) Wish List Facilitated: Break into groups by (leadership, faculty, staff, students) and using the samples of favorite outreach materials make a prioritized list of communication vehicles

90 Minutes

- 1) You love
- 2) You hate
- 3) You think would work to reach the potential student population
- 4) Other Colleges Do Better than Well

11:00 – 12:15

Roles & Resources: Assess what Roles People have in the college Image

75 Minutes

- 1) What Roles do each group have in the public image?
 - o What should faculty do (Min/Max)
 - o What should managers do (Min/Max)
 - o What should leadership do (Min/Max)
 - o What should students do (Min/Max)

- 2) What roles work well right now
- 3) What needs to be improved?
- 4) What resources would make it work much better?

12:15 to 1:00 Lunch

Afternoon- Internal Discovery

1:00 – 2:30

Internal Wish List Facilitated: Break into groups by (leadership, faculty, staff, students) and using the samples of favorite outreach materials make a prioritized list of communication vehicles

90 Minutes

- 1) What do you Pay Attention to EVERY TIME.
- 2) What do you ignore
- 3) What do you hate
- 4) What do you love

2:30 - 3:30

What Information is Needed to Function Well: What do you feel you need and in what timeline in order to make wise decision and function well **60 Minutes**

- Type of Information you always Need
- Leadership Communications
- Student Communications Vehicles
- What is needed to make it better
- What needs to stop

3:30 – 4:30

Summary Exercise: Punch List of Potential Changes
Minutes

60

APPENDIX C – LOVE AND HATE INTERNAL COMMUNICATIONS

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

Love IT PCC Communications		
Who	Grouping	Comment
AA	Email	Global Email
LDR	Email	Comm. Roundtable
LDR	Email	Late night Email with Dr. Olivo
SER	Email	Portal Meetings
SER	Email	Dept. happenings every semester via Email!
SER	Email	Updates procedures Students services (Email)
SER/A A	Email	Juan's Emails to us w/PCC Pulse highlights to lead us to the page
U	Email	Email
LDR	Formal Meetings	Good/productive staff Meetings
LDR	Formal Meetings	Mgmt. Meetings
LDR	Formal Meetings	SLS mgmt. mgs
SER	Formal Meetings	Direct division Communication
SER	Formal Meetings	Communication roundtable
SER	Formal Meetings	Title U Meetings
U	Formal Meetings	Productive staff meeting
U	Formal Meetings	Productive staff meeting
AA	Informal Meetings	Walking and talking in hallways as we race from meeting to meeting
LDR	Informal Meetings	F2F accessibility
LDR	Informal Meetings	Meeting colleagues at Starbucks
LDR	Informal Meetings	Coffee with Dr. Dave
LDR	Informal Meetings	Starbucks amigos
SER	Informal Meetings	Cocktail's happy hours
SER	Informal Meetings	Retreats kwest style
SER	Informal Meetings	Parking lot

SER	Informal Meetings	Starbucks
U	Informal Meetings	Starbucks coffee break
U	Informal Meetings	PCC faculty meet ups (bond, bounce off ideas, collaborate)
LDT	Open communication	Realization that discussion involve larger community
U	Open communication	Open Communication from my staff to supervisor to President
AA/SE R	President's weekly message	Virtual President's Report
SER	President's weekly message	President's weekly message
U	President's weekly message	Rocha's. Presidents report
AA	Pulse	Pulse
LDR	Pulse	PCC Pulse
LDR	Pulse	Pulse articles so you can dig further if interested
LDR	Pulse	Pulse
SER	Pulse	Love that the bulletin is deceased RIP
SER	Pulse	Pulse
SER	Pulse	Pulse newsletters
SER	Pulse	PCC Pulse
U	Pulse	Pulse
U	Pulse	Pulse pushes info
U	Pulse	Pulse PCC
U	Pulse	Pulse!
LDR	Pulse	Headline news through Pulse
SER	Pulse	Pulse
SER	Video Meetings	Leaving a legacy (retiree videos)
U	Video Meetings	Google + video chat collaboration
U	Video Meetings	Skype
U	Video Meetings	Video board mtg.
SER	Web-related	Ticketing system
AA/SE	Web-related	New Students enroll, here tool, button and pages

R		
AA/SE R	Web-related	In the news info on the home page
ST	Pulse	Pulse
ST	Pulse	Pulse
ST	Pulse	Pulse-great jumping-off point
ST	Email	Emails
ST	Web-related	PCC people search directory

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

Hate IT PCC Communications		
Who	Grouping	Comment
ST	DOI	Too many venues of Communication--not streamlined
AA/SER	DOI	That is non-existent
SER	DOI	Not all staff and faculty know the registration process
SER	DOI	No direct means of Communication
LDR	DOI	Lack of Communication affecting other areas
LDR	DOI	No information on changes
U	DOI	Not being informed of changes, affect other people/departments, things don't work!
AA	DOI	Silos
AA	DOI	Informational silos
U	DOI	Unclear chain of command
LDR	DOI	Who do we go to for information?
SER	DOI	PCC directory is not helpful
AA/SER	DOI	There's no physical space on Campus for us to meet and communicate
AA/SER	DOI	That I cannot count on any specific method to ensure I communicate with any constituency group
U	DOI	That I never know anything till after it happens
LDR	DOI	Information from top administration

SER	DOI	Roles of faculty or staff are blurred who does what?
U	DOI	Culture of 'not my job!'
ST	DOI	Consistent info on Website-it's out of date, neglected and to confusing
SER	Meetings	No Outreach Meetings
LDR	Meetings	Dean's Meetings
LDR	Meetings	Meetings
U	Meetings	Unproductive Meetings is a waste of times
LDR	Meetings	Long management meeting
U	Meetings	Lack of staff Meetings
LDR	Meetings	Divisions
AA/SER	Meetings	Attend regularly scheduled Meetings just because it's scheduled
AA	Meetings	Meetings
AA	Meetings	Meetings for info only
SER	Paper	Internal mail system (mail box)
LDR	Paper	Merlo
U	Paper	Glossy, colors, g-color brochures that no one reads
AA	Paper	Text-heavy flyers
LDR	Paper	Paper methods too slum
AA	Paper	Flyers in my mailbox
LDR	Paper	NCR forms
AA	Scheduling Meetings	Meeting scheduling uses outlook calendar people!
SER	Scheduling Meetings	Microsoft outlook (Emails)
ST	Random	PCC people-- lack of ability to see everyone at once
SER	Random	Lack of centralize calendar
SER	Random	We do not address how PCC can help our personal family
LDR	Random	Hallway chats
U	Random	Staff doesn't communicate with each other outside their classrooms
SER	Random	Need more social (informational) staff/faculty functions

U	Communication with Students	Crier student info
ST	Communication with Students	Campus crier
ST	Communication with Students	ASPCC kept out of loop too often by rest of Campus community (staff/faculty/leaders)
ST	Communication with Students	Try to keep friendly attitude with Students frustrated
U	Communication with Students	Students inform our office of a changes and we are unaware of that change
ST	Communication with Students	Face-t-face with Students keeps office hours!
ST	Communication with Students	Accessibility to Students
U	Email	Massive amount of Emails (loose track of what's new)
ST	Email	Letters and Emails to students- too often Students have to come to college for info
ST	Email	Non existent student Email
LDR	Email	Long Emails Hate!
ST	Email	No student Email
SER	Email	Email
SER	Email	People who stop using 'reply all' on a group Email message
LDR	Email	Sent you an Email but you didn't respond, so I'll send you another'
U	Email	Reply all
ST	Voicemail	Phone tree confusing for students
U	Voicemail	Phone systems/ lack of thorough message
LDR	Voicemail	Voicemail hell
LDR	Voicemail	Inadequate Phone answering system
ST	Voicemail	Voicemail

APPENDIX D – NO/LOW RESPONSE MEDIA

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

MEDIA TO WHICH STAFF NEVER RESPOND	
LDR	SPAM
LDR	Read junk mail
LDR	Twitter
LDR	Facebook
LDR	Voicemail
LDR	Twitter
LDR	Land line
LDR	Snail mail
LDR	Voicemails from vendors
SER	Answer Phone while talking to someone else
SER	Facebook chat
SER	Phone when people are around
SER	Voicemail
SER	Phone calls
SER	Text
SER/AA	Twitter
SER/AA	Chair e-mail
SER/AA	Snail mail
SER/AA	Facebook chat
SER/AA	Phone
U	Facebook
U	Facebook
U	Text
U	Chain mail

U	Facebook
U	Twitter

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

MEDIA TO WHICH STUDENTS NEVER RESPOND	
ST	PCC Email
ST	Voicemail
ST	Long Emails
ST	Phone
ST	Voicemail
ST	Snail mail
ST	Voicemail
ST	Facebook
ST	Mail
ST	Flyers and posters

APPENDIX E – HIGH RESPONSE MEDIA

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

MEDIA TO WHICH STAFF ALWAYS RESPOND	
AA	Email
AA	Text
AA	Voicemail
AA	IM
LDR	Outlook requests for Meetings
LDR	Email from PCC address
LDR	F2F
LDR	Text
LDR	Phone
LDR	Email
LDR	Dean Meetings
LDR	Get coffee in the morning
SER	Text
SER	Text
SER	Email
SER	Facebook
SER	Facebook personal message
SER	Google+
SER	Email
Seer	Skype
SER	Google+ hang out
SER	Email
SER	Cellphone
SER	Tweet me
SER/AA	Text
SER/AA	IM

SER/AA	Always social outings
SER/AA	IM
SER/AA	Voice messages
SER/AA	Email
SER/AA	Email w/bullet points
SER/AA	Email
SER/AA	Phone
SER/AA	Phone
SER/AA	Phone
SER/AA	Voice messages
SER/AA	Email

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

MEDIA TO WHICH STUDENTS ALWAYS RESPOND	
ST	Facebook
ST	Facebook (short issues)
ST	Phone (that I am initiating or picking up)
ST	F2F
ST	Email (moderately for responding)
ST	Phone (compels issues that need attending)
ST	Text (for simple y/n)
ST	Email
ST	Text
ST	Text
ST	Phone call to mobile
ST	Email
ST	F2F
ST	Text
ST	Email

ST	Facebook
ST	Text
ST	Text
ST	Text

APPENDIX F – OTHER COLLEGE’S MEDIA

Please note that the summary groupings were identified and named by Participants.

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

MEDIA OF OTHER COLLEGES YOU LIKE		
Who	Summary	Comment
ST	Website	Cleaner more open Websites that don't clutter up screens with info ex// mtsac.edu
LDR	Website	Website!!
U	Website	GCC Webpage
SER	Website	Web envy! Every other school's Website
AA/SER	Website	Portal @ Cerritos
SER	Website	Website
LDR	Website	Mt SAC Website
LDR	Website	Coastline Website coastline.edu
LDR	Website	Website
AA	Website	Student videos on their site Valencia, folia
SER	Website	Even Glendale CC has a first-year Web section with an intuitive to use Website
ST	Website	Usc.edu
SER	Website	University of Chicago
SER	Website	Mt. SAC, Long Beach, South Orange County
LDR	Website	UC Berkeley's Website
LDR	Website	Mt. SAC annual report
SER	Website	Valencia college
AA/SER	Website	San Diego City College FYE Web page
AA/SER	Automated services	City College of San Francisco assessment services Web site matrix
LDR	Automated services	Automated services ex// electronic transcript
AA/SER	Automated services	Cal Poly SLD virtual view book
SER	Automated services	Any school that is providing free educational resources on iTunes U

SER	Automated services	ifalcon (Cerritos) lifemap (Valencia)
LDR	automated services	Mt. SAC's student schedule data and auto refund
SER	Automated services	Packet admissions. Rutgers.edu customizable student packet
SER	Automated services	U of MN, along with an endless list of other colleges and U's, has a great fist year Web portal and new student area
ST	Automated services	Streamlined registration/enrollment
ST	Automated services	Degree works
AA/SER	Slogan	Humboldt stat ' a community of learning'
AA/SER	Slogan	CalPoly SLO 'learn by doing'
SER	Slogan	Valencia's new motto 'we say you can'
AA/SER	Slogan	Santa Monica 'go where the world goes' marketing campaign
LDR	Marketing strategies	Vehicles tastefully labeled (we rent)
SER	Marketing strategies	Mt. SAC has sweet visual images in there buildings
LDR	Marketing strategies	Nice stories in local Paper ex// Citrus in Claremont courier
ST	Marketing strategies	UC Berkeley or USC apparel
ST	Marketing strategies	Other colleges using KPCC
ST	Marketing strategies	Other colleges using KPCC
AA	Marketing strategies	Other colleges using KPCC
LDR	Promotional material	Signage outside their schools
ST	Promotional material	SMC advertising on buses going past PCC!
AA/SER	Promotional material	SUNY FAQ for applicants
U	Promotional material	More 'tuned into' what would appeal to youth
U	Promotional material	Publicity (Rio Hondo)
U	Promotional material	Publications (Rio Hondo, Citrus, Mt. SAC)
LDR	Promotional material	Promotional materials (Citrus, Mt. SAC, Rio Hondo College)
SER	Student services	Free bus rides (Santa Monica)
LDR	Student services	Nice science buildings
AA/SER	Student services	Even Glendale CC has a first-year Web section with an intuitive to use Website
ST	Student services	Even Glendale CC has a first-year Web section with an intuitive to

		use Website
LDR	Staff/faculty	
LDR	Staff/faculty	Faculty/staff relationships @COC
AA	Staff/faculty	Mt. SAC handles recruitment for all special programs out of ONE office
SER	Staff/faculty	Their own IT staff
U	Staff/faculty	All communication to the, high schools come from one office 'admissions and Outreach' not multiple departments for example USC and CAL Poly Pomona

APPENDIX G – PCC MEDIA YOU LOVE

Please note that the summary groupings were identified and named by Participants.

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

MEDIA OF PCC YOU LOVE		
Who	Summary	Comment
SER	Online	Project 90 Website
ST	Online	PCC Facebook page
SER	Online	Flicks images
AA/SER	Online	Various program's Facebook pages
ST	Online	Online media
LDR	Online	Nat. sci. Facebook page
SER	Online	Project 90 accessible on homepage
SER	Online	New student portal
SER	Online	Financial aid portal
AA/SER	Online	Ask a librarian chat
LDR	Online	Social networking
AA/SER	Online	New student start here tool
SER	Online	PCC today
AA/SER	Online	Open/closed class list
LDR	Online	Online schedule (in theory)
AA	Video	XL video
SER	Video	Program pathway recruitment video
LDT	Video	Video
SER	Video	Financial aid TV
SER	Video	YouTube video's
SER	Video	YouTube videos
SER	Video	YouTube PCC lancer
SER	Video	YouTube PCC lancer

SER	Video	Pathway video
SER	Video	Financial aid TV
LDR	Pulse	PCC Pulse
SER	Pulse	PCC Pulse
SER	Pulse	PCC Pulse
AA/SER	Pulse	PCC Pulse
SER	Campus events	Town Meetings
ST	Campus events	Study session of BOT in public areas of district
ST	Campus events	Community wide press releases
AA	Campus events	B of T community Meetings
ST	Campus events	Board of trustees study sessions
SER	Campus events	Campus tours community tours
SER	Campus events	Campus tours
SER	Campus events	Flea markets
SER	Campus events	African American student conferences
LDR	Campus events	Commencement activities
LDR	Campus events	Graduation
AA	Campus events	Welcome day
SER	Campus events	PCC swim for community
SER	Campus events	Theater opera
ST	Campus events	PCC robotics Day with 6-8th graders from in-district schools
AA/SER	Campus events	PCC faculty Saturdays
AA	Campus events	Band fest with high schools
LDR	Campus events	Welcome day
AA/SER	Campus events	Various events for middle and H.S. students
LDR	Campus events	Robotics day
SER	Campus events	Events on Campus like Daryl Hannah
AA	Campus events	Art night at PCC
SER	Campus events	Art gallery, community participate in all events

AA	Campus events	Robot day
AA	Campus events	PCC hosted job fair
SER	Posters	Commencement booklet in star news
SER	Posters	Outreach posters (specific to community)
AA	Poster	Vans/shuttles
LDR	Poster	Giant dinosaur stickers on PCC trailer
ST	Posters	Marquis
SER	Posters	Wrapped buses
ST	Posters	PCC-branded free (and useful) goodies
LDR	Posters	Banners, posters, postcards
ST	Posters	Banners along Colorado Blvd
AA	Posters	Street banners
SER	Posters	Street lamp post banners
LDR	Radio	NPR
AA	Radio	Radio ads
LDR	Radio	KPCR
SER	Radio	KPCC
ST	Radio	KPCC
SER	Radio	NPR
SER	Radio	PCC radio
SER	St. publication	Spot light
SER	St. publication	PCC courier
SER	St. publication	Inscape
ST	St. publication	High school connection his summer bridge
AA	St. publication	PCC-PUSD collaborative in math and English
AA	St. publication	ESL PUSD/PCC instructor retreat
SER	Jumbo-tron	Corner display sign on hill
SER	Jumbo-tron	Colorado and hill message board
AA	Jumbo-tron	Electric sign

LDR	Jumbo-tron	Electronic sign
SS	Jumbo-tron	Jumbo-tron @ commencement
LDR	Com. Meetings	Board mgs in community
SER	Com. Meetings	Community Outreach
SER	Com. Meetings	Community fairs
AA	Com. Meetings	Have President advisory Meetings at community venues
SER	Com. Meetings	Community Meetings
SER	Random	T-shirts
LDR	Random	Think college... think PCC
LDT	Random	Think transfer
LDR	Random	Local Paper's content of college's happenings, both activities and sports happenings
ST	Random	College-wide blast Emails
LDR	Random	Email and Phone blasts
SER	Random	Arts alive campaign
LDR	Random	Juan's PCC tattoo
U	Random	Steps to enroll handout
AA	Random	Student ambassador program
LDR	Random	SLS programs and services (variety)
SER	Random	Pasadena education foundation workshop
SER	Random	Cash for college workshop
LDR	Random	Word of mouth
LDR	Random	Faculty reputation
LDR	Random	Alumni
SER	Off Campus events	Stars program
SER	Off Campus events	Pathway presentations
AA	Off Campus events	Visits to h. schools to recruit for pathways
AA	Off Campus events	Physical appearance of Campus
U	Off Campus events	FAFSE workshops at high schools

LDR	Off Campus events	Campus appearance
ST	Off Campus events	Transfer counselors at high schools helping Students register
AA	Off Campus events	Visit schools and talk directly to Students
SER	President	President's report to community
SER	President	Campus reports
LDR	President	Presidents better for community
ST	President	President's report
LDR	President	President's report view book
LDR	President	President's letter to community by mail
SER	President	Campus report
AA/SER	President	President's report
LDR	On Campus events	Changes in how Informal that is pushed is now organized in Pulse
SER	On Campus events	Lunch 'n learns
LDR	On Campus events	Work that is now happening to get people to pull information that is important to them; active learners

APPENDIX H – PCC MEDIA YOU HATE

Please note that the summary groupings were identified and named by Participants.

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

MEDIA OF PCC YOU HATE		
Who	Summary	Comment
LDR	Website	We don't accept electronic documents in HR
ST	Random	Parking lots on Campus for visitors playing KUSC thru speakers!
SER	Website	Online hook
SER	Website	Event calendar
LDR	Website	No master calendar
LDR	Website	Inconsistent Facebook sites
AA	Website	Nothing is fully online
ST	Websites	Pasadena.edu
SER	Website	PCC online representation
SER	Website	Monolingual
SER	Website	PCC's Website, especially the homepage, reflects the Web of 2003- outdated and Text heavy
AA	Website	Horrible Website
SER	Website	Lancer radio Website
SER	Website	Main Website
LDR	Website	Website
AA	Website	Website
ST	Website	Social networking and Website not cohesive
SER	Website	Not enough 'smart' Phone Outreach
AA	Website	Lack of coordination in Outreach
SER	Website	Website!
AA/SER	Website	Lancer link
LDR	Website	The tiny banner at the top of Website

ST	Website	Information not always easy to navigate
AA/SER	Website	Our Web page layout
LDR	Website	Display on Website
LDR	Website	Confusing Web page
ST	Website	Overall Website layout
AA	Website	Disjointed Web site not user friendly
LDR	Website	The vast scope of content that needs to be kept up to date on Web pages
AA	Website	No effective content management system
AA	Funding	Fend for ourselves (design and pay for marketing)
SER	Funding	We don't 'fight back' against for profit universities
LDR	Poor Outreach	No budget for marketing
AA	Poor Outreach	No support (people) for effective marketing
AA	Poor Outreach	Phone tree. Hello please helps me!
LDR	Poor Outreach	Stupid wrapped vans!
LDR	Poor Outreach	Panels w/PCC on it
AA/SER	Poor Outreach	Phone blasts
ST	Poor Outreach	Putting BoT Meetings on a TV station that I can't even find!
AA	Poor Outreach	Glossy color 6 panel brochures that no one reads
AA	Poor Outreach	BoT study sessions
LDR	Poor Outreach	Better use of KPCC
AA/SER	Poor Outreach	Requiring In person (student business) processes
SER	Poor Outreach	Any neon colored forms
SER	Poor Outreach	Paper anything
LDR	Poor Outreach	Marquee
LDR	Poor Outreach	CTE handbook
AA/SER	Poor Outreach	Anything Snail mail
LDR	Poor Outreach	CTE brochures
LDR	Poor Outreach	Essentially all of our tri-fond/brochures

U	Poor Outreach	Branding does not grab customer. People are not...
AA/SER	Poor Outreach	Paper forms
LDR	Poor Outreach	Limited tech-trails real world
AA	Poor Outreach	Text-heavy materials that no one reads
AA	Poor Outreach	Poor presentation materials (especially PowerPoint) that bore, confuse, misinform
SER	Poor Outreach	CTE 'neon' brochures
ST	Poor Outreach	Mailed extended learning catalog
SER	Poor Outreach	Literature
ST	Poor Outreach	Overload of flyers/Paper media
AA/SER	Paper	Paper handouts
AA/SER	Paper	Paper advertising
SER	Paper	Paper brochures
ST	Hate on Students	The over emphasis of incoming high school to exclusion of other potential students in community (adults, etc.)
LDR	Hate on Students	Communication to students from student services
AA/SER	Hate on Students	Refund policy/procedure is not student friendly
SER	Hate on Students	Campus jobs 'lancer job' buried in our Website Hard to find for anyone
LDR	Hate on Students	Inability to guarantee courses Students need/want
SER	Hate on Students	No first year student portal targeting 'prospective Students'
SER	Hate on Students	Welcome day too late in the summer
ST	Hate on Students	Feels too complicated to get in, might put a lot off
U	Hate on Students	Getting into PCC too complicated
AA	Hate on Students	Students do not have choice of 'channels' to receive info
SER	Branding	School colors, mascot, and nick name
SER	Branding	T-shirt design
AA	Branding	The message lacks a clean brand
ST	Lack of personalization	Lack of personal connection or draw
ST	Lack of personalization	Not personalized enough

SER	Lack of personalization	Trailblazer- don't follow know my PCC or my anything
LDR	Poor Communication	Need to involve just about everyone in Email thread, especially up the chain as far as you can go
U	Poor Communication	Integrated Outreach asks me mentality for all!
LDR	Poor Communication	Fragmentation of efforts; message targeting based on group putting it together
SER	Poor Communication	Recruitment information without financial aid 'stuff'
SER	Poor Communication	Negative messages about college in community
SER	Poor Communication	Branding does not grab customer people could be on Portland com. College Site and not realize!
U	Poor Communication	Wee keep doing the same thing...
AA/SER	Poor Communication	Students have to pay fees to add/drop classes
SER	Poor Communication	Welcome day planning
AA	Poor Communication	Blast Text Email blast (no html)
SER	Poor Communication	Not fully committed to forward progression
SER	Poor Communication	Too much information... it gets ignored
AA	Poor Communication	No standards
LDR	Poor Communication	"You didn't involve me in decision, so I'm not participating" (active or passive resistance)
ST	Poor Communication	Out of date message for events gone past
AA	Poor Communication	Poor internal Communication (we have gone insane!)
SER	Poor Communication	Calendar what calendar
LDR	Poor Communication	Not knowing what is going on
LDR	Poor Communication	Misinformation about the college
AA	Poor Communication	No common/standard tools
AA	Poor Communication	No coordination
AA	Poor Communication	External messages are not coordinated
SER	Poor Communication	Our attempt to please everyone. We wow no one!
ST	Poor Communication	Different groups with different message
SER	Poor Communication	No Campus wide calendar
SER	Poor Communication	People who feel we don't need Outreach

LDR	Poor Outreach	Outreach/PR resources
SER	Poor Outreach	Lack of buy-in from departments in Outreach efforts
SER	Poor Outreach	Outreach efforts seem disjointed and coming from different 'voices'
U	Poor Outreach	Sitting In HS Quads
U	Poor Outreach	Too many reps not communicating
ST	Poor Outreach	No utilization of faculty or not enough
AA	Poor Outreach	Competing Outreach Meetings with mixed messages
AA	Poor Outreach	Poorly coordinated Outreach
ST	Poor Outreach	Lancer radio could be used as Outreach tool but currently highly underused
U	Poor Outreach	Too many people doing Outreach, which creates confusion from high school staff!
SER	Poor Outreach	Small Outreach representations
SER	Poor Outreach	PCC counseling representation at POSD
AA	Poor Outreach	Recruiting for travel study programs
LDR	Poor Outreach	That we play KUSC in the parking structure - play lancer radio

APPENDIX I – PCC MEDIA TO FIX

Please note that the summary groupings were identified and named by Participants.

LDR – Leadership AA – Academics SER – Student Services ST – Student U - Undeclared

MEDIA OF PCC YOU WANT FIXED		
Who	Summary	Comment
SER	Website	Website!
ST	Website	Pasadena.edu
AA/SER	Website	PCC Web page
ST	Website	lancerlink.pasadena.edu
AA/SER	Website	Create a VIP portal for prospective Students
AA/SER	Website	PCC lancer link
U	Website	Information on demand-online for students/ create own online brochure
ST	Website	Cohesiveness in online media
AA/SER	Website	Online schedule of classes info other than classes needs to be up and easier to access
AA/SER	Website	Admissions FAQ/chat service
LDR	Electronic forms	Electronic forms
AA/SER	Electronic forms	Fillable forms and online submissions
LDR	Electronic forms	E-forms apps
SER	Electronic forms	Paperless Campus
LDR	Electronic forms	No Paper
ST	Electronic forms	Going as Paperless as possible
U	Branding	We need a jingle
SER	Branding	Where is Larry Lancer?
SER	Branding	New motto
AA/SER	Social networking	Counselor chat service
ST	Social networking	Various reliable options given. Send messages through mail, Text, social network

LDR	Social networking	Mass Communication service to Students blackboard connect?
SER	Social networking	Tech tech tech.
AA/SER	Social networking	Text messaging Students important Info
ST	Social networking	Utilizing smartphone/QR code capabilities
ST	Social network	iPhone and android apps
U	Social networking	Facebook. Sponsored ads that target based on user demographics
AA/SER	Social networking	IM
SER	Social networking	Convert Phone booths in C building to video chat booths
LDR	Social networking	Virtual community for all programs
SER	Community presence	Community gander, to being people together. Where good Ideas are born'
ST	Community presence	Student discounts with local businesses
SER	Community presence	Host a tent- pole like event on Campus annually to draw people from all over to Campus
SER	Community presence	Community day at PCC, where people fro comity are involved to participate at events
LDR	Outreach	Additional resources for Outreach... staff and budget
AA/SER	Outreach	Incorporate Alumni and faculty
AA	Outreach	Redefine Outreach to mean 'active' participation not talking heads boring 16 year olds to death
SER	Outreach	Incorporate clubs, alum, orgs
SER	Outreach	Take a business aggressive model towards Outreach and advertisement
SER	Outreach	Improve diversity in Outreach who are we addressing?
ST	Outreach	Outreach
AA/SER	Calendar	Events calendar on home page
LDR	Calendar	PCC master calendar
LDR	Calendar	Calendar app
LDR	Calendar	Everybody uses calendar systems
SER	Calendar	Easy to search, find, read calendars of events
SER	EBooks	Eliminate the book bag

LDR	EBooks	Eliminate bookstore, create 'apple' store
AA	EBooks	All Textbooks online and free
SER	EBooks	EBooks are the way to go
LDR	EBooks	Improve PR
LDR	EBooks	Improve publicity process
SER	Random	PCC radio
LDR	Random	Proud past global future what?
ST	Accessibility	Vibrant and inviting literature
AA	Accessibility	All technology (software, services)
SER	Accessibility	Single sign-on to all student and staff services
LDR	Accessibility	Scan in/out attendance
AA/SER	Accessibility	Web page available in various languages
LDR	Accessibility	Attend to community demographics (age, ethnicity, socio-econ, interest/need)
SER	Accessibility	Multi-lingual everything
LDR	Email	Accept Email resumes
SER	Email	The death of Emails to Students
LDR	Email	Email for life
SER	Email	Email responses for student services
SER	Email	Email accounts for Students
LDR	Support	An IT staff
SER	Support	My own IT staff
AA	Visual Comm.	Start using technology to communicate of the college community
LDR	Visual Comm.	Improve flow of Communication from top level to everyone
SER	Visual Comm.	Online Campus Web studio
SER	Visual Comm.	All staff and faculty should have the ability to video chat with each other and Students
SER	Visual Comm.	PCC welcome center
LDR	Visual Comm.	Begin/continue better sync in energy of efforts
LDR	Visual Comm.	Speaker and bureau

AA	Distance education	Mega fully online/DE international program
LDR	Distance education	Robust online program with effective instruction
AA	Distance education	Fully online and hybrid pathways that are guaranteed!
LDR	Distance education	Campus collaborations with 4 years on Campus
LDR	Distance education	Offer the baccalaureate degree

APPENDIX J – WEB SURVEY

PASADENA CITY COLLEGE

Communication Needs Study

Part 1 of 3:

This is the first of three sections. When you are done with this section, click the button on the bottom of the page. Please answer the survey questions in regard to the Pasadena City College Marketing.

Department

Function (Faculty, Support Staff, Administration)

Status (Full-time/Part-time)

Relationship to Marketing (Check all that apply: Client (Need market plan), Client (Need materials), Client (Other), Recruit for Program, Recruit for College, Approve Materials, No Relationship, No Marketing Needs)

Part 2 of 3:

This is the second of three sections. When you are done with this section, click the button on the bottom of the page.

COMMUNICATION

Please type your responses in the boxes below.

What are your concerns, if any, about PCC's messaging to the community?

What do you feel is the biggest challenge facing PCC in communicating to the public?

What concerns do you have, if any, about PCC's internal communications?

What do you feel is the biggest challenge facing internal communications issues?

What do you feel is the biggest challenge facing PCC in communicating to potential students? (Open Ended)

Do you or your department have any marketing needs that are currently being handled by PCC's Public Relations Office. (Please list all)

Do you (or your department) have any marketing needs that are currently not being handled by PCC's public relations department? If so, what is the service, and who is providing these services?

Are there any marketing services that you are currently do not have, but which would help you be more successful in your job/program?

PROGRAM COMMUNICATION

Please answer the following if you are responsible for marketing and recruiting for the college or programs.

- What is your biggest challenge in marketing your program?
- How are students currently recruited into your program?
- Who is responsible for recruiting students into your program?
- What is the biggest challenge in student recruitment for your program?

MESSAGING PARTICIPATION

Use the following scale to indicate your response to the questions below. (Likert Scale 1- 5)

Not at All	Somewhat Not	Neutral	Somewhat	Very
1	2	3	4	5

- How **interested** are you in the image of PCC in the community?
- How **active** are you in promoting the image of PCC in the community?
- How **willing** are you to take an active roll in the enhancement of PCC's image in the community?
- How **interested** are you in the marketing of your program to potential students?
- How **active** are you in the marketing of your program to potential students?
- How **willing** are you to take an active roll in the marketing of your program to potential students?
- How **interested** are you in the recruitment of students into your program?
- How **active** are you in the recruitment of students into your program?
- How **willing** are you to take an active roll in recruitment?

Part 3 of 3:

This is the third of three sections. Please type your responses into the text boxes provided. When you are done with this section, click the button on the bottom of the page.

Please list any marketing materials, projects or assistance you or your department currently use, which are not done by PCC's Marketing Communications department.

Name of Marketing Effort	What it is used for	When it is needed	Currently Being Done? (Yes, No)	Who does the work?	Who pays for it?
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- Are there any **messaging** concerns you would want to see addressed in the comprehensive marketing plan?
- Are there any **marketing** concerns you would want to see addressed in the comprehensive marketing plan?
- Are there any **recruiting** concerns you want to see addressed in the comprehensive marketing plan?