

Communication Plan

One of the college's strategic goals is to "Develop and implement a communication plan that provides easy access to information to and from all internal and external groups to promote access, student success and positive student learning outcomes." The following document provides such a plan. It should be viewed as an initial point of reference. College staff must direct continuous efforts toward ensuring that communication activities and initiatives remain current and well suited to supporting the college's mission and strategic direction.

In addition to the objectives outlined above, this document will seek to achieve a communications environment conducive to accomplishing the following:

- distribution of clear and consistent messages articulating district mission, vision and goals;
- demonstrating the value of San Joaquin Delta College to both our students and our community;
- advancing the perception that programs and services offered by San Joaquin Delta College are of high quality and are available to all students;
- fostering a culture of transparent communications as viewed by internal and external audiences;
- increasing alumni involvement in college activities;

This plan serves as a primary tool to guide College personnel as they undertake communication related activities. This document examines current college wide communication efforts and makes recommendations for improvement. While a number of initiatives intended to enhance communication will be identified, implementation is likely to be based on a phased approach as available resources allow.

Environmental Analysis

There are a variety of factors at work in the region served by San Joaquin Delta College that impact communication efforts. The following is a short synopsis of a much more detailed environmental assessment prepared by Dr. Matt Wetstein, Interim Dean of Planning , Research and Regional Education.

The San Joaquin Delta Community College District is comprised of San Joaquin County and parts of Alameda, Amador, Calaveras, Sacramento and Solano Counties. The largest part of the student population continues to come from San Joaquin County. The region that the College serves is ethnically diverse with approximately 35% of the population being Hispanic, 15% Asian/Pacific Islanders, 7% African American and 1% Native American; whites currently make up only 30% of the regions population. Current enrollment trends are toward fewer Caucasian students and more growth in the Asian and Hispanic student population. Also, 6 of every 10 students are female and approximately 60% of our students are age 24 or less.

Currently a residential real estate recession has slowed growth in the communities served by the district. However, population forecasts by the California Department of Finance suggest the trend will be short lived. The current downturn notwithstanding, population growth for San Joaquin County and nearby regions is expected to see steady growth well into the future with San Joaquin County expected to have a population of one million by the year 2020. Estimates by the San Joaquin Delta College office of Planning Research and Regional Education suggest that the college's student population will mirror the growth of the region and particularly that of San Joaquin County with an estimated student enrollment of 50,000 students by the year 2050.

The median income for San Joaquin County residents is well below the average for the State of California. The salaries of the population attending college lags behind the statewide average as well. The region also features a disproportionately large number of children living in single-parent homes.

Economic forecasts expect that the professional services and business services segments of the local economy will grow at an annual rate of 3% through 2010. Other areas with growth potential are leisure and hospitality services, education and health services. Trade, transportation, utilities and state and local government are also expected to see growth.

A more specific prediction provided by the State Employment Development Department suggests that employment areas such as computer network systems, data analysis, radiologic technologists, nursing and postsecondary teaching will play a key roll in future job growth for the region. Delta College has program offerings that are well positioned to meet these needs.

While the majority of coursework offered by the College is still traditional, on-line offerings have been steadily increasing. By the Spring of 2006, they made up 13% of total course enrollments. Students taking on-line coursework do so primarily due to convenience. A variety of factors including childcare and transportation costs may factor into the decision to take courses on-line.

Stakeholder Analysis

The college has a long list of stakeholders both internally and externally. Understanding who these people, groups and organizations are and their relationships to the college is vital to creating and implementing a well-organized and targeted communication plan.

Faculty: The College currently employs approximately 215 full-time and 404 part-time faculty. Faculty members represent a wide range of disciplines that are organized into seven divisions. Nevertheless, they tend to have well-organized communications networks and have influence on a variety of strategic decisions. In addition to social contacts, their inter-group communications are facilitated through participation in the Academic Senate, membership in the California Teachers Association and a variety of curriculum and shared governance committees and working groups. While communications among full-time faculty are generally considered effective, the Academic Senate has listed “improve communications for adjunct faculty” as a 2007-2008 strategic goal.

Classified Staff: Members of the Classified Service include those employees who are not faculty or management. The Classified staff currently number approximately 354 full-time and 177 part-time. Classified staff members hold positions in support of the variety of programs and services offered at the College. Many classified staff work in labs and other areas that put them in daily contact with both faculty and students. The formal mechanisms for communicating among this group are the Classified Senate and membership in the California State Employees Association. Classified employees are represented on a wide variety of shared governance committees- however they do not have representation on a few such as the Curriculum committee where the faculty has primacy. One concern often expressed by Classified staff is that communication via e-mail fails to reach a significant number of classified staff in positions that do not have convenient access to a computer at work.

Short-Term Hourly: The College currently employs approximately 726 short-term employees. The majority of these employees are students participating in CalWorks and Federal Workstudy programs. While these positions are temporary by nature, a significant number of these are students employed for extended periods during the course of their education. Another noteworthy fact is that the short-term hourly employees on campus out number each of the other employee groups. Little formal organized communication either to or from short-term employees exists. Short-term employees are not represented on shared governance groups and have no senate or bargaining group.

Management: Management staff number approximately 66 and can generally be categorized into two subgroups having considerably different spheres of influence and interest: certificated and classified management. Certificated managers include the administrative staff of the Instruction office, division chairs and others who directly supervise faculty or are otherwise associated with the College’s instructional offerings. Classified managers act in support of instructional goals and objectives but do so in student services and other support services areas. Both groups are represented by a single management senate but neither is represented by a bargaining unit. Management is represented on virtually all shared governance committees and often serve in leadership roles.

Trustees: The governing body of San Joaquin Delta College consists of 7 trustees. Board members are elected officials representing residents throughout various areas of the College district. The Board generally meets twice monthly. Currently, one meeting per month is dedicated to informational reports while the other is used to address “action” items.

Board members are subject to elections on even years with 4 members up for reelection in one cycle and 3 the next. Currently, 4 members are up for re-election. Board members are elected for 4 year terms and all current members have served multiple terms. Although Board members represent specific areas within the college’s district, they are voted in “at large”.

The Board also includes a non-voting student representative. This member is selected by the Associated Student Body Government and is responsible for ensuring that students are represented at the highest levels of College decision making.

Students: San Joaquin Delta College provides educational services to more than 20,000 students from diverse backgrounds and with diverse interests both academic and otherwise. To appeal to the students’ diversity of interests, a variety of clubs and social organizations as well as an active student government are available to serve as the central focus of student activities.

Communication between students is informal and social. Many students prefer to network socially via internet sites such as MySpace.com and FaceBook.com. Students use these sites to stay connected with friends and make new contacts. Students make use of technology such as text messaging to communicate with their immediate friends.

Communication between the college administration and students is challenging. Opportunities to easily reach the entire student population are extremely limited and most frequently associated with the Admissions and Financial Aid functions of the College. In recognition of this issue, the College now routinely assigns all incoming students with a Delta College e-mail account and communicates with students via this account on a regular basis. Also, in 2007, the college launched a new student portal designed to improve electronic interactions with students. A recent initiative by the student government to install free wireless computer access in various areas on campus may offer new opportunities.

Public Officials and Legislators: As a publicly funded institution, and one that is subject to a host of state and federal educational legislation, the college’s relationship with local and state elected officials is important and should be managed proactively. The College Legislative Advocacy team has primary responsibility for advocating for or against legislation that has the potential to affect the college. The team include representatives from the Board of Trustees, management, classified, faculty and students. This committee tends to be more active during poor budget years when cuts to education at the state level are proposed. Legislative advocacy is often performed in conjunction with efforts by the California Community College League. In addition to the Legislative Advocacy team, various members of the college staff maintain personal and professional relationships with elected officials.

Parents and other family members: Parents and other family members are often the most influential contributors to the decision by many to attend college. Also, family often offers the emotional and financial support many of our students must have in order to remain successful in their academic pursuits. As such, communication with parents and family members has the potential to be a useful tool in both recruitment and retention efforts. Currently, communications with these influencers are limited primarily to college marketing efforts during open enrollment periods.

Business Community: The business community relies on San Joaquin Delta College to aid in the creation of a qualified and well educated workforce. Members of our business community serve on a number of advisory committees on campus in order to ensure that their needs are clearly communicated to the district and that college curriculum adequately reflects those needs. Often formal agreements exist between the district and business entities for the purpose of aiding training efforts and improving student learning. Other contacts with the business community are made through memberships in community groups such as the service clubs or the chambers of commerce. No effort is currently being made to target all district businesses with information regarding the college and its efforts to improve the pool of job candidates in the region.

General Public: While education is clearly the primary function of any Community College, the public rightfully looks to San Joaquin Delta College for other purposes including entertainment through our sporting events and theater facilities, economic development through job training programs, community enrichment through non-credit community education courses and through financial and in-kind participation in many civic events and activities. These types of activities provide real benefit to the community, and also pay dividends with regard to the College's reputation as an active participant in creating and sustaining a better community.

High School students: As the primary target group for recruitment efforts, high school students are an important target audience. As such, special efforts are made to reach this group through the outreach and public relations office using a variety of methods including career fairs, campus tours, and other such activities.

Marketing efforts are primarily targeted at students and student influencers. Messages delivered in marketing activities consistently include the following themes: access, quality education, affordability and a pleasant welcoming atmosphere. Student testimonials and campus images are used frequently.

Channels:

The college is a large and complex organization with dozens of official and unofficial routes or channels in use through which communications occur. The following is a listing and explanation of many, but it is likely that others exist or soon will as the process for developing channels is informal and channels tend to be created and eliminated frequently as needs dictate.

Mass Media: The Public Information Office maintains a comprehensive list of media outlets and frequently provides story ideas to media representatives through the distribution of press releases and/or by personal contact. In addition, the PIO has primary responsibility for responding to requests for information under both the Freedom of Information Act and the California Public Records Act. These requests are increasing in frequency and complexity and are often associated with aspects of the Measure L Bond Program.

While the Superintendent/President and the PIO are expected to represent the district to the media and have clear authority to do so, other media contacts are often made by specific interests within the College. While the district has no interest in restricting or impeding constituent groups such as the CTA, CSEA, POA and others from contact with the media, a policy should be developed to provide guidance for contacts specifically related to College business. Contacts such as those promoting college events and activities or those highlighting programs and services should be coordinated by the Public Information Office. Efforts to achieve voluntary standardization for such communication are underway.

Community Involvement: College personnel are frequently in attendance at benefit dinners, award ceremonies, community service agency functions, fundraisers and other events throughout the region. Participation in these events is usually coordinated by the staff of the Presidents Office and reflects favorably on the College.

College Marketing: The Director of Public Information and Marketing is responsible for College marketing efforts. An advertising agency is often employed to assist with media placement and message development. A new marketing plan is created each fall to run throughout the following year. Recent campaigns featuring college alumni and current students as spokespersons have been successful and well received.

Media buys generally include television, radio, and internet, outdoor, print and local theaters. Marketing between open enrollment periods is limited to local print publications and high school publications. A principal weakness of current marketing efforts is that market saturation is limited to periods of open enrollment for each semester with limited marketing taking place in between these periods.

From the President's Desk: This email directly from the Superintendent/President to all college staff began as a weekly message but has subsequently dropped off in frequency. The development of the Delta Express has provided for the distribution of a wide variety of information that would otherwise have been distributed by the President.

Campus Bulletin Boards/Kiosks: Bulletin boards and kiosks are distributed throughout campus. All postings must be approved by the Student Activities Office. Posting on the boards is available to all campus groups. The boards are frequently used for items such as share rentals and to advertise on and off campus events. In addition to those managed under the umbrella of Student Activities, many departments maintain bulletin boards for the purpose of communicating with employees and students.

Marquees: The recent addition of two electronic marquees located on college property fronting Pershing Avenue and Pacific Avenue have added greatly to the Colleges ability to promote events on campus as well as programs and services that benefit the college's students and the community at large. The signs allow for multiple messages to be displayed in a rotation and they operate 24 hours per day. The marquees are operated by the Public Information and Marketing department and the Director of Public Information and Marketing has final approval for content.

In addition to the primary marquees on Pershing and Pacific Avenues, the college has four other displays on campus in high traffic areas such as Admissions and Records and EOPS which are also operated by the Public Information and Marketing Dept.

The Delta Express: The Delta Express is a newly developed internal newsletter. The target audience is the staff of San Joaquin Delta College, but others may find it interesting as well. The Express newsletter is intended to communicate a wide variety of information to the college's internal audience. The Express is intended to be the primary general purpose news vehicle for the college community and will be produced approximately every two weeks. Information will vary, but standing items will include:

- An employee profile. This profile will consist of a brief article focusing on the contribution of a particular employee related to the college's goal of educating students and creating a community of life long learners. All employees contribute in their own way and this should be explored. Other topics of interest may be other jobs held, community involvement or historical perspectives offered by long time staff members.
- A student profile. This profile will consist of a brief article focusing on a students educational and life goals. The article may include information such as any teachers or staff members who have been helpful in aiding the student in accomplishing his or her goals, but should highlight the student's challenges and accomplishments above all else.
- Upcoming events: Each issue should include a detailed description of an upcoming event such as an art gallery show or a theater presentation. There are a variety of events occurring on campus and this article is intended to provide publicity for the purpose of increasing attendance as well as to inform.
- Current Job openings as provided by the Human Resources office

- Listing of campus events for the month. This should be a comprehensive list of all events scheduled for the following month including Art Gallery shows, Fine Arts presentations, Cultural Awareness Program (CAPs) events and other special events held on campus.
- Actions taken by the Board of Trustees
- New and retiring employees
- Professional Development Opportunities and Conferences
- Grant opportunities

This listing is intended as a general framework but the content of the Express will be characterized by a great degree of flexibility. From time to time, current issues will dictate content to be included beyond what is listed. Primary responsibility for this publication resides with the Director of Public Information and Marketing.

E-Bulletin: The E-Bulletin is produced monthly or sometimes more frequently. It is the primary vehicle for distributing bond related information to the campus. This publication is distributed mainly as an electronic document, but print copies are made available in high traffic areas on campus such as the staff lounge.

Construction updates, traffic alerts, maps of affected areas and explanations of bond related activities are frequent topics of discussion in the e-bulletin and these publications are archived on the Measure L Bond website at www.bond.deltacollege.edu. Other bond related topics of a more timely nature such as impending power outages, parking restrictions and unplanned effects on traffic patterns are distributed via e-mail.

Measure L Website: The Measure L Bond website was originally created by consultants hired to manage various aspects of the bond program. Subsequent changes in bond program management left the website unattended for a period of time until the Office of Public Information and Marketing took it over near the end of 2007. Since that time, a considerable amount of work has been performed to update and reorganize the site. Current areas needing improvement include project descriptions, photographs and updates on projects and more detail with regard to reporting expenditures. Work continues to position the website as the primary source of information to the public regarding the Measure L Bond program. Recent mentions of the website in newspaper articles have aided in this process.

Student E-mail Accounts: All students are assigned e-mail accounts by the college as part of the enrollment process. These accounts were originally provided as a way to eliminate costly mailings related to enrollment, financial aid, and other student services functions. Concerns about diluting the effectiveness of the e-mail accounts have played a significant role in limiting the distribution of emails primarily to student services related communications. Currently, outgoing e-mails must be approved by the Director of Admissions and Records.

College Website: The proliferation of web development software has aided in the decentralization of the colleges website. While efforts have been made to maintain brand identity, the distributed nature of page ownership, maintenance and development has resulted in a dilution of the college's brand and message. The College website currently consists of more than 30,000 individual pages of information. It is not known at this time how many of these pages are actively maintained, and there is no formalized ownership listing. Ownership is distributed such that the main page is the responsibility of the Office of Public Information and Marketing while other pages are the responsibility of individuals and departments throughout campus.

Recent improvements have included the usage of student images on the main page and the introduction of Macromedia Contribute as the standardized web design software. Using Contribute software has allowed for the creation of standardized design templates to ensure that all pages have similar design features and graphic standards. The distributed nature of website responsibilities has, however, been responsible for a variety of issues including outdated information, redundant information, inappropriate variations in design and the lack of a uniform website structure. It is clear that currently no single department has the resources to take responsibility for all aspects of the website; however, the recent employment of a full-time webmaster is seen as a positive step to addressing a number of lingering issues. The college website is positioned as a primary source of information and is listed on virtually all college marketing materials and other publications.

Shared Governance Process: Campus constituent groups including the CSEA, CTA, Management Senate, Academic Senate and the Classified Senate are involved and have influence in a variety of activities that collectively are often referred to as the shared governance process. The model of shared governance used at Delta College results from the 1988 Assembly Bill 1725. Under this plan, the groups' representatives share the results of their participation in meetings, committees and other events with their constituencies. Subject to individual constituent opinions, this transmittal of information is accomplished with varying degrees of success. This process is often facilitated by websites and other online resources as well as printed bulletins and notices. There is however no central point of reference for all shared governance activities.

Student Portal: The recently launched student portal is intended as a primary tool for students to conduct business with the College. Student-specific information such as course schedules, grades, assessment levels, previous class history, student email and other information is made available in a single portal. Currently, the portal has more than 7,000 unique users. More needs to be done to market the portal and to make improvements. All services that are available on the portal are also available in various places throughout the college website. While other features of the portal such as the news and alerts section make it a superior tool for the delivery of student-specific information, the simultaneous availability of many services elsewhere on the college website has undoubtedly limited the portals traffic.

Publications: The college distributes a wide variety of publications to the external community. This literature emanates from virtually every department and includes promotional information for specific courses of study and various programs and services. To date, there is no "graphic

standard” in use for the production of literature. Generally speaking, the Publication Center and individuals on campus design one off projects with few guidelines imposed by policy or even past practice. Several division and department offices have begun standardizing their own literature but as of yet, no college wide effort at standardization has been implemented.

However, a successful effort has been made by the Instruction Office to standardize its program based informational literature. Currently, there are in excess of 40 of these “program” brochures used to describe various courses of study, their prerequisites, course sequence and other specific information that may be useful to those considering a featured course of study. The brochures are color coded by division, attractive and should be used as models for future informational brochures. These brochures are used by various departments to disseminate information regarding program offerings and are also used by the Outreach and Public Relations office.

Class Schedules: Currently, there are approximately 25,000 class schedules printed 3 times (spring, summer and fall) yearly which is down dramatically from more than 180,000 per semester only a few years ago. While this decrease was made possible by the ubiquity of internet access, it was also responsible for the elimination of a primary marketing tool. Class schedules were once sent to every home in the college’s district; however, distribution to individual homes now occurs only by request. Currently, class schedules are sold in the bookstore for \$1.00 and are offered free online. Primary responsibility for coordinating the production of class schedules currently resides with the Dean of General Education and Transfer.

Catalogs: The college catalog is produced once annually. The current print run is 5,000 and is also down significantly from years past. Primary responsibility for coordinating the production of catalogs resides with the Dean of General Education and Transfer. Efforts are currently underway to automate the production of the college catalog to streamline the process and provide for a more efficient use of staff time. This process may require a minor redesign with regard to layout.

Delta Digest: The Delta Digest is a schedule of community education and non-credit offerings for adults and children. The Digest lists workshops and programs intended to provide a varied array of opportunities for personal growth, professional development, skill improvement, cultural enrichment, and recreational enjoyment. The print run for the digest has remained steady at approximately 80,000, and is distributed primarily through insertion in the Stockton Record. Primary responsibility for this publication resides with the Dean of Workforce and Economic Development.

College Switchboard: During various times throughout the academic year, the volume of telephone calls received by the college defies efforts to personally answer each call. For this reason, the college operates a telephone “tree” to direct incoming calls to the proper departments. Efforts are made throughout the process to answer questions such as registration dates, drop dates and other frequently asked questions. An updated system has been purchased and must be installed and configured as soon as possible. This installation will allow for a renewed focus on the structure of the “tree”. The routing of calls during heavy usage times such as registration periods has become problematic and efforts are underway to analyze the flow of calls and information that is automatically provided in order to make improvements.

The Collegian: The college newspaper is produced weekly through the spring and fall semesters. The newspaper is entirely run by students but has a faculty advisor. The newspaper is distributed primarily on campus with a distribution of approximately 2,000. Online access is also available with a link posted on the college's main webpage. The Collegian accepts advertising and is generally amenable to promoting on-campus events and activities.

Annual Report: College annual reports are produced infrequently. The last one was produced several years ago by the Public Information and Marketing department. Distribution for previous reports included primarily the college's internal audience. Information in previous reports included financial statements and brief descriptions of successful college programs and initiatives.

Telephone Directory: The college telephone directory is currently produced both online and on paper by the Office of Public Information and Marketing. Distribution is limited to college staff. Maintenance and distribution is the responsibility of the Public Information and Marketing Office. The introduction of an on line version was funded by the elimination of a paper version. Recent requests have resulted in the reintroduction of the paper version. The online version is generally updated monthly while the print version is scheduled to be produced each fall. There are frequent requests by students to make the online version available on the college's website.

Event Calendar: The College's online event calendar is maintained through the combined effort of the Public Information Office and the college's Facilities Coordinator working under the direction of the Dean of General Education and Transfer. This calendar is located on the college's main web page and is accessible by anyone from the community with web access. Currently, there are a variety of other methods used to inform the public about specific events such as marketing by the art gallery and the Fine Arts department but no comprehensive print publication describing all events exists.

Challenges

- The Primary challenge that must be addressed is to more effectively use existing channels both internal and external to distribute messages that articulate and support mission, vision, strategic goals and objectives. Also, while channels are in place to reach many stakeholder groups, other groups have historically been neglected altogether. Future plans should include vehicles to reach all identifiable stakeholder groups.
- No coordinating body exists by which to focus a comprehensive message throughout all channels of communication. Message development and distribution is left in the hands of disparate groups and individuals with little attention paid to enterprise wide communication ideals.
- While internal communications efforts may be improved with regard to message development and channel coordination, communication with students is a more challenging issue. Efforts have been made to address this issue, primarily by creating student e-mail accounts and the student portal. Both represent progress in this area but should be more fully developed. These efforts notwithstanding, efforts need to be made to explore the use of communication tools students have already embraced such as social networking sites, mobile communication technology and web-deployed video.
- Communications with former students is for all practical purposes non-existent. While the benefits of maintaining an engaged and informed alumni population are significant, Delta College has not yet taken effective steps to engage this stakeholder group.
- The combination of active news organizations and increasing scrutiny on the Measure L Bond Program have created a negative media environment for San Joaquin Delta College. Mitigation efforts must include a renewed focus on the need for transparency in decision making and demonstrating the value the college brings to the community it serves.

Specific Initiatives

Establish Communications Advisory Group: The group will be co-chaired by the Director of Public Information and Marketing and the Director of Outreach and Public Relations. Its membership will include those on campus who have responsibility for different aspects of internal and external communications and marketing efforts. This committee will be charged with acting as a coordinating body to ensure that college wide communications activities support strategic goals and objectives. The group will also be tasked with more specific activities such as advising on topics for the Express, E-bulletin, Access, Career Focus and other college publications. Meetings will be open to all involved and interested parties. The committee will also assist in the annual development and implementation of the college's communications plan.

Key elements and timing:

- *College Communication Plan (Complete June 30 of each year)*
 - *College Annual Report (Approval 1st board meeting in January, production and distribution by final working day of February)*
 - *Bond Annual Report (Approval by 1st board meeting in February, production by end of February, distributed by 2nd week of March)*
 - *Career Focus (Production and distribution in April and October of each year)*
 - *Spring Marketing (Creative complete by October 1st, media buys on or before October 10th)*
 - *Summer/Fall Marketing (Creative complete by March 23rd, media buys on or before April 1st)*
 - *College Brand Management Campaign (Timing contingent on budget)*
 - *Express (Monthly)*
 - *E-Bulletin (Monthly)*
- **Reorganize the College Website:** The college website has become too complex to navigate. Currently there are over 30,000 individual pages on the website. It is clear that not all are being maintained and many have been abandoned. Efforts need to be made to “clean up” the website, eliminate obsolete pages and update content. Currently no matrix exists to indicate who is responsible for continued updating of individual pages. Such a matrix will be created and maintained by the newly hired webmaster.

The Public Information Office is responsible for content on the home page. This is presumably because the page is the most viewed page on the college website and as such has tremendous value as a communication tool. Current website structure, however, represents hundreds of unrelated decisions made over a period of years and any semblance of coherent structure that once existed has faded with time. Previous efforts at organizing the home page have been moderately successful, but specific interests continually request placement on the home page and without a strict set of rules guiding placement, the page eventually reverts to its disorganized state.

An effort is underway to develop a logical standard for use in reorganizing and maintaining the website. A June 2008 survey was performed with more than 750 student respondents indicating a moderate level of satisfaction with the website but when asked specifically what would make the site better, several themes were revealed. These themes include the need to improve navigation, reduce “clutter” and provide faculty contact information on the website.

Also, at the heart of a successful web reorganization is the need to recognize the distinction between marketing and services. Advancing the use of the new student portal will help in this regard. The portal is currently used to deliver services specific to the student’s relationship with the college. Efforts need to be made to ensure that the primary focus of the student portal continues to be service based. Already, repeated requests to include marketing and program information on the portal have threatened to dilute its effectiveness.

The student portal should be advanced as the primary delivery method for online services. The focus of the college website should be shifted to marketing and general information delivery. This distinction will help to make both the website and the portal more effective and useful tools for our customers.

Making this transition will require a more structured and proactive approach to maintenance and further development of the student portal and will require the assignment of specific responsibilities such as updating portlets and ensuring reliability of services.

The College website reorganization should include wide input from students, staff and members of the public. Specific focus should be on navigation and easy access to useful information. Navigation should follow predictable rules and should feature a strong search tool.

The home webpage should be used for navigation purposes and as a platform to highlight college accomplishments and how the college benefits individuals and the community. Space on the home page should be allocated to events with wide appeal such as the Center for the Arts productions and athletic events. Press releases which are now several layers deep should be featured on the main page as well.

- **Research establishing Delta College MySpace page:** Many colleges are struggling with how to effectively use social networking sites to connect with students. Educational institutions are generally uncomfortable with a variety of issues posed by such sites. MySpace and other such sites have been created with the single purpose of bringing people together to share a wide variety of thoughts and positions. As such, MySpace is undoubtedly a very useful tool for networking, but the same characteristics that make it useful for networking make it a challenging tool to use for marketing purposes. Nevertheless, many colleges have established pages. An analysis should be performed to identify potential benefits as well as pitfalls. Particular research should be focused on

those colleges who have maintained a lengthy presence on MySpace or other networking sites. The goal of such research should be to determine if the difficulty involved in developing and maintaining this new channel is justified by the potential rewards.

- **Research opportunities for using mobile communication technology:** Already, most students have mobile devices such as telephones, BlackBerries and other such devices. In addition to the use of such devices for communicating with others, many now use them to retrieve information from various electronic resources. Currently, a number of services will send weather, flight information, game scores and an almost unlimited variety of information directly to telephones and mobile devices. San Joaquin Delta College should research opportunities to use mobile technology to benefit students and staff. The first such opportunity for research will be associated with efforts to increase ridership by our students on mass transit but other opportunities will be explored.
- **Establish marketing priority for programs:** Working in conjunction with the enrollment management group, a priority list should be developed indicating which programs should be featured in marketing efforts. Such a list would allow marketing to consistently drive program enrollment in predetermined areas or within programs of special interest.
- **Initiate an identity and branding campaign:** Current marketing efforts are considered effective for recruitment purposes but media saturation is limited to periods just prior to and during registration periods. This leaves more than six months per year of “dead air” when few marketing efforts are undertaken. New efforts must be made to fill these gaps. An informational marketing campaign should be undertaken, focused on maintaining and improving brand image in the community. Such campaigns undertaken by other schools have demonstrated the benefit of using successful college alumni as spokespersons. Messages focused on the broad range of benefits San Joaquin Delta College offers to the community it serves are expected to reinforce existing marketing efforts while simultaneously providing a strong year around media presence.

This initiative will be implemented in conjunction with the college’s yearly marketing plan to ensure a coordinated effort between recruitment based marketing efforts and those aimed at enhancing brand image through delivery of specific messages. The objectives of such a campaign should be to position the college as a primary community resource and as an institution that offers value and quality to the wide range of stakeholders it serves.

Another benefit of such a campaign is that will create a necessary vehicle to assist with developing and maintaining an alumni support community.

- **Develop a newsletter for the business community (Career Focus):** Career Focus is a service that allows for the creation of a custom magazine using predefined templates and the combination of pre-written articles and custom text. The service is being widely used by other community colleges to target communications to their business communities with great success. This magazine should be produced and distributed quarterly to key members of the college districts business community. Key messages should focus on the

college as a provider of qualified employees in a variety of fields, our commitment to developing degree and certificate programs to address specific regional needs and our continued commitment to supporting the regions economic success.

- **Develop and implement Center for the Performing Arts Marketing Plan:** Events held at the center for the performing arts each represent an opportunity to showcase Delta College to the community while increasing revenues through ticket sales. Current marketing efforts are organized and implemented by members of the Fine Arts Department. Facilities bookings are established more than a year ahead of show dates. An individual marketing plan would include specific marketing activities to be associated with each booked event. Media purchases would be combined with other college-wide purchases to achieve optimal pricing and shared messaging when possible.
- **Develop and implement PERA Marketing Plan:** The combination of successful teams, a newly remodeled athletics complex and an aggressive home schedule provide an exciting opportunity to build awareness and attendance at college sporting events. In order to capitalize on this opportunity, a PERA specific marketing plan should be developed and implemented. A variety of opportunities including the first football, softball and soccer game(s) can be used to promote attendance and awareness. PERA marketing efforts should be coordinated with other college-wide marketing efforts to achieve optimal pricing. The high-tech Mondo track surface and new Fieldturf football field offer opportunities for feature articles in local news publications in conjunction with opening events.
- **Develop and implement graphic standards:** Currently, there are at least 12 logos in use by different departments of college. Over the years, divisions and departments have taken the initiative to adapt the college logo for their particular purposes. Doing so runs contrary to maintaining a unified and easily identifiable college image. The college must consider the logo as a critical component of its “brand” identity. Attempts at strengthening brand identity using college symbols such as the logo will be ineffective unless a standard set of logos and images is established, announced and enforced.

Given the number of variations that currently exist, a phased approach at eliminating unacceptable images and usage may be necessary such that:

1. No new publications or other usages may be initiated utilizing unapproved college symbols images or logos.
2. Existing unapproved logos may remain in use for the lifespan of the item they appear on.

Such an approach would eliminate the financial burden of immediately replacing a variety of equipment, uniforms, signage and publications, but would have the immediate effect of reinforcing the importance of brand identity to internal and external audiences.

This issue is important enough to justify developing a board policy indicating approved usage for college logos and images. As part of the policy, the PIO should be designated

as the central clearing house for all publications to ensure that college branding policies for publications leaving the college are strictly enforced. These directions must be communicated firmly to the campus community and to the college's Publications Center Manager. The majority of all publications that leave the college are produced in the Publications center and approval of appropriate image usage would not unnecessarily hinder development and distribution of such materials.

While a standard set of images and logos is needed, so is a standardized set of templates for materials which represent the college brand to the community. Letterhead, business cards, brochures and other frequently used materials must be standardized in order to present a uniform, easily recognizable brand image to the community.

Responsibility for non-print items such as signage and clothing/uniforms would reside with division and department leadership who would be responsible for following established policies.

- **Establish communications with alumni:** Currently, there are no comprehensive efforts under way to establish or maintain communication with college alumni. While traditional mailing lists are a useful tool, attention should be given to establishing an electronic mailing list of alumni as well. The establishment of periodic communications is a necessary first step to creating a sense of engagement and belonging among Delta College alumni.

While developing mailing lists is often a costly endeavor, there are a number of low or no cost ways to begin the process, including placing a link on the college web-site that would allow alumni and members of the public to subscribe to various electronic publications and event notifications produced by the Public Information Office.

More effective but costly methods include mass mailings to help initiate an alumni contact list, and contracting a service to develop and pre-qualify lists.

- **Establish and promote a shared governance website:** While the effective dissemination of information to all groups is critical to a successful and well coordinated communication effort, it is equally important to receive feedback. The campus shared governance process is well developed and tends to facilitate communication on a variety of issues related to the operations of the college. Each constituent group disseminates this information to their represented members with varying degrees of success. This effort could be aided by the creation of a central point of information for all shared governance groups. To that end, a shared governance website has been created and will soon be operational. This website will be most effective if it becomes widely known as a central repository for agendas, minutes, and archived documents. A master calendar for shared governance meetings will allow for quick reference and also aid in avoiding scheduling conflicts.
- **Reintroduce College Annual Report:** A well written and produced annual report should be produced yearly. Such a report would be a useful tool for both marketing the college

and informing those who support its mission. The annual report should inform readers as to college strategic goals and what has been done in the previous year to attain them. The report should also include a detailed financial statement and indicate how financial decisions have supported strategic initiatives. Other useful information may include demographics, enrollment data and trends, reports on college partnerships in the community and acknowledgment of college supporters.

The annual report should be distributed electronically and/or via mailings to a wide audience within the colleges district that should include staff, students, community service agencies, libraries, political figures, local feeder schools and the media.

- **Legislative Advocacy:** San Joaquin Delta College is a powerful force in bettering the lives of its students and its community. It is important to ensure that legislators understand and support the college's mission as well as that of the entire community college system. While the campus does have an ad hoc legislative advocacy team, meetings are infrequent and generally parallel state budgeting cycles. Relationships with local elected officials are beneficial and should be encouraged. To that end, an active governmental relations plan should be developed and implemented that has as its primary goal to communicate Delta College's significant contributions to the regions served by our locally elected legislators as well as those who are influential in budget and education committees. The plan should include a calendar of meeting dates and issues to be discussed. The legislative advocacy team should be prepared in advance for such meetings and may consult with representatives of the Community College League of California for advice as to legislative agenda.
- **Make the college telephone directory available to students:** The PIO has developed and maintains an online telephone directory. The online directory is widely available to college staff. However, requests by students for the college to publish the phone directory on the website have gone unanswered for a variety of reasons. In keeping with website best practices and meeting the needs of our students, the online directory should immediately be placed on the college website in an area accessible to students.
- **Implement Web-based public relations management software:** The PIO will initiate the purchase of web based software intended to aid in public relations and media functions. The software (Vocus on demand software for public relations management) will facilitate media list development, track media contacts, receive and archive news stories, provide a central repository for and aid with analyzing the results of the various activities of the PIO.
- **Maintain proactive media relations:** Continue efforts to move away from reactive news releases to a more structured and proactive approach focusing on proposing news stories based on college goals and mission. Opportunities to coordinate news releases with current events, holidays and local activities should be researched and realized. Examples may include a story featuring students who volunteer in the community during the holidays or an employee who is recognized for contributing to the success of local community service activities. Delta College's role in sponsoring and supporting

community events should also be highlighted whenever possible. While many activities and accomplishments are recognized, still others go unpublicized. Each of these that do not receive attention represents a missed opportunity to highlight Delta College and its contribution to education and the community.

To that end, the Office of Public Information and Marketing will develop a process by which campus entities and individuals can provide details of activities, events and accomplishments for distribution both internally and externally.

- **Catalog and manage involvement in community service organizations:** San Joaquin Delta College is an active participant in bettering the community it serves. It is one of the regions largest employers and serves a variety of community needs that reach far beyond education. Students, faculty and staff are vital parts of our community and are active in many community service agencies. This involvement should not be taken for granted as it reinforces a positive link between Delta College and the community it serves. A listing of district community service organizations should be developed and college membership should be cataloged in order to ensure that a college presence in these very important organizations is maintained.

Support materials should be made available to staff who represent the college in the community. These materials should include a fact sheet highlighting the college's contributions to the region and other appropriate materials relevant to the particular focus of meetings attended.

- **Provide informative packages to community first contact groups:** Realtors and other professionals are often the first to meet people who move to the community. Coincidentally, they are often in a position to discuss schools with prospective buyers. Providing realtors and other "first contact" organizations with college information may be beneficial to both the college and the organizations. Efforts should be made to recruit area realtors and other first contact groups as partners in college recruiting and marketing efforts.
- **Install additional electronic display boards throughout campus:** The existing campus display boards are a useful tool to reach students and staff with a variety of useful information. More boards should be purchased and installed in the following areas: Lower Danner adjacent to the food services area, Locke Lounge, Cunningham Lounge, Atherton Lobby, the new student services building and the Tillie Lewis Lobby.
- **Promote the use of web-based events calendar:** The calendar should be positioned and advertised to all members of the campus community as the primary source for campus event information.
- **Begin to position Delta College as "Green" Friendly** Parking concerns, high fuel prices, the relatively low income of our region and an awareness of how these issues affect the people served by the campus create a number of opportunities for the college to begin to position itself as an institution that supports green initiatives.

One such opportunity is to promote the usage of mass transit. The San Joaquin Regional Transit District is interested in examining opportunities at San Joaquin Delta College to increase ridership among our students. This will involve developing and implementing a plan to (a) reduce the price of bus passes for Delta College Students and (b) marketing mass transit as an alternative to high fuel prices and parking concerns (c) implementing orientation sessions to help first time riders understand how to read bus schedules and navigate the transit system.

Efforts should also be made to promote and increase other environmentally friendly initiatives such as online classes and course offerings in areas associated with horticulture, natural resources, plant science and other green friendly curricula.

- **Develop College Speakers Bureau:** The PIO will recruit and maintain a list of Delta College staff and faculty who are prepared to speak on different topics of interest to the constituent communities. The list will be distributed to the media, service clubs and chambers of commerce for use as a resource.
- **Political Science Forums:** During election years, the Political Science, Economics, History and Sociology Departments will hold town hall meetings to discuss current issues affecting the region. Acting as moderators, the faculty will invite local candidates seeking office to discuss topics and take audience questions.