PROGRAM NAME: Communications	AUTHORING TEAM CONTACT: Heather Darrow
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GUIDELINES

Time Frames
1. **Scope:**
   The time frame of program review is five years, including the year of the review.
   Data being reviewed for any item should go back the previous four years, unless not available.
2. **Deadline Dates:**
   January 15th – Program Review Document due to Department Dean for review (Deans may require submissions at their own, earlier due date)
   February 1st – Program Review Document due to Program Review Steering Committee
3. **Years:**
   Years 1 & 3 – Implement Action Plan of (CIP) and collect data
   Years 2 & 4 – Analyze data and findings, Update Action Plan
   Year 5 – Write Program Review of past 5 years; Write Continuous Improvement Plan (CIP) and create new Action Plan

LENGTH OF RESPONSES: Information provided to each question may vary but should be generally kept in the range of 1-2 pages or 500-1,000 words.

EVIDENCE GUIDELINES: In the following sections, you will be asked to provide evidence for assertions made.
   a. Sources: This evidence may come from various sources including professional accreditation reviews, THECB, Texas Workforce Commission's CREWS, Institutional Research Office (IRO), National Student Clearinghouse, IPEDS, JobsEQ, EMSI Career Coach, and may be quantitative and/or qualitative. If you are unfamiliar with any of these information sources, contact the Institutional Research Office at: effectiveness@collin.edu. Use of additional reliable and valid data sources of which you are aware is encouraged.
   b. Examples of Evidence Statements:
      1. Poor example: Core values are integrated into coursework. (Not verifiable)
      2. Good example: Core values are integrated into coursework through written reflections. (Verifiable, but general)
      3. Better example: Core values are integrating into coursework through written reflections asking the student to describe how s/he will demonstrate each of the core values in his or her professional life and demonstrated through service learning opportunities. (Replicable, Verifiable)

FOR MORE INFORMATION: The Program Review Portal can be found at http://inside.collin.edu/institutionaleffect/Program_Review_Process.html. Any further questions regarding Program Review should be addressed to the Institutional Research Office (effectiveness@collin.edu, 972.599.3102).

Introduction/Preface

☐EXECUTIVE SUMMARY:

Briefly summarize the topics that are addressed in this self-study, including areas of strengths and areas of concern. (Information to address this Executive Summary may come from later sections of this document; therefore, this summary may be written after these sections have been completed.) Please do not include information in this section that is not already provided elsewhere in this submission.   Using the questions in the template as headings in the Executive Summary can provide structure to the overview document (see below for suggested format).

EXECUTIVE SUMMARY (SUGGESTED SECTIONS/FORMAT-NOT REQUIRED FORMAT)

What does our unit do?

Why do we do the things we do: Unit relationship to the College Mission & Strategic Plan.

Why do we do the things we do?

How do we impact student outcomes?

How effectively do we communicate, and how do we know?

How well are we leveraging partnership resources and building relationships, and how do we know?

How have past Continuous Improvement Plans contributed to success?

How will we evaluate our success?

Complete the Executive Summary below after you have completed your review.

Many changes have occurred in this department, not the least of which was a name change from Public Relations to Communications. The new name was adopted in June 2022 in recognition of the changing nature of the department's work and the growth of responsibilities by the department to communicate to internal as well as strategic communications to external stakeholders. In addition to the recent incredible growth of the college, the department's leadership changed, and its goals changed to reflect that new leadership and the needs of this growing higher education institution.

What does our unit do?
The Collin College Communications Department's mission is "To position Collin College as the world-class educational institution it is through ambitious marketing goals and strategic communication objectives that will heighten awareness of the college's mission, goals, and accomplishments, while providing professional counsel, creative solutions, and timely, responsive services for our clients."

Guided by the district's strategic goals, the department enhances communication efforts for internal stakeholders and creates and distributes the district's communications outreach to all external stakeholders of the college. Staffed with seasoned marketing and communications experts, the Communications Department creates engaging, compelling, customized editorial and graphic content across a wide spectrum of platforms for clients throughout the district. The department also supports partnerships and collaborative opportunities targeted to external stakeholders through the new strategic partnerships and external relations roles.

From ribbon-cutting events to video, digital, and print ads to social media, crisis communication, public information, providing leadership in legislative and government affairs, and so much more, this award-winning (see award document in appendix) service unit works with representatives in every internal department at the college.

The department builds community awareness of the college and its programs through a variety of communication vehicles such as targeted print ads and videos, news releases, magazine articles, and external newsletters such as *Connection*, a community newsletter, and *In Partnership*, the president's newsletter targeted to key opinion leaders. The department also fosters internal communication through *The Cougar Review*, a monthly internal newsletter from the president's office; *Cougar News*, a newsletter for students and employees; and *The Roundup* newsletter, which informs clients about the department's resources.

Why do we do the things we do: Unit relationship to the College Mission & Strategic Plan.
Communications supports the college's mission by informing the public and internal audiences about the benefits of the institution, promoting student recruitment and retention, and strengthening external relationships to enhance the student experience. Greater knowledge of the college drives enrollment, partnerships, and general interest in the community. Communications promotes educational opportunities available within the college district, as well as its brand, highlighting the ways Collin College impacts its students, faculty, staff, alumni, and the community as it shares their stories and testimonials. For details on how the Communications Department supports the college's strategic plan, see question two.

Why do we do the things we do?
The Communications Department adopted its first-ever strategic marketing plan, which highlights strategic communications and marketing initiatives for the college, thereby communicating necessary information to internal and external stakeholders, encouraging recruitment/retention, and maintaining a positive image of the college. Adoption of this plan required the department to utilize targeted digital advertising as an effective way to create more recruitment and retention opportunities for the district. The college also maintains its own social media marketing outreach with a mix of organic and paid advertising posts.

Timely responses to media and public information requests are essential functions of the Communications Department. Department personnel are trained on what can be released to the public, including news media, and deal with sensitive information regularly. Media organizations expect prompt responses, and emergency situations require immediate communication with college leadership, formulation of a message, and dissemination to students, employees, and the public. Employing onsite staff members enhances rapid communication with both internal and external audiences.

How do we impact student outcomes?

Communications influences the student experience through the look and feel of the college's website, social media, CougarVision slides, promotional materials, the *Cougar News*, a newsletter for students and employees, and the Collin College news site, www.collincollegenews.com, which provides electronic access to articles and news releases about the college and its programs.

Social media posts and messages build relationships with a broad student/prospective student audience. This service unit influences the student experience by creating engaging messaging and visuals for students of different ages and ethnicities through communication efforts targeted to those earning certificates, associate, or bachelor's degrees. Student safety is important to this department which utilizes the CougarAlert system and CougarVision digital monitors to inform students of emergencies and provides crisis training for its staff. The department reflects the college's diverse student and employee population in its internal and external marketing materials, and its staff serve on diversity committees and write articles and press releases about diversity events throughout the year.

How effectively do we communicate, and how do we know?

The Communications Department annually is recognized through industry awards for its publications. Release of the 2023 Community Survey confirmed that community approval of the college remains high despite several high-profile disruptions, and participants referred to various Communications' products such as *Connection* and placed news stories when citing their awareness of the college and its expansion.

In 2020, the department enlisted the assistance of the Clarus Corporation – a marketing and digital strategy firm explicitly aimed at helping community colleges purposefully and effectively communicate with their audience.

Clarus surveyed 195 faculty, current Collin College students, high school seniors, and community members through a series of focus groups. High school seniors of varying socio-economic statuses were also surveyed. This information was used as a basis for the Communications team to create targeted digital messaging. Clarus strategically places these digital ads and videos for viewing by specific potential student audiences, and provides regular reporting to validate impact, increased student traffic to our website and campuses, and our return on investment.

The department also manages the look and feel of the college's website. In 2022, the Communications Department began working with the design firm P'unk Avenue to redesign the college's website. During the research and strategy process, faculty, staff, and current/prospective students provided feedback. Currently, the department is working with webpage editors to update both the content and the images on the site.

How well are we leveraging partnership resources and building relationships, and how do we know?

The Communications Department has a host of strong partnerships including internal relationships with employees and external relationships with area leaders, independent school districts, city representatives, economic development corporations, media, and chambers of commerce. The department has leveraged these partnerships to promote new campuses and programs and share information about the college's offerings such as new bachelor's degrees.

One example of our partnerships with area legislators and leaders was the creation of the inaugural Collin Leadership Policy Summit in Fall 2022 which offered more than 300 participants the opportunity to explore regional areas of interest prior to the 88th legislative session. Department representatives created this event and asked area leaders and legislators to serve as speakers and panelists.

How have past Continuous Improvement Plans contributed to success?
The department's revised first and second goals, promoting new campuses and programs, fall under the category of Student Outcomes because they informed current and prospective students, community, businesses, city officials, independent school districts and others about campus and program options.

The department's third and fourth goals, addressing personnel needs to keep pace with the increased demand resulting from the college's growth and develop a plan for future personnel needs and addressing the imbalance between internal and external projects to allow for more targeted communication to prospective students and members of the community, fall under the category of overall improvements to the unit.

The department's third goal was to address personnel needs to keep pace with the increased demand resulting from the college's growth and develop a plan for future personnel needs. The department added several new employees in roles ranging from photography and videography to an associate vice president/strategic initiatives and partnerships and marketing and communications coordinators. The department currently has two open positions: web communications coordinator and marketing communications coordinator (Wylie and Farmersville campuses and Rockwall Center).

The department's fourth goal was to address the imbalance between internal and external projects to allow for more targeted communication to prospective students and members of the community. The department continued to maintain more external than internal jobs and instituted new self-service jobs, providing clients with rapid turnaround time, typically within one week, for numerous events and initiatives.

How will we evaluate our success?
One of the department's strengths is its leadership and staff's vision to align the department's jobs with the college's strategic goals. Another strength is the newly embedded marketing and communications coordinators at each major campus. Campus leaders are easily able to communicate and develop closer relationships with members of the Communication team. Additional employees are being hired to fulfill this model.

Another strength is that this team is comprised of award-winning professionals. Since 2018, the department has garnered 23 awards from the National Council for Marketing and Public Relations (NCMPR). The department will capitalize on this strength by continuing to encourage professional development to grow the skillset of its talented staff through one of its new goals.

With the growth of the college and onboarding of new employees, there are many staff and faculty members who are not aware of what the Communications team does and how they can work with the department. To improve access, the department will focus on the goal of enhancing the strategic contributions of the Communications Department and informing the internal audience about the department's offerings.

The department is addressing other areas of concern through its new goals of informing Communications team members' understanding of organizational strategy and how member roles contribute to this strategy and evaluating department efficiency and execution of client requested jobs.

Section I. *Are We Doing the Right Things?*

☐ 1. WHAT DOES OUR UNIT DO?

What is the service unit and its context?

This section is used to provide an overview description of the service unit, its relationship to the college and the community it serves. Keep in mind the reviewer may not be familiar with your area. Therefore, provide adequate explanation as needed to ensure understanding.

> *Suggested/possible points to consider:*
> - *Unit's purpose (Include the unit's purpose/mission statement if one exists.)*
> - *Services and products (i.e. event coordination, reports, promotional materials, handouts, etc.)*
> - *Service across campus/departments/district/community*
> - *Regulatory standards the unit must meet*

Unit's Purpose

The Collin College Communications Department's mission is "To position Collin College as the world-class educational institution it is through ambitious marketing goals and strategic communication objectives that will heighten awareness of the college's mission, goals and accomplishments, while providing professional counsel, creative solutions, and timely, responsive services for our clients."

The Communications Department focuses on strategy development to enhance communication efforts for internal stakeholders and develops partnerships and collaborative opportunities targeted to external stakeholders through the new strategic partnerships and external relations roles. Staffed with seasoned marketing and communications experts, the Communications Department creates engaging, compelling, customized editorial, video, and graphic content for clients throughout the district. The department creates/reviews collateral pieces before they are presented to the public to ensure they conform with the college's brand. In marketing, "collateral" refers to various media – brochures, flyers, posters, banners, invitations, and digital presentations - created to support marketing goals and objectives.

Services and products

Event coordination

Since the last department program review, the college added the Public Safety Training Center, Technical, Wylie, Farmersville, and Celina campuses. Communications representatives led groundbreaking and ribbon-cutting events for each of these, and aggressively promoted the opening of each. Team members also led ribbon-cutting events for the new IT Center at the Frisco Campus and the McKinney Campus Welcome Center and assisted/led a variety of district events ranging from campus signature events to a policy summit.

Reports

The department maintains the college's brand standards through its Editorial Style Guide, Graphics Standards Manual, and Social Media Style Guide. See links and details in section 5C.

Promotional materials, handouts

The department occasionally hosts a virtual department roadshow to educate internal clients about its offerings and processes, and currently promotes its services via information sessions with campus leadership. In Fall 2022, the Communications Department sent its first edition of *The Roundup* newsletter. Emailed to employees, the newsletter informs clients about the department resources and best practices to successfully work with the Communications team.

Services across campus/departments/district/community

Communications staff work with every internal department and appreciate the strong partnerships they have with employees throughout the district. The department has added campus liaisons to each of the major campuses to proactively identify campus needs and assist with marketing efforts.

Support of the college's enrollment, recruitment, and retention efforts

The department primarily supports enrollment, recruitment, and retention efforts through brand management, a website designed to inform and recruit prospective students, and social media accounts providing an information channel to potential and current students. Currently, our primary channel for driving admissions is digital advertising through Clarus Corporation, a third-party organization that schedules and delivers web, streaming, and social ads designed by the Communications staff. The department also utilizes paid social media, streaming music services, radio, print ads, registration postcards, and the *Connection* community newsletter. To promote the college to many high schools in Collin County, the department places ads in high school programs and delivers promotional items, such as t-shirts, to various independent school districts.

Brand management and building community awareness

The award-winning (see appendix for awards) Communications Department launched a branding campaign in Spring 2022 titled "Connected. Unexpected. Exceptional." Based on strong stakeholder feedback, the department designed the campaign based on research about college's connection to the community and area businesses, unexpected offerings such as bachelor's degrees and beautiful campuses, and exceptional education and accolades.

The department builds community awareness of the college and its programs through a variety of communication vehicles such as news releases, magazine articles, and external newsletters. For newsletter details, see section 2A.

Collin.edu (website)

The department manages the look and feel of the college website. The site is a recruitment and information tool for prospective students and their parents. The site comprises more than 2,000 pages of information, edited by content experts from department representatives districtwide.

The Communications Department began website revision efforts in 2022 (updating the site's look, content, and functionality). The first phase of those revisions will roll out in Spring 2023 with changes to occur routinely through phases.

Social media

The social media coordinator creates digital ads delivered to target audiences, monitors the college's official social media channels, and facilitates engagement between the college and students/community. Social media channels include Facebook, Twitter, Instagram, LinkedIn, and YouTube. New media channels are continually evaluated for usefulness in furthering communication with students.

Media relations/communication

The Communications Department works with news partners throughout Collin County and the Dallas-Fort Worth Metroplex to improve awareness of the college and its offerings and accomplishments through news releases and video and story pitches. Subjects range from special events at the college to registration information to community partnerships. The department creates and distributes an average of 10 news releases a month, many of which are run by local media organizations.

The team strategically pitches stories to media outlets to encourage coverage. The department's marketing and communications coordinators and photographers also provide completed stories and images to local community magazines.

Strengthening internal communication

The Communications Department provides an infrastructure to improve internal communication. In addition to department-created templates for use by internal clients, the department offers communication channels designed to inform and warn students, staff, and faculty in the case of an emergency.

• CougarVision slides

The CougarVision system is a network of digital monitors across the district that display information on events, programs, and important notices for visitors, students, and employees Slides and videos are either created in-house by the Communications team or designed by individual departments and submitted for approval.

• *Cougar News* online college newsletter

Cougar News is a college bimonthly newsletter emailed to students and employees. The newsletter is published online at www.collincollegenews.com and is comprised of feature stories, news releases, and other information for the college community.

• *The Cougar Review,* Collin College internal newsletter

To enhance internal employee communication, in Spring 2021 the Communications Department created *The Cougar Review*, a digital publication emailed monthly. The newsletter features information ranging from news from the president and upcoming events to newly published articles and accomplishments. The Communications Department works with multiple other departments, including Human Resources, to provide faculty and staff with the latest internal information.

• CougarAlert Emergency Communications System

The department uses the CougarAlert system to provide real-time emergency communication to students, faculty, and staff through SMS messaging, email notifications, and automated phone calls. In the event of an emergency, weather alert, or incident outlined in the Clery Act protocols, a team member enters the appropriate information into the CougarAlert system, which is then distributed to all employees and admitted students, plus anyone who has signed up for the notifications.

Other services in support of the department's mission

• Leadership in legislative and government affairs

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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The department's senior vice president of external relations (SVPER) monitors local, state, and national issues and engages in the legislative process to promote the college's agenda. He interacts with legislative bodies and civic organizations to ensure representation of the college's needs, positions, and impact on those issues.

• Crisis Communication

In an emergency, department staff members, led by the department's SVPER and associate vice president (AVP) of Communications, provide information to the local media about Collin College's response. This crisis communications role is infrequent but essential, and professionals with proper training and experience perform this duty.

• Public Information

The department also follows all appropriate guidelines and public information request laws: the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) and the Family Educational Rights and Privacy Act (FERPA).

• Photography and videography

The department has two photographers and two video professionals who provide marketing material. If necessary, other department staff members will shoot photos and videos for breaking news or social media posts.

Regulatory standards the unit must meet

While the department does not have specific regulatory standards, other than public information and the Clery Act, it does work closely with the Curriculum Office to ensure that new program marketing reflects the appropriate accreditation information.

☐ **2. WHY DO WE DO THE THINGS WE DO? UNIT RELATIONSHIP TO THE COLLEGE MISSION & STRATEGIC PLAN.**

- **Provide unit-specific evidence of actions that the unit supports the <u>mission statement:</u>** "*Collin County Community College District is a student and community-centered institution committed to developing skills, strengthening character, and challenging the intellect.*"

- **Provide unit-specific evidence that supports how the unit supports the college strategic plan (2020-2025 Strategic Plan)**: <u>http://www.collin.edu/aboutus/strategic_goals.html</u>

Suggested/possible points to consider:
- *What evidence is there to support assertions made regarding how the unit relates to the Mission and Strategic Plan?*
- *Analyze the evidence you provide. What does it show about the unit?*

A. How does Communications support the college's mission statement?

Communications supports the college's mission by informing the public and internal audiences about the benefits of the institution and strengthening external relationships to enhance the student experience. Greater knowledge of the college drives enrollment, partnerships, and general interest in the community. Communications promotes educational opportunities available within the college district, as well as its brand, highlighting the ways Collin College impacts its students, faculty, staff, alumni, and the community as it shares their stories and testimonials.

Perhaps the clearest evidence of the department's support of the college's mission is the effort to promote the college's new campuses and programs. The Communications Department staff wrote dozens of stories about the new campuses in Allen, Celina, Farmersville, and Wylie, as well as the opening of the IT Center at the Frisco Campus. In addition to promoting more than a dozen new programs at the Technical Campus – many of which were profiled in local school district magazines – the department was able to secure favorable local media coverage of major programs and new campuses. The department's news releases are regularly utilized by local media, generating positive coverage for college events and accolades that the college has received. A new infographic marketing piece titled "Collin College At-a-Glance" (https://www.collin.edu/pr/documents/CollinCollegeAtAGlance.pdf) was introduced in the spring of 2020.

Additional evidence can be found in the details of how Communications works directly with other college departments to create marketing materials for their programs and activities. The department has collaborated with programs throughout the district to create more than 70 program information sheets (www.collin.edu/academics/info/) used to share programmatic information with potential students, including average salary and expected growth in their career sectors. The department also creates outreach materials for potential students including an annual view piece, a First Time in College brochure, and support materials for presentations by Student and Enrollment Services (SES) for use in recruitment and retention. The department generated collateral, news releases, graphics, and support materials for SES's largest-ever job fair in March of 2022.

In order to provide marketing materials for the college's bourgeoning number of events, the department revised its processes for fostering and approving client-created marketing materials. The department's client services coordinator works with individuals and departments who need marketing materials quickly for college events. This is accomplished through templates and free third-party design services including PosterMyWall and Canva. The resulting marketing materials go through an expedited approval process, making the turnaround time much faster for simple projects.

The department also produces content about students, faculty, staff, and administrators for use in internal and external communications media, including ISD and area magazines, videos, and the community newsletter (*Connection*). Targeted to students as well as employees, the department produces the bimonthly *Cougar News* newsletter, showcasing upcoming events, opportunities, and inspirational stories. The department also works with district leadership to foster relationships with legislators and civic leaders through the targeted email newsletter, *In Partnership*. Communications personnel are also members of local chambers of commerce and remain involved in legislative efforts through our senior vice president of external relations and the associate vice president of strategic initiatives and partnerships.

With focused attention on the college's new programs and campuses, the students and community members were kept abreast of the growth of the college's offerings. These efforts likely contributed to the steady enrollment throughout the pandemic through today. In addition, information sheets provided prospective and current students and their parents with data to select career options and degrees or certificates to pursue. The recent career fair brought more than 100 employers on campus and served countless students and community members in their goals to translate skills into new careers. Communications' move to templates and free third-party design services assured that the community was aware of numerous college events, and the department's newsletters continue to inform their audiences of opportunities at Collin College.

B. How does the Communication Department support the college strategic plan (2020-2025 Strategic Plan)?
1. A, C, E
Improve student outcomes to meet or exceed local, state, and regional accreditation thresholds and goals.
The Communications Department supports the district's efforts at completion, retention, and persistence through its work with Student Engagement Services and by providing marketing materials for faculty and staff. A recent example is a set of email graphics designed for the Admissions Department for use in the Sales Force Marketing Cloud system. The graphics help the department cut through email inbox clutter by catching the eye of the students reading them. The Communications Department's work in providing positive coverage of the college's programs helps bring more students into the college pipeline.

3. A
Create and implement comprehensive integrated pathways to support student transitions.
Communications assists with marketing and communication collateral for the dual credit pathways initiative. The department creates advertising and marketing collateral of current students and alumni in print, video, and social media to illustrate and share Collin College success stories. The department created several magazine ads, flyers, *Connection* newsletter articles, and magazine articles for the Frisco and Allen ISD magazines and the *Wylie Connection* magazine. In addition, eNewsletter submissions are sent to ISD/Community webpages in Wylie, Lovejoy, Farmersville, Princeton, and Blue Ridge.

6. A, B, C, D
Develop a coordinated and systematic approach to engage external stakeholders.
The department's support for district initiatives falls largely under this goal. As noted in the previous section, much of the department's work is done with an external audience in mind. The *Connection* newsletter is distributed to 620,000 homes in the district's service area, providing information about programs, campuses, and faculty, staff, and student accomplishments. The *In Partnership* email targets the leaders of our communities and educational and legislative leaders across the state. The Communications Department supports the college's educational initiatives by informing the public with news releases, photos, and videos of college programs and campuses. The department also hired an associate vice president of strategic initiatives and partnerships to initiate more face-to-face connections with key stakeholders in the community. Her work with local hospitals, legislators, and tech businesses has yielded positive results for several programs and informed our needs regarding a fourth bachelor's degree.

As indicated in the strategic plan sections above, the Communications Department improves student outcomes and creates and implements comprehensive integrated pathways to support student transitions. Further embracing the strategic plan, the department has begun to evaluate job requests based on whether they meet the college's strategic plans. If requests align with the college's strategic plans, the department dedicates resources to complete the job. If not, clients are directed to use the templates.

☐3. WHY DO WE DO THE THINGS WE DO?

A. **Make a case with evidence to show that the <u>primary</u> functions/services of the unit are necessary as they are, or they should be modified, or eliminated.**

Suggested/possible points to consider:
- *What is the purpose and reason for the service?*
- *How has the function evolved during the 5-year cycle? How have the reasons for the service changed over time?*
- *What would happen if the unit no longer provided these services and/or the services were outsourced?*
- *What unit services require the most resources including staff time? Which services add the biggest value to the college? Discuss any discrepancies between the services named in these two questions.*
- *Is there a clear line of communication with other units involved in or supporting each of these services?*
- *Does the unit or the college have alternate ways of providing any of these services?*
- *Are the services offered/conducted as efficiently as possible?*

B. **Benchmarking: Review two or three comparable colleges for the way they accomplish these services. Discuss what was learned and what new ideas for service improvement were gained.**
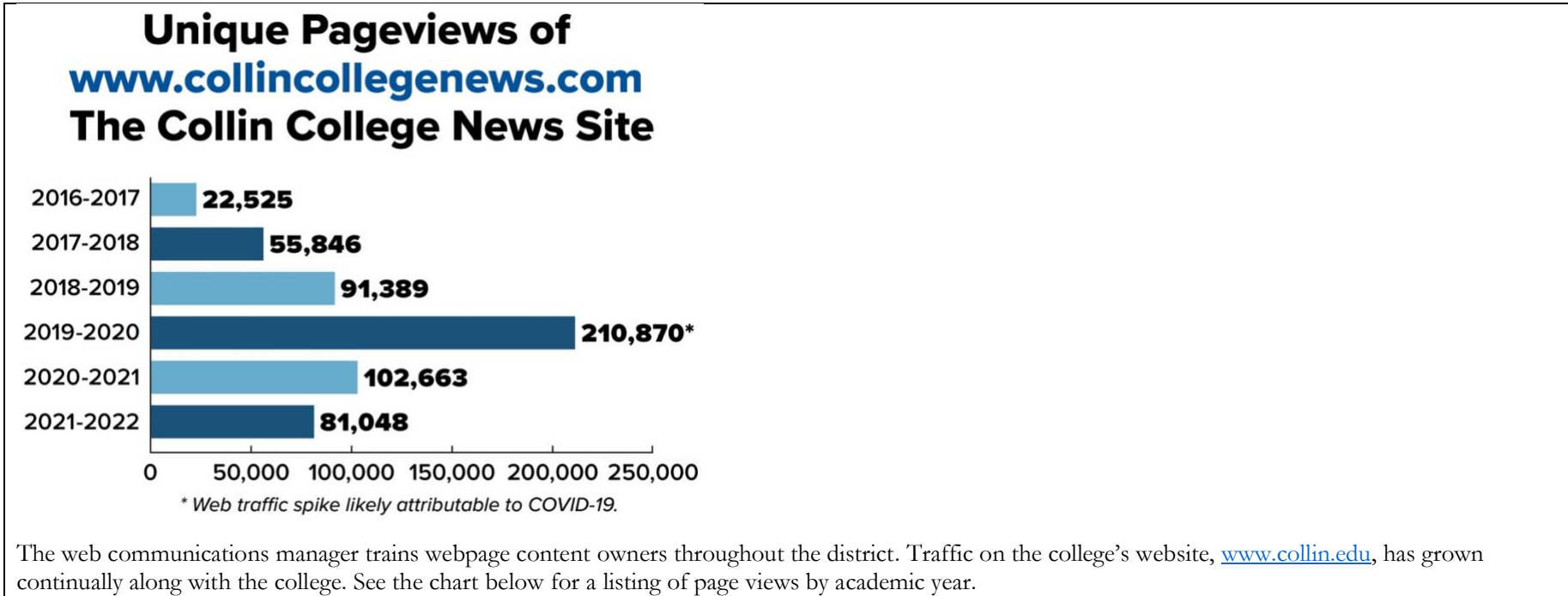

A. Make a case with evidence to show that the <u>primary</u> functions/services of the unit are necessary as they are, or they should be modified, or eliminated.

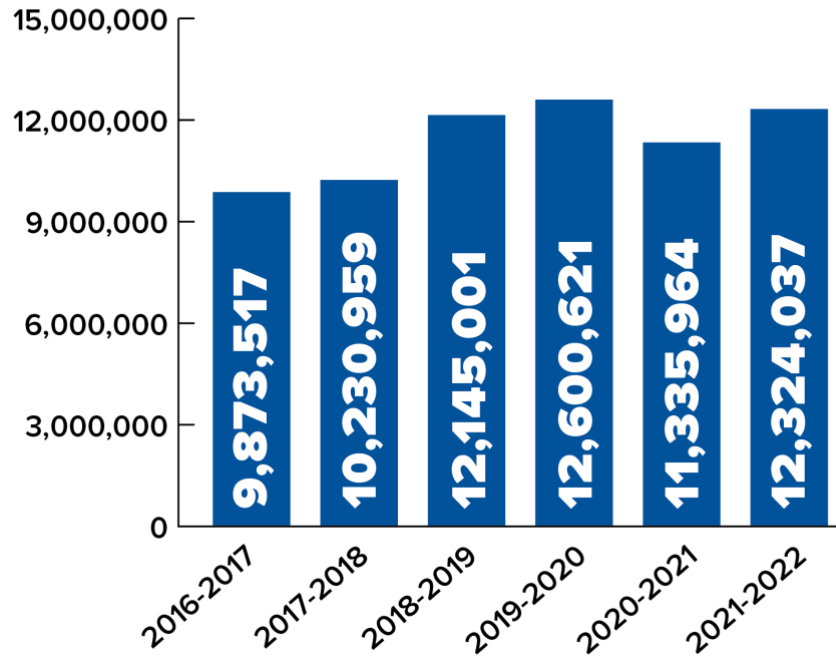**What is the purpose and reason for the service?**
The Communications Department delivers strategic communications and marketing initiatives for the college, conveying necessary information, encouraging recruitment/retention, and maintaining a positive image of the college.

External Communication
By working with media and providing communication pieces that inform external stakeholders of the college's benefits, the Communications Department strengthens the college's brand and public image. These communication pieces include news releases, strategic digital ads and videos, the *Connection* newsletter, the *In Partnership* e-newsletter, Independent School District eNewsletter submissions, and articles for local magazines. The department also maintains the Collin College news site (www.collincollegenews.com), which is a news source for local media.

Unique Pageviews of
www.collincollegenews.com
The Collin College News Site

Academic Year	Unique Pageviews
2016-2017	22,525
2017-2018	55,846
2018-2019	91,389
2019-2020	210,870*
2020-2021	102,663
2021-2022	81,048

scale: 0   50,000   100,000   150,000   200,000   250,000

* Web traffic spike likely attributable to COVID-19.

The web communications manager trains webpage content owners throughout the district. Traffic on the college's website, www.collin.edu, has grown continually along with the college. See the chart below for a listing of page views by academic year.

Unique Pageviews of www.collin.edu

In the past few years, the department has pivoted to create more recruitment and retention opportunities for the district, engaging Clarus Corporation to increase its digital advertising reach. The college also maintains its own social media marketing outreach with a mix of organic and paid advertising posts.

Internal Communication
The department oversees the creation of two newsletters designed for an internal audience: *The Cougar Review,* an updated and more comprehensive version of the district president's monthly emails to the district, and *Cougar News*, an email newsletter with articles, Q&As, images, and short information pieces targeted to students, faculty, and staff.

Promotional materials, also known as "collateral," created for departments throughout the district include flyers, posters, CougarVision slides for digital monitors, graphics for CougarWeb and Canvas, and assorted other promotional items.

The department also communicates with students via Collin College Email (formerly CougarMail). While the department encourages programs to use other means of student outreach, such as the announcement section of Canvas, Collin College Email remains a popular communication tool. Despite promoting

the use of Canvas and providing graphics for that service when requested, the number of Collin College Emails sent to students has dropped only slightly, from 130 in 2016-17 to 112 in 2021-2022.

The department has shifted some of its collateral creation duties to individual programs and campuses, empowering them to create their own marketing materials with templates provided by the Communications Department and self-service design. View the appendix for an explanation of the process.

Self-service submissions reviewed by Communications Department

2021 **332**

2022 **400**

Note: The first full calendar year for which the number of jobs was tracked in this new process was 2021.

Select department staff proofed and approved 332 self-service submissions in 2021 and 400 self-service submissions in 2022. While the self-service jobs do require select Communications staff time, the amount of time is limited to proofing and approval since these jobs do not go through the typical production workflow. The self-service jobs provided the clients with rapid turnaround time, typically within one week, for numerous events and initiatives.

How has the function evolved during the 5-year cycle? How have the reasons for the service changed over time?
One of the cascading effects of introducing four new campuses and more than 20 programs in the district was the need for more staff to ensure production remained at the quality expected by the district. Since the last program review, the department hired a full-time photographer, a full-time videographer, a client services specialist, an associate vice president of strategic initiatives and partnerships, and three marketing and communications coordinators. Open positions at this writing include one marketing and communications coordinator and a web communications coordinator.

Hires in photography and videography have positively influenced the department's ability to produce more and better content in those areas, allowing the department to deliver a higher-quality product to the district while helping to address incipient burnout by existing staff. As noted in questions 2A and 3A, the client services coordinator works with individual departments in creating their own marketing materials using templates and online design programs.

Marketing and communications coordinators were added to the staff to facilitate communication with the district's individual campuses as "campus liaisons," providing an open line of communication from the campus administration, faculty, and staff with the department.

The new position of associate vice president of strategic initiatives and partnerships was created to bolster the college's external communication with local business, industry, and community leaders.

The college is renovating its current website, www.collin.edu, with the goal of enhancing its digital presence through robust branding and content enhancements including catalog and calendar tools and improved search functionality.

What would happen if the unit no longer provided these services and/or the services were outsourced?
While it would be possible to outsource some of the department's functions, it would not be cost-effective, and doing so would make it more difficult for the district to communicate with a consistent voice and design aesthetic. An outside agency would not have the institutional knowledge and districtwide relationships offered by the Communications Department's staff, some of whom have worked in the college's public relations and marketing arm for decades.

Because there is a large volume of marketing and communications materials created annually, the department is investigating additional freelance labor to assist with workload. See the appendix for cost breakdowns for specific functions.

All of the individuals in these roles have existing relationships within the Collin College community and trust built on past performance. Trust would need to be rebuilt on a per project basis or, at the least, would take time to reestablish with freelancers who may change regularly.

Lastly, timely responses to media and public information requests are essential functions of the Communications Department. The department personnel are trained on what can be released to the public, including news media, and deal with sensitive information regularly. Media organizations expect prompt responses, and emergency situations require immediate communication with college leadership, formulation of a message, and dissemination to students, employees, and the public. Employing onsite staff members enhances rapid communication with both internal and external audiences.

What unit services require the most resources including staff time? Which services add the biggest value to the college? Discuss any discrepancies between the services named in these two questions.
The broad answer to the first question is the production of external marketing materials, including the *Connection* newsletter, digital marketing materials delivered by Clarus Corporation, and, going forward, the redesign of www.collin.edu. While the department staff has many other responsibilities, including client counseling, project management, and submission review, these are the most visible to an external audience and, therefore, the most valuable in information distribution, brand building, and recruiting.

The *Connection* newsletter serves as a report to the community about college programs, initiatives, and events. It is delivered three times a year to 620,000 homes in the district's service area. A shift to twice yearly is under consideration due to printing/mailing costs. The newsletter production cycle is roughly four months long and involves every member of the Communications staff.

Over the past two years, the college has engaged Clarus Corporation to deliver digital advertising on websites, in social media, through streaming platforms, and within apps frequented by the district's target demographics. The creation cycle for digital marketing is ongoing, with messages being crafted for specific

targets, animation/design, internal review, testing, and revision. This digital outreach initiative has resulted in 17,908 actions in the Spring/Summer of 2022 alone – 7,185 website visits and 10,723 campus visits.

Collin College's external webpage, www.collin.edu, is its public face. The website went through a design update in 2018, and while the appearance was refreshed and some usability issues were addressed, college leadership recognizes that some improvements remain to be made. This has been a multiyear process led by the Communications Department.

Is there a clear line of communication with other units involved in or supporting each of these services?
The process often begins with campus liaisons, a new role for the department's marketing and communications coordinators. Liaisons act as a first contact for programs, discipline leads, and individuals who need advice on potential projects, helping them determine whether a self-service route or a project request is the best solution for an event or other promotion.

Project request form links are available at http://inside.collin.edu/communications and are most often used with high-profile projects requiring the creative talents of the whole Communications team. The leaders of the Communications Department review each project request to determine its support of the district's overall strategic objectives then determine which team member will lead the promotional effort.

When a project request does not meet the requirements to become part of the department's work queue or if sufficient time to create marketing materials is unavailable, a client is advised to use a template or one of the self-service design websites linked to from the intranet webpage listed above.

Does the unit or the college have alternate ways of providing any of these services?
All of the Communications Department's services or instructions on accessing them are available on CougarWeb, the college's intranet, at http://inside.collin.edu/communications. From there, anyone can access project request forms, style guides and graphics standards, college logos, templates, and many other useful items.

Are the services offered/conducted as efficiently as possible?
The Communications Department is continually evaluating its approval procedures to ensure the projects it accepts, and the time it takes to complete them, is as efficient as possible. Please see the new goals for more information about this.

B. Benchmarking: Review two or three comparable colleges for the way they accomplish these services. Discuss what was learned and what new ideas for service improvement were gained.

The Communications Department program review committee requested information from three community college districts and one local university. Tarrant County College and The University of Texas at Dallas (UTD) responded.

The peer institutions surveyed were asked the following benchmarking questions. Submitted answers and a summary of subsequent conversations can be found in the appendix to this document.

1. What are the names of the offices at your institution which provide public relations, marketing, and publications services including photography, videography and social media?
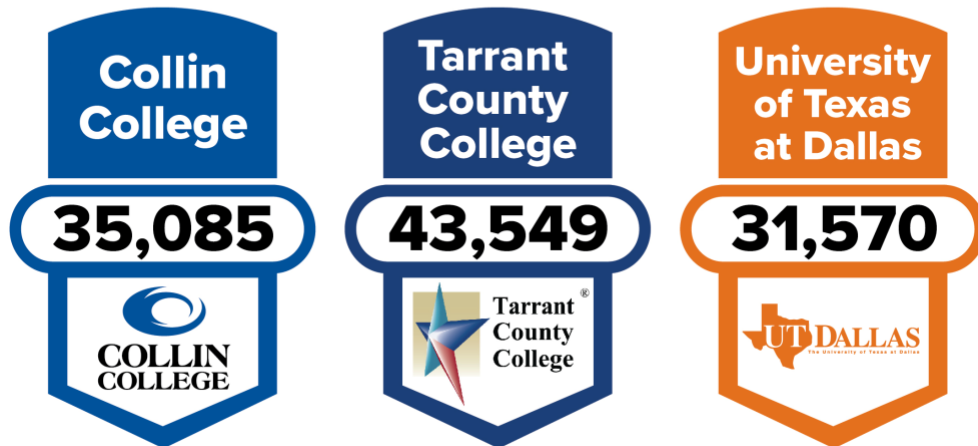
2. What are the titles and functions of the people who work in the departments referenced in question one?
3. What are your primary channels/tools for internal communication?
4. What are your primary channels/tools for driving admissions and registration?
5. How do you engage external stakeholders?

Findings

The answers submitted and subsequent conversations with the peer institutions show that both focus strongly on external communication. While each does provide internal communications channels, they put much of their efforts toward building their brands and marketing to potential students. This is accomplished with many of the same tactics used by Collin College. However, Tarrant County College also employs more radio and television advertising, and The University of Texas at Dallas uses billboards, bus signs, and other out-of-home (OOH) advertisements. TCC also creates a magazine, compared to Collin's use of a newsletter format that is mailed to all residents of Collin County.

Comparisons of staff employed by the institutions revealed that both institutions have larger teams – 24 for TCC and 36 for UTD. While the functions fulfilled by each of the peers vary (TCC runs its own printshop, for instance), their structures are generally more task-based and specialized compared to Collin College's, which relies on coordinators as generalists and campus liaisons. UTD has also significantly invested in its web services staff, with 12 compared to Collin's two (one open).

Fall 2022 enrollment among peer college/university

Collin College	Tarrant County College	University of Texas at Dallas
35,085	43,549	31,570

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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☐4. HOW DO WE IMPACT STUDENT OUTCOMES?

Make a case with evidence to show effects of the unit on student outcomes.

Suggested/possible points to consider:
- *How does the unit influence the student experience?*
- *How does the unit influence the student environment and/or safety?*
- *In what way does the unit influence student enrollment, retention, persistence, and/or completion?*
- *What services are provided for a diverse student population?*
- *Analyze the evidence you provide. What does it show about the unit?*

How does the service unit influence the student experience?

The Communications Department impacts students directly through coordination of the college's social media accounts on Facebook, Twitter, Instagram, LinkedIn, and YouTube. Daily posts promote college initiatives and events as well as student activities, and our social media coordinator monitors the accounts and responds promptly to inquiries from users. During the fiscal year of August 2021-August 2022, students received an average of one message per day on Facebook (2,000 approximate reach), two messages a day on Twitter (400 approximate reach), 20 times a week via Instagram posts and Instagram stories (1000 approximate reach), one time a week on LinkedIn (20,000 approximate), and a couple of times a month on YouTube (300 approximate reach).

The department also communicates with students via CougarVision slides, which are displayed on monitors throughout the district; promotional materials, also known as "collateral," which include flyers, posters, and graphics for CougarWeb and Canvas; *Cougar News*, a newsletter for students, faculty and staff of Collin College; and the Collin College news site, www.collincollegenews.com, which provides electronic access to articles and news releases about the college and its programs.

How does the service unit influence the student environment and/or safety?

The Communications Department manages CougarAlert via Rave Guardian. The CougarAlert messaging system provides information to students regarding issues that deal with safety. Students are automatically enrolled in Rave and receive CougarAlerts via their Cougarmail address and phone number. Faculty and staff are automatically enrolled with their email addresses when they are hired.

CougarAlerts are also important because of the Clery Act, a legal requirement that the college must adhere to. This alert system is working well, and the department runs an annual test to make sure the system is functioning properly. In the event of an emergency, the Communications Department works closely with the leadership team/cabinet, the college's Office of Emergency Management Department, and the college's Police Department to send out CougarAlerts.

In addition, the Communications Department works with other departments throughout the college to address safety through various promotional materials. These promotional materials include flyers, posters, CougarVision slides, videos via YouTube, news releases via Collin College News, and posts made on all Collin College social media accounts. One such example includes the Communications Department working alongside various personnel, including the Student Engagement Services and the President's office, to address the college's reopen plan for Fall of 2020 during the pandemic.

Members of the Communications Department also attended Crisis Communications trainings in 2021 and 2022. At the request of the college's

director of safety and emergency management, two department members attended a 2021 training series on how to best communicate during a crisis. In addition, the department engaged an outside communications firm to create a comprehensive crisis plan and provide media training to executive leadership and select members of the Communications team in June 2022.

In what way does the service unit influence student retention, persistence, and/or completion?

The Communications Department works alongside various departments and organizations throughout the college to provide marketing advice, guidance, and support. One such example includes the department working with the college's Student Engagement Services to assist with marketing grants and financial initiatives such as Project Complete, Reversing the Slide, and Collin CARES. These grants were used to help pay tuition and fees for qualifying students. Collateral included flyers, news stories, press releases, social media posts, digital ads, and billboards.

Other collaborative opportunities include the department working alongside the Collin College recruitment and outreach team to promote MobileGo, an initiative designed to streamline the college exploration, preparation, and application process. Additionally, the department works with college leaders such as provosts, deans, program leaders, and curriculum office staff to create and promote courses, degrees/certificates, registration, and other special events. Collateral for both examples includes digital ads, banners, social media, print materials, and advertising for local magazines, community newsletters, and newspapers. Additionally, the Communications Department gives students a glimpse of career and educational opportunities after completion through collateral such as Program Information Sheets.

What services are provided for a diverse student population?

Collin College offers a rich, diverse student and employee population, and the Communications Department staff reflects this diversity throughout the creation of all of its creative endeavors such as social media, photographs, videos, articles, press releases, and print and digital ads. In addition, the department works with organizations, clubs, and programs to support diversity. Throughout each year, the department writes press releases on a variety of districtwide diversity events including Black History Month, Martin Luther King, Jr. Power Leadership Breakfast, and Hispanic Heritage month. Communications Department staff also serve on all the aforementioned district-wide diversity event committees as well as the college's Diversity and Inclusion Council. In addition, the department promotes, first time in college students, veterans, and women through stories, press releases, social media, videos, and other marketing materials.

Analyze the evidence you provide. What does it show about the service unit?

The Communications Department supports the student experience first and foremost by adopting a student perspective and directing clients to communicate with that audience in mind. Social media posts and messages build relationships with a broad student/prospective student audience. This service unit influences the student experience by creating engaging messaging and visuals for students of different ages and ethnicities through communication efforts targeted to those earning certificates, associate, or bachelor's degrees. Student safety is important to this department which utilizes the CougarAlert system and CougarVision digital monitors to inform students of emergencies and provides crisis training for its staff. The department reflects the college's diverse student and employee population in its internal and external marketing materials, and its staff serve on diversity committees and write articles and press releases about diversity events throughout the year.

Section II. *Are We Doing Things Right?*

☐**5. HOW EFFECTIVELY DO WE COMMUNICATE, AND HOW DO WE KNOW?**

A. Make a case that the printed literature and electronic communication are current, provide an accurate representation, and support the college's recruitment, retention and completion plans.
Suggested/possible points to consider:
- *Demonstrate how the unit solicits student feedback regarding its website and literature and how it incorporates that feedback to make improvements.*
- *How does the program ensure that students are informed/aware of unit literature? Is unit literature made accessible to all students (i.e. can they obtain the information they need)?*
- *Designate who is responsible for monitoring and maintaining the unit's website, and describe processes in place to ensure that information is current, accurate, relevant, and available.*

B. Provide unit website URLs. If no website is available, describe plans for creation of website or explain the absence.

Demonstrate how the unit solicits student feedback regarding its website and literature and how it incorporates that feedback to make improvements.

In 2021, the Communications Department enlisted the assistance of the Clarus Corporation – a marketing and digital strategy firm explicitly aimed at helping community colleges purposefully and effectively communicate with their audience.

To begin with, Clarus surveyed 195 faculty, current Collin College students, high school seniors, and community members. Faculty and staff were asked a variety of questions including identifying the challenges they face at Collin College and the institutions they see as competition. High school seniors of varying socio-economic statuses were surveyed and asked if they planned to attend college after high school, which institution they planned to attend, what motivates them to pursue a college degree, what they planned to major in, hobbies, and the social media they use most often. This information was used as a basis for the Communications team to work with Clarus and create targeted digital messaging. Clarus strategically places these digital ads and videos for viewing by specific potential student audiences.

In 2022, the Communications Department began working with the design firm P'unk Avenue to completely redesign the college's website. During the research and strategy process, faculty, staff, and current/prospective students shared their opinions, providing feedback. In evaluating the current website, the Communications Department noted that not all webpages had content targeted to their audience of prospective students. The department's marketing and communications coordinators are working with employees across the district who serve as webpage editors to ensure that webpages are targeted to the appropriate audience. The design phase is complete, and the design team solidified font and color selections and designs for interior pages. Products to enhance the usability of the website have been explored such as catalog and calendar tools and an improved search functionality. New templates designed by P'unk Ave have been sent to Modern Campus, the company that is building those designs within Omni CMS. Currently, the department is working with webpage editors to update both the content and the images on the site.

As a service unit, the department's literature is designed for employees and ranges from college logos to a social media style guide. The department has received feedback from employees regarding difficulty navigating the new projects request form and will work on streamlining this form as part of its upcoming goals.

How does the program ensure that students are informed/aware of unit literature? Is unit literature made accessible to all students (i.e. can they obtain the information they need)?

As mentioned above, the department is a service unit, and its literature is created for employees.

Designate who is responsible for monitoring and maintaining the unit's website and describe processes in place to ensure that information is current, accurate, relevant, and available.

As previously mentioned, the college is in the process of updating its website. Currently, Communications team members are working with webpage editors throughout the district to align their web copy to appeal to prospective students. This new and revised content is being reviewed by the department's editorial staff to ensure accuracy and integrity. Webpage editors, not Communications team members, are the content experts who are responsible for monitoring and maintaining their webpages and ensuring that they are current, accurate, relevant, and available. The department's marketing and communications coordinators assist webpage editors with text for their webpages. In addition, the web communications manager meets with faculty and staff to train them on their department webpages.

The Communications Department also creates strategic messaging via Home Page Features for the college's website.

The department is responsible for maintaining its webpage (https://www.collin.edu/pr/). Aligning with the directive to keep the college's website dedicated to a prospective student audience, the department moved its website from the public-facing page to CougarWeb (My Workplace/District Services/Communications) since it is directed to college employees.

The Communications Department also maintains and updates *Collin College News* (https://www.collincollegenews.com/) with feature articles, press releases, *In Partnership* articles, *Cougar News* articles, *Connection* articles, and more.

The department also maintains the college's social media and YouTube channel (https://www.youtube.com/collincollege2000). The department works with faculty, staff, and program leaders from across the district to develop new videos. Ranging from All College Day and award videos to promotion of new campuses and new programs, the department staff create and upload requested videos to the YouTube channel throughout the year.

C. In the Unit Literature Review Table, below, document that the elements of information listed on the website or other formats (services available, points of contact, current calendars, handouts, costs and additional fees, hours of availability) were verified for currency, accuracy, relevance, and are readily available to target audiences. Please fill out the table only for this prompt (C.), no analysis is necessary here.

Unit Literature Review Table

Title	Type (i.e. URL, brochure, handout, etc.)	Date of Last Review/Update		Responsible Party
Broadcast and Photo Releases	http://inside.collin.edu/communications/pdfs/BroadcastPhotoReleaseForm.pdf	Fall 2020	☒Current ☒Accurate ☒Relevant ☒Available	Marisela Cadena-Smith Marlene Miller
Campus Letterhead Graphics	http://inside.collin.edu/communications/letterheadlabels.html	Spring 2021	☒Current ☒Accurate ☒Relevant ☒Available	Marlene Miller
Collin College Logos	http://inside.collin.edu/communications/logos.html	Spring 2021	☒Current ☒Accurate ☒Relevant ☒Available	Marlene Miller
Cougar Logos	http://inside.collin.edu/communications/logos.html	Spring 2021	☒Current ☒Accurate ☒Relevant ☒Available	Marlene Miller
Design Templates	http://inside.collin.edu/communications/templatelibrary.html	6/1/2021	☒Current ☒Accurate ☒Relevant ☒Available	Marlene Miller
Editorial Style Guide	http://inside.collin.edu/communications/pdfs/WrittenStyleGuide.pdf	9/1/2020; this document is currently being updated	☐Current ☒Accurate	Marisela Cadena-Smith

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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			☒Relevant ☒Available	
Graphics Standards Manual	http://inside.collin.edu/communications/pdfs/GraphicsStandardsManual.pdf	Fall 2020	☒Current ☒Accurate ☒Relevant ☒Available	Marlene Miller
New Project Requests	http://inside.collin.edu/communications/newprojects.html	Last updated in Fall 2022, but this will likely be updated again in Spring 2023	☒Current ☒Accurate ☒Relevant ☒Available	Tricia Murray
Social Media Style Guide	http://inside.collin.edu/communications/pdfs/SocialMediaGuidelines.pdf	Fall 2022	☒Current ☒Accurate ☒Relevant ☒Available	Marisela Cadena-Smith Haley Graber

☐ **6. What partnerships and partner resources are established by the unit, and how are they valuable?**

Partnership Resources: On the table below, list any business, industry, government, college, university, community, and/or consultant partnerships, including internal Collin departments, to advance the service unit outcomes. If a formal agreement is involved, indicate its duration.

Partnership Resources Table

Partner/Organization	Description	Formal Agreement Duration, if any	Briefly explain the Partnership's Value to Service Unit
External Relations	Local Chambers of Commerce U.S. District Representatives Texas State Senate District Texas House of Representatives District Baylor Scott and White – Centennial, Advisory Board Richardson Chamber of Commerce, Education & Workforce Development Committee Plano ISD Leadership Ambassador Program, Class 2	Click or tap here to enter text.	Collin College's Office of External Relations supports our mission of delivering a brighter future for our students and the communities we serve by working to meet the strategic vision and achieve the legislative goals of the college. Collin College works closely with federal, state, and local officials throughout our region to update them about the college's goals, successes, and activities. The department also works with district leadership to foster relationships with legislators and civic leaders through the targeted email newsletter, *In Partnership*. One example of our partnerships with area legislators and leaders was the creation of the inaugural Collin Leadership Policy Summit in Fall 2022 which offered 300 participants the opportunity to explore regional areas of interest prior to the 88th legislative session. Department representatives created this event

			and asked area leaders and legislators to serve as speakers and panelists. The Senior Vice President of External Relations also attended Community College Day at the Capitol.
Media:	Newspapers Television Radio stations	Click or tap here to enter text.	The Communications Department maintains professional relationships with area reporters and media outlets. The marketing and communication coordinators are actively involved in building/strengthening partnerships with area media representatives. Close media relationships are important because when the Communications Department and/or leadership has important events which need coverage, Communications team members are able to contact reporters directly. In addition, on a slow news day, reporters might contact the college because of the established relationships, affording the college another opportunity for coverage. Press releases are disseminated on a regular basis and pitches are made to main media outlets such as the *Dallas Morning News* as well as smaller papers such as *Community Impact* and the *Star Local Media*. Specific media outlets or reporters may be targeted for particular events which are in their locale or meet their interests;

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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			however, many press releases are printed verbatim as staff reports. The department also works with area institutions, such as Texas A&M University-Commerce, to create joint press releases about partnerships and events. The department engages Meltwater, a media monitoring service, which provides feedback on Collin College mentions. The department shares these media mentions with leadership on a monthly basis. Team members review the college's mentions in traditional news publications as well as social media. This helps the department see possible trends and what topics might be popular on a daily basis.
President's Office:	*News and Notes* *The Cougar Review*- internal newsletter *In Partnership* newsletter Important Events (ribbon cuttings) President's Cabinet Representative	Click or tap here to enter text.	From videos to counselor's workshops to speeches and evites, the Communications Department creates products to meet the needs of the President's Office, cabinet, and leadership team. These projects are typically high profile, and while some jobs such as *News and Notes* (talking points that are produced monthly) are completed on a regular basis (items for the President's Report to the Board or proofing board reports), others can arise suddenly with rapid turnaround times. The Communications Department works diligently to execute each job with creative solutions in a

			timely fashion. In addition, the Communications Department works with the President's Office on important events such as groundbreakings and ribbon cuttings as well as on-campus events such as dedications and legislator receptions.
Campus Liaisons:	• ISD contacts • Economic Development Corporation (EDC) contacts • Media • Editorial Board member for (Wylie) *The Connection* magazine- Wylie Chamber of Commerce	Click or tap here to enter text.	Campus liaisons serve as the college's Communications campus representatives and work with students, employees, community representatives, independent school districts, city, and economic development corporations, and area media.
Internal Relations:	While Communication's team members work with representatives from every department, the department works very closely with the following areas: President's Office Institutional Research Office Curriculum Office Student Engagement Services Information Technology	Click or tap here to enter text.	The Communications Department team members have the privilege of working with all internal departments throughout the district. The department members appreciate their partnerships with numerous staff and faculty members across the college district. Internal relations provide an effective flow of information between the organization's departments and colleagues. Department employees also serve on several college committees such as Hispanic Heritage Month; Health and Safety Fair; Martin Luther King, Jr.; Academic, Governance, and Strategic Planning Council (Shared Governance); and

			Staff council.
			In addition, department members have contacts within the organizations to which they belong such as the National Council of Marketing and Public Relations, the Public Relations Society of America, and the University and College Designers Association.

☐ **7. WHAT PROFESSIONAL DEVELOPMENT OPPORTUNITIES ADD VALUE TO OUR SERVICE UNIT?**

By taking classes, workshops, seminars, conferences, and earning certificates or degrees, we add knowledge to our department. Though the department has invited Human Resources representatives to provide a presentation on professional development at a recent all-staff meeting, one weakness of the Communications team is that not all team members are taking advantage of professional development opportunities on a consistent basis. To mitigate this weakness, the department is creating a new goal to inform staff members about professional development opportunities. Learning new skills and honing talents through professional development will bolster individuals' abilities and ultimately create a high-performing team of professionals who can provide better service to internal clients and the community and students.

PROVIDE A LIST OF PROFESSIONAL DEVELOPMENT ACTIVITIES EMPLOYEES HAVE PARTICIPATED IN SINCE YOUR LAST PROGRAM REVIEW.

Employee Resources**

Employee Name	Role in Unit	Professional Development Summary	How is it Valuable to the Unit?
See appendix since more than 18 rows.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

**If Employee Resource Table contains more than 18 rows it may be included at the end of this document as an appendix.

☐8. ARE FACILITIES, EQUIPMENT, AND FUNDING SUFFICIENT TO SUPPORT YOUR SERVICE UNIT? IF NOT, PLEASE EXPLAIN.
[ONLY RESPOND TO THIS PROMPT IF YOU ARE REQUESTING ADDITIONAL RESOURCES, OTHERWISE PROCEED TO PROMPT 9.]

Make a case with evidence that current deficiencies or potential deficiencies related to unit facilities, equipment, maintenance, replacement, plans, or budgets pose important barriers to the unit or student success. As part of your response, complete the resource tables, below, to support your narrative.
Suggested/possible points to consider:
- *The useful life of structures and equipment,*
- *Special structural requirements, and*
- *Anticipated technology changes impacting equipment sooner than usual.*
- *If you plan to include new or renovated facilities or replacement of equipment in your unit improvement plan, be sure to justify the need in this section with qualitative and/or quantitative data evidence of the need.*

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Facilities Resources Table**

Room/Office Location and Designation	Description (i.e. Special Characteristics)	Meets Needs (Y or N): Current	For Next 5 Years	Describe additional needs for any "N" answer
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.
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Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.
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Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.

Equipment/Technology Table ($5,000 or more) **

Current Equipment Item or Budget Amount	Description	Meets Needs (Y or N): Current	For Next 5 Years	For any "N", justify needed equipment or budget change
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.
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Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.
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Click or tap here to enter text.	Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.

Financial Resources Table**

Source of Funds (i.e. college budget, grant, etc.)	Meets Needs (Y or N): Current	For Next 5 Years	For any "N", explain why	For any "N", identify expected source of additional funds if needed
Click or tap here to enter text.	Choose an item.	Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.
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**If tables do not contain enough rows the information may be included at the end of this document as an appendix.

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

Section III. Continuous Improvement Plan (CIP)

☐ **9. HOW HAVE PAST CONTINUOUS IMPROVEMENT PLANS CONTRIBUTED TO SUCCESS?**

Program Review at Collin College takes place for each unit or program every five years. During the last (fifth) year, the unit evaluates the data collected during the CIP process.

Please describe how you have used your Continuous Improvement Plan (CIP) to make the following improvements to your unit over the past 4 years (your last review can be found on the Program Review Portal):
1. **Student Outcomes**
2. **Overall improvements to your unit**

In the last five years, the department's leadership changed, and changes were made to the department's goals to reflect this leadership.

The department's revised first and second goals, promoting new campuses and programs fall under the category of Student Outcomes because they informed current and prospective students, community, businesses, city officials, independent school districts and others about campus and program options.

GOAL 1
Initially, the department's first goal was: "Greater focus on owned media." As noted in the 2020 CIP, the department met or exceeded the goal of a greater focus on owned media with the exception of posting only one story via social media in March of 2019. The department analyzed the social media data and found that from September 2018 to March 2019 the number of users rose for Facebook, Twitter, Instagram, YouTube, and LinkedIn. Please see 2020 CIP in the appendix for additional details.

In March/April 2019 in response to requests from college leadership, the first goal changed from: "Greater focus on owned media" to "Highly-focused promotion of new campuses and buildings" to align with the college's needs. See 2020 CIP for details on 2019 in regard to this goal change.

In 2020, under the new vice president of external relations, the department made the decision to continue with the revised goals with the following measures, targets, and action plan for 2020/2021.

Goal: Highly-focused promotion of new campuses and buildings
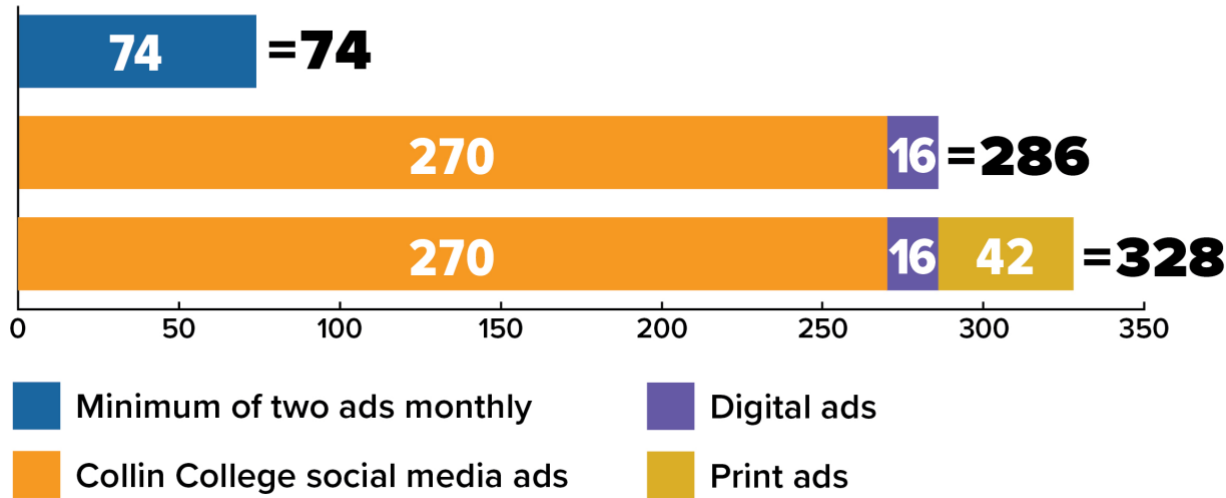**Measure:** Track the number of new campus/building promotions via owned media and paid media.
Target: Two to four social media posts of new campuses/building site content/video per month
Action Plan: Create videos and articles for social media and Collin College news site (www.collincollegenews.com)
promotion. Post content on social media.

Spreadsheets and tables showing details regarding the number of new campus/building promotions via owned media and paid media can be viewed in the appendix and additional files submitted. From August 2019-August 2022, the total number of new campus/building promotions via owned media and paid media was 328. This number includes print and digital ads as well as social media posts. In addition, during this timeframe the department posted 64 press

releases/articles promoting the college's new campuses on **www.collincollegenews.com.** Fifteen videos featuring the college's new campuses/centers were created and 34 video posts were made on social media channels**.**

Total number of new campus ads from August 2019-August 2022

Value	Total
74	=74
270 + 16	=286
270 + 16 + 42	=328

Legend:
- Minimum of two ads monthly (blue)
- Collin College social media ads (orange)
- Digital ads (purple)
- Print ads (yellow)

Overall, the department exceeded the goal of 74 minimum social media posts on new campuses. From August 2019-August 2020, the department met or exceeded the two posts monthly goal, with the highest number of posts regarding the new campuses in July of 2020 with 27 posts and May 2020 with 30 social media posts. These months were the highest because the Wylie and Technical campuses opened in Fall 2020 and there was a concerted effort to inform the public about these new locations and offer registration information for prospective students in the Wylie and Allen communities.

However, from September 2020-August 2022 the department met the monthly goal of two social media posts on the college's new campuses via different social media channels each month with the exception of the following months: January and November 2021 and January, February, April-August of 2022.

One reason for this goal not being attained on a monthly basis is that the college was not opening additional new campuses that needed promotion. The Wylie and Technical campuses opened in Fall 2020 and the Farmersville and Celina campuses held ribbon cuttings in Fall 2021. The department also promoted the IT Center (Fall 2021) and McKinney Campus Welcome Center (Fall 2022).

A second reason that this goal was not met on a monthly basis was that the department's social media coordinator resigned in December 2021 and several members of the department added social media to their workload until the new social media coordinator was hired in April 2022. We discovered that the new

social media coordinator was unaware of the program review goals. It should be noted that while new campus messaging was not posted each month, a variety of messaging which promoted college events and assisted with college branding was posted on social media channels during this timeframe.

To rectify this situation, after submitting this program review, the program review team will address the entire department and provide a copy of the most recent program review to each member of the team including new members as they are hired. This is addressed in the department's new goals.

In the 2020 CIP, under "Outcome #1, G. Implementation of Findings," the department listed the following information. "Based on findings from the promotion of the Wylie and Technical campuses the department will analyze and improve on this process for the continued promotion of the Technical and Wylie campuses as well as promotion of the Celina and Farmersville campuses."

For the campuses listed as well as for the IT Center and McKinney Campus Welcome Center, the department refined the ribbon-cutting process and continued to offer livestream video at each ribbon cutting. Also, to provide our broadcast news partners with easily retrievable video footage of our ribbon-cutting events, the department instituted a new process of video news releases which include short, usable clips of the ribbon-cutting ceremony as well as campus footage provided to broadcast media. In the video arena, the department refined the sizzle reels — short promotional videos.

GOAL 2
Initially, the department's second goal was: "Support the recruitment and retention efforts of Collin College by creating an enhanced user experience for prospective and current students via the college's website and major publications." In March/April 2019 in response to requests from college leadership, the second goal changed to "Promotion of new programs" to align with the college's needs. To see how the department met the original goal 2 and details on the beginning of the new goal, see the 2020 CIP. It is noteworthy to add that the department is once again working on updating the college's website.

In 2020, under the new vice president of external relations, the department made the decision to continue with the revised goal at this time with the following measures, target, and action plan for 2020/2021.

Goal: "Promotion of new programs"
Measure: Track the number of new program promotions via owned media and paid media.
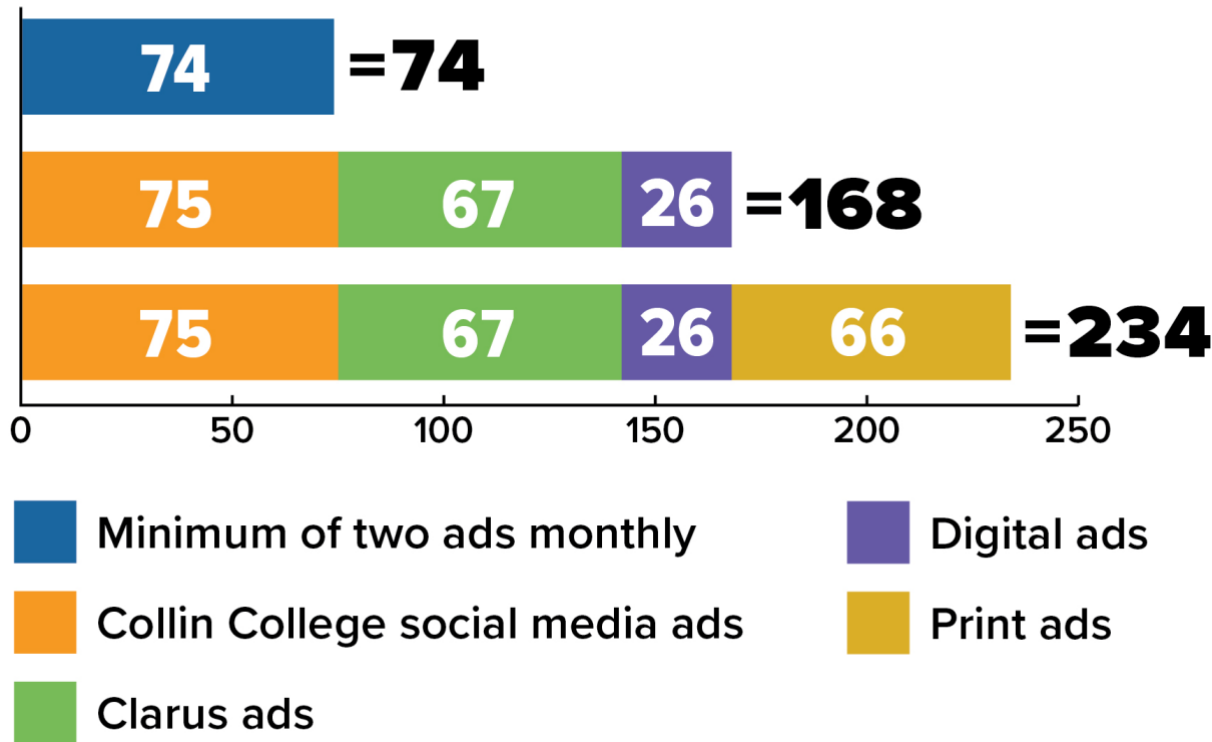**Target:** Two to four social media posts of new program content/video per month.
Action Plan: Create videos and articles for social media and Collin College news site (www.collincollegenews.com) promotion. Post content on social media. Create information sheets for new programs, if applicable.

Spreadsheets and tables showing details regarding the number of new program promotions via owned media and paid media can be viewed in the appendix and submitted files.

From August 2019-August 2022, the total number of new program promotions via owned media and paid media was 234. This number includes print and digital ads as well as social media posts.

In addition, from June 2020-July 2022 the department posted 42 press releases/articles promoting the college's new programs on **www.collincollegenews.com**. Also, 18 videos featuring the college's new programs were created from August 2019-August 2020.

Total number of new program ads from August 2019-August 2022

Legend:
- **Minimum of two ads monthly** (blue)
- **Collin College social media ads** (orange)
- **Clarus ads** (green)
- **Digital ads** (purple)
- **Print ads** (gold)

Overall, the department exceeded the goal of 74 minimum social media posts on new programs with a total of 168 Collin College social media ads, Clarus ads, and paid digital ads.

The department met its goal of posting 2-4 social media posts on new program content/video on the college social media channels with the exception of the following months and years: August, September, October, November, December in 2019 and January, February, March, April, July, August, and November 2020, and February, April, October 2021 and February, April June, and July of 2022. It is important to note that to assure diversity of social media posts the department only allows three social media posts for programs each month.

It should also be noted that the department added creation of digital program ads for targeted audiences via Clarus in May 2021 and is still creating these digital ads for specific programs to targeted audiences.

One reason that this goal was not met on a monthly basis was that the department's social media coordinator resigned in December 2021 and several members of the department added social media to their workload until the new social media coordinator was hired in April 2022. We discovered that the new social media coordinator was unaware of the program review goals. It should be noted that while new program messaging was not posted each month, a variety of messaging which promoted college events and assisted with college branding was posted on social media channels during this timeframe.

To rectify this situation, after submitting this program review, the program review team will address the entire department and provide a copy of the most recent program review to each member of the team including new members as they are hired. This is addressed in the department's new goals.

The department also created a comprehensive workforce program flyer (http://www.collin.edu/academics/pdf/Workforce%20Education%20Credit%20Areas%20of%20Study_Spring%2022.pdf) on 10/7/2019 as an easy reference to assist advisors, workforce coaches, and students. This document continues to be revised and is currently being updated with new information. It is worth mentioning that the department also created a noncredit flyer for the Continuing Education department. See the additional submitted documents for the CE flyer.

The first program information sheet was created on May 22, 2019. There are currently 72 posted program information sheets at http://www.collin.edu/academics/info/. Original information sheet creation and subsequent updates total 183 jobs for the department.

In summary, the Communications Department successfully met its minimum target for its first and second goals overall, as shown above.

The department's third and fourth goals, addressing personnel needs and the imbalance between internal and external projects, fall under the category of overall improvements to the unit.

GOAL 3
Address personnel needs to keep pace with the increased demand resulting from the college's growth; develop a plan for future personnel needs.

The following findings and implementation of findings were included in the 2020 CIP. Please see the 2020 CIP for additional details.

From 2020 CIP
Findings (Outcome #3)
The PR Department's reporting structure changed in May 2019. The former CPRO no longer reported to the district president and was moved under the Executive Vice President. In August 2019, the CPRO resigned. In March of 2020, the Interim CPRO created a three-year staffing plan. A draft of recommendations addressing possible personnel reclassifications and additions and an increase in budget for anticipated freelance assistance was submitted to the Executive Vice President. In June 2020, the Vice President of External Relations came on board to lead the department. The staffing plan was shared with the new Vice President of External Relations who is currently evaluating the department's personnel needs.

From 2020 CIP
Implementation of Findings
The staffing plan created by the Interim CPRO was provided to the Vice President of External Relations, who is currently evaluating the department's personnel needs.

The department met its measures and targets (see 2020 CIP) for this goal. Since the 2020 CIP, the following new employees have been added to the department.

2020-2022 staffing changes/additions
12/7/2020, Jory Johnson- videographer
3/15/2021 Tricia Murray- client services specialist (promoted to client services coordinator 10/10, 2022)
7/1/21, Sara Carpenter- staff photographer (FT) (previously 10/7/19 – photography intern PT)
12/13/2021, Mary McClure- associate vice president/strategic initiatives and partnerships
4/11/2022, Haley Graber – coordinator social and digital media
5/23/2022, Griselda Perez- marketing/communications coordinator (McKinney Campus liaison)
8/15/2022, Amy Garrison- marketing/communications coordinator (Technical Campus/CE liaison)
10/11/2022, Kryssa McKenzie-Hastings- executive assistant to SVPER- redefined position

Communications staffing plan
In June 2020, the Public Relations Department included the following roles and responsibilities:

Director of Marketing and Communications, with oversight of (4) marketing and communications coordinators; (1) videographer, (1) social media coordinator, and (1) manager of web development.

Director of Creative Services, with oversight of (2) graphic designers and (1) photographer.

Vice President, External Relations, with oversight of the above employees plus (1) production coordinator and (1) executive assistant.

Due to the number of projects required of the department and chronic slow production time, three changes were implemented in the fall of 2020. After departmental leadership mapped the typical production process, a task force of five departmental employees spent 60 days reviewing process improvements that would streamline project execution. Their recommended changes were adopted that September. One outcome of that assessment was to eliminate the role of executive assistant to the vice president, external relations, and repurpose the role as a client services specialist who could serve as single point of contact for clients who had smaller, recurring projects intended for internal audiences. Additional changes were made to how projects were accepted, tracked, and executed. Those changes notably impacted turnaround time for the department.

A third change, after process redesign and the implementation of the client services specialist, was to adjust staffing levels to meet the district's increasing rate of growth. A related commitment was made to embed marketing and communications coordinators within each of the campus leadership teams to support communication needs at the campus level. This required two additional marketing and communications coordinators which were approved in 2021 and hired in 2022.

Additionally, a second photographer and a second videographer were hired to improve production time and coverage of events throughout the district.

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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The department initiated a redesign of the college's website in late 2021. Previously no employee at the district was dedicated full-time to monitoring the website, but it is anticipated that with the redesign, the Communications Department will have responsibility for ensuring the accuracy and compliance of all district webpages. Anticipating that responsibility, two additional employees are expected to support the website beginning in FY 2023 and one of those, a web communications coordinator, is currently posted for hire.

In recognition of the changing nature of its work and the growth of responsibilities by the department to communicate to internal as well as external stakeholders, the department's name was changed to Communications in June 2022.

With the retirement of the production coordinator, the role was repurposed as an executive assistant to the senior vice president and charged with supporting the Communications team as well as additional direct reports to the SVP. As of October 2022, the Communications Department includes the following positions:

> Associate Vice President, Communications, with oversight of (6) marketing/communications coordinators, (2) videographers, (1) web communications manager and (1) social media coordinator.

> Director, Creative Services, with oversight of (2) photographers and (2) graphic designers.

> Senior Vice President, External Relations, with oversight of the above plus an executive assistant, client support coordinator, and additional departments represented by the Vice President, Advancement; Associate Vice President, Strategic Initiatives and Partnerships; and, Chief Operating Officer, Corporate College.

The department currently has two open positions: web communications coordinator and marketing communications coordinator (Wylie and Farmersville campuses and Rockwall Center).

For FY 2024, the Communications Department will propose two additional staffing positions – a full-time media relations manager and additional support for the graphics team.

GOAL 4

Address the imbalance between internal and external projects to allow for more targeted communication to prospective students and members of the community

From 2020 CIP
Findings (Outcome #4)
The baseline of external and internal jobs for fiscal year 2019 has been established. The department will continue to track external and internal jobs and evaluate each subsequent fiscal year. The department's templates and criteria for accepting jobs is currently under review with the new vice president of external relations.

Since 2020 CIP

The senior vice president of external relations evaluated this goal and has determined to align the department's jobs with the college's strategic goals. Since the last CIP in an effort to create strategic jobs, the department has begun the process of evaluating incoming job requests based on whether or not they fall under one of the college's strategic goals.

The baseline of internal and external jobs was established and reported in the 2020 CIP. The department met its goal of tracking internal and external jobs.

Baseline
FY 2018- 2019: Internal Projects: 300; External Projects: 437; Total: 737

The department has continued to track the number of internal and external jobs; however, some jobs were not coded correctly and are listed as "not classifiable."

FY 2019-2020: 617 external;   335 internal;   68 not classifiable;   1,020 total
FY 2020-2021: 503 external;   190 internal;   44 not classifiable;   737 total
FY 2021-2022: 474 external;   297 internal;   38 not classifiable;   809 total

The department continued to maintain more external than internal jobs. The total number of jobs increased by 283 jobs from the baseline to FY2019-2020. The following year the number decreased by the same number. This decrease was likely due in part to the pandemic and a lack of events. In FY2021-2022 the total number of jobs increased by 72 jobs. While this number shows that post pandemic the number of jobs increased, it does not reflect the additional jobs that clients produced using templates and self-service design that were sent into the department for proofing and approval. As noted in question #3 of this review, the first full calendar year these jobs were tracked was in 2021. In 2021 there were 332 marketing pieces submitted for review. In 2022, this number increased to 400 marketing pieces.

In addition to the jobs listed above, select department staff proofed and approved 332 self-service submissions in 2021 and 400 self-service submissions in 2022. While the self-service jobs do require Communications staff time, the amount of time is limited to proofing and approval since these jobs do not go through the typical production workflow. The self-service jobs provided the clients with rapid turnaround time, typically within one week, for numerous events and initiatives. See program review question #3 for additional details.

In summary, the Communications Department successfully met its third and fourth goals, as shown above.

*Please attach previous CIP Tables in the appendix

☐**10. HOW WILL WE EVALUATE OUR SUCCESS?**

NOTE: PLEASE CONTACT THE INSTITUTIONAL EFFECTIVENESS OFFICE IF YOU NEED ASSISTANCE FILLING OUT THE CIP TABLES.

As part of the fifth year of Program Review, the unit should use the observations and data generated by this process along with data from other relevant assessment activities to develop the unit's CIP and an action plan for the next two years. At the conclusion of the first two years, data collected from the first year, plus any other relevant data that was collected in the interim, should be used to build on the accomplishments of those first two years by developing another two-year action plan for the CIP to help the unit accomplish the expected outcomes established in its CIP or by implementing one of your other plans.

Based on the information, analysis, and discussion that have been presented up to this point, summarize the strengths and weaknesses of this program. There should be no surprise issues here! This response should be based on information from prior sections of this document. Describe specific actions the personnel intend to take to capitalize on the strengths, mitigate the weaknesses, and improve student success. Provide the rationale for the expected outcomes chosen for the CIP.

Strengths:

Under the direction of the new SVPER, one of the strengths of Communications' staff is the ability to envision the larger picture of the department's potential in relation to both internal and external stakeholders. To capitalize on this strength, the department is adding the goal of aligning the department's jobs with the college's strategic goals. This will allow department staff to prioritize working on the college's strategic goals and not spend excessive time on jobs that do not fall into that parameter. In helping achieve the college's strategic goals, the department will ultimately be serving the students and other stakeholders such as community members.

Another one of the department's strengths is the embedded marketing and communications coordinators. Campus leaders are easily able to communicate and develop closer relationships with members of the Communications team with this new model. Marketing and communications coordinators serve as on-campus marketing experts and leaders who are involved with campus events and are more informed and aware of what is occurring at the campuses. In addition, these staff members have the opportunity to develop stronger relationships with faculty, staff, and students on their campuses.

The department has already embedded several marketing and communications coordinators who serve as campus liaisons for the Frisco/Celina, McKinney, Plano, and Technical (and Courtyard Center) campuses. The department is also hiring a marketing and communications coordinator who will serve as a liaison for the Wylie/Farmersville campuses and Rockwall Center. The department will capitalize on this strength with the new goal of enhancing strategic contributions of the Communications Department which includes embedded marketing and communications coordinators. As the relationships with students, faculty, staff, and community continue to grow, these liaisons will likely learn of inspiring story ideas to share with students, employees, and staff.

Another strength of the Communication's Department is that this team is comprised of seasoned communications professionals with years of expertise who produce award-winning work. Since 2018, the department has garnered 23 awards from the National Council for Marketing and Public Relations (NCMPR). See appendix for listing of awards. The department will capitalize on this strength by continuing to encourage professional development to grow the skillset of its talented staff through its new goal of informing Communications team members' understanding of organizational strategy and how member roles contribute to this strategy. The team's expertise allows the department to effectively market to a variety of specific audiences.

Weaknesses:

Though the department has invited Human Resources representatives to provide a presentation on professional development at a recent all-staff meeting, one weakness of the Communications team is that not all team members are taking advantage of professional development opportunities on a consistent basis. To mitigate this weakness, the department is creating the aforementioned goal of informing Communications team members' understanding of organizational strategy and how member roles contribute to this strategy which will inform staff members about professional development opportunities. Learning new skills and honing talents via professional development will bolster individuals' skills and ultimately create a stronger team of professionals who can provide better service to clients and in turn to the community and students.

The department is still working to refine its workflow process. While the department made strides in offering a rapid approval process (typically one week) for hundreds of self-submitted jobs from clients who are using templates and self-submitted jobs, the return on some jobs is still too long for clients. To mitigate this weakness, the department will create a new workflow team to evaluate the jobs and develop new solutions to solve the issue. Creating a solution to this challenge will provide clients with their requested jobs in a more-timely manner. This falls under the new goal of evaluating department efficiency and execution of client requested jobs.

With the growth of the college and onboarding of new employees, there are many staff and faculty members who are not aware of what the Communications team does and how they can work with the department. To mitigate this weakness, the department will focus on the goal of enhancing the strategic contributions of the Communications Department which includes informing the internal audience about the department's offerings.

☐ **11. COMPLETE THE CONTINUOUS IMPROVEMENT PLAN (CIP) TABLES THAT FOLLOW.**

Within the context of the information gleaned in this review process and any other relevant data, identify unit priorities for the next two years, and focus on these priorities to formulate your CIP. This may include short-term administrative, technological, assessment, resource or professional development outcomes as needed.

Unit priorities:
- Enhance strategic contributions of the Communications Department
- Evaluate department efficiency and execution of client requested jobs
- Align the Communications Department's work with the college's strategic goals
- Inform Communications team members' understanding of organizational strategy and how member roles contribute to this strategy

Table 1. CIP Outcomes, Measures & Targets Table (focus on at least one for the next two years)

A. Expected Outcomes Results expected in this unit (e.g. Authorization requests will be completed more quickly; Increase client satisfaction with our services)	B. Measures Instrument(s)/process(es) used to measure results (e.g. sign-in sheets, surveys, focus groups, etc.)	C. Targets Level of success expected (e.g. 80% approval rating, 10 day faster request turn-around time, etc.)
Enhance strategic contributions of the Communications Department	• Host information sessions with clients • Continue producing *Roundup* Newsletter to highlight Communications Department offerings • Embed marketing and communications coordinators within campus leadership teams to increase coverage and responsiveness	• Staff members to hold information sessions, informing clients of department services and ensuring communication alignment with the college's strategic goals. Sessions to be held at each of the following campuses/centers: Celina, Courtyard Center, Farmersville, Frisco, McKinney, Plano, Public Safety Training Center, Technical, and Wylie every other year. This goal to start in September 2023. A total of 9 meetings to be scheduled every two years. • *The Roundup* newsletter *is a digital vehicle* targeted to faculty and staff, highlighting Communications' policies and ways that employees can interact with this service department. Send newsletter annually. • Staff six marketing and communications coordinators to serve the following campuses/centers: Celina/Frisco campuses; Collin Higher Education Center; McKinney Campus; Plano Campus; Technical Campus/Courtyard Center; Wylie/Farmersville campuses/Rockwall Center.

Evaluate department efficiency and execution of client requested jobs	• Create a workflow team, changing members annually, to evaluate workflow for jobs and ideate process improvements	• Workflow team to categorize jobs and provide a baseline timeframe • Workflow team to recommend new, more efficient timeframes/processes for specific jobs, if applicable, or provide alternative solutions for quicker turn-around time and share with department leadership • Workflow team to meet to review/revise process flow two-four times a year
Align the Communications Department's work with the college's strategic goals	• Create a report identifying the strategic projects that the Communications Department executed	• Track the number of completed projects by department and strategic goal and share with cabinet and campus provosts two to four times a year
	• Update the project request form	• Evaluate the project request form for ease of completion • Refine the form to make it user friendly and ensure that each job clearly identifies the college's strategic goals

| Inform Communications team members' understanding of organizational strategy and how member roles contribute to this strategy | • Utilize department meeting to educate team members regarding professional development options

• Present program review document and highlight new goals and corresponding action items with team members at department meeting | • Create a professional development list
• Present that list at department meeting and email the list to staff members before May 2023, and update team members annually
• Managers to set up one group professional development webinar for direct reports annually
• One professional development opportunity to be turned in by each staff member (including leadership) by 2024 appraisal, to be continued annually through 2027. This goal to start in September 2023.
• All departmental goals identified in this program review presented to staff at a departmental meeting and emailed in 2023 and annually in subsequent years through 2027.
• The file folder "CIP 2025" will be created on the department's shared drive and new information will be placed in this folder by staff. |

Continuous Improvement Plan

Outcomes might not change from year to year. For example, if you have not met previous targets, you may wish to retain the same outcomes. You may add short-term administrative, technological, assessment, resource or professional development goals, as needed. Choose up to 2 outcomes from Table 1 above to focus on over the next two years.

A. Outcome - Result expected in this unit (from column A on Table 1 above--e.g. Authorization requests will be completed more quickly; Increase client satisfaction with our services).

B. Measure - Instrument(s)/process(es) used to measure results (e.g. surveys, test results, focus groups, etc.).

C. Target - Degree of success expected (e.g. 80% approval rating, 10-day faster request turn-around time, etc.).

D. Action Plan - Implementation of the action plan will begin during the next academic year. Based on analysis, identify actions to be taken to accomplish outcome. What will you do?

E. Results Summary - Summarize the information and data collected in year 1.

F. Findings - Explain how the information and data has impacted the expected outcome and unit success.

G. Implementation of Findings – Describe how you have used or will use your findings and analysis of the data to make unit improvements.

Table 2. CIP Outcomes 1 & 2

A. Outcome #1 Enhance strategic contributions of the Communications Department	
B. Measure (Outcome #1)	**C. Target (Outcome #1)** Click or tap here to enter text.
• Host information sessions with clients • Continue producing *Roundup* Newsletter to highlight Communications Department offerings • Embed marketing and communications coordinators within campus leadership teams to increase coverage and responsiveness	• Staff members to hold information sessions, informing clients of department services and ensuring communication alignment with the college's strategic goals. Sessions to be held at each of the following campuses/centers: Celina, Courtyard Center, Farmersville, Frisco, McKinney, Plano, Public Safety Training Center, Technical, and Wylie every other year. This goal to start in September 2023. A total of 9 meetings to be scheduled every two years. • *The Roundup* newsletter *is a digital vehicle* targeted to faculty and staff, highlighting Communications' policies and ways that employees can interact with this service department. Newsletter sent annually. • Staff six marketing and communications coordinators to serve the following campuses/centers: Celina/Frisco campuses; Collin Higher Education Center; McKinney Campus; Plano Campus;

	Technical Campus/Courtyard Center; Wylie/Farmersville campuses/Rockwall Center.

D. Action Plan (Outcome #1) • An information session tracking document will be created and placed on the shared drive. The document will include date, time, location, and who presented • A comprehensive PowerPoint will be created for the information sessions • Marketing and communications coordinators will schedule each information session, prioritizing leadership meetings and open sessions with large groups, and put the dates on the calendar • Hire a new marketing and communications coordinator as a campus liaison for the Wylie/Farmersville campuses/Rockwall Center.
E.   Results Summary (Outcome #1) TO BE FILLED OUT IN YEAR 2
F.   Findings (Outcome #1) TO BE FILLED OUT IN YEAR 2
G.   Implementation of Findings (Outcome #1) TO BE FILLED OUT IN YEAR 2

Table 2. CIP Outcomes 1 & 2 (continued)

A. Outcome #2 Evaluate department efficiency and execution of client requested jobs	
B. Measure (Outcome #2) • Create a workflow team, changing members annually, to evaluate workflow for jobs and ideate process improvements	**C. Target (Outcome #2)** • Workflow team to categorize jobs and provide a baseline timeframe • Workflow team to recommend new, more efficient timeframes/processes for specific jobs, if applicable, or provide

| | alternative solutions for quicker turn-around time and share with department leadership |
| | • Workflow team to meet to review/revise process flow two-four times a year |

Action Plan (Outcome #2)
- Based on results from the new workflow team, the department will define new timeframes for specific jobs, if applicable.
- Evaluate options to see if current jobs/future job requests can be completed outside of the department.
- The workflow team will create a list of recurrent jobs and proactively develop appropriate timelines for these jobs and reach out to clients with new deadlines.

D. Results Summary (Outcome #2) TO BE FILLED OUT IN YEAR 2

E. Findings (Outcome #2) TO BE FILLED OUT IN YEAR 2

F. Implementation of Findings (Outcome #2) TO BE FILLED OUT IN YEAR 2

WHAT HAPPENS NEXT? THE PROGRAM REVIEW REPORT PATHWAY

A. **Following approval by the Steering Committee,**
   - Program Review Reports will be evaluated by the Leadership Team;
   - After Leadership Team review, the reports will be posted on the Intranet prior to fall semester;
   - At any point prior to Intranet posting, reports may be sent back for additional development by the unit.

B. **Unit responses to the Program Review Steering Committee recommendations received before July 31st will be posted with the Program Review Report.**

C. **Leadership Team members will work with program supervisors to incorporate Program Review findings into planning and activity changes during the next five years.**

Please make sure to go back and complete your Executive Summary at the start of the Review.

APPENDIX

Section 1, #3A: WHY DO WE DO THE THINGS WE DO?

Self-Service design systems

The Communications Department's intranet site includes links to self-service design websites, including Canva and PosterMyWall. Communications Department staff, led by the client services coordinator, guide the creators in the design process and review the submitted marketing materials to ensure they meet the college's editorial and graphical style requirements.

While this shared responsibility of creation and review cuts down on the turnaround time for the client, it should be noted that the process is thorough to ensure quality marketing materials. First, the client sends collateral to the client services coordinator, who does an initial review. A second review is performed by at least one of the department's marketing and communications coordinators. Required edits are sent to the client for final implementation, who then sends back a revised document for a final review. When the revised version is approved, the client is cleared to use the materials by Communications. This review is independent of any critique by campus-level administration.

Campus Liaison role

Campus liaisons act as a first contact for programs, discipline leads, and individuals who need advice on potential projects, helping them determine whether a self-service route or a project request is the best solution for an event or other promotion. The liaisons are expected to provide advice and feedback and to act as a part of campus leadership to the degree that the campus administration requests.

Associate Vice President of Strategic Initiatives and Partnerships role

The position primarily performs in-person outreach to leaders along with the senior vice president of external relations, ensuring they have a strong connection and liaison with the college. The department's new targeted email newsletter, *In Partnership*, is also part of that effort and is delivered electronically to legislators, businesses, and civic leaders.

Cost breakdowns for outsourcing labor

Freelance writers of sufficient quality to be used by Collin College earn an industry-standard $1 per word. In the 2021-2022 academic year, the department wrote 121 articles, including news releases for its *Collin College news site* (www.collincollegenews.com), 31 articles for the college's athletics webpage, 31 articles in the *Connection* newsletter, and 14 magazine stories for local and ISD publications. While lengths varied, the bulk of those articles were 350-500 words, with many being much longer.

Virtually all those articles were written by the marketing and communications coordinators, who also serve as project managers, advisors to campus administration in their campus liaison roles, and submission reviewers for the 809 marketing jobs logged in that period. Much of their time is absorbed in these other duties, and having these coordinators in-house allows the college to leverage their time for these administrative and advisory tasks.

The Communications Department also works with freelance graphic artists at a rate of $35-$200 an hour, depending on the project's complexity. The department's graphic artists played a role in roughly three-quarters of the 809 jobs noted above and provided a consistent look to the college's materials which would be lacking without the institutional knowledge of the current graphics team.

The department pays an industry rate of $150-$250 an hour, with a two-hour minimum, for freelance photographers. Videographers and video editors can command similar rates. The rate depends on the complexity of the event and the experience of the photographers. The department's in-house photographers create images for marketing materials, event documentation, athletics, and miscellaneous jobs, resulting in thousands of photos each year. Employing freelance photographers and videographers for all of these uses would be cost prohibitive.

Section 1, #3: WHY DO WE DO THE THINGS WE DO?

B. Benchmarking: Review two or three comparable colleges for the way they accomplish these services. Discuss what was learned and what new ideas for service improvement were gained.

Benchmarking

For comparison, this section provides the answers from Collin College Communications staff, followed by answers provided by the peer institutions. All of the peer institutions surveyed were asked the following benchmarking questions:

1. What are the names of the offices at your institution which provide public relations, marketing, and publications services, including photography, videography, and social media?

2. What are the titles and functions of the people who work in the departments referenced in question one?

3. What are your primary channels/tools for internal communication?

4. What are your primary channels/tools for driving admissions and registration?

5. How do you engage external stakeholders?

Collin College

1. *What are the names of the offices at your institution which provide public relations, marketing, and publications services, including photography, videography, and social media?*

   Collin College's marketing, public relations, and publication services are all aspects of the Communications Department.

2. *What are the titles and functions of the people who work in the departments referenced in question one?*
   The department's 21-member staff comprises a senior vice president of external relations (SVPER), an associate vice president of communications (AVPC), six marketing and communications coordinators when fully staffed (one open position), a social media coordinator, a video producer, a videographer, a web communications manager, a digital media coordinator (open position), a director of creative services (DCS), two graphic designers, two staff photographers, an executive assistant to the SVPER, a client services coordinator, and an associate vice president of strategic initiatives and partnerships.

3. *What are your primary channels/tools for internal communication?*
   The department creates two regular internal newsletters. *Cougar News* is delivered to students and employees and links to stories on the Collin College news site (www.collincollegenews.com), which is monitored by local media. *Cougar Review* is a monthly newsletter from the President's Office designed and predominantly written by Communications staff. A third publication, *News and Notes*, is a wrap-up of headline items for the Board of Trustees and leaders in the administration. The department recently published *The Roundup*, a newsletter to faculty and staff highlighting Communications policies and ways that they can interact with Communications. Two editions have been published so far. Internal audiences are also exposed to flyers, posters, and CougarVision slides, as well as social media.

4. *What are your primary channels/tools for driving admissions and registration?*
   Our primary channel for driving admissions is digital advertising through Clarus Corporation, a third-party group that schedules and delivers web, streaming, and social ads designed by the Communications staff. The college also uses paid social media, streaming music services, newspaper and magazine ads, and, on rare occasions, terrestrial radio. When opening new campuses in Farmersville and Celina, the college also deployed billboards along major arteries.

5. *How do you engage external stakeholders?*
   In addition to the methods used above, the department produces the *Connection* newsletter three times a year. The newsletter is delivered to 620,000 households in the college's service area. The department also works with district leadership to foster relationships with legislators and civic leaders through the targeted email newsletter, *In Partnership*. Communications leadership is actively engaged in chambers of commerce and regularly meets with business and political leaders. One example of partnerships with area legislators and leaders was the creation of the inaugural Collin Leadership Policy Summit in Fall 2022 which offered 300 participants the opportunity to explore regional areas of interest prior to the 88th legislative session. The department also works with campuses to promote events and programs through regular news releases and special events, including groundbreakings and ribbon cuttings.

The University of Texas at Dallas

1. *What are the names of the offices at your institution which provide public relations, marketing, and publications services, including photography, videography, and social media?*
   Communications Org Chart
   https://cpb-us-e2.wpmucdn.com/sites.utdallas.edu/dist/0/1283/files/2021/10/org-chart-10-4-21.pdf

2. *What are the titles and functions of the people who work in the departments referenced in question one?*
   Communications Org Chart
   https://cpb-us-e2.wpmucdn.com/sites.utdallas.edu/dist/0/1283/files/2021/10/org-chart-10-4-21.pdf

3. *What are your primary channels/tools for internal communication?*
   InterCom, email, and Microsoft Teams. We have a twice-weekly email newsletter called UTD Today that shares top UTD news stories, events, and media highlights. We also maintain the university's primary social media channels and create content for those.

4. *What are your primary channels/tools for driving admissions and registration?*
   For undergraduate students, the Admission and Enrollment team drives admissions and registration through Salesforce. **NOTE:** Follow-up questions on this point were not answered.

5. *How do you engage external stakeholders?*
   We engage external stakeholders through news and native advertising as well as paid print, digital, OOH [Out of Home], and social media ad placements. Individual schools also engage in marketing strategies to reach external stakeholders specific to their audiences.

Based on a follow-up conversation and digging through the org chart provided, the following summary was created.

Contact: Carrie Miller, Senior Marketing Communications Manager, Office of Communications
The University of Texas at Dallas Office of Communications, which has 36 staff members, provides similar services to Collin College's Communications Department. Its service sectors are subdivided into: editorial, marketing, media relations, executive communications, and web services. The most striking difference from Collin College is the number of employees in web services – 12 compared to Collin College's two (one open).

The respondent listed email, Microsoft Teams, and InterCom as its internal communication tools but went on to note the department sends a twice-weekly email newsletter called "UTD Today" that shares top UTD news stories, events, and media highlights. The department also maintains the university's primary social media channels and creates content for them.

The Office of Communications supports the Admission and Enrollment team, which drives admissions and registration through Salesforce. UTD engages external stakeholders through news and native advertising as well as paid print, digital, out-of-home (OOH), and social media ad placements. OOH ads include things like billboards and bus signs. Individual schools also engage in marketing strategies to reach external stakeholders specific to their audiences.

Tarrant County College

1. *What are the names of the offices at your institution which provide public relations, marketing, and publications services, including photography, videography, and social media?*
   Communications, Public Relations & Marketing; Web Communications; Video Support Services; Print Shop, Creative Services/Graphics

2. *What are the titles and functions of the people who work in the departments referenced in question one?*
   These roles and functions may be changing with the addition of multiple new staff in 2023.

   Communications Public Relations & Marketing
   a. Executive Director—Currently vacant
   b. Manager, Marketing Communications—Currently vacant
   c. Manager, Public Relations—Currently vacant
   d. Project Specialist – Photography asset management; Managing editor for *REACH Magazine,* TCC's flagship publication; Coordinate development and placement of ads; Media services for TCC board meetings; Coordinator for CPRM's involvement with events such as Main Street Arts Festival and Parade of Lights
   e. District Photographer—Photography services for the District, including events, magazine photography, and staff portraits. Coordinate the use of freelance photographers.
   f. Editorial Coordinator – Proofread District marketing materials; Editing; Writing – magazine articles, press releases, news articles; Develop video series for human interest stories of students, graduates and employees.
   g. Administrative Office Assistant – Answer phones, greet guests, order supplies, coordinate and update magazine mailing list, reconcile invoices.

   Web Communications
   a. Director –
   b. Manager Web Content –
   c. Manager Web Technology --
   d. Manager Web Development –
   e. Web Communications Strategist –
   f. Web Content Editor (2) –
   g. Web Developer
   h. Coordinator –
   i. Administrative Office Assistant

   Video Support Services
   a. Coordinator, Audio-Visual Production (2 FT), (1 PT)

   Print Shop

      a. Director, Printing Services
      b. Printing Services Supervisor
      c. Graphics Manager
      d. Printing Specialist (2)

    Creative Services/Graphics
      a. Director
      b. Graphics Manager
      c. Publications Manager
      d. Coordinator, Graphics Services
      e. Administrative Office Assistant

3. What are your primary channels/tools for internal communication?
      a. Email
      b. Inside TCC
      c. MS Teams

4. What are your primary channels/tools for driving admissions and registration?
      a. Website
      b. Social Media
      c. Mailings
      d. Call Center
      e. Community outreach (middle schools, high schools)

5. How do you engage external stakeholders?
      a. *REACH Magazine*
      b. Website
      c. *The Collegian*
      d. Print advertising
      e. Digital ads
      f. Digital videos
      g. Television/Radio commercials
      h. Community Events

Based on follow-up conversations and digging through the org chart provided, the following summary was created.

Contact: Kendra Prince, District Editorial Coordinator, Communications Public Relations & Marketing

Tarrant County College delivers the same services as Collin College with a distributed model of four departments: Communications, Public Relations & Marketing; Web Communications; Video Support Services; Creative Services/Graphics comprising 24 individuals. A fifth department within their group, Print Shop, has five additional employees. Each department has a director or executive director, at least one manager, as well as specialists and coordinators. The outlier is Video Support Services, which only has two coordinators.

The respondent listed email, Microsoft Teams, and its intranet site, Inside TCC, as its internal communications tools/channels. While this answer takes a literal approach, its response to "How do you engage external stakeholders?" notes a student newspaper, *The Collegian*, which also serves some internal communications functions. When questioned further, the respondent said that some campuses create newsletters, and TCC Communications, Public Relations & Marketing imports those newsletters into Simple Cast, a platform for newsletter distribution. No districtwide internal communications vehicles were noted.

Tools for driving admissions and registration were listed: website, social media, print mailings, community outreach in middle and high schools, and a call center for the admissions and registration department. For other external outreach, the respondent listed print advertising, digital advertising, videos, television and radio commercials, community events, and its flagship publication, *REACH Magazine*.

Apparent differences in external marketing are its radio and television advertising, channels which Collin College does not employ regularly. In the case of television advertising, we do advertise through streaming services via Clarus Corporation. Another difference is the use of a 60-plus page semiannual magazine format for external communications compared to the college's thrice-yearly newsletter.

Communications Department Awards (2018-2022)

2022 Medallion Awards (District 4):

- Gold - Excellence in Writing – Long Form: *Trauma Day* Simulations Bring Together Multiple Disciplines

- Gold - Original Photography – Unmanipulated: Graduation

- Silver - Notes/Cards/Invitations: Stetson & Stiletto

- Silver - Excellence in Writing – Short Form: *Businesses Look to Hire Students*

- Bronze - Excellence in Writing – Short Form: *The Power of a Handwritten Note: Student Traverses Path to a New Career*

2021 Medallion Awards (District 4):

- Silver - Print Advertisement (single or series): Urban Sustainable Agriculture Ad

- Silver - Interior Signage/Displays (single or series): Selfie Wall

- Silver - Excellence in Writing – Long Form: *From Coach to Provost: Craig Leverette's Journey to Frisco Campus Provost*

- Bronze - Flyer (single or series): Dual Credit Fire Science

2021 Paragon Awards (National):

- None

2020 Medallion Awards (District 4):

- Gold - Book or Specialty Publication: Collin College Forces

- Silver - Excellence in Writing – Long Form: *Collin College Technical Campus Balances Hard Work with Latest Technology*

- Bronze - Brochure (single or series): FTIC

- Bronze - Book or Specialty Publication: Mobile App

2020 Paragon Awards (National):

- Gold - Book or Specialty Publication: Collin College Forces

- Silver - Book or Specialty Publication: Collin College 35th Year Anniversary History Book

2019 Medallion Awards (District 4):

- Gold - Excellence in Writing – Long Form: Collin College's Red Room: A *Trial by Fire for Student Chefs*

- Bronze - Postcard (single or series): Find Your Future

2019 Paragon Awards (National):

- Silver - Excellence in Writing – Long Form: "Collin College's Red Room: A *Trial by Fire for Student Chefs"*

2018 Medallion Awards (District 4):

- Silver - Viewbook: Find Your Future

- Silver - Brochure (single or series): Health Sciences and Emergency Services

- Silver - Excellence in Writing – "From Camp to Career: Pioneering a Female Engineering Pipeline"

2018 Paragon Awards (National):

- Gold - Excellence in Writing – Long Form: "Eppich Discoveries: Collin College Professor Helps Uncover Ancient Maya Civilization*"*

- Bronze – Logo Design: Know Now

☐ **7. WHAT PROFESSIONAL DEVELOPMENT OPPORTUNITIES ADD VALUE TO OUR SERVICE UNIT?**

By taking classes, workshops, seminars, conferences, and earning certificates or degrees, we add knowledge to our department. Though the department has invited Human Resources representatives to provide a presentation on professional development at a recent all-staff meeting, one weakness of the Communications team is that not all team members are taking advantage of professional development opportunities on a consistent basis. To mitigate this weakness, the department is creating a new goal to inform Communications team members' understanding of organizational strategy and how member roles contribute to this strategy. This goal addresses professional development.

Learning new skills and honing talents through professional development will bolster individuals' skills and ultimately create a high-performing team of professionals who can provide better service to clients and in turn to the community and students.

PROVIDE A LIST OF PROFESSIONAL DEVELOPMENT ACTIVITIES EMPLOYEES HAVE PARTICIPATED IN SINCE YOUR LAST PROGRAM REVIEW.

Employee Resources**

Employee Name	Role in Unit	Professional Development Summary	How is it Valuable to the Unit?
Marisela Cadena-Smith	Associate Vice President, Communications	- April 24, 2018 "The Art of Persuasion" webinar - Oct. 30, 2018 "Becoming Your Own Media Channel" NCMPR webinar - Feb. 24-26, 2019 "We Are One" CASE Annual Conference - 2019-2020 Stepped into interim role as Chief Public Relations Officer - 2020-2021 Did not attend conferences due to COVID-19 pandemic	Professional development is important for personal growth and skill-building. The webinars and conferences provided an opportunity to learn about specific relevant, topics and network with college professional peers who shared best practices while building relationships. In addition, an unexpected professional development opportunity arose when I was asked to serve as the Interim Chief Public Relations Officer. That year provided extraordinary learning and growth as I became familiar with the leadership culture of the college and in leading the Public Relations Department. The experience provided unmatched hands-

		- Sept. 2021 Began Master's-level degree program in Management and Organizational Leadership at Spring Arbor University (Spring Arbor, Michigan). Anticipated graduation date is March 2023. - Media Training, Dala Communications, June 2022 Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022	on learning and leadership development while serving in that role in addition to strengthening relationships among leadership team members as they learned my style. Lastly, the Master's program directly contributes to my effectiveness as a leader in the Communications Department as the program focuses on the wide range of concepts related to effective personal, employee and team development, the application of leadership dimensions, and organizational success measured through the achievement of goals.
Sara Carpenter	Staff Photographer	Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022	Having guest speakers at our monthly staff meetings has been a fantastic way to learn about departments within the college that I did not know about before. Being introduced to these departments and learning about their

		- Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022	function helps me understand their role in the college's success and how everyone uses their niche skill to contribute to the overall success of students. Learning about what they do helps me think of ways we can support their efforts and brainstorm about ways I, as a photographer, can use my talent to help. These informative presentations create a valuable dialogue for discussing departments' needs and how we can aid those efforts. In this candid conversation, the speakers have often been forthcoming about potential struggles they have faced or anticipate. By learning about their roles, this allows me to understand how I can directly assist in solving the problem or help alleviate it. These sessions have offered valuable insight into how we've supported specific departments in the college and how we can tailor our services to be of the most help. Since I still consider myself relatively new, these sessions have benefited me because I have learned about facets of the college I was not privy to and their function in the district. I've also been able to put a face to these branches and now know who to contact to reach certain departments. These are mutually beneficial as everyone in our department has their niche duties and skills, so we can share our expertise with others to have them do the same in exchange.

| Heather Darrow | Marketing and Communications Coordinator | - April 24, 2018 Webinar The Art of Persuasion (location: on site)

- August 30, 2018 Sage Promotional Show, District Conference, Dallas

- October 30, 2018 NCMPR Webinar Becoming your Own Medial Channel (location: on site)

- February 24-26, 2019 CASE annual Conference, "We are One," Grapevine, TX

- 2020-2021 Did not attend conferences due to COVID-19 pandemic

- Oct. 22, 2021 Emergency Response Team Training with Emergency Management

- 2021-2022 Completed Leading for Excellence Academy (Internal Leadership Program)

- Media Training, Dala Communications, June 2022

Monthly Communications Department Guest Speakers:

- Gen Northrup with HR Professional Development, Jan. 2022 | Conferences provide networking opportunities as well as a variety of new ideas which I shared with my colleagues. My colleagues and I viewed the webinar and discussed ideas for future projects. The Leading for Excellence Academy provided an opportunity to hone my leadership skills, learn new techniques, and exchange ideas with colleagues in various roles throughout the district. I shared ideas from this leadership academy with our team. |

		- Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022	
Kirk Dickey	Marketing and Communications Coordinator	- NCMPR District IV Conference, Dallas, TX, January 2018 - CASE National Conference, Grapevine, TX, April 2019 - CASE National Conference, Grapevine, TX, February 2020 - Webinar "Why you need to know about TikTok," PRSA, January 2021 - Oct. 22, 2021 Emergency Response Team Training with Emergency Management - Collin College Leading for Excellence Academy, 10 two-hour sessions, December 2021-April 2022	Conferences with fellow marketing and communications professionals exposed me to new ideas for promoting the college and its programs. They also provided me with the opportunity to develop relationships which I could call on when developing new promotional programs, as well as offering reference points when considering new and ongoing marketing campaigns. Webinars were more informational, but did provide insights into ongoing trends, such as TikTok. The Collin College Leading for Excellence Academy was a chance to develop my leadership skills in case there is ever a chance to move up to a management/leadership position within the college. Those skills also

		- Media Training, Dala Communications, June 2022 Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022	transfer to my current daily tasks and provided a greater understanding of how the college functions. Media Training provided by Dala Communications focused on the media relations aspects of my position. While the majority of media relations is performed by Marcy Cadena-Smith, training was helpful in preparing me in the event that I needed to serve.
Amy Garrison	Marketing and Communications Coordinator	- Basic WordPress – Continuing Education at Collin College – Sept. 2018 - Intro to Video Editing - Continuing Education at Collin College – Sept. 2018 - Business Intel-Google Analytics – Continuing Education – March 2018 - Twitter Essential Training – LinkedIn Learning – Aug. 2019	I came into the department with experience in social media, writing, copyediting, videographer, video editing, and photography because of my professional development, experience, and degrees.

		- Grammar Girl's Quick and Dirty Tips for Better Writing – LinkedIn Learning – Oct. 2019 - Learning Instagram – LinkedIn Learning - 2019 - Digital Photography – Basics dSLR – Continuing Education – March 2019 - Digital Photography Advance Skills – Continuing Education – June 2019 - Learning Video Production and Editing – LinkedIn Learning – Aug. 2019 - Participated in an ATE Digital Photography pilot course – National Science Foundation's Advance Technological - 2020 - SEO for Social Media – LinkedIn Learning – March 2020 - Google Universal Analytics Essential Training -2020 - Network+ – Continuing Education – May 2020 - Social Media Marketing – Basics and Advance courses – Continuing Education at Collin College – Aug. 2021 - Intro to Video Editing – LinkedIn Learning – May 2021 - Adobe MAX – The Creativity Conference Oct. 26-28, 2021	

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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		- B2B Marketing on LinkedIn – LinkedIn Learning – Dec. 2021 - Social Media Stories: Creative Strategies and Tips – LinkedIn – March 2022 - Tracking Social Media Metrics – LinkedIn Learning - 2022 - Digital Analytics and Key Concepts – LinkedIn Learning – 2022 - Introduction to Photography – LinkedIn Learning – 2022 - Content Creation: Strategy and Tools – 2022 Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 Natalie Greenwell – Grants, Oct. 2022	
Haley Graber	Coordinator Social & Digital Media	- Since joining the college in April of 2022, I was able to attend the Virtual Social Media Strategies	As this virtual conference focused on higher education social media marketing, I was able to attend various

		Summit for Higher Education October 24-27, 2022. Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022	sessions that were led by higher education professionals across the country who shared their proven and successful social media strategies. These sessions included various topics that allowed me to improve my current skills, learn new ones, and help me grow my confidence in my role. Those topics included: how to create and manage TikTok, ways to build student engagement while also recruiting students to support social media initiatives, how to collaborate and manage social accounts across our institution's departments, tips on understanding metrics and analytics, building a content calendar and so much more.
Vernon Hadnot	Video Producer	- Leading for Excellence Academy Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022	It is providing me valuable leadership skills to hopefully become a supervisor in the future.

		- Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 Natalie Greenwell – Grants, Oct. 2022	
Kristy Howard	Graphic Designer	- 3/1-2/2020 - CASE District IV Annual Conference, Gaylord Texan in Grapevine - 5/7/2021 - Clampitt Paper School, Dallas Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 Natalie Greenwell – Grants, Oct. 2022	By attending conferences and workshops I can hone my design skills.
Jory Johnson	Videographer/Editor	Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022	I have learned how other departments function here at Collin College through speakers for those departments. This includes knowledge on how the Communications Department can

		- Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 Natalie Greenwell – Grants, Oct. 2022	work with those offices to improve our own.
Nicole Luna	Marketing & Communications Coordinator	- NCMPR District Conference-October 2019 - NCMPR Webinar: "Communicating with a Diversity, Equity and Inclusion Lens"-Aug. 2020 - Collin College Leadership Excellence Academy- Aug. 2021-May 2022 - Media Training, Dala Communications, June 2022 Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022	By attending and participating in these opportunities, it has helped me gain useful knowledge for our department and adding to our expertise in marketing and communications.

		- Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 Natalie Greenwell – Grants, Oct. 2022	
Steve Matthews	Senior Vice President External Relations	- Master's degree in leadership and organizational development from UTD in 2021 Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022	My emphasis is on strategic planning and organizational leadership. I attend weekly sessions with leadership throughout the district to enhance my overall understanding of the college and its objectives.
Mary McClure	Associate VP Strategic Initiatives and Partnerships	- Collin College Leading for Excellence Training: Managing Performance, Fostering a Healthy and Inclusive Work Environment,	The leadership training has helped me to look at certain challenges and opportunities from a different lens. It

		Conflict and Difficult Conversations, Nuts and Bolts of Daily Biz Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022	has also helped me to think differently when approaching challenging conversations.
Kryssa McKenzie-Hastings	Executive Assistant to Senior Vice President of External Relations	Monthly Communications Department Guest Speakers: Natalie Greenwell – Grants, Oct. 2022	Attending monthly staff meetings with a guest speaker is a great way to learn about the different departments within the district. As a newer employee, I am still learning the different functions of the college. It is very helpful to have people in different departments come and teach about their roles and the processes that they follow.
Rajesh Michael	Manager, Web Communications	- MBA 2022 Monthly Communications Department Guest Speakers:	An MBA program helps students understand their functions as managers and leaders. Perhaps, more importantly, it helps teach you the analytical skills you need to solve

		- Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 Natalie Greenwell – Grants, Oct. 2022	problems for your department. These are both true for me and my MBA.
Marlene Miller	Director of Creative Services	- 4/24/2018 - Webinar The Art of Persuasion - 3/24-3/27/2019 - NCMPR Conference in San Antonio Reservation code: HY0027066269 - 3/1-2/2020 - CASE District IV Annual Conference, Gaylord Texan in Grapevine - 5/7/2021 - Clampitt Paper School, Dallas - 6/17/2022 - Began attending the CC Leading for Excellence Academy (12 classes) until completion of attendance for all classes. Professional Development Certificate Series.	Through the online presentation, I have learned about the business of communication in all work communications. I was informed about the best approaches and was able to use them for the Communications Department's work. At the conferences, I was able to network, meet vendors, and attend sessions relevant to communications within the college community on and off campus. I brought back samples and ideas to share with my department peers. Peers in the college community presented real-life college situations and work experiences for us to learn. The design department also attended the Clampitt Paper School in Dallas to learn about the current paper trends, and their uses and was educated on paper and its applications. I began attending the CC Leading for Excellence Academy (12

		Monthly Communications Department Guest Speakers:	classes), which was a wonderful Collin College professional development series to learn about best practices and to learn from our HR professionals to enhance our work situation and knowledge.
		- Gen Northrup with HR Professional Development, Jan. 2022	
		- Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022	
		- Beenah Moshay with Institutional Research, April 2022	
		- Allison Venuto with All College Day, Aug. 2022	
		- Roger Widmer with Corporate College, Sept. 2022	
		- Natalie Greenwell – Grants, Oct. 2022	
LaTricia Murray	Client Services Coordinator Communications	Monthly Communications Department Guest Speakers:	I have learned about various departments within our district. Learning how other areas operate and where to find different things is great. I really enjoyed learning about Tableau, Corporate College, and HR.
		- Gen Northrup with HR Professional Development, Jan. 2022	
		- Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022	
		- Beenah Moshay with Institutional Research, April 2022	
		- Allison Venuto with All College Day, Aug. 2022	

		- Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022 -	
Griselda Perez	Marketing and Communications Coordinator	Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022 - Media Training, Dala Communications, June 2022 Broadcast media industry: - Rosenblum TV- "Intense Storytelling Bootcamp", Green Bay, WI, Aug. 2020 - TheVJ.com Training- "Mobile Storytelling", Green Bay, WI, Sept. 2020	All of my previous professional development has helped me become a better storyteller. Regardless of medium, the practice of storytelling has helped me develop my unique approach to share and express important information and stories. In my current role, I am tasked with identifying potential stories and accurately representing them. Working with various mediums such as video, social media, and news style story telling brings in different approaches to identify and tell a potential story in our department. Along with improving my writing skills, these trainings have allowed me to develop interpersonal skills with interviewees, clients, and colleagues. While working in a team setting within our Communications Department, these skills have become imperative to complete daily tasks and long-term projects.

		- Southwest Broadcast Newsroom Workshops, "Google Data Workshop," "Appealing Storytelling Workshop," "Latinos in News, Spanish- English Newsrooms" Texas Association of Broadcasters, Houston, TX, Nov. 2018	
Daniel Quong	Graphic Designer	Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022 - Beenah Moshay with Institutional Research, April 2022 - Allison Venuto with All College Day, Aug. 2022 - Roger Widmer with Corporate College, Sept. 2022 - Natalie Greenwell – Grants, Oct. 2022 LinkedIn online courses: - "Social Media for Graphic Designers", March. 2021 - "Designing Emotion: How to Use Design to Move People", Jan. 2021	Attending the conferences allows me to network professionally with other designers and exchange ideas and design tips to improve my creativity and proficiency. The LinkedIn online courses have become beneficial in keeping up with design trends and the latest software to execute my designs.

		- "Designing a Brochure", Dec. 2020 - "Keynote 8 Essential Training, Learning Graphic Design: Presentations", Nov. 2020 - "Color Trends", Oct. 2020 "Learning Infographic Design", Sept. 2020 - "Branding for Designers", Sept. 2020 - "Project Management Simplified", Aug. 2020 - Seminar (in-person) "The Clampitt Paper School," Dallas, Texas, May 2021 - CASE District IV Conference, "20|20", Grapevine, TX, March 2020 - CASE District IV Conference, "We Are One" Grapevine, TX, March 2019 - Webinar, "Embracing the Connecting Circle of Color", June 2018	
Nick Young	Staff Photographer	Monthly Communications Department Guest Speakers: - Gen Northrup with HR Professional Development, Jan. 2022 - Laura Isdell and Jennifer Waits with Admissions and Registrar, March 2022	I learned about the different department resources and the benefits they offer. It was also interesting to learn how our two departments could work together for the betterment of Collin College.

		- Beenah Moshay with Institutional Research, April 2022	
		- Allison Venuto with All College Day, Aug. 2022	
		- Roger Widmer with Corporate College, Sept. 2022	
		Natalie Greenwell – Grants, Oct. 2022	

Continuous Improvement Plan 2020

Outcomes might not change from year to year. For example, if you have not met previous targets, you may wish to retain the same outcomes. *If this is an academic, workforce, or continuing education program, you must have at least one student learning outcome.* You may also add short-term administrative, technological, assessment, resource or professional development goals, as needed.

Date: June 8, 2020   **Name of Program/Unit:**   **Public Relations**

Contact name: Steve Matthews   **Contact email:**   **SteveMatthews@collin.edu**
Contact phone: 972-758-3895

Table 1: CIP Outcomes, Measures & Targets Table (focus on at least one for the next two years)

A. Expected Outcome(s) Results expected in this unit (e.g. Authorization requests will be completed more quickly; Increase client satisfaction with our services)	B. Measure(s) Instrument(s)/process(es) used to measure results (e.g. survey results, exam questions, etc.)	C. Target(s) Level of success expected (e.g. 80% approval rating, 10 day faster request turn-around

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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Greater Focus on owned media	Three YouTube videos posted on our Collin College channel and via our social media accounts during FY2018-2019 Promote two-to-four stories each month via social media channels during FY2018-2019	Videos successfully posted on the college's YouTube Channel and shared on social media, including Facebook, Instagram and/or LinkedIn; stories promoted each month via same social media channels. Analyze data on the number of users and view time.
Support the recruitment and retention efforts of Collin College by creating an enhanced user experience for prospective and current students via the college's website and major publications	Complete Phase II of Collin College website redesign by Sept. 2019. Complete phase III by Sept. 2020. Redesign college view piece to emphasize a primarily visual presentation. Complete redesign for 2018-2019 academic year.	Phases II and III completed on schedule. View piece completed by Sept. 2018.
Address personnel needs to keep pace with the increased demand resulting from the college's growth; develop a plan for future personnel needs.	Track the number of job requests in fiscal year 2018-2019 In 2018-2019 FY, create a list of known factors (with dates) which will likely increase the PR Department's number of jobs (Examples include the addition of campuses and programs)	Data collected from WorkZone Software Excel chart created with dates and descriptions of college Master Plan projects yet to be completed and anticipated future PR projects. Based on analysis of the data, the CPRO will submit a recommendation to the district president evaluating the department's organizational structure to reflect new or reclassified positions needed to fulfill the department's mission.

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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Address the imbalance between internal and external projects to allow for more targeted communication to prospective students and members of the community	Prioritize job requests based on four criteria: Recruitment (of students), Retention (of students), Funding (available budget), and Time (was request submitted in accordance with PR's policies).

To increase the number of external jobs begin coding jobs with an "E" for external and an "I" for internal in project management software and offer templates or alternative solutions for internal jobs that do not meet this criteria. | Determine a baseline count of internal and external jobs using the new coding system for the first year (Sept. 2018-Aug. 2019).

Repeat for the remaining four years and make comparisons to evaluate the number of jobs that are external and internal to ensure the department's primary focus is on external communication initiatives. |

Description of Fields in the Following CIP Tables:
A. Outcome(s) - Results expected in this program (e.g. Students will learn how to compare/contrast conflict and structural functional theories; increase student retention in Nursing Program).
B. Measure(s) - Instrument(s)/process(es) used to measure results
(e.g. results of surveys, test item questions 6 & 7 from final exam, end of term retention rates, etc.)
C. Target(s) - Degree of success expected (e.g. 80% approval rating, 25 graduates per year, increase retention by 2% etc.).
D. Action Plan - Based on analysis, identify actions to be taken to accomplish outcome. What will you do?
E. Results Summary - Summarize the information and data collected in year 1.
F. Findings - Explain how the information and data has impacted the expected outcome and program success.
G. Implementation of Findings – Describe how you have used or will use your findings and analysis of the data to make improvements.
Table 2. CIP Outcomes 1 & 2 (FOCUS ON AT LEAST 1)

H. Outcome #1	
Greater Focus on owned media	
I.   Measure (Outcome #1)
Three YouTube videos posted on our Collin College channel and via our social media accounts during
FY2018-2019 | **J.   Target (Outcome #1)**

Videos successfully posted on the college's YouTube Channel and shared on social media, including Facebook, Instagram and/or LinkedIn; stories promoted each month via same social media channels. |

Promote two-to-four stories each month via social media channels during FY2018-2019	Analyze data on the number of users and view time.

K. Action Plan (Outcome #1)

- Identify topics for YouTube video production
- Produce videos
- Post videos-YouTube/social media
- Identify Collin College News blog story topics for social media promotion
- Identify and write selected stories for Collin College News blog
- Link/post selected stories via social media

From September 2018-March 2019, videos and stories were created and promoted via social media.

L. Results Summary (Outcome #1)

The CPRO shared the program review goals with the department. The team produced videos which were posted to the college's YouTube channel and shared via social media. The team also wrote articles and press releases which were posted on the college's blog site, collincollegenews.com, and were also promoted via social media. See attachment for detailed list. Data was also analyzed for the number of social media users and video view time.

From September 2018- March 2019, the department posted at least two Collin College News blog articles/press releases each month with the exception of the month of March when only one was posted. It is possible that one or more stories were posted on LinkedIn, but the department recently learned that LinkedIn information is only available for one year, and that information is not available. The highest number of Collin College News blog articles/press releases posted in one month was seven in January 2019.

From September 2018- March 2019, the department exceeded the goal of posting three YouTube videos. Ten different videos were posted on Facebook and Twitter during the allotted timeframe.

M. Findings (Outcome #1)

The department met or exceeded the goal of a greater focus on owned media with the exception of posting only one story via social media in March of 2019. The department analyzed the social media data and found that from September 2018 to March 2019 the number of users rose for Facebook, Twitter, Instagram, YouTube, and LinkedIn. The following data was collected for social media engagement.

Number of Users September 2018
Facebook 7,535
Twitter 4,791
Instagram 2,441
YouTube 381

LinkedIn 47,761

Number of Users March 2019
Facebook 7,966
Twitter 4,857
Instagram 2,612
YouTube 424
LinkedIn 49,457

The data shows a 5.72 percent increase for Facebook, a 1.38 percent increase for Twitter, a 7 percent increase for Instagram, an 11.3 percent increase for YouTube, and a 3.55 percent increase for LinkedIn.

From September 2018-March 2019, the view time of the 10 different videos that were posted on different social media channels ranged from eight seconds to four minutes and 36 seconds. It is important to note that the length of the videos varied. For example, 24 seconds of engagement for one video was 71 percent of the video. The social media coordinator suggested that a good measure for video engagement would be retention rate which is the length of time an individual watched the video. Adding percentage to that information provides a more accurate measure of engagement. This information can be used by the department while analyzing videos in the future.

During the March/April 2019 timeframe, in response to requests from college leadership, the PR Department changed direction to accommodate the need for promotion of new college sites. The PR Department changed the aforementioned goal in April 2019 to "Highly-focused promotion of new campuses and buildings" to align with the college's needs. While the department rapidly took on the new goal of focusing on the promotion of new campuses and buildings, metrics were not created to measure the new goal and specific parameters were not set. However, the department did gather the following data on this goal from April 2019-August 2019. During this five-month period, the department tracked 24 marketing pieces that addressed new campuses.

From April 2019-May 2019, content was in the initial phases of development. Social media promotion of new campuses started in June 2019 with the promotion of the Wylie Campus Topping Out article, and subsequent postings included drone video footage of the Technical and Wylie campuses. From June 2019-August 2019, a total of seven social media postings focused on new campuses. It should be noted that the department also created videos and posted information on social media that did not relate to the aforementioned goals but did promote college events and assisted with college branding.

Under the direction of the new Vice President of External Relations and Governmental Affairs, the department made the decision to continue with the revised goal at this time with the following measures, target, and action plan for 2020/2021:

Goal: Highly-focused promotion of new campuses and buildings
Measure: Track the number of new campus/building promotions via owned media and paid media.
Target: Two to four social media posts of new campuses/building site content/video per month
Action Plan: Create videos and articles for social media and Collin College News blog promotion. Post content on social media.

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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N. Implementation of Findings

Based on findings from the promotion of the Wylie and Technical campuses the department will analyze and improve on this process for the continued promotion of the Technical and Wylie campuses as well as promotion of the Celina and Farmersville campuses.

A. Outcome #2

Support the recruitment and retention efforts of Collin College by creating an enhanced user experience for prospective and current students via the college's website and major publications

B. Measure (Outcome #2)	**C. Target (Outcome #2)**
Complete Phase II of Collin College website redesign by September 2019. Complete phase III by September 2020. Redesign college view piece to emphasize a primarily visual presentation. Complete redesign for 2018-2019 academic year.	Phases II and III completed on schedule. View piece completed by September 2018.

D. Action Plan (Outcome #2)

Website Phase II

A. Build out the subpages of the first 50, top-layer pages

B. Evaluate technical requirements and necessary steps to implement new, online catalog tool

C. Analyze academic and service department sites and identify steps required for conversion to the new website design

Website Phase III

A. Implement online catalog tool

B. Work with individual department editors and offer training to facilitate edits of their department pages

C. Analyze and implement information architecture to align with new website redesign

Streamline publications (Catalog, View Piece, Student Handbook and Registration Guide) for enhanced student user experience

E. Results Summary (Outcome #2)

Website Phase II

A. This task was completed in that all major areas (registration, financial aid, human resources, etc.) were given assistance updating the language on their pages, and the pages were updated. This included more than the top 50 pages.

B. The PR Department met its goal. The Manager of Web Content (MWC) and PR leadership met with the Curriculum Department and a committee of stakeholders to determine needs. Potential vendors were reviewed. Plans for implementation were made based on stakeholder input. The Public Relations Department put the process in place to move to an online catalog tool, including working with stakeholders. OmniUpdate, the content management system provider, worked with staff and a committee overseeing the project to create a plan for installation/use. The online catalog tool was purchased.

C. This goal was met. The PR Department analyzed the academic and service department sites and identified steps required for conversion to the new website design. MWC worked with department heads to determine the best schedule for making changes to their webpages. Support was given by PR writers when requested. PR worked with various departments to bring their webpages into the new website format. Departments included but were not limited to: Chemistry, Food Service, Photography – August 2018; Honors – September 2018; Fire Academy – November 2018; Biotechnology – December 2018; African American History Month, Political Science – January 2019; Biology, History, and Paralegal – February; Commercial Design – March 2019.

Website Phase III
A. While the PR team worked with programming and the Curriculum Department to prepare for the implementation of the catalog tool in Phase II B, the tool was not implemented. The committee overseeing the catalog tool elected not to implement it after its purchase and preparation.
B. This goal was met, but it is important to note that this is an ongoing process. The PR Department (specifically the MWC) continually works with individual departments and offers training to facilitate edits of their department pages.
C. The goal to analyze and implement information architecture to align with the new website design was not met. The process would have included working with vendors to determine the steps necessary to redesign website's architecture. The industry standard is to implement the information architecture to align with the new website design at the beginning of the website design process which was recommended but not acted upon.
Streamline Publications
The goal to streamline publications (Catalog, View Piece, Student Handbook and Registration Guide) for enhanced student user experience was met. PR Department team members worked with the Curriculum Department and Student and Enrollment Services to create student-friendly materials which provide necessary information while avoiding duplications which may cause confusion due to differences in publication dates.

F. Findings (Outcome #2)
Website Phase II
A. The collaborative process of the Manager of Web Content (MWC) working with PR writers and clients to devise best text rewrites (concise, clear copy) with the webpage content managers implementing changes with writers'/MWC input was successful. It is important to note that updating the college's website is an ongoing process that will continue as program/department needs evolve.
B. Public Relations undertook a process to evaluate the technical aspects involved for the online catalog tool. The goal of evaluating the technical requirements and necessary steps to implement a new, online catalog tool were met. The program was purchased in January of 2018 and development continued through June 2019, when the committee overseeing the project decided not to move forward any further. The online catalog committee made the decision to continue manually producing the catalog. See attachment for details.
C. The analyzation process was successful.

Website Phase III
A. The online catalog tool was not implemented. The programmers who work with student information believed that the recoding of information being pulled by the program and the determination of who would "own" the data made the OmniUpdate tool insufficient for the college's needs. This decision was approved by IT and the college administration.

B. While this goal was established to streamline the process of the new website, it is important to note that the PR Department (specifically the MWC) regularly works with departments to improve their pages' usability and offer training. In addition, when requested, writers edit and offer assistance with new webpages and webpage updates.

C. This project was not initiated. Then-Chief Public Relations Officer Tom Delamater decided the process was too expensive and the project was not pursued. This portion of the goal was not completed.

Streamline Publications

This goal was put in place to reduce duplication of data in multiple publications. The Collin College Catalog went from a printable PDF copy to an all online version in April 2018 to go along with the launch of the Collin.edu website redesign. The majority of the information related to student policies, financial aid, and other topics was moved to the Student Handbook. The catalog reflected general information about the college, program information, and course descriptions. The Student Handbook contained all relevant information for students to register, pay for, and manage their college experience. Administration subsequently requested that Curriculum create a printable PDF. Curriculum took over the catalog creation process at that point and was instructed by administration to reapply information that had been moved to the Student Handbook. Both publications now have the information. In addition, the PR Department worked with Student and Enrollment Service to create a four-page Registration Tips publication to replace the 24-page Registration Guide that had been previously used. Like the catalog, the Registration Tips was boiled down to its most necessary component parts: Information on how to apply, how to remove holds, how to register, and a calendar for easy student use.

During the March/April 2019 timeframe, while the PR Department continued to assist internal clients with webpages, the PR Department changed direction to accommodate the rising number of new workforce programs. This goal changed to "Promotion of new programs" to align with the college's needs.

G. Implementation of Findings

While transitioning to the new direction, the PR Department rapidly worked to make headway toward the new goal and did not document measures and targets. However, the department did gather the following data on this goal from April 2019-August 2019. During this five-month period, the department tracked 27 marketing pieces that addressed new campuses.

Under the direction of the new Vice President of External Relations and Governmental Affairs, the department made the decision to continue with the revised goal at this time with the following measures, target, and action plan for 2020/2021:

Goal: Increase promotion of new programs
Measure: Track the number of new program promotions via owned media and paid media.
Target: Two to four social media posts of new program content/video per month.
Action Plan: Create videos and articles for social media and Collin College News blog promotion. Post content on social media. Create information sheets for new programs, if applicable.

A. Outcome #3

Address personnel needs to keep pace with the increased demand resulting from the college's growth; develop a plan for future personnel needs.

B. Measure (Outcome #3)	**C. Target (Outcome #3)**
Track the number of job requests in fiscal year 2018-2019 In 2018-2019 FY, create a list of known factors (with dates) which will likely increase the PR Department's number of jobs (Examples include the addition of campuses and programs)	Data collected from WorkZone Software Excel chart created with dates and descriptions of college Master Plan projects yet to be completed and anticipated future PR projects. Based on analysis of the data, the CPRO will submit a recommendation to the district president evaluating the department's organizational structure to reflect new or reclassified positions needed to fulfill the department's mission.

D. Action Plan (Outcome #3)

- Create draft of recommendations for personnel additions based on data collected
- Request additional personnel and increase budget for anticipated freelance assistance
- Reclassify selected current positions

E. Results Summary (Outcome #3)

The number of jobs for fiscal year 2018-2019 was collected and tracked and an Excel chart was created with items that might impact the department's future projects (see attached).

In fiscal year 2019, the former CPRO requested and budgeted for an additional PR writer but did not reclassify selected positions. The writing position was filled in April 2019. To the best of the department's knowledge the CPRO did not create or submit a staffing plan.

F. Findings (Outcome #3)

The PR Department's reporting structure changed in May 2019. The former CPRO no longer reported to the district president and was moved under the Executive Vice President. In August 2019, the CPRO resigned. In March of 2020, the Interim CPRO created a three-year staffing plan. A draft of recommendations addressing possible personnel reclassifications and additions and an increase in budget for anticipated freelance assistance was submitted to the Executive Vice President. In June 2020, the Vice President of External Relations came on board to lead the department. The staffing plan was shared with the new Vice President of External Relations who is currently evaluating the department's personnel needs.

G. Implementation of Findings

The staffing plan created by the Interim CPRO was provided to the Vice President of External Relations, who is currently evaluating the department's personnel needs.

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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A. Outcome #4
Address the imbalance between internal and external projects to allow for more targeted communication to prospective students and members of the community

B. Measure (Outcome #4)	**C. Target (Outcome #4)**
Prioritize job requests based on four criteria: Recruitment (of students), Retention (of students), Funding (available budget), and Time (was request submitted in accordance with PR's policies). To increase the number of external jobs begin coding jobs with an "E" for external and an "I" for internal in project management software and offer templates or alternative solutions for internal jobs that do not meet this criteria.	Determine a baseline count of internal and external jobs using the new coding system for the first year (September 2018-August 2019). Repeat for the remaining four years and make comparisons to evaluate the number of jobs that are external and internal to ensure the department's primary focus is on external communication initiatives.

D. Action Plan (Outcome #4)
• Determine a process to implement the coding system (E/I) in WorkZone management platform   • Based on the prioritization system, the department will place primary emphasis on external communication projects

E. Results Summary (Outcome #4)

The measure of prioritizing jobs using the four criteria did not occur. The PR Department did determine a baseline of internal and external jobs for the first year September 2018-August 2019 and is using this data as a baseline for internal and external jobs.

The first step in accomplishing this goal would be for the CPRO to see if leadership supported the idea because this would impact many client jobs. Some of the requested jobs might be directed toward templates if they weren't prioritized as one of the four criteria.

In September 2018 discussions occurred regarding the four criteria of Recruitment, Retention, Funding, and Time. The former CPRO intended to send a district-wide email explaining the criteria; however, the email was never sent. It is unclear to the department whether that is because leadership did not embrace the idea or if leadership was aware of the idea.

The baseline number of internal and external jobs for fiscal year 2018-2019 was collected and tracked.

The department is now denoting whether jobs are internal or external via the department's project management software. In fiscal year 2018-2019, the total number of internal jobs was 300, and the total number of external job number was 437. See pie chart. The department will continue to monitor the number of internal and external jobs and compare that number to the baseline.

Although the four criteria were not utilized, the PR department has directed clients to use templates for a variety of jobs. This is helping to change the dynamic of producing a high number of internal event-driven jobs. The department created a template library for jobs including flyers, posters, programs, postcards, invitations, certificates, PowerPoint presentation, faxes and memos, and CougarVision slides. The PR Department continued to direct clients to use these templates when they needed quick turnaround for their job requests.

Primary self-study questions were adopted from "Structuring the Six Self Study Questions", Michigan State University, 2008

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Premade templates were not recommended to all clients. When clients came to the department with events that were campus-wide initiatives designed to engage with the community (an external initiative), such as Community on the Quad's Trunk or Treat event, the department created specific branded collateral (flyer, poster, CougarVision slide templates) that served as a designed templates for future events. This process offered clients a fast approval time for future events and still provided a cohesive branded look for the event.

It is important to note that template approvals are not tracked in the college's project management software.

In August 2019, the CPRO resigned. The Interim CPRO led the department until June 2020 and determined not to make long term changes. In June 2020 the Vice President of External Relations came on board.

F. Findings (Outcome #4)
The baseline of external and internal jobs for fiscal year 2019 has been established. The department will continue to track external and internal jobs and evaluate each subsequent fiscal year. The department's templates and criteria for accepting jobs is currently under review with the new Vice President of External Relations.

G. Implementation of Findings
The new Vice President of External Relations is evaluating this goal.

See other CIP 2020 submitted supplemental documents for additional information.