**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. *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**

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

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| **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 time, etc.) |
| 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. |
| 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)**

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| 1. **Outcome #1**   Greater Focus on owned media | |
| 1. **Measure (Outcome #1)**   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 | 1. **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.  Analyze data on the number of users and  view time. |
| 1. **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. | |
| 1. **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. | |
| 1. **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. | |
| 1. **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. | |

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| 1. **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 | |
| 1. **Measure (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. | 1. **Target (Outcome #2)**   Phases II and III completed on schedule.  View piece completed by September 2018. |
| 1. **Action Plan (Outcome #2)**   Website Phase II   1. Build out the subpages of the first 50, top-layer pages 2. Evaluate technical requirements and necessary steps to implement new, online catalog tool 3. Analyze academic and service department sites and identify steps required for conversion to the new website design   Website Phase III   1. Implement online catalog tool 2. Work with individual department editors and offer training to facilitate edits of their department pages 3. 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. | |

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| 1. **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. | |
| 1. **Measure (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) | 1. **Target (Outcome #3)**   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. |
| 1. **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 | |
| 1. **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. | |
| 1. **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 and Government Affairs came on board to lead the department. The staffing plan was shared with the new Vice President of External Relations and Governmental Affairs who is currently evaluating the department’s personnel needs. | |
| 1. **Implementation of Findings**   The staffing plan created by the Interim CPRO was provided to the Vice President of External Relations and Governmental Affairs, who is currently evaluating the department’s personnel needs. | |

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| 1. **Outcome #4**   Address the imbalance between internal and external projects to allow for more targeted communication to prospective students and members of the community | |
| 1. **Measure (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. ­ | 1. **Target (Outcome #4)**   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. |
| 1. **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 | |
| 1. **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.  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 and Government Affairs came on board. | |
| 1. **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 and Government Affairs. | |
| 1. **Implementation of Findings**   The new Vice President of External Relations and Government Affairs is evaluating this goal. | |