

Part 2 – Comprehensive Program Review

Spring 2011

Program Name: COMMUNICATIONS DEPARTMENT

A. PAST: Review of Program Performance, Objectives, and Outcomes for the Three Previous Academic Years: 2007-08, 2008-09, 2009-10

1. List the objectives developed for this program during the last comprehensive program review.

This is the first Comprehensive Program review since the establishment of this department in July, 2009. However, public relations efforts on behalf of Imperial Valley College have been ongoing on a consultant basis since 1998. During this 13 year period, this program has embraced the definition of professional public relations, as articulated by the Public Relations Society of America: that ***“Public relations is more than managing the flow of information between an organization and its publics. It is a communications discipline that engages and informs key audiences, builds important relationships and brings vital information back into an organization for analysis and action. It has real, measurable impact on the achievement of strategic organizational goals.”*** PRSA adds, “Public relations and publicity are not synonymous; publicity is a small subset and specialized discipline within public relations...” While IVC’s program includes an “advertising” (some call it “Marketing”) function, those are also simply tools to a larger outreach strategy: to engage our publics in constructive collective conversation to further IVC’s strategic goals. That is the foundation for the Mission of the Communications Department:

Mission

Our mission is to foster excellence in education by developing public support for IVC programs through establishment of mutually beneficial relationships and by providing internal and external communications tools to insure IVC is responsive to the greater community.

In the 2008-09 Academic year, the following goals were established for the Communications Department and they will become the basis for evaluation in this Comprehensive Program Review:

Goal 1: Increase knowledge among influencers and other IVC Stakeholders regarding programs and issues at Imperial Valley College through efficient use of resources

Goal 2: Establish the foundation for a bond issue in the 2010 General Election by reaching all communities to reinforce personal connections with the college

Goal 3: Continue a marketing effort to seek continued budgeted growth in enrollment, especially in the North County

Goal 4: Assist IVC in reinforcing and expanding its leadership role in workforce development and attainment of higher education for Imperial County residents

Goal 5: Launch the IVC Hall of Fame

With the onset of the state's budget crises, the following goals were added in 2010:

Goal 6: Develop targeted approaches that will assist outreach for specific IVC programs dealing with dwindling enrollment, program eliminations or other budget-related issues

Goal 7: Reduce hard copy printing across the campus through better use of technology

Goal 8: Institute a proactive internal communications program that will develop an institutional awareness of marketing as an operating principle for the college.

2. Present program performance data in tabular form for the previous three years that demonstrates the program's performance toward meeting the previous objectives. Include the following standard program performance metrics as well additional program specific metrics, if any.

A. For the purpose of this Comprehensive Program Review, the following data have been compiled to provide a three year comparison of total costs to the college plus the anticipated budget for 2011-12. Historical reprographics and communications actual expenditures have been consolidated to reflect an “apples to apples” comparison of costs prior to establishment of the department (2007-8 and 2008-9) and expenditures since 2009-10. Projected expenditures are also included for 2010-11 and 2011-12.

2007-08 as base year	2007-08	2008-09	2009-10	2010-11 (Proj)	Budget 2011-12 (Proj)
Total Exenditures	\$355,699	\$414,256	\$428,451	\$320,871	\$294,424*
% change (base)		16.5%	20.5%	-9.8%	-17.2%
% change Year to Year		16.5%	3.4%	-25.1%	-8.2%
Manhours (annual)	6,240	8,320	7280	7,280	6,240
Consultant Hours (Annual)	2,080	2,080	0	0	0
Total hours available	8,240	10,400	7,280	7,280	6,240
Hours % change (07-08)		26.3%	-11.7%	-11.7%	-24.3%
*Uses 2010 -11 salary and benefit levels—incorporates 4,000 and 5,000 changes plus reduction of one full time to a half time position.					

Imperial Valley College Information Survey		
How do you receive information about IVC?		
Answer Options	Response Percent	Response Count
Facebook	19.2%	75
Student Portal	37.1%	145
Twitter	1.3%	5
Myspace	0.8%	3
E-mail	71.6%	280
Text	3.1%	12
Marquees	4.6%	18
IVC Website	65.5%	256
Other	10.5%	41
Other (please specify)		42
<i>answered question</i>		391
<i>skipped question</i>		3

Imperial Valley College Information Survey		
Please circle all the newspapers you read on a regular basis.		
Answer Options	Response Percent	Response Count
Imperial Valley Press	62.5%	233
San Diego Union-Tribune	15.8%	59
Los Angeles Times	5.1%	19
La Voz de la Frontera	15.3%	57
La Cronica	15.8%	59
Adelante	7.0%	26
El Sol Del Valle	5.6%	21
Holtville Tribune	2.9%	11
Calexico Chronicle	3.5%	13
Imperial Valley Weekly	5.4%	20
None of the above	23.6%	88
Other	5.4%	20
Other (please specify)		21
<i>answered question</i>		373
<i>skipped question</i>		21

Imperial Valley College Information Survey		
Do you read any of the above newspapers online?		
Answer Options	Response Percent	Response Count
Yes	49.9%	189
No	50.1%	190
<i>answered question</i>		379
<i>skipped question</i>		15

IVC Social Media Usage By Age group	2009 Survey Resp.	2011 Survey Resp.	2009 Survey Resp.	2011 Survey Resp.	2009 Survey Resp.	2011 Survey Resp.	2011 Survey Resp.	2011 Survey Resp.	Total 2009 Survey Resp.	Total 2011 Survey Resp.
AGES	17-24	18-24	25-34	25-34	35+	35-44	45-54	55+		
Facebook	13.0%	79.3%	1.4%	78.9%	0.0%	52.2%	61.5%	43.5%	14.4%	72.0%
MySpace	69.9%	19.2%	5.5%	28.2%	0.0%	8.7%	5.1%	4.3%	75.3%	17.3%
Linked In	0.0%	0.5%	0.0%	1.4%	0.0%	8.7%	5.1%	4.3%	0.0%	2.4%
You Tube	68.5%	54.7%	4.1%	53.5%	0.7%	28.3%	35.9%	34.8%	73.3%	48.2%
Twitter	0.0%	12.3%	0.0%	12.7%	0.0%	8.7%	5.1%	4.3%	0.0%	10.7%
Other	8.9%	2.5%	0.0%	2.8%	0.0%	10.9%	10.3%	0.0%	8.9%	4.2%
Don't use	4.1%	9.9%	1.4%	12.7%	2.1%	34.8%	23.1%	52.2%	7.5%	17.3%

Imperial Valley College Information Survey		
Which radio stations do you listen to? (Check all that apply)		
Answer Options	Response Percent	Response Count
88.7 FM	4.2%	15
91.1 FM	2.8%	10
92.7 FM	21.9%	79
93.7 FM	13.9%	50
94.5 FM	18.6%	67
97.7 FM	12.7%	46
98.3 FM	52.4%	189
99.3 FM	14.4%	52
100.1 FM	8.3%	30
104.7 FM	6.4%	23
106.1 FM	6.9%	25
107.5 FM	18.8%	68
800 AM	0.0%	0
989 AM	0.0%	0
1230 AM	5.8%	21
1300 AM	2.2%	8
Satellite	8.9%	32
Other	13.0%	47
Other (please specify)		64
<i>answered question</i>		361
<i>skipped question</i>		33

Measure L/Measure J Survey data			
Caldwell Flores			
Direction of IVC	Right Direction	Wrong Direction	
2004 Survey	61%	17%	
2010 Survey	67%	26%	
Need for additional funding	Some/Great need	No Need	
2004 Survey (April 2004)	91%	2%	
2010 Survey (Feb. 2010)	63%	8%	
Fiscal management	Excellent/Good	Fair	Poor
2004 Survey (April 2004)	42%	21%	8%
2010 Survey (Feb. 2010)	39%	35%	14%
Job Serving Community	Excellent/Good	Fair	Poor
2004 Survey (April 2004)	66%	20%	5%
2010 Survey (Feb. 2010)	62%	23%	11%

Community		
Measure J Support		
% of students residing		
Community	% J Yes total	Students residence
Heber	71.8%	4.4%
Calexico	71.7%	32.1%
El Centro	62.5%	30.1%
Westmorland	60.4%	1.0%
Brawley	58.3%	12.7%
Imperial	55.0%	10.1%
Calipatria	54.7%	1.8%
Holtville	53.5%	4.4%
Niland	52.1%	0.4%

Imperial Valley College Information Survey

Have you used the IVC E-Schedule?		
Answer Options	Response Percent	Response Count
Yes	46.6%	183
No	53.4%	210
<i>answered question</i>		393
<i>skipped question</i>		1

Zmags Data				
Fall 2010 Schedule	US visits	Mexico	Total	
Visits	13861	2038		
Percent	87%	13%		
Spring 2011 Schedule				
Visits	11222	1437		
Percent	88.5%	11.3%		
Google Analytics				
IVC Website				
Aug 13, 2010-Feb 13, 2011				
Visits	605886	39604	655202	
Percent	92.5%	6.0%		
Aug. 13, 2009-Feb. 13, 2010				
Visits	678029	33823	720714	
Percent	94.08%	4.69%		
Facebook Demos				
"Likes"	2609	457	3241	
Percent	80.5%	14.1%		

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From what location do you access the internet for IVC information, registration and/or online courses? (Check all that apply)		
Answer Options	Response Percent	Response Count
Campus	44.4%	173
Home	90.3%	352
Work	14.9%	58
Smartphone	20.3%	79
<i>answered question</i>		390
<i>skipped question</i>		4

Referrals to IVC Website		1391 sites		
Aug-Feb 2010/2011	52800	36386	visits	
	2010	2011	2011	2010
my.imperial.edu	31	7122	19.6%	0.1%
directory.imperial.edu	3728	4751	13.1%	7.1%
google.com	811	2615	7.2%	1.5%
Facebook	633	2449	6.7%	1.2%
guide.opendns.com	2301	2054	5.6%	4.4%
	7504	18991		

	2010	2011		
Mobile devices				
August-February			%total	%increase
Totals	4051	21783		437.7%
Android	469	7983	36.6%	1602.1%
iPod	1589	5555	25.5%	249.6%
Blackberry	390	3231	14.8%	728.5%
iPhone	825	2903	13.3%	251.9%
iPad	0	1258	5.8%	100.0%
Windows	166	297	1.4%	78.9%
Danger Hiptop	171	419	1.9%	145.0%
Samsung	95	117	0.5%	23.2%
Symbian)S	30	97	0.4%	223.3%
Sony	1	53	0.2%	5200.0%
PalmOS	39	40	0.2%	2.6%
LG	24	31	0.1%	29.2%
LGE	0	29	0.1%	100.0%
Nokia	0	13	0.1%	100.0%

Imperial Valley College Information Survey

Which Smartphone do you have?		
Answer Options	Response Percent	Response Count
Android	16.8%	64
iPhone	7.6%	29
Blackberry	13.9%	53
Other	7.3%	28
I don't use a Smartphone	54.3%	207
Other (please specify)		16
	<i>answered question</i>	381
	<i>skipped question</i>	13

Facebook Friends "Likes	
Nearby Colleges	3/10/2011
Imperial Valley College	3177
Mira Costa	2417
Mesa	454
Palomar	330
SDCCD	113
CETYS	2245
AWC	1139
COD	2175
Southwestern	1014
Grossmont	642
Cuyamaca	304

Copier Usage Summary	(Reprographics only)			Total
	Admin Copier	Reprographics	Docutec	
Copies per year	WC265HC	WC7665P	Docutec	Total
2007-08	499984	750406	1418029	2668419
2008-09	427746	580209	1501683	2509638
2009-10	498453	554724	1515940	2569117

Visioning		
Community		
Meetings		
	Oct. Nov.	June- Aug.
	2007	2010
Holtville	5	2
Niland	11	15
San Pasqual	4	11
Westmorland	5	4
Seeley	6	4
Calipatria	6	3
Heber	5	15
Imperial	12	10
Brawley	7	10
El Centro	10	16
Calexico	10	10
Totals	81	100

Visioning Outcomes

OUTREACH

- IVC is doing a lot but could improve on the way it tells its story to communities served
- Career counseling is a needed addition to the course scheduling services offered by counselors. Some suggested faculty advisors work with counselors.
- IVC should promote its successful graduates.
- IVC needs better student orientation. Could coordinate more with high schools to help students understand realities of college life.
- Early outreach needed in middle schools.

MORE COMMUNITY INVOLVEMENT

- There is a desire to have IVC become the cultural hub of the Valley with community cultural , visual, and performing arts programs available.
- Take industry advisory committees more seriously; meet more frequently than once a year
- Open Planetarium to the public
- Community wants more campus events

Visioning Outcomes (Cont.)

PROBLEMS IN OUTLYING AREAS

- While bus transportation has improved, it is still difficult for night students who live in remote communities.
- IVC should establish regular counseling hours or other presence in small communities (ie Calipatria)
- Many small communities are underserved by technology which prevents students living there from accessing IVC.
- Bus schedules and class schedules should be coordinated.

PERCEPTIONS AND MISPERCEPTIONS

- Campus is crowded and “feels like a high school.”
- Mexicali residents improperly get classes.
- Financial aid is abused

PRAISE AND POTENTIAL

- The nursing program and public safety programs were touted as “shining stars” and the groups would like to see all IVC programs and new workforce development programs become equally as strong.
- Online classes were mentioned as excellent and more should be offered. Degree programs online would be popular.
- IVC should have a job placement service for its students that rivals any in the area.
- IVC is an economical way to begin a college career and is a backstop to those who go away and then return.
- IVC should develop more short term business courses ie OSHA, Customer Service training

CUSTOMER SERVICE

- The online registration system could be improved and be more user friendly.
- IVC has to tell students how they can matriculate to other schools better.
- Make IVC more friendly to older adults who are returning to school.
- Customer service can be improved be less automation, more personal contact.
- IVC:s Website needs improvement. It is very difficult to find information on it.
- Short term parking passes are difficult to find (locations to purchase them)

ACCESS TO CLASSES

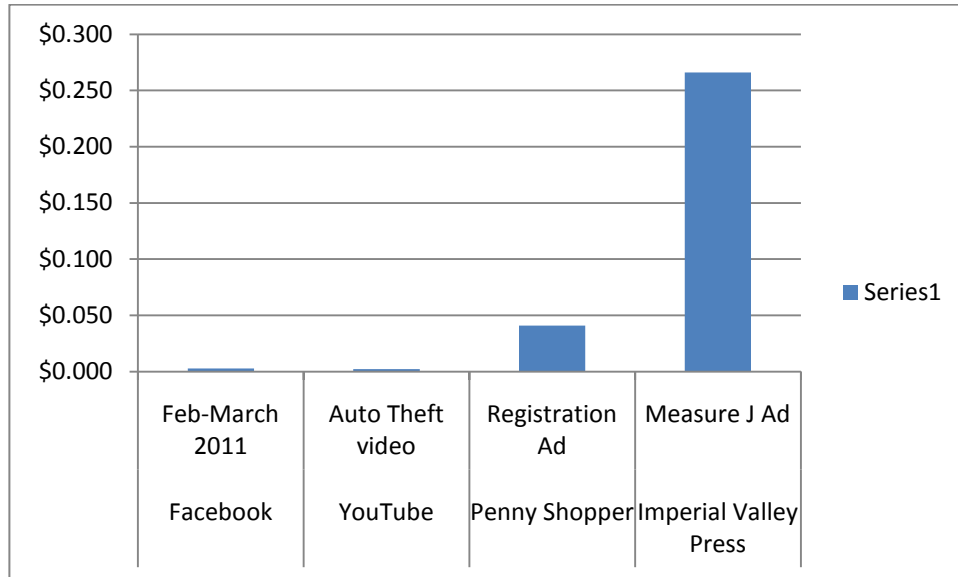
- There are not enough courses. Access is becoming a problem. Classes are filling up much too quickly and more sections should be added to accommodate demand.
- Develop survey or foundational course in Alternative Energy that can apply to all forms of alternative energy generation
- Review priority registration policies. Why are EOPS students eligible when others are excluded?

FACILITIES

- IVC needs a larger and more modern book store and student services area.
- Counseling Center is too crowded. It needs to be much larger.
- The new science building and the inviting new Xeriscape grounds and the improved parking facilities are improvements.

Cost per impression

Facebook	YouTube	Penny Shopper	Imperial Valley Press
Feb-March 2011	Auto Theft video	Registration Ad	Measure J Ad
\$0.003	\$0.002	\$0.041	\$0.266



Facebook and Print Media Impressions
 April 2010-March 2011

Source	Impressions (Views)	Responses
IVC (Main) Facebook Page	656441	4246
IVC 50th Anniversary	4773	62
IVC Athletics	11267	65
Media news Releases and/or interviews	673260	Unknown

Event	Years	People reached		Target Audience
		2010		
Fair	2007-2010	95,000		General
Business Showcase	2007-2010	2000		Businesses
Campus Open House	2010 (New)	2000		Taxpayers
Science Building Grand Opening	2010 (One-Time)	150		Community Leaders
Transit Center Grand Opening	2010 (One-Time)	60		Transit officials
Foundation Fashion Show (with foundation)	2010 (One-Time)	300		Community Leaders and Public
Hall of Fame (with foundation)	2010 (New)	150		Alumni

Copier Usage Summary		(Reprographics only)		
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Copies per year	Admin Copier	Reprographics		
	WC265HC	WC7665P	Docutec	Total
2007-08	499984	750406	1418029	2668419
2008-09	427746	580209	1501683	2509638
2009-10	498453	554724	1515940	2569117

3. Present student learning or service area outcomes data that demonstrate the program’s continuous educational and/or service quality improvement. Include the following standard information and metrics as well as additional program specific metrics, if any.

List the program level outcomes, goals or objectives and show how these support the Institutional Student Learning Outcomes. Identify the method(s) of assessment used for each of the program level outcomes. Provide a summary of the outcome data for the program, including course and program level data as appropriate.

 - A. As noted below and as shown by historical expense data, the Communications Department has been consistently working to lower costs while at the same time expanding services to the college.
 - B. In January 2010, the Communications Department established its Service Area Outcome as follows: “Increase knowledge among IVC Stakeholders regarding programs and issues at IVC through an integrated marketing plan that promotes and fosters student and community relations as well as institutional value.” The outcomes were to be measured through community surveys as well as the 2010 Visioning process. A comparison of community surveys taken in 2004 for Measure L and again in 2010 for Measure J shows an increase in “negatives” although there is extensive community goodwill expressed about the work of IVC and that was proven in the overwhelming voter approval of Measure J. But in the 2010 survey, 26 percent of the respondents said IVC was headed in the “wrong direction” compared to 17 percent in 2004. Those who rated IVC’s fiscal management as “Poor” increased from 8 percent in 2004 to 14 percent in 2010. Additionally, 11 percent in 2010 felt IVC was doing a “Poor” job serving the community compared to 5 percent in 2004. While the timing of the 2010 survey came during a time of fiscal upheaval throughout the country, the negatives need to be monitored and continually evaluated.

4. Analyze the data presented visually (graphs, diagrams, etc.) and verbally (text) as appropriate, present any trends, anomalies, and conclusions. Explain the program’s success or failure in meeting the objectives presented above in item one. Explain the ways that the program utilized the student learning or service area outcome data presented in item three to improve the program (changes to curriculum, instructional methodology, support services, etc.)

The Imperial Valley College communications department has developed into a highly efficient, proactive department that is on the cutting edge information technology of since its inception in July 2009. During this period, it has increased production while cutting expenses.

In the 2007- 2008 fiscal year, the combined expenses of communications and reprographics (had the current organizational structure been in place) was \$355,699. Projections developed for this Program Review show that the department will end the 2010-11 fiscal year with total expenditures of \$320,871—a reduction of nearly 10 percent from 2007-08 and 25 percent from the 2009-10 fiscal year. It will come in under budget in 2010-11 by \$103,358

In terms of manpower, the department has reduced the annual man-hours from 8320 in 2007-08 to 7280 in 2010-11. That is a decrease of 11.7 percent. The projected 2011-12 budget will further reduce these projected man-hours to 6240 which represents a reduction of 24.3 percent. These are before any expense or man-hour reductions mandated because of the current state budget crisis. It should be noted that in the years 2007-08 and 2008-09, total man-hours here include 2,080 that were provided by a consultant at an annual cost to the district of \$68,036 in 2007-08 and \$59,196 in 2008-09.

Even with these reduced expenses, production has increased and the department has developed many new communications initiatives in the past 18 months. Meanwhile, it has also continued to provide services that it had provided prior to the department being formed.

New initiatives have included:

1. Moving from hard copy course schedule to an electronic version which is expected to save IVC at least \$45,000 annually
2. Organizing and providing significant leadership in the Imperial Valley College Measure J campaign that will generate \$80 million in new construction over the next decade
3. Developing a K-12 tour program that, by June 2011, will expose 1,000 elementary school children from throughout Imperial Valley to the benefits of Imperial Valley College and how it fits into their higher education plans
4. Partnering with the IVC Foundation to create an Ambassadors program that directly involves IVC students in outreach efforts. The eight Ambassadors will generate 800 man-hours of outreach during the 2010-11 Academic year.
5. Developing an IVC “Empowered” campaign to address the county’s low educational attainment rate through articulation of how higher education empowers students to build careers and improve themselves
6. Developing a cutting-edge social media effort that has augmented IVC’s outreach capabilities at an extremely low cost.
 - In the 12 month period since April 2010 (where data is available)—The main IVC Facebook page has generated 656,441 views (“impressions”) that resulted in 4,246 responses. The IVC 50th Anniversary Facebook Page generated another 4,773 views (62 responses) and the IVC Athletics Page, 11,267 views with 65 responses.

- The cost per impression for Facebook posts is \$.003 each or \$3 per 1000. Comparatively, the cost of a Penny Shopper advertisement (per thousand impressions) is \$41 (.041 cents each) and the cost per thousand impressions of an Imperial Valley Press advertisement is \$266 (\$.266 cents each). That is why more and more promotion of IVC will be through Social Media.
 - Facebook has become one of the primary referral sites to the Imperial Valley College website
 - In just two years, the percent of IVC students actively using Facebook jumped from 13 percent to 80 percent and, to date, 20 percent of IVC students report that they use Facebook as a means to garner information about the college. This is expected to increase even more in the coming years.
 - Facebook – as well as Twitter—have given us the ability to communicate rapidly and in real-time with students on a medium they use. In the event of a disaster or major incident, these tools would be crucial. This was seen during the April 2010 bomb threat and evacuation of IVC. Facebook was heavily used to communicate to students and there was a 17 percent increase in “subscribers” on our page in a period of two hours.
7. Adding several new or onetime events to campus activities, including an annual community open house, hall of fame banquet as well as one-time events such as a Fashion Show, Grand Opening of Science Building and Transit Center
 8. Adding a Governmental Relations component to IVC’s outreach efforts that has developed partnerships with other colleges in the region to advocate in Sacramento on behalf of community colleges. This has resulted in face to face meetings with all San Diego/Imperial County-area legislators and their staff members.

Ongoing projects that have continued include

1. Media Relations: In the 12 month period between April 2010 and March 2010 (where data is available)The department has generated 34 print news stories from news releases and has participated in 39 press interviews—both television and print. This has resulted in 673260 impressions in the Imperial Valley Press and Holtville Tribune/Calexico Chronicle/Imperial Valley Weekly alone. Data are not available on the reach of the television stations in this study (KYMA and KSWT)
2. Visioning Process: In June and July 2010, the Communications Department developed and coordinated an extensive countywide strategic planning process that resulted in 11 community meetings throughout the county and reached 100 stakeholders. This is a continuance of similar countywide visioning processes that began in 2004 and were also held in 2007.
3. Design and printing of brochures, flyers and other collateral material for the college at large as well as for specific departments. Since November 2010, 50 individual brochures and flyers have been designed and printed by the Communications Department
4. Photography: The Communications Department has continued to provide photo services to the campus and has developed an extensive photo archive of campus activates and events

5. Printing: The Reprographics Department has continued to print (annually) about 2.5 million pieces for all departments on campus.
6. Design and development of Advertising: The Communications department has designed advertising and has continued to make media buys on behalf of IVC in support of registration and campus events. Since the 2007 academic year, the Imperial Valley College Communications staff has purchased \$159,243 (an average of \$39,810 annually) in media advertising. Because of social media and other technology that will efficiently reach students and the community, it is anticipated that these costs will be drastically reduced in coming years. For the 2011-12 year, \$15,000 has been budgeted for advertising purposes.
7. Design and printing of all catalogues and course schedules. In the 2007/8 through 2009/10 fiscal years, the college spent \$202,187 for just schedules alone in the three years—an average of \$67,395 annually. With the advent of the Zmag e-schedule in the 2010-11 year, this cost dropped to \$37,977. Going forward, all print schedules will be eliminated with the exception of those needed for on-campus uses.

Taking the above into consideration, here is a more specific discussion of the goals listed above:

Goal 1: Increase knowledge among influencers and other IVC Stakeholders regarding programs and issues at Imperial Valley College through efficient use of resources

- Through use of media and social media outlets as well as the visioning process, IVC has continued to educate its stakeholders
- Survey data from Measure L and J shows that IVC enjoys strong support for its work throughout the county although there is a need to address perceptions regarding fiscal management issues
- A precinct by precinct breakdown of Measure J results indicate that the strongest support for the college is in Calexico and Heber while the weakest support is in Calipatria, Holtville and Niland.

Goal 2: Establish the foundation for a bond issue in the 2010 General Election by reaching all communities to reinforce personal connections with the college

- This goal was accomplished in November when more than 65 percent of the electorate approved Measure J

Goal 3: Continue a marketing effort to seek continued budgeted growth in enrollment, especially in the North County

- IVC still needs to address issues in the North County, as noted in the Measure J community by community results.

Goal 4: Assist IVC in reinforcing and expanding its leadership role in workforce development and attainment of higher education for Imperial County residents

- This is an ongoing effort through involvement in the Imperial Valley Economic Development Agency and P-16 Council
- IVC has instituted K-12 tours that expose young people to college. More than 1,000 students will tour IVC in the 2010-11 Academic Year

Goal 5: Launch the IVC Hall of Fame

- Accomplished in 2010

Goal 6: Develop targeted approaches that will assist outreach for specific IVC programs dealing with dwindling enrollment, program eliminations or other budget-related issues

- This goal needs to be refined as indicated by Measure J surveys and outcomes. It will be carried forward

Goal 7: Reduce hard copy printing across the campus through better use of technology

- Work began on this goal in 2011 with the new copier arrangement throughout campus. It will be continuing with a transition of Reprographics a Design and Print Services department

Goal 8: Institute a proactive internal communications program that will develop an institutional awareness of marketing as an operating principle for the college.

- This goal has had mixed results. There has been campus wide adoption of the “Empowered” campaign and that will continue. However, work must continue in educating other departments regarding the true functions of the Communications Department and services available.

B. PRESENT: Snapshot of the State of the Program in the Current Semester: Spring 2011

1. Give a verbal description of the program as it exists at the present time. Include information on current staffing levels, current student enrollments, student learning or service are outcome implementation, number of majors, and/or other data as appropriate.

The Communications department in Spring 2011 consists of one half-time director who donates his personal time and is functionally working in a full-time capacity, one full-time public relations specialist and one full time publications coordinator. Currently there is one other budgeted printing specialist position that is vacant and those functions are being covered by two temporary employees. A request is on the table to convert the vacant Printing Specialist position into a 20 hours per week position. One of the temporary employees is assisting in the transition to a new and more automated campuswide print services program. The functions provided by this position will be disappearing when the new program is fully operational.

2. Verbally describe any outside factors that are currently affecting the program. (For example: changes in job market, changing technologies, changes in transfer destinations, etc.)

Developing communications tactics today is a moving target because of changing technology that has driven major changes in communication channels. In just the past year, more and more students are moving to mobile devices as a means to communicate. For many, these smart phones are replacing more traditional computers. At present, 20 percent of IVC’s students report they use their Smart Phones to access the computer and that number will rise rapidly. In the August to February time period between 2010 and 2011, the number of accesses to our IVC website by Smart Phones jumped from 4,051 to 21,783—a 437 percent increase. Additionally, “texting” as a means of instant communications is changing how we communicate with students and as well as the public at large.

C. List any significant issues or problems that the program is immediately facing.

1. The Communications Department is not considered by some on campus to be important to the operations of IVC. As stated elsewhere, the Communications Department is new to the campus and change is difficult. Old perceptions and beliefs die hard. Criticism and questioning the need for a Public Relations function at IVC is part of this college's culture and, indeed, is not rare in the community college system – especially when there are tight budgets. Part of it is because there is a major misunderstanding regarding the function of the department. The perception is that all it does is “publicity” or “advertising” or that it is personal publicity arm of whomever is CEO at the time. The true contributions of professional public relations, whether at IVC or elsewhere are difficult to quantify. As we move forward, the department can do a better job in promoting itself to the broader campus constituencies and defining to others its role in the success of IVC as a publicly tax-supported institution.
2. Discussions need to begin immediately about relocation of the Communications Department. The current location is unsatisfactory—for two reasons:
 - (A) It is removed from the administrative center of the campus. The nature of public relations work requires consistent communications with Vice Presidents and especially the President. That is why most Public Relations offices are located near the CEO's office and that is where IVC's should be located.
 - (B) The Communications Offices are in building 500, a building that is going to be torn down within two years.

C. FUTURE: Program Objectives for the Next Three Academic Years: 20011-12, 2012-13, 2013-14

1. Identify the program objectives for the next three academic years, making sure these objectives are consistent with the college's Educational Master Plan goals. Include how accomplishment is to be identified or measured and identify the planned completion dates. If any objectives are anticipated to extend beyond this three-year period, identify how much is to be accomplished by the end of this review period and performance measures.
 1. Develop an entrepreneurial model for the Communications Department so that by 2014, at least 15 percent of the Communications Department budget will be offset by reimbursement for services from outside agencies and other sources.
 2. By 2012, Video resources will be fully developed to provide online promotional capacity through establishment of a fully operating on-line TV station
 3. Address misperceptions regarding IVC (ie the “Mexicali” issue) by development of factual context and data that reflects an accurate picture of the mix of students at IVC
 4. Continue transition from traditional media promotion to an all-technology-based approach with 90 percent of all outreach material being disseminated electronically by 2013

5. Transition “Reprographics” into a “Design and Print Services” department that focuses on high end print needs and by 2013, reduce copying in reprographics by 50 percent through dissemination of copy machines throughout campus and increased use of technology.
 6. Develop targeted approaches that will assist outreach for specific IVC programs dealing with dwindling enrollment, program eliminations or other budget-related issues
3. Identify how student learning or service area outcomes will be expanded and fully implemented into the program. Include a progress timeline for implementation and program improvement.

In the next several months, after the upcoming change in administration, additional service area outcomes will be developed in consultation with the Marketing Committee, the broader campus community as well as the new leadership of the college. It is anticipated that these outcomes will pertain to maximizing uses of technology to communicate with students as well as the broader community.

Outcomes also need to be developed to address negative perceptions of the college that will develop as ore cutbacks take hold in service areas.

3. Identify any resources needed to accomplish these objectives. Identify any obstacles toward accomplishment and the plan to surmount these obstacles.
- A. Budget issues will continue to be the biggest obstacle. The department will continue to seek efficiencies and “do more with less” by working smarter and maximizing technology
 - B. The location of new offices needs to be determined
 - C. Personnel needs
 - 1) Media and Community Relations Director position needs to become full time and the vacant 20 hour Printing Specialist position (currently being filled by a temp) needs to be filled.
 - 2) While the budget situation may prevent the above from occurring in the near future, steps will be taken to accommodate this reality.
 - a. The incumbent Media and Community Relations Director is willing to continue in the current part-time capacity until the fiscal situation is resolved.
 - b. Reprographics will probably be shut down at least two days a week if the 20 hour part-time Printing Specialist position remains vacant.

c. Identify any outside factors that might influence your program during the next three years.

A. The State and Federal Budget situations

B. Growth in the community

C. Change in college administration