Marketing and Public Relations
Task Force Findings, Final Report
Fall 2006

Hillsborough Community College
Hillsborough County, Florida

TASK FORCE MEMBERS

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Kimberly Williams, Professor of History
Donna Allen, Director of Marketing and Creative Services
Eleanor Gilder, Director of Institutional Advancement
Alisa Zujovic, Research Analyst
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Hillsborough Community College engages in a review of academic, academic support, and administrative areas for the following purposes:

1. To complement the institution’s strategic planning process requiring the internal development of unit plans with an external perspective in the review of those plans and the quality of programs and services.
2. To respond to intrinsic motivations for continuous improvement with a focus on the enhancement of institutional effectiveness and efficiency; student learning outcomes; and client satisfaction.
3. To respond to state mandates and accreditation requirements of the Southern Association of Colleges and Schools (SACS) calling for a systematic review of all programs and services.

All reviews will be completed in a five-year cycle. A review will be conducted by a Task Force composed primarily of individuals outside the unit under review. The Chair will be a full-time employee of the unit under review.

The charge to the Task Force is to identify strengths and weaknesses of the unit as guided by empirical evidence. From the list of strengths and weaknesses, the Task Force is to develop recommendations for improvement to capitalize on strengths and redress weaknesses.

Subsequently, two brief follow-up reports will be completed. The first follow-up report is due in the semester following the review and the second follow-up is due one year later. Each report will include a listing of the final recommendations with a few statements indicating the status of the achievement.

Recommendations not achieved within a year may become unit planning objectives to ensure a continued focus on their attainment. Objectives that stem from review recommendations should be indicated as such in the Strategic Planning System.
DESCRIPTION OF UNIT

Marketing and Public Relations is comprised of four (4) units, Marketing and Creative Services, Institutional Advancement, Grants Development, and Marketing and Public Relations.

Marketing and Creative Services is composed of three (3) full-time positions and is responsible for the development, design and production of the College’s official publications (i.e. catalog, credit schedules, continuing education schedules), print advertising and collateral (brochures) in support of College programs.

Advancement is composed of one (1) full-time position and is responsible for the coordination and oversight of the College’s graduation ceremony, All College Day, alumni relations and special promotions (i.e. Black Heritage Festival).

Grants Development consists of one (1) full-time position and provides grants writers and topic area experts information regarding potential public and private funding sources and assists in the review; development and ‘packaging’ of grant documents (paper and electronic) for submission by the College.

Marketing and Public Relations is composed of two (2) full-time positions and provides the direction and oversight of the College’s marketing, advertising and public relations program. The Executive Director of Marketing and Public Relations also serves as the College spokesperson and, with input from President’s Cabinet, submits and administers the College’s advertising program, including the planning, production and placement of media.
UNIT PLAN OBJECTIVES

Institutional Advancement

1. Promote HCC as a single College district at All College Day by development of presenter protocol, solicit presenters in April/May, consult with the Vice President for Education and Student Development to increase faculty participation, consult with staff on ideas for workshops and speakers, increase the quality and quantity of workshops and increase attendance.

   Status: Institutional Advancement continues to seek input on workshop topics, faculty participation and review evaluation results to determine the perception of participants on workshop quality.

   Supports College Goal #2

2. Develop an initiative to increase the number of volunteers working on Advancement Programs.

   Status: Institutional Advancement continues to provide opportunities for College employees to participate in graduation and All College Day.

   Supports College Goal #6

3. Restructure the College’s Alumni Program to meet institutional goals and generate alumni interest, involvement and investment.

   Status: Institutional Advancement has gathered a Leadership group of prominent HCC Alumni to begin the restructure of the Alumni efforts. The Leadership group meets monthly and is providing ongoing direction and input on Alumni relations and activities.

   Supports College Goal #1
Marketing and Creative Services

1. Enhance the College’s visibility to key stakeholders through media placement and on-going public relations efforts.

Status: In September of 2005, the College commissioned a survey from the Market Development Department of The Tampa Tribune to measure the perception of the College by the Hillsborough County community. This was a follow-up to a benchmark survey commissioned in 2000.

Supports College Goal #6

2. Complete the Alumni Database to serve Institutional Advancement in the communication between the College and interested and active alumni.

Status: The College has sent more than 40,000 alumni records to be reviewed and updated. The updated database has been used by Institutional Advancement to send information about the College to a random sample of alumni to update them on the College, gauge their interest in participation and to assure that the addresses are kept up to date.

Supports College Goal #6


Status: Marketing and Creative Services regularly provides a client satisfaction survey to the requestors of printed material to determine satisfaction and explore possible areas of improvement. Overall, the scores received have been in the excellent range. The department will continue to use the survey instrument.

Supports College Goal #1
TASK FORCE FINDINGS

Strengths

1. 2005 awareness of HCC was higher (91%) among the adult populations, when compared to the 2000 survey (89%), due to the placement of advertisements in various media outlets.

Source: HCC Awareness Survey 2006

2. Marketing and Creative Services provides a client satisfaction survey as a part of the production of brochure and printed materials.

Source: Marketing and Creative Services Strategic Plan

2. External Affairs has a high rate of satisfaction according to HCC faculty and staff, listed at 84.1% compared to a mean rate of 80.5% for all District services.

Source: 2005 Faculty Staff Survey

4. Marketing and Public Relations maintains a strong “branding” philosophy in the production of the College’s family of publications.

Source: Task Force Observations

Weaknesses

1. Marketing Unit Plan states that the client satisfaction survey results are available on the College’s website, but are not easily found.

Source: Marketing and Creative Services 2005-2007 Unit Plan

2. Marketing and Public Relations continues to produce excessive quantities of printed credit schedules and catalogs.

Source: Task Force Observations

3. The College’s web page design does not reflect the same design of the family of publications.

Source: Task Force Observations

4. Graduation Ceremony date is during finals week which could hamper attendance.

Source: Task Force Observations
Recommendations

1. Post Marketing and Creative Services client satisfaction survey results on the College web site.

2. Propose a plan to President’s Cabinet to reduce the dependency on printed catalogs and schedules in favor of web searches.

3. Make a recommendation to the Web Site Steering Committee to place a more current design on the web site matching the College’s family of publications.

4. Explore a possible date for the graduation ceremony one week after finals and issue surveys to graduated students and faculty/staff to assess satisfaction with graduation ceremony.
DISTRIBUTION LIST OF FINAL REPORT

The final report and all follow-ups will be distributed by the chair to the President's Cabinet, appropriate deans and/or directors, unit heads, unit members, task force members, and all campus libraries. It will be posted to the IR/MIS Website and disseminated electronically to the HCC Community.
LIST OF APPENDICES

- Marketing and Public Relations 2004-2005 Accomplishments
- Marketing and Public Relations 2005-2006 Accomplishments
- Marketing Program Outline 2006-2007
- Frequent and On-going Tasks/Responsibilities
- 2005 Satisfaction Survey
- 2005 Awareness Survey
- 2005-2007 Marketing and Creative Services Strategic Plan
- 2005-2007 Institutional Advancement Strategic Plan
MEMORANDUM

To: Dr. Gwendolyn W. Stephenson
From: John Huerta
Re: '04 – '05 Accomplishments
Date: June 13, 2005

As requested, this document will provide information on the progress made towards accomplishing the goals submitted in the Strategic Plan '04-'06. Specific accomplishments that are not reflected in the division goals are also included.

Goal:

Verify two years of data transfer from Colleague/Datatel to Black Baud.

Progress:

More than 17,000 records were updated and made accessible in the Black Baud Alumni database. A total of 10,000 records reflecting the HCC graduates in the database from 1988 and before and which record includes the graduate’s social security number were exported to Black Baud to be verified and imported into the database.

Spring and Fall '05 Graduates are being formatted for import into Black Baud. The import should be completed by June 30, 2005.

Goal:

Improve the Depth of knowledge and value of the institution to the general market through advertising.

Progress:

The College undertook an aggressive advertising approach targeting a more affluent and educated market with ads in the Tampa Tribune, St. Pete Times, La Gaceta, The Florida Sentinel, The Tampa Bay Business Journal and the Maddux Report. The program reached approximately 500,000 impressions (persons reading the publications in which the ads appeared) per month.
A survey instrument has been finalized and the research arm of The Tampa Tribune will field the survey in early July. The goal of the survey is to attempt to quantify the depth of knowledge and perception of value of the market.

**Other Accomplishments**

**Alumni/Institutional Advancement**
- 17,000 Alumni files were updated
- File mapping completed to submit data address verification
- 10,000 files exported to Black Baud for address verification
  - Graduates from 1988 and before with SSN#
- Inside At HCC Mailed to approximately 3,000 Alumni
- Coordinated the Tuskegee Airmen Exhibit with Black Heritage Festival
- 1,300 Alumni were contacted in a sample mailing
- Alumni Web Page receiving messages and updated information from Alumni

**Marketing**
- Completed Brochures for Allied Health Programs
- Completed Television Commercial for Computer Sciences
- 330 Ads appeared in the St. Pete Times and Tampa Tribune
- 48 Ads in La Gaceta and The Florida Sentinel
- 470 Television Commercials aired on Bright House Networks
- Wrote and Produced “College Tour” with local ABC Affiliate

**Public Relations**
- A total of 30 News Releases were distributed to the media
- Responded to approximately 70 Media Inquiries
Marketing and Public Relations
2005-2006 Accomplishments

The Division of Marketing and Public Relations, which includes Marketing and Creative Services, Institutional Advancement and Grants had a banner year in terms of accomplishments, recognitions and awards. Below please find an overview of the accomplishments that help to further the mission of the College.

Marketing and Public Relations

- Produced a 6 minute promotional video first shown at the Presidential Showcase and will be made available to recruiters and to the College as a promotional DVD
- Produced a television commercial featuring the AS programs on the Brandon Campus bringing the total number of College TV commercials written, directed and voiced to five
- Revised the Dental Hygiene/Dental Assisting television commercial removing the reference to the University of Florida and logo
- Increased the media placement in newspapers, trade publications and cable television promoting the College’s brand and image
- Purchased trade show materials including stand-up displays, table cloth, banners and brochure holders to increase the College’s presence and awareness at conferences and meetings
- Continue to make progress toward producing brochures for all of the College’s AA, AS and AAS Programs
- Participated in the CASE Senior Alumni Administrator training
- Produced and voiced 5 new radio commercials targeting potential students for recruitment for the summer and fall semesters
- Began production of the College’s catalog and promotional DVD to be completed before the fall semester
- Engaged students in the development of creative concepts for the 2006-2007 theme for the College’s family of publications
- Engaged students in a focus group to explore the concepts created and evaluate the direction for the College’s marketing
- Presented and implemented marketing programs including the production of promotional materials for:
  o Quality Enhancement Plan
  o Campus Cruiser Roll-Out
  o Student Email Roll-Out
  o Higher One Roll-Out
  o College Goal Sunday
• Completed new individual photographs of members of the Board of Trustees, including a group photo
• Developed a new more current logo design for an HCC Lapel Pin for the Board of Trustees and President's Cabinet
• Successfully edited, produced and distributed three editions of Inside@HCC
• Co-Chaired, with Eileen Menendez, the College's participation in the American Heart Association's "Heart Walk" raising more than $9,000
• HCC's marketing efforts were featured as the Cover Story in Admissions Magazine, The National Newspaper of Admissions Marketing
• Coordinated the volunteer effort for the Florida Association of Colleges and Universities (FACU) annual meeting in Tampa
• Responded to 73 Media Contacts compared to 70 in 2004-2005

Marketing and Creative Services

The Marketing & Creative Services Department once again enjoyed a very successful year filled with accomplishments, awards and kudos from other HCC staff. We developed more than a half-dozen new brochures and specialty items, won “Best of Show” in a nationwide student recruitment competition with our “Get a Life” Career Book and received the highest marks possible by those who completed our MCS Client Satisfaction Survey.

In addition, we continued our outreach effort with the Hillsborough County School District by sending packets of information to all high school guidance counselors and occupational specialists, and through our Outlook Newsletter. We also jointly produced a brochure on HCC’s Career Resource Centers.

Awards

Admissions Marketing:
Best of Show: Get a Life Career Book (among 2000 entries nationwide)
Gold: "Get A Life" Career book (Direct Mail Category)
Gold: "Get A Life" (External Publications Category)
Silver: Billboard
Merit: Chances Are (Newspaper Ad Category)
Merit: Outlook (Newsletter Category)

Response to Requests
The Marketing Department responds to requests from our web page and business reply cards by sending a packet of information to those who request more information about college programs and services:

Web: 1,160
Business Reply and phone: 521
Total: 1,681
Institutional Advancement

Black Heritage Festival 2006 – The Negro Baseball League

Institutional Advancement coordinated the College’s participation in the Negro Baseball League Exhibit in partnership with the Tampa Bay Black Heritage Festival Committee in January of 2005. The Student Government Association, Dale Mabry Campus, also partnered in this venture and paid for the Exhibit. The Gallery staff of the library once again helped with the invitations to the opening, the exhibit, and participated in the “Good Day Tampa Bay” TV segment of the program. The College received excellent press on the program. We were fortunate to have people who live in our community and were members of one or more of the Negro leagues participate in the program by discussing their experiences with the league during the program. Over 200 people attended the opening.

Alumni Affairs

The first two meetings of the leadership alumni group were held in March and May of this year.

Randy Sears was elected president, Major Bill Davis, Vice President and Cheryl Johnson was elected Secretary. It is planned to elect a treasurer at the June 21st meeting. The group will meet the third Wednesday of the every month until the alumni program is up and running.

Over 4,000 issues of *Inside@HCC* (fall and spring editions) were mailed to HCC graduates utilizing the Black Baud database with less than 1% returned for bad addresses.
The College’s marketing effort is shifting from an emphasis on branding and imaging to an emphasis on recruitment and generating inquiries and applications.

The effect of this change in emphasis is demonstrated by:

- Decreasing the budget allocated for newspapers by one half. The frequency of the ad placement and the size of the ads will decrease.
- The budgeted amount in radio will be more than doubled. The recommended station placement will emphasize the two major demographics which are female 12 to 24 years of age and males 18-24 years of age.
- The recommended station mix will also attempt to reach a substantial number of Hispanic and African-American potential students, male and female.
- Radio placement will begin approximately 4 weeks prior to the first day of class for Fall and Spring and approximately 3 weeks prior to the summer term.
- The recommended radio stations include:
  - WTMP – Urban Contemporary
  - La Nueva – Spanish Language
  - WFLZ – Contemporary Top 40 (20 spots/Week 12 weeks)
  - WXTB – Active Rock (20 spots/Week 12 weeks)
  - Country USA – 103.4 (20 spots/week 12 weeks)

Radio flights (approximate):

<table>
<thead>
<tr>
<th>Season</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
<td>July 24, to August 23</td>
</tr>
<tr>
<td>Spring</td>
<td>December 11 to January 8</td>
</tr>
<tr>
<td>Summer</td>
<td>April 23 to May 15</td>
</tr>
</tbody>
</table>

Newspaper Flights

<table>
<thead>
<tr>
<th>Newspaper</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tampa Tribune – Friday Extra</td>
<td>2x Month July/August/Nov. &amp; Dec./April &amp; May</td>
</tr>
<tr>
<td>St. Pete Times – Tampa Metro</td>
<td>2x Month July/August/Nov. &amp; Dec./April &amp; May</td>
</tr>
<tr>
<td>La Gaceta</td>
<td>2x Month August/December/April &amp; May</td>
</tr>
<tr>
<td>Florida Sentinel</td>
<td>2x Month August/December/April &amp; May</td>
</tr>
<tr>
<td>Business Journal</td>
<td>September, December (2x) and March.</td>
</tr>
</tbody>
</table>

Cable Television

It is recommended that the College continue to air television commercials though our partnership with Bright House Networks at the same level as the previous year (approximately 53 spots per month). A total of 8 months is recommended running concurrent with the radio and newspaper advertising.

Alumni

The goal of the alumni advertising placements are to promote the alumni and maintaining some presence in the Tampa Tribune when not advertising for recruitment processes. It is proposed that a
series of small ads, featuring members of the Alumni Board, be placed. As noted above, the current schedule calls for recruitment ad placement in conjunction with recruitment for registration purposes. The recommended ad placement for alumni will be as follows:

<table>
<thead>
<tr>
<th>Month</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>2x</td>
</tr>
<tr>
<td>October</td>
<td>2x</td>
</tr>
<tr>
<td>February</td>
<td>2x</td>
</tr>
<tr>
<td>March</td>
<td>2x</td>
</tr>
<tr>
<td>June</td>
<td>2x</td>
</tr>
</tbody>
</table>

The ads will be 1 column x 3" tall featuring the photo of a prominent alum with a brief bio and a designated quote.
Frequent and Ongoing Tasks/Responsibilities


Media Contact/News Releases -

- Arrange interviews
- Arrange opportunities for videos for such entities as AACC, ACCT, ETS
- Various school projects, film crew arrangements
- Media appearances on campuses
- Editorial Board Tours and scheduling
- Interviews for subject matter experts including administrators, faculty and students (in person and via telephone)
- News Conferences
- Field media and other telephone inquiries almost daily
- Official spokesperson for college closings, special events, news stories, etc.

Communications

- Post notices on the College’s Web Site and Campus Cruiser regarding College-wide activities and notices, weather advisories, class closures, etc.
- Communicate with other institutions to determine closure status during hurricanes and provide the information to the President
- Inside@HCC – 3x Year – Solicit articles, edit material, design, produce and distribute
- Collect information on Board Recognitions; announce at the BOT meetings and distribute to the College Community
- Outside Activity Report – Report on Cabinet “outside” activities for President and BOT.
- Review all local print media for HCC mentions and provide the information to the President
- Accumulate, categorize and reproduce news clippings from vendor service for monthly distribution to President’s Cabinet and the Board of Trustees
- Photo sessions for President, Cabinet and BOT
- Special design and production for such projects as QEP, College Goals, SCION, Displays, Email/Campus Cruiser Roll-out
- Maintain community leader mailing lists for special events such as grand openings, ground breakings, news conferences, etc.
- Coordinate the President’s annual Student Holiday Art Contest including production and mailing of the President’s Holiday Card with the winner’s image
2005 SATISFACTION SURVEY

Marketing & Creative Services Program Review Fall 2006

Faculty Staff Satisfaction Survey Results: District - Provided Services

<table>
<thead>
<tr>
<th>Range</th>
<th>75.8-86.7</th>
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<tbody>
<tr>
<td>Median</td>
<td>80.5</td>
</tr>
<tr>
<td>External Affairs</td>
<td>84.1</td>
</tr>
</tbody>
</table>

Faculty Staff Satisfaction Survey Comments

External Affairs

Strength comments

<table>
<thead>
<tr>
<th>DM</th>
<th>Received assistance &amp; expert guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC</td>
<td>always knows where to find any publication answers I need</td>
</tr>
<tr>
<td>YC</td>
<td>Very responsive</td>
</tr>
<tr>
<td>DAO</td>
<td>Large # of grants very beneficial</td>
</tr>
<tr>
<td>DAO</td>
<td>I have had good experiences</td>
</tr>
</tbody>
</table>

Weakness comments

<table>
<thead>
<tr>
<th>BR</th>
<th>They are not really involved in all campus'</th>
</tr>
</thead>
<tbody>
<tr>
<td>DAO</td>
<td>Grants and Publications adequate, need to work cooperatively planning publications to better serve college units and improve image in community. Alumni need to be pursued and encouraged to connect to college, utilize them as faces for our successes and contributions for past 4 decades</td>
</tr>
<tr>
<td>DAO</td>
<td>There is no alumni association</td>
</tr>
</tbody>
</table>

Improvements comments

N/A
HILLSBOROUGH COMMUNITY COLLEGE

AWARENESS SURVEY

Prepared For:
Hillsborough Community College

Prepared By:
The Tampa Tribune
Market Development Department

September 2, 2005
Executive Summary & Findings

The objectives of this study were to measure awareness and perception of Hillsborough Community College (HCC) among the general adult population and compare the results to the benchmark study conducted in 2000. A total of 538 adults 18 years and older were interviewed by The Florida Research Group from July 5 through July 27, 2005. Following are the key results of this study:

Overall awareness of Hillsborough Community College among the adult population is high. Ninety-two percent of all adults surveyed have heard of HCC. Awareness is slightly higher compared to the 2000 study (89%).

Hillsborough County adults are also aware (aided) of most programs offered by HCC, including: courses to improve academic skills (79%), courses and a degree to transfer to a 4-year university (78%), courses and a degree leading to full-time employment (73%), courses for self-interest and enjoyment (72%) and courses for customized employee training (54%). Results parallel very closely with the 2000 study.

The survey asked respondents to rate different aspects of HCC on a scale of one to four, with four being excellent and one being poor. A number of respondents gave excellent ratings (3 or 4) to HCC for the following: HCC’s value for the money (93%), HCC prepares students with job related skills (93%), locations of classes (93%), variety of programs (92%), times of classes (92%) and affordability of classes (91%). Among adults who attended HCC, these excellent ratings are slightly higher. Results are very close to the ratings reported in 2000.

It is important to note that, a number of respondents were unable to rate many of these ‘detail’ aspects of HCC. For example, 62% were not aware of the college’s financial stability, followed by the state of the art equipment (56%) and quality of instruction (45%). However, many of the more common-knowledge aspects – including reputation, quality of education, affordability, value, locations and program variety – had higher awareness. Compared to the 2000 study however, the number of don’t knows are slightly higher for nearly every item measured.

Unaided awareness of various employment training programs tend to be low. Only 33% of adults surveyed recalled nursing, 25% recalled computer programming, 19% recalled business programs, 13% recalled health science, 8% recalled dental assistant and 25% recalled other programs. Compared to 2000, only the nursing program increased in awareness.

Most adults have heard of HCC through newspapers (47%), billboards (44%) and television (34%).
Sixty-one percent of the respondents are aware of some advertising for HCC. Among HCC attendees, this figure climbs to 70%, however, only 22% are aware of the “Go here/Get there” campaign and only slightly more (30%) among HCC attendees.

Twenty-eight percent of adults surveyed attended HCC. Among those who did, 90% gave HCC an excellent rating for their experience there. This parallels with the 90% excellent rating reported in the 2000 study.

Most attended the HCC Dale Mabry campus (52%) followed by Ybor City campus (18%).

Sixty-seven percent of adults surveyed also knew someone who attended HCC. Among those adults who attended the school, 94% gave HCC an excellent rating. This matches the results reported in the 2000 study.
The purpose of Marketing & Creative Services is to provide support services to the College in the recruitment of new students, provide required materials such as the catalog and semester schedules, coordinate the advertising of the college to recruit students, develop and maintain the College's Brand and identity and serve as the public and media relations unit for the College.

Planning Facilitator(s): John Huerta

Unit Planning Process:
The Marketing and Creative Services Department follows the college biennial planning process in the establishment of the unit plan. Each year, the Director of the department will meet with the Executive Director of Marketing and Public Relations to establish objective for the coming year and review progress on goals and objectives from the previous year.

External Trends:

<table>
<thead>
<tr>
<th>Trend or Event</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Demand for Enrollment</td>
<td>USF capping enrollment and an economy that encourages training and education have placed an increasing demand on the resources of the college and changed the direction of the marketing.</td>
</tr>
</tbody>
</table>

Constituent Needs:
The department provides the collateral material to market programs and inform students of schedules and course offerings. High school students can glean information about the college from direct mail and advertising pieces. The public get much of its information about the College via the printed and broadcast media. Providing timely and accurate information in all cases is required.
Unit Objective  Complete Alumni Database

Objective Type:  Information/Com. Technology ☑ Facilities ☐ Diversity ☐

Target date:  7/30/2005  Position responsible: Executive Director Marketing and Public Relations

This unit objective supports achievement of the following:

College Goal:  6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:

Priority Initiative:

Review Recommendation:

Total cost to achieve this objective:  $2,000  Cost exceeds unit base budget  ☐

<table>
<thead>
<tr>
<th></th>
<th>Full-time salaries</th>
<th>Part-time salaries</th>
<th>Hourly salaries</th>
<th>Contract salaries</th>
<th>Professional development</th>
<th>Capital costs</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$2,000</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

Describe costs:

Strategies
Professional development and coordination with MIS and Information Technology to convert data

Expected Outcomes/Success Criteria:
Verify two years of data transfer from Colleague to Blackbaud

Means of Assessment:
Produce a mailing list and address verification piece

Results of Assessment:
10,000 files have been updated via BlackBaud. Mail verification will begin in December.

Status:  In progress

Use of Assessment Results:
Mail verification of alumni is on-going in mailings of the publication Inside At HCC. Address will continuously be updated and more data sent for newer graduates.
**Unit Objective**
Enhance the College's Visibility to key stakeholders

**Objective Type:**
Information/Com. Technology ☐ Facilities ☐ Diversity ☐

**Target date:**
Position responsible:
Executive Director Marketing and Public Relations

*This unit objective supports achievement of the following:*

**College Goal:**
6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

**State Performance Standard:**

**Priority Initiative:**

**Review Recommendation:**

<table>
<thead>
<tr>
<th>Total cost to achieve this objective:</th>
<th>$839,824</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost exceeds unit base budget</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Full-time salaries</strong></td>
<td>$236,724</td>
</tr>
<tr>
<td><strong>Professional development</strong></td>
<td>$0</td>
</tr>
<tr>
<td><strong>Part-time salaries</strong></td>
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</tr>
<tr>
<td><strong>Describe costs:</strong></td>
<td>An additional $200,000 is requested matching the '04-'05 allocation for marketing and advertising.</td>
</tr>
</tbody>
</table>

**Strategies**
Continue program of advertisements in print and on broadcast as an increased level

**Expected Outcomes/Success Criteria:**
Improve depth of knowledge and value of the institution

**Means of Assessment:**
Survey of community to assess value and depth of knowledge

**Results of Assessment:**
Survey completed and the results are available to the College Community and outside stakeholders on the College's web site.

**Status:**
In progress

**Use of Assessment Results:**
With a change in emphasis from imaging and Branding to Recruitment, data received will be reviewed to drive marketing and advertising to the recruitment markets rather than image markets.
**Unit Objective** Monitor and improve customer service of printed material

Objective Type: Information/Com. Technology □ Facilities □ Diversity □

Target date: 7/1/2005  Position responsible: Director of Marketing

This unit objective supports achievement of the following:

**College Goal:**
1. Promote institutional learning through excellence in teaching, support services, and instructional delivery systems.

State Performance Standard:

Priority Initiative:

Review Recommendation:

**Total cost to achieve this objective:** $0  **Cost exceeds unit base budget** □

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<thead>
<tr>
<th></th>
<th>Full-time salaries</th>
<th>Part-time salaries</th>
<th>Hourly salaries</th>
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<td>Professional development</td>
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<td>Expenses</td>
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Describe costs:

**Strategies**
Data will be kept on receipt of materials, responses, edits and final product delivery against a designated plan.

**Expected Outcomes/Success Criteria:**
On a given frequency, satisfaction surveys will be given to internal sources requesting material to benchmark their satisfaction with the final outcome and services offered.

**Means of Assessment:**
Surveys will be designed to measure customer satisfaction.

**Results of Assessment:**
Survey instrument has been developed and data is being collected.

**Status:** Partially accomplished

**Use of Assessment Results:** A survey instrument has been used for the past fiscal year ('05-'06). Survey data is being analyzed to improve areas identified for improvement.
Institutional Advancement and Special Programs (IASP) provides quality support programs and activities that promote awareness of the diversity, talent and expertise of the college's graduates, faculty, staff and students. The Office plans and facilitates the development of special programs designed to bring innovation, vitality and resources to the college. These programs foster partnerships with community initiatives, organizations, individuals, and alumni. The advancement of internal initiatives are also a part of this partnership program in terms of forming internal alliances to meet college goals.

Planning Facilitator(s): Eleanor L. Gilder

Unit Planning Process:

Unit objectives are established in consultation with the Executive Director for Marketing and Public Relations. The planning calendar will be for a two year period. Activities and events in most cases are pre-determined and are evaluated by participants and volunteers assisting with the programs. Volunteers and the participants are given a written evaluation form to fill out. The form is designed to give feedback in specific areas of an event, as well as an overall assessment. Results are disseminated to everyone involved and the specific committee recommends results they feel should be implemented. In consultation with the Executive Director, the final list of recommendations for a specific program is made. The results are used to improve the event the following year. Each strategic objective must relate to an institutional goal.

External Trends:

<table>
<thead>
<tr>
<th>Trend or Event</th>
<th>Impact</th>
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</thead>
<tbody>
<tr>
<td>Technology Trends</td>
<td>Up-to-date records are a major factor in identifying and involving alumni with the college. Failure to update these files on an ongoing basis will significantly reduce alumni participation and involvement.</td>
</tr>
<tr>
<td>Technology Trends</td>
<td>On-Line Communities have become key in reaching college alumni. Sources of funding for such initiatives are needed.</td>
</tr>
<tr>
<td>Inclement weather/natural disasters</td>
<td>Significantly reduces the amount of volunteer staff available to assist with advancement programs</td>
</tr>
<tr>
<td>College Partnerships with Local Community Organizations</td>
<td>Development of community partnerships becomes more competitive since other educational institutions and groups are competing for liaisons with the same businesses or organizations in order to enhance their goals.</td>
</tr>
</tbody>
</table>

Constituent Needs:

College Alumni - This group needs information regarding college programs, services, mission, vision and goals if they are to become a resource for the college. Additionally, they need a clear and concise plan that will motivate them to invest their time, talent and resources in the institution. Alumni input should be a part of the development of a strategic plan for Alumni Involvement in the College. A survey will be developed soliciting alumni ideas for programs and services. Results will be widely disseminated to alumni. The Executive Director for Marketing and Public Relations will be asked to review the data for budgetary and other considerations. Key alumni will be targeted to work with the Advancement Office to implement the final plan.
Unit Objective
Promote HCC as a Single College District
Board Strategic Interest/All College Day

Objective Type: Information/Com. Technology ☑ Facilities ☑ Diversity ☑
Target date: 11/1/2005 Position responsible: Eleanor L. Gilder

This unit objective supports achievement of the following:

College Goal:
2. Foster partnerships with the local and global communities to position the College as a premier educational institution for college transfer, career workforce and economic development, lifelong learning, and community initiatives.

State Performance Standard:
Priority Initiative:
Review Recommendation:

Total cost to achieve this objective: $0

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<tr>
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<td>Contract salaries</td>
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Describe costs:
**Strategies**

- Develop a Presenter Protocol for All College Day
- Set up written ground rules for attendee participation
- Begin the Process of Solicitation for Presenters in April/May 2005
- Consult with the Vice President for Education and Student Development on ways to increase faculty participation.
- Consult with staff on ideas for workshops and speakers
- Increase the quality and quantity of workshops at All College Day 2005
- Increase general attendance at All College Day 2005

### Expected Outcomes/
**Success Criteria:**

- Over 50% satisfaction by attendees with the events and workshops for All College Day, October 2005.
- Over 75% satisfaction by the presenters with the presentation process and their workshop(s).

### Means of Assessment:

- The means of assessment for this outcome will be the evaluations from attendees and the All College Day Committee Critique.
- The means of assessment for this outcome will be a comment sheet given to each presenter that will ask questions concerning presenter assessment of components of All College Day relevant to their participation.
- The 2005 All College Day Program was unable to be fully evaluated by attendees because of an abbreviated day due to a hurricane threat.
- Written feedback/evaluation instrument was not used by presenters because one was not developed.

### Results of Assessment:

- There was an abbreviated All College Day program due to the threat of Hurricane Wilma. A small amount of evaluations were received. Written comments sent via e-mail & in the evaluations received appeared positive. Unable to make a clear assessment.
- The abbreviated version of the day also make this outcome difficult to assess. Verbal and e-mail feedback from some presenters were positive. Not enough feedback to make clear assessment.
- The assessments results were not measurable, although most comments regarding the Day and the Objective of promoting HCC as a single college district were positive.
- Inconclusive results because of weather and acceptable evaluation instruments.

**Status:** In progress

**Use of Assessment Results:**

Next year the Advancement Office will attempt to complete the expected outcomes, weather permitting. There is a need to pursue this objective if the college continues with All College Day. A better way to evaluate or assess outcomes will be developed and sent to attendees and presenters. The time frame to do accomplish this will be extended.
Unit Objective
To develop an initiative that will increase the number of volunteers working with the College on Advancement Programs

Objective Type: Information/Com. Technology ☑ Facilities ☐ Diversity ☑

Target date: 4/1/2006 Position responsible: Eleanor L. Gilder

This unit objective supports achievement of the following:

College Goal: 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:
Priority Initiative:
Review Recommendation:

Total cost to achieve this objective: $0

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Describe costs:

Strategies
Send out to constituents a communication that the College needs volunteers to assist with special events and other activities.
In consort with College departments, identify a need for volunteers. For example, admissions, registration, in house conferences, All College Day and graduation. Develop a list of areas, time frames for assistance and clear expectations.
Compile the list and send it to College Departments in need of assistance. List pertinent data involving volunteers such as area of interest, names, how the individual can be reached, etc.
The list will be updated and maintained by the Advancement Area

Expected Outcomes/ Success Criteria:
A pool of volunteers will be developed from alumni, retirees, college staff, faculty, and the community to assist with college programs and activities needing volunteer assistance. The goal will be to have a list of 100 - 150 people to select from.

Means of Assessment:
The evaluation will be development of the list and in what areas volunteers wish to be used in

Results of Assessment:
A larger pool of volunteers was developed this year to assist with All College Day, Graduation, and the yearly Art Exhibit done in consort with the Tampa Bay Black Heritage Committee. This list needs to be formalized and expanded.

More volunteers participated in the graduation ceremony, All College Day and the Baseball League Exhibit than last. The office has names, however, the list was not formalized. The group includes both in-house and community volunteers.
Status: In progress

Use of Assessment Results: There is still a need to continue to pursue this objective as long as the Advancement Office is involved in college/community projects. The completed list will prove helpful in planning programs, additional resources and manpower and in promotion of HCC to the community and for in-house programs.
Unit Objective
To develop partnerships with community groups to advance College goals

Objective Type: Information/Com. Technology ☒ Facilities ☒ Diversity ☒

Target date: 9/1/2006 Position responsible: Eleanor L. Gilder

This unit objective supports achievement of the following:

College Goal: 6. Continuously improve programs and services while aggressively seeking and effectively managing human, financial, physical, and technological resources.

State Performance Standard:
Priority Initiative:
Review Recommendation:

Total cost to achieve this objective: $0 Cost exceeds unit base budget ☐

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<td>Expenses</td>
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Describe costs:

Strategies
- Identify groups that may want to partner with the college in presenting programs or services.
- Develop individual plans to involve these groups with the College. Approval will be needed from the Director of Marketing and Public Relations. Input from various groups may be necessary.
- Set up specific goals and timeframes in each plan.
- Develop clear incentives for involvement.
- Implement the plan and set up time frames for assessing the advantages/disadvantages.
- Evaluate the results.

Expected Outcomes/Success Criteria:
Increase the number of community groups involved with the college through the Advancement Office. A total of three would be the goal.

Means of Assessment:
Adding three groups within the next year.

Results of Assessment:
The Tampa Bay Black Heritage Committee has been brought on as a partner in the production of a yearly exhibit designed for community awareness.
- There is an indication that another group will partner with us in the production of the 07 Blues Exhibit. Details will need to be worked out.

Status: In progress

Use of Assessment Results:
- There is a need to continue the pursuit of the objective. Once this objective is completed, the Advancement Office will use the partnerships to involve community organizations in relevant ways with the institution. The strategies for doing so are outlined above.
- The group to assist with the Blues Exhibit will be the first community group. Internally, the Advancement Office is partnering with the Dale Mabry SGA to bring this exhibit to the College.
Unit Objective  To Expand the Offerings and Quality of workshops for All College Day 2005.

Objective Type:  Information/Com. Technology  ☑  Facilities  ☐  Diversity  ☑

Target date:  10/1/2005  Position responsible:  Eleanor L. Gilder

This unit objective supports achievement of the following:

College Goal:  5. Promote an institutional culture that values the individual; fosters diversity; and encourages professional development, action, creativity, and risk taking.

State Performance Standard:
Priority Initiative:
Review Recommendation:

Total cost to achieve this objective:  $2,000  Cost exceeds unit base budget  ☐

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<td>Expenses</td>
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</table>

Describe costs:  Part-time salary for someone to assist with setting up the web site for All College Day.

Strategies
Send information to the College Community requesting suggestions for workshops early in the year. Timeframes will be April/May 2005.
Utilize recommendations in the 2003/2004 All College Day Report as the basis for early planning of the Event.
Restructure the Opening and Ending Ceremonies to better utilize time.
Initiate a list of incentives for presenter participation with input from the cabinet, faculty, and the ACD committee.
Develop written protocol for presenters, expected rules for participants and clear procedures for auctions, raffles and prizes. Involve pertinent committees in the production of these materials.
Recommend that there be paid assistance to help with the web site for All College Day 2005. The site is the heart of the Registration Process, there needs to be someone(s) involved in setting up the site that is not a volunteer with other duties.
Write a plan for All College Day 2005 with input from volunteers working in each area of ACD and include recommendations from 2004. Disseminate the plan and request input from key personnel involved in the ACD activities.

Expected Outcomes/Success Criteria:
All College Day October 2005 will have expanded workshops from the community and inside presenters

Means of Assessment:
A More diverse and expanded database of workshop presenters than in previous years.

Results of Assessment:
All College Day 2005 resulted in more workshops than in previous years. This year there was a total of 125 workshops scheduled before the weather cancellation, 72 in-house presenters and approximately 48 guest presenters. Total presenters for 05 was 118.
Native American presentations, increased faculty presentations, more travel programs and physical activities added to the diversity of the total program.
**Status:** In progress

**Use of Assessment Results:** The results will be used to improve workshops for the next All College Day as well as to bring in new workshops that would enhance the program. As long as there is an All College Day, the pursuit of the objective should be ongoing.
**Unit Objective** To restructure the College's Alumni Program to meet institutional goals and generate alumni interest, involvement and investment.

**Objective Type:** Information/Com. Technology ✓ Facilities ☐ Diversity ✓

**Target date:** 9/1/2005 **Position responsible:** Eleanor L. Gilder

**This unit objective supports achievement of the following:**

**College Goal:** 1. Promote institutional learning through excellence in teaching, support services, and instructional delivery systems.

**State Performance Standard:**

**Priority Initiative:**

**Review Recommendation:**

**Total cost to achieve this objective:** $8,000

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**Cost exceeds unit base budget** ☐

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<td>Expenses</td>
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</table>

**Describe costs:** A part-time person is needed to maintain and work on the Alumni Data Base.
Strategies

Select a general sampling based on zip code information to identify alumni to send general survey to.

Tabulate results of the survey and identify key alumni who will assist with writing the alumni plan, the Executive Director for Marketing and Public Relations, and the Alumni Liaison to the Foundation.

Based on current initiatives, collaborate with Dean John Evans, Dr. Lois Gaston and the local fire chiefs to select a group of alumni from the fire science/EMT Program to send an interest letter to.

After interest has been determined, develop a survey to send to fire science/EMT alumni that will determine what types of support and programs they would be interested in as alumni.

Involve fire science/EMT, Dean Jack Evans, Dr. Lois Gaston and fire chiefs in developing the strategic plan for the fire science/EMT group.

Plan a Reception for the Fire science/EMT alumni group and a Reception for Key Alumni.

The Director of Institutional Advancement and Special Programs will research and target a group of 30 to 40 alumni to interest in forming an alumni group to have input into the alumni strategic plans, and to assist with monitoring the plans.

Expected Outcomes/Success Criteria:

- Have a general Alumni Survey Instrument developed by June 1, 2005. The survey will be sent out to 3,000 Alumni in the current data base.

- Send an interest letter to a targeted group of Fire science/EMT graduates who have expressed interest in forming an HCC Alumni Club. The goal is to target graduate names given to the College by the District Fire Chiefs. Letter will be sent March 2005.

Means of Assessment:

- Assessment will be from the survey results in the returned information.

- Assessment of the results will be from the return information, from the letter of interest that will be developed for these graduates and from surveys that will be developed once interest in a Fire Science/EMT Alumni Club is determined.

Results of Assessment:

- The College has participated in a national survey conducted by the Council for Resource Development to determine best practices for 2-year alumni association's nation wide. This information will be used to survey 3,000 alumni in the current data base.

- This portion of the alumni plan has not yet been implemented. The goal is to begin implementation of this plan during the early part of the spring semester 2006.

- Over 4,000 alumni were sent an alumni interest post-card. Names were obtained from updated records. The response was average, however, it assisted with e-mail contact addresses to alumni. It is planned to update 3,000 - 5,000 more this fall semester.

- An alumni leadership group has been formed and is meeting monthly to assist with forming a general association group. The leadership group will be asked to participate in the plans for the general association.

- The fire chief is part of the alumni leadership group. He will be asked to assist with the formation of the fire科学/EMT group.

Status: In progress

Use of Assessment Results:

The program will need to be continued to be implemented, however, because of activities being implemented when it is advantageous rather than in the order originally planned, they will be implemented out of the sequence described above.