

**Institutional Advancement
Divisional Plan**

Last Update 02-06-2002

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Maricopa Community Colleges

Estrella Mountain Community College Institutional Advancement Division Plan

Definition of Institutional Advancement (IA)

Institutional advancement is an integrated function of marketing, public relations, alumni relations, fundraising and government relations that broadcasts and positions an institution to secure resources and support.

EMCC Institutional Advancement Division Mission

The mission of Estrella Mountain's Institutional Advancement Division is to deliver and utilize professional marketing/communications expertise to shape public perception and position the college in order to:

- **Increase student enrollment**
- **Create conditions for community trust and support that contribute to institutional survival**

Estrella Mountain's Institutional Advancement Division communicates to the broadest definition of Estrella Mountain customers and stakeholders. In addition to potential student customers, IA addresses anyone in the internal or external community who has an interest or exerts an influence on the success of the college.

Shaping public perception of Estrella Mountain Community College impacts student recruitment, community opinion, legislative support, and fundraising success.

**Institutional Advancement Division
FY 2001-2002 Objectives**

I. Maintain or increase % of new student population

(market penetration across segments, identify new markets for existing products/fill to capacity)

B 1., 2., 3., F 1., 2., 4.

- Define and execute institutional advertising campaign /achieve goals: Fall 2001, Spring 2002, Summer 2002; communicate plan/results to internal customers
- Deliver graphic design component of schedule of classes & catalog production; plan, execute and analyze results of direct mail
- Serve on high school recruitment team and contribute expertise to define and achieve team's goals for new student recruitment
- Initiate and support development of a viable product mix and product diversification; continue to provide division representation to Curriculum Product Development, enrollment management committees; initiate and support distribution channels that meet external customer needs; participate on EMCC Web Policy Group, liaison with MCCCCD initiatives, research new markets to promote appropriate course/program development

II. Plan for 2004 bond initiative; continue image development/positioning of the college & its offerings to increase enrollment and build trust

A 1., A 4., C1., E 3.

- Confirm differentiating factors; update major messages; translate value-added benefits of Estrella Mountain; Fall 2001
(coordinate with Bond Planning Committee of EMCC Leadership Council)
- Create and begin execution of external communication activities related to masterplanning & other bond planning (2001-2004)
(coordinate with Bond Planning Committee of EMCC Leadership Council)
- Provide professional design, copy & editorial writing services to communicate new programs and initiatives of internal customers to external audiences; create and produce 3 issues of institutional newsletter
(coordinate with President and Bond Planning Committee of EMCC Leadership Council)
- Provide media relations for institutional initiatives; establish on-line access to news releases for EMCC internal customers Fall 2001

- Update and improve internal customer access to IA Division web resources (flyer templates, EMCC image & identity guidelines)
- Complete external image perception survey as part of bond planning
- Maintain liaison with Maricopa District bond initiative planning as they impact media, marketing and development

Craft annual, local and national competition entries (See IA copies of competition entries archived in division).; write, design, package

- Best of the West
- Maricopa Foundation Employee of the Year
- NCMPR National
- Valley Forward
- Continue awareness promotion targeted specifically at new population in West Valley
- Broaden/ national image/reputation; pitch and place two news stories in national media
- Participate on all architectural planning, public art and interiors teams in Phase IIb
- Communicate to external audiences Phase IIb completion and growth issues; execute groundbreaking activities for Phase IIb

III. Build capacity to provide advertising and promotion service for the SouthWest Skill Center A 2., B 2.

- Expand advertising buy and collateral printing budget to accommodate SWSC needs (dictated by institutional budget allocation)
- Provide media relations support to SWSC as appropriate
- Include SouthWest Skill Center (SWSC) in editorial and product promotion sections of Schedule of Classes; integrate into college advertising plan (dictated by budget allocation)

IV. Contribute marketing/pr expertise to accomplish effective college web presence (first two layers) B 2., F 1., 2., 4.

- Complete Phase I - new web site architecture, visual design of first two layers by 8/15/01 (see EMCC Leadership Council Blackboard site folder; EMCC Web Initiative)
- IA representation on EMCC Web Policy Group

V. Communicate second institutional self-study process and broadcast achievement of 10-year accreditation from the Higher Learning Commission/NCA (2001) A. 2, 3

- Design visual identity for second Institutional Self-Study; Fall 2001
- Craft, oversee & execute Communication Plan for the Institutional Self-Study (see Blackboard Institutional Self-Study site for plan/progress; see e-clips web)
- Create (write, design and position in two formats (print & electronic)) all formal communication of the second Estrella Mountain Institutional Self-Study: Fall 2001; Produce; 3 editions of newsletter
- Design cover, internal page grid and collateral materials for official documents and evaluation team visit materials of the second Institutional Self-Study; Fall 2001

VI. Achieve initial goal of the Estrella Mountain Scholarship Endowment – (\$ 250,000 by 2002) B 2, C 1.

- Secure Estrella Mountain leadership pledges: Fall 2001
- Announce new goal for Estrella Mountain Scholarship Endowment during timeframe if appropriate
- Define with college and SouthWest Skill Center leadership component of Estrella Mountain Scholarship Endowment to support skill center students: Fall 2001

**VII. Contribute expertise to position emerging opportunity in fine arts development; serve as co-chair to fine arts task force; maximize benefits in a major community partnership; liaison to PAC developments
A 2., A 4., C 1.**

RESOURCES NEEDED TO ACCOMPLISH OBJECTIVES

Support from Other Divisions/Teams

- Proactive inclusion and/or notification by Division of Instruction regarding new product development created to increase new student enrollment/FTSE
- Support to increase institutional advertising budget
- **Defined recruitment goals** from all internal customers who create new courses, programs and initiatives targeted to increase new student enrollment
- Immediate communication (alert) of newsworthy initiatives and events from all internal customers
- **Defined promotion goals** for creation of all collateral materials/print or electronic
- Data from Division of Institutional Planning & Research for use in externally distributed publications (print and/or electronic)
- Support from MCCCCD District peers in marketing, development and government relations

Staffing

FY 2002-2003 (October 2001 budget submission)

1 FTE/MAT II Media Relations Coordinator to support the 2004 MCCCCD bond initiative and to broadcast and build local & national reputation

FY 2003-2004 (October 2002 budget submission)

1 FTE/MAT II Alumni Relations Coordinator to begin formal Alumni Relations

Other Resources

- Institutional advertising: make permanent \$ 90,000 in institutional advertising account (allocated as “one-time” monies in FY1998/99)***accomplished/notified July 2001**
- **FY 2002-2003 Increase institutional advertising budget by 30% (90,000 to 120,000) (14% media cost increases; 5% FTSE increase/institutional goal; 11% increase media buy for SouthWest Skill Center and EMCC new programs/bond initiative messaging)**
- Increase institutional advertising account by % growth factor each FY (based on institutional FTSE goal % increase and inflation factor)

- \$ for contractual resources for emerging initiatives requiring immediate professional marketing and communication expertise
- Software to support expanding electronic communication needs
- External partnership support

Evaluation Measures

Measures of success include:

- assessment of advertising reach/penetration & new student enrollment results
- high school recruitment results
- \$ in Estrella Mountain Scholarship Endowment
- published news articles
- competition “wins”
- votes in bond elections
- measurements/tracking of users of new EMCC web environment

The Institutional Advancement Division will review progress (including SWOT analysis and update plan during May and June of each FY. By July of each year, a progress report will go to the college president. By August 15th of each FY, a report will be posted on the IA web link.

FY 2002-2003 Objectives to Carry Forward

I. First two Division objectives from 2001-2002 with new goals/ new action items

II. Position the college to receive increased resources A 2., C 1.

- Conduct Open House for new facilities (Phase IIb)
- Publish EMCC Institutional Report Card and complete targeted key stakeholder distribution: fall 2002 (campus 10-year anniversary) A 2.
- Intensify public relations efforts in order to deliver successful passage of the MCCD 2004 bond initiative in the Estrella Mountain service area (2002-2004)

III. Continue fine arts planning, development & positioning A 2., A 4., C 1.