

Tillamook Bay Community College

Office of Advancement and TBCC Foundation

2018-2019 Program Review

Department Overview

The TBCC Office of Advancement is responsible to lead the marketing, communication, community engagement, and resource development efforts for the College. This includes planning and executing a comprehensive, proactive communication strategy that advances the mission and goals of the College and promotes major initiatives, programs, services, and events. Additionally, the department manages fundraising and resource development efforts to meet institution goals through grant writing and work conducted by the TBCC Foundation. The TBCC Foundation is a separate 501c3 public nonprofit that has a 15 member board of directors. Oversight of the Foundation is managed by the Executive Director of Advancement.

Department Structure

3.5 FTE – Executive Director, Development Specialist, Marketing Specialist, Grant Writer

Heidi Luquette, Executive Director of Advancement and TBCC Foundation – 1 FTE

The Executive Director of Advancement and TBCC Foundation is responsible for providing vision, leadership, strategic direction, and administrative oversight for the comprehensive resource development efforts of the Foundation and marketing and communication efforts of the College. The Executive Director reports to the College President, and works directly with the Foundation Board of Directors to achieve mutually agreed upon goals to benefit the College and its students.

The Executive Director ensures compliance with all governmental policies and regulations of the Foundation, supervises all staff in the Office of Advancement, manages daily operations of the Foundation office, and is responsible for achieving all fundraising goals. The Executive Director also serves as the Public Information Officer and the Campus Advocacy Coordinator for the legislative affairs of the organization.

Brooke Bennett, Development Specialist – 1 FTE

Under the guidance of the Executive Director, the Development Specialist is responsible for supporting the administration of resource development and fundraising efforts for Tillamook Bay Community College and the Foundation. The position serves as the Foundation's scholarship administrator and manages the annual scholarship program which includes working with students and donors. The position is responsible for maintaining the AwardSpring Scholarship Database, manages the gift entry process, generates donor reports, and interfaces with the business office to ensure integrity and compliance of the process. The position serves as the administrative support for the Foundation Board of Directors and prepares all meeting materials and attends and takes minutes at board and committee meetings.

Major Areas of Responsibilities

- Gift/Donation Entry
- Board Meeting Logistics
- Database and Scholarship Administrator
- Foundation Events Coordination
- Office Administration

Hailey Fields, Marketing Specialist – 1 FTE

Under the guidance of the Executive Director of Advancement, the Marketing Specialist is responsible for producing marketing and communication materials, facilitating the implementation of a monthly editorial calendar and the implementation of an annual integrated communication and marketing plan for Tillamook Bay Community College. This work includes writing, editing, and designing communication materials for multiple communication channels such as radio, print media, social media and web pages. The position is responsible for facilitating the production of the Term Schedule of Classes each term and a biannual newsletter for the TBCC Foundation.

Major Areas of Responsibilities

- Copywriting
- Graphic Design
- Publication Coordination
- Promotional Materials Development

Dorelei Collier, Grant Writer - .5 FTE

Reporting to the Executive Director of Advancement, the Grant Writer is responsible to actively pursue grant opportunities from local, state, national and foundation funding sources on behalf of Tillamook Bay Community College and the Tillamook Bay Community College Foundation. The Grant Writer prepares and produces grant proposals and solicitations for funding. The Grant Writer researches and recommends funding opportunities, develops solicitations and proposals for general operating needs, and programs and capital projects. They are responsible for preparing progress and final reports to grantors and keeping a master timeline of all grants and their deliverables awarded to TBCC. The Grant Writer works with designated individuals to ensure that deliverables are met and that reports are submitted in a timely manner.

Major Areas of Responsibility

- Prepare and produce grant proposals and solicitation for funding.
- Research and recommend funding opportunities for TBCC.
- Prepare progress and final reports to funding sources on a regular basis.

Service Area Trends

Beginning in 2018, TBCC began prioritizing development of new programs to support community needs. Examples include the Truck Driver Training program, AS Forestry, AAOT – Education, and the redesign of the AAS in Agriculture and Natural Resources. Several new opportunities in the field of health care and in occupational skills training are in planning for 2019-2020 and beyond. An increase in program development has provided exciting opportunities for the Office of Advancement to develop promotional campaigns. However, the department has been limited by a budget that only supports traditional marketing tactics. Digital tactics such as social and online marketing are needed to reach potential students in the 18-24 age bracket and promote these new opportunities. It will be essential going forward that the department maintain not only a budget that can include digital marketing, but the capacity to manage the work. Advancing efforts to digitize information also support the efforts of the College to implement a strategic enrollment management plan that can better serve the community. Beginning in 2019, with the hiring of the full-time Marketing Specialist, the department will research and determine how to best use digital tools to reach segmented markets to share and exchange information. Additionally, we will analyze findings from the March 2019 Community Perception Survey and the Facilities Master Plan Community Engagement Plan to determine opportunities to improve the work of the department and meet the needs of the College and community. 2019 is a research year and the information will be used to determine appropriate budget levels for 2020-2021 to meet new digital and audience segmentation trends.

Service Area Outcomes

The Service Area Outcomes for the Office of Advancement are as follows:

1. Faculty, staff, students and community members will receive marketing materials about TBCC to enhance the image and understanding about the college and what it has to offer the community.
2. The Foundation will grow and enhance their service to the college which helps TBCC students be more successful.
3. TBCC Students will be able to receive needed resources to continue their education.

For 2017/2018 an additional outcome was included but has been removed for future years due to the responsibility of the academic catalog moving to the Office of Instruction and the ability to measure the outcome.

Students, faculty and staff will have access to an accurate, complete, and timely college catalog and term schedules of classes, which allows students to find information easily to make good decisions on their education.

Attached are the following:

- *Service Area Outcome Assessments for 2017-18 and 2018-19*
- *2017-2018 Office of Advancement completed project list*
- *2018-2019 Office of Advancement completed project list*

TBCC Service Area Outcomes Assessment Plan and Summary Form 2017-2018

Use One Form per Outcome

Origination Date of Form 11/6/2017 **Completion Date of Form** 6/20/2018
Service Area Advancement/Development/Foundation **Individual Completing Form** Heidi Luquette

Intended Outcomes	Assessment Tool, Criteria for Measurement, Target Semester for Assessment, and Procedure	Assessment Results	Refinements/Modifications
<p>Students, faculty and staff will have access to an accurate, complete, and timely college catalog and term schedules of classes, which allows students to find information easily to make good decisions on their education.</p>	<p>Assessment Tool: Business office form, and website tracking, change order spreadsheet</p> <p>Criteria for Measurement: Print catalog is in-house by May 15 of each academic year and website content is updated to match print catalog by June 1 of each academic year. Term schedules are received and published to the website no later than one week prior to registration opening each term.</p> <ul style="list-style-type: none"> • Packing slip from warehouse dated no later than May 15 for the catalog and within one week of registration opening for the term schedule • A website analytic report shows content is ADA compliant, no broken links. 	<p>The schedules at TBCC and was delivered to all postal patrons prior to one week before the start of each term. There was a packing slip received that showed they arrived on time.</p> <p>The catalog was delivered a week earlier than the deadline. The web content was updated by May 30.</p> <p>A website analytic report was conducted the last half of 2017 by a vendor seeking our business. The report showed we were out of compliance. Edits were made to documents to bring them up to ADA compliance and all broken links were fixed.</p>	<p>Our recommendation is that the organization invest in the software needed to run a compliance audit of our website to maintain compliance.</p>

TBCC Service Area Outcomes Assessment Plan and Summary Form 2017-2018

Use One Form per Outcome

Origination Date of Form 11/6/2017 **Completion Date of Form** 6/20/2018
Service Area Advancement/Development/Foundation **Individual Completing Form** Heidi Luquette

Intended Outcomes	Assessment Tool, Criteria for Measurement, Target Semester for Assessment, and Procedure	Assessment Results	Refinements/Modifications
<p>Students will be able to receive needed resources to continue their education.</p>	<p>Assessment Tool: Computerized tracking of quantity of scholarships and options, and number of students applying.</p> <p>Criteria for Measurement:</p> <ul style="list-style-type: none"> • Three new scholarship opportunities annually <ul style="list-style-type: none"> ○ Increase in options within a scholarship (Tuition, Fees, Books, Childcare, Living expenses) ○ New funding for a scholarship • Annual increase in students applying for scholarships 	<ul style="list-style-type: none"> • 5 new scholarship opportunities for this scholarship cycle. • Student applications increased. Number of students applying was flat. 	<p>The Advancement office will work with Student Services in 2018/2019 to assess additional ways to remove student barriers to applying for scholarships.</p>

Assessment Plan for Service Area Outcomes 2018-2019

Service Area/Department: Office of Advancement

Intended Outcome: Faculty, staff, students, and community members receive marketing materials about TBCC to enhance the image and understanding about the college and what it has to offer the community.

Assessment Method	Results	Analysis and Next Steps
<p>Assessment Tool: Content audit, community survey, social media report, in-house media report</p> <p>Criteria for Measurement:</p> <ul style="list-style-type: none"> • An annual report is distributed to the community that reports the fiscal year results. • The news section of the website is kept current. • Term schedules are received at the post office and published to the website no later than one week prior to registration opening each term. <ul style="list-style-type: none"> ○ Invoice shows the Term Schedule was delivered within one week of registration opening for each term ○ Website tracking shows a pdf of the schedule is posted to the website within one week of registration opening for each term. • The Advancement team can demonstrate through a report that 80% of distributed press was picked up by the media. (earned media) • Social media engagement increases • Data from a community perception survey provides evidence that the community understands what the college has to offer and the college is viewed 	<ol style="list-style-type: none"> 1. A 2017-2018 Annual Report was created and distributed to 14,500 postal patrons. 2. The news section of the website was kept current. 3. The term schedule was successfully distributed to students and community on- time. 4. Social Media Facebook followers increased from 675 to 782. 	<p>Utilize the results from the community perception survey and Facilities Master Plan Community Engagement Plan to aid in creating an annual editorial calendar that will assist to fill in gaps in community understanding of the College's value.</p> <p>Research ways to use digital marketing to support the efforts of the College's Strategic Enrollment Management Plan.</p>

Assessment Plan for Service Area Outcomes 2018-2019

Service Area/Department: Office of Advancement

Intended Outcome: The Foundation will grow and enhance their service to the college which helps TBCC Students be successful.

Assessment Method	Results	Analysis and Next Steps
<p>Assessment Tool: Institutional report</p> <p>Criteria for measurement:</p> <ul style="list-style-type: none"> • Amount of contributions or donations made to the TBCC Foundation in an academic year. <p>> \$100K: Green</p> <p>\$85-99K: Yellow</p> <p><\$85K: Red</p>	<p>TBCC Foundation 2018-2019 Academic Year Fundraising Break Down</p> <p>Undesignated Funds \$ 12,198</p> <p>Programs Funds \$ 33,662</p> <p>Student Scholarships \$ 102,698</p> <p>Student Emergency Funds \$ 8,450</p> <p>Capital Campaign Pledges Paid \$ 45,000</p> <p>Teaching Excellence Award \$ 1,000</p> <p>Grants for equipment \$ 62,713</p> <p>Gift Fees \$ 3,345</p> <p>TOTAL RESOURCES RAISED \$ 269,066</p>	<p>Continue to work toward the goals outlined in the Foundation Three-Year Strategic Plan. Convene the Strategic Planning Review committee to evaluate the work to assure it continues to align with the funding needs of the College.</p> <ol style="list-style-type: none"> 1. Continue to develop opportunities to cultivate new interest in the college. 2. Implement a communication and stewardship plan. 3. Implement a new fundraiser to support scholarships. 4. Develop marketing materials to promote C2C and FCS. 5. Begin researching an alumni program. 6. Further develop the grant program.

Assessment Plan for Service Area Outcomes 2018-2019

Service Area/Department: Office of Advancement

Intended Outcome: TBCC Students receive needed financial resources to continue their education.

Assessment Method	Results	Analysis and Next Steps
<p>Assessment Tool: Computerized tracking of quantity of scholarships and options, and number of students applying.</p> <ul style="list-style-type: none"> • New scholarship opportunities annually <ul style="list-style-type: none"> ○ Increase in options within a scholarship (Tuition, Fees, Books, Childcare, Living expenses) ○ New funding for a scholarship <p>Less than 2 new scholarship opportunities = Red 3-5 new scholarship opportunities= Yellow 6 or more new scholarship opportunities = Green</p> <ul style="list-style-type: none"> • Annual increase in students applying for scholarships <p>Less than 10% increase in students = Red Between 10% and 19% increase in students = Yellow 20% or greater increase in students = Green</p>	<ol style="list-style-type: none"> 1. Two new scholarships were implemented. 2. 63 students applied for scholarships for the 2019-2020 academic year. This is an increase of 91% over last year. 41 students received awards. 	<p>The Foundation did not have office support for four months of the year, which dramatically hindered the ability to cultivate new scholarship opportunities.</p> <p>Removing barriers for students to apply appeared to assist students. We also conducted two scholarship workshops (evening & day) and ran an aggressive promotion plan.</p> <p>Continuing to improve the process for students. Working with vendor to make review processes better and improve the donor experience.</p>

Project List 2017-18

Department Advancement/Development/Foundation

Project	Project Description	Intended Outcome	Core Measure Theme (Y/N)	Lead Person	(1-3)	Budget Requirements
The TBCC Foundation will transition the scholarship program to an online program to remove application barriers for students and to improve administrative efficiencies	<ul style="list-style-type: none"> Select vendor/sign contract Transition paper application to online Develop review process Train staff and reviewers Beta test Implement Train students Intake and award 2018/2019 scholarships online Evaluate 	Students will be able to receive needed resources to continue their education.	LPCE 1 N	Karen Grosulak	1	\$17,675 Title III
<p>Project Summary – We researched and selected a vendor, and successfully implemented a new Online Scholarship System. We trained students on how to use the system including holding two scholarship workshops and multiple one-on-one support sessions. We managed the 216 scholarships that came in from 33 student applicants to efficiently award \$62,000 in scholarships. In addition, we trained donors to use the system to review applications as well as the TBCC Scholarship committee. We have sought feedback from users regarding the system and are working to implement improvements for the next year. This new tool is a huge improvement to the TBCC scholarship program. Even with the success of this scholarship cycle, we learned the system itself was not enough to remove barriers for students to apply for scholarships. I will be working with Student Services over the next year to assess additional ways to increase the number of students applying to assist students to be able to receive needed resources to continue their education.</p>						
Create a Foundation scholarship handbook	<ul style="list-style-type: none"> Document policies and procedures for new scholarship process Document the scholarship program process and timeline 	Students will be able to receive needed resources to continue their education.	LPCE 1 N	Karen Grosulak	2	.20 FTE Title III Karen Grosulak
<p><i>Project Summary – This is a year two project.</i></p>						
Produce and distribute a TBCC Foundation Newsletter to increase awareness of the Foundation, steward current donors, and cultivate new donors to the Foundation.	<ul style="list-style-type: none"> Identify donor distribution list Build a newsletter template Create a system for gathering stories and digital assets Layout & print semiannual newsletter Develop volunteer plan for assembly Distribute newsletter 	The Foundation will grow and enhance their service to the college which helps TBCC Students be more successful.	LPCE 1 N	Heidi Luquette	1&2	\$2,000. New. Development Budget

Project Summary – We very successfully launched a newsletter program for the TBCC Foundation. We created and distributed two editions that were mailed to 365 donors of the Foundation. Each edition included relevant and timely stories of student success, donor profiles, partnerships with business and industry, board member highlights and appreciation of donor gifts. Board volunteers assembled the mailings. For the June 2018 we have increased from a four page newsletter to an eight page newsletter. Our intent is to expand the mailing list and increase the reach into the community. This new communication and stewardship tool is intended to cultivate new interest in the Foundation, grow our donor base, and show appreciation for our current donors. Growing the Foundation’s donor base will allow us to enhance our service to the College which helps TBCC students to be more successful.

<p>The TBCC Foundation will develop a 3-year Strategic plan to begin July 2019 and a 1 year Action plan for 2018/2019.</p>	<ul style="list-style-type: none"> • Screen potential consultants • Gain buy-in from TBCC Board • Secure Title III funds • Work with consultant, Foundation board, board of education, and staff to complete plan 	<p>The Foundation will grow and enhance their service to the college which help TBCC Students be more successful.</p>	<p>LPCE 1</p>	<p>N</p>	<p>Heidi Luquette</p>	<p>1 & 2</p>	<p>\$12,000 Title III</p>
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Project Summary – Beginning in January of 2018, I researched options for hiring a consultant, screened candidates and hired a consulting team to facilitate the development of a 3-Year Strategic Plan and a One-Year Action Plan to go with it. Working with the consultants we have interviewed key stakeholders, conducted a SWOT analysis, and held a joint workshop of the Foundation Board and the TBCC Board of Education. All board members with the exception of one who had a medical condition attended the workshop which is a major accomplishment for both the College President and myself. Feedback from the Foundation Board has shown they felt the biggest impact from the process was the ability to connect with the TBCC Board of Education. A strategic plan is in the works with the intent to have a final version approved by the board at the September board meeting. Completing this plan will support the foundation to grow and enhance their service to the College which will help TBCC students be more successful.

<p>TBCC Foundation will complete a Memorandum of Understanding with Tillamook Bay Community College</p>	<ul style="list-style-type: none"> • Work with the Foundation board and Board of Education to secure a 10 year MOU that will outline • Support and services to be rendered by each party • Staffing and reporting relationship • Fiscal responsibilities of both parties 	<p>The Foundation will grow and enhance their service to the college which help TBCC Students be more successful.</p>	<p>LPCE 1</p>	<p>N</p>	<p>Heidi Luquette</p>	<p>1&2</p>	<p>No additional resources required</p>
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Project Summary – Working with the College President I facilitated the development of a Memorandum of Understanding between the College and Foundation. The work included researching and recommending an MOU to a task for made up of members of the TBCC Foundation Board. After incorporating in the input from the task force, I presented a draft to the full Foundation Board at the June 2018 board meeting. With minimal revisions, they have approved it for to be presented to the TBCC Board of Education at their September board meeting. Completing the MOU will provide both parties with a clear set of responsibilities for the infrastructure that will support the foundation to grow and enhance their service to the College which will help TBCC students be more successful.

<p>The Advancement team will hire and onboard a new marketing and development specialist.</p>	<ul style="list-style-type: none"> Plan TBD 	<p>Faculty, Staff, Students and Community members will receive marketing materials about TBCC to enhance the image and understanding about the college and what it has to offer the community.</p>	<p>ES3</p>	<p>N</p>	<p>Heidi Luquette</p>	<p>1</p>	<p>.5 FTE GF Grade 13 salary and benefits.</p>
<p>Project Summary – Karen Grosulak was hired April 6 by the advancement department to fill the role of marketing and development specialist. She has been in the role 90 days and is already positively impacting marketing programs. The additional capacity in the department will increase our ability to share with faculty, staff, students and community members marketing materials about TBCC to enhance the image and understanding about the college and what it has to offer the community.</p>							
<p>The Advancement team will lead a web content upgrade to ensure the website stays current with the academic year catalog and contains all federal, state, and ADA areas of compliance.</p>	<ul style="list-style-type: none"> Utilize the Web Committee to assess current needs Gain input from subject matter experts and department content editors Seek stakeholder input Contract for work Evaluate 	<p>Students, faculty and staff will have access to an accurate, complete, and timely college catalog and term schedules of classes, which allows students to find information easily to make good decisions on their education.</p>	<p>ES3</p>	<p>N</p>	<p>Heidi Luquette</p>	<p>1&2</p>	<p>\$7,500. New. 100 hours x \$75/hr. Contract Services Marketing Budget</p>
<p>Project Summary – This is a multi-year project. The first half of the project was to ensure the website was maintained consistent with the current academic catalog and that the site contains all federal, state, and ADA areas of compliance. This was completed. We are compliant with requirements to the best of our understanding. Once the catalog was published, we worked with each department to implement the changes for the year. For those departments that did not have a designated content specialist, we conducted the edits ourselves. In year two, the web committee will lead a content upgrade that will begin with an audit of each page by the subject matter experts. Additionally, the site will be reviewed for improvements and enhancements beyond general content accuracy. A strong, compelling and accurate web presence will provide students, faculty, and staff with access to an accurate, complete, and timely college catalog and term schedules of classes, which allows students to find information easily to make good decisions on their education.</p>							
<p>The Advancement team will implement marketing campaigns to promote new academic programs to prospective students.</p>	<ul style="list-style-type: none"> Develop customized promotion plans that use multiple communication channels to promote the new education program and the forestry degree and pathway certificate. Evaluate 	<p>Faculty, Staff, Students and Community members will receive marketing materials about TBCC to enhance the image and understanding about the college and what it has to offer the community.</p>	<p>ES3</p>	<p>N</p>	<p>Heidi Luquette</p>	<p>1 & 2</p>	<p>No new funds requested \$2,000 included in marketing budget</p>

Project Summary – This is a multi-year project. In year one, we researched, developed, and implemented an integrated marketing plan for the new Forestry program which included development of a web page, an ad for the Tillamook Theater pre-movie show, posters, a social media campaign, and radio and print advertising. We are currently developing marketing materials and a roll-out plan for the new education degree. We are in the preliminary stages of developing promotions for the truck driver training program. By successfully managing these campaigns faculty, staff, students and community members will receive marketing materials about TBCC to enhance the image and understanding about the college and what it has to offer the community.

<p>The Advancement team will create and publish a new publication to promote fall term courses and registration for use during spring term.</p>	<ul style="list-style-type: none"> • Assess stakeholder needs • Seek input from subject matter experts • Contract for new publication template • Produce, distribute and post 	<p>Students, faculty and staff will have access to an accurate, complete, and timely college catalog and term schedules of classes, which allows students to find information easily to make good decisions on their education.</p>	<p>ES3</p>	<p>N</p>	<p>Heidi Luquette</p>	<p>1</p>	<p>No new funds requested \$1,500 included in Schedule Production of Marketing Budget</p>
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Project Summary – We successfully published a new priority registration schedule for returning students. We met with stakeholders, gained input and produced, published and distributed the publication. Students, faculty and staff will have access to an accurate, complete, and timely college catalog and term schedules of classes, which allows students to find information easily to make good decisions on their education.

<p>The Advancement team will create and publish a bi-lingual parent’s guide for use at local high schools.</p>	<ul style="list-style-type: none"> • Assess stakeholder needs (parents) • Seek input from subject matter experts (Student Services/HS partners/Juntos) • Contract for a publication template • Produce, distribute and post 	<p>Under represented families in Tillamook County will have access to information on preparing for career and college after high school.</p>	<p>ES3</p>	<p>N</p>	<p>Heidi Luquette</p>	<p>2</p>	<p>\$1,500. New. Marketing Budget Matching funds of \$1,500 anticipated.</p>
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Project Summary – This is a year two project.

Operational Project Tracking Sheet

Department/Service Area: Office of Advancement Lead: Heidi luquette

Academic Year: 2018-2019

Project	Description	Budget Requirements	Year	Progress
Website Audit	<ol style="list-style-type: none"> 1. Assemble a team to manage a full external website audit. 2. Develop a process to continuously improve the TBCC web presence. 3. Lead the team to perform the audit with the following outcomes: an accurate, relevant, compliant and appropriately branded www.tillamookbaycc.edu 	\$0	2018-19	<p>This project saw little progress in 2018-2019. It has been moved to 2019-2020. The recommendation is that the website move to a centralized team made up of Marketing and IT with a website committee to offer guidance. It is recommended to no longer function as decentralized. It was not effective to have each department meet as a committee and serve as point for their team.</p>
Scholarship Program Review	<ol style="list-style-type: none"> 1. Work with the Student services team to identify student barriers to applying for Foundation scholarships. 2. Determine ways to eliminate barriers during the promotion and application process. 3. Improve process to establish scholarships with donors. 	\$0	2018-19	<p>Actions 1&2 were completed successfully. Two barriers were identified 1) students often do not know how to identify references or supply letters of recommendation during the application process 2) Returning students have difficulty requesting transcripts from old high school records. Both barriers were eliminated from the application process. Applications almost doubled going from 33 applications in 2018 to 63 applications in 2019. Most important is the number of students who started and completed the application improved over 2018.</p>

Hire and Onboard a grant writer for TBCC that reports to the Office of Advancement	<ol style="list-style-type: none"> 1. Confirm job description 2. Open job posting and assemble review team 3. Hire 4. Onboard to learn TBCC, our brand, strategic goals and our grant writing needs 	Already in budget	2018-19	Complete. Employee successfully onboarded and has completed a 6-month probation. A process to approve grant requests and to manage, report, and archive grants has been established.
Meet required needs of Standard 2.A.17 as it pertains to the development of policy for publications	<ol style="list-style-type: none"> 1. Review Standard 2.A.17 2. Assess any current AR/policy's similar in requirements 3. Write new AR/Policy 4. Facilitate the AR/Policy through the approval process 5. Implement any requirements of the new/revised AR/Policy 	\$0	2018-19	Complete.
Conduct a comprehensive communication audit to measure the following SAO: Faculty, Staff, Students and Community members will receive marketing materials about TBCC to enhance the image and understanding about the college and what it has to offer the community.	<ol style="list-style-type: none"> 1. Catalog the marketing materials that were distributed for the 2017/2018 academic year by the department of advancement including the intended audience, key messages, and channels of distribution. 2. Measure stakeholder knowledge of the college, programs and services offered to the community. 		2018-19	This project was successfully completed. It forms the base of the 3-year review of the Advancement department that will be presented in Sept. 2019. The materials were cataloged and analyzed for continuous improvement opportunities and a community survey was conducted to establish a baseline of community awareness and the effectiveness of the current marketing/communication program. The SAO was also revised to better meet the organization's needs.

Issues & Challenges

The Office of Advancement experienced significant challenges in staffing during the 2017-2018 and 2018-2019 academic year. The department was without staff for the last four months of 2018 with the exception of the Executive Director. Three new positions were filled during the first half of 2019. The two new positions were a Grant Writer and Marketing Specialist. The College previously had a shared position that included .5 FTE for marketing. Each new hire brought strong talents and experience to the department but none of the individuals had prior higher education work experience. For 2019-2020, the focus for the department will be to build a strong team, develop office procedures, and learning how our team supports the work of other departments at the College and ultimately the Strategic Plan and the wider Oregon community college network. The benefit of these new team members is their experience and talents that will help move marketing and fundraising initiatives beyond what has been accomplished to date to more innovative and targeted strategies.

Project list for 2019-2020

The Office of Advancement 2019-2020 project list was developed to support three key TBCC Strategic Initiatives:

- The TBCC Strategic Enrollment Management Plan
- A Transition to Guided Pathways
- The TBCC Foundation Three-Year Strategic Plan

Operational Project Tracking Sheet

Department/Service Area: Office of Advancement Lead: Heidi

Academic Year: 2019-2020

Project	Description	Budget Requirements	Year	Progress
Civil Rights Marketing Compliance Project	Ensure all marketing materials used by the college are in compliance with federal civil rights guidelines (accessibility, equal opportunity, translation) <ol style="list-style-type: none"> 1. Facilitate a process to identify what materials are required to be translated and those we feel should be translated. 2. Investigate options for quality translation 3. Manage a process to translate targeted materials 4. Incorporate new materials into standard business processes at the college 	\$5,000 (\$2,000 in budget)	2020	
Develop a Fundraising and Communication plan for 2020	Develop an integrated communication and fundraising plan that increases the donor base, retains current donors, and increases resources available to the college by providing community engagement opportunities, fundraising options, and meaningful stewardship of donors. <ol style="list-style-type: none"> 1. The TBCC Foundation Board will finalize a Fundraising and Engagement Plan for calendar year 2020 at the Dec. board meeting that integrates all foundation engagement, stewardship, and fundraising goals. 	\$0	2019	
Research developing an Alumni Association	Investigate options for developing an Alumni Association at TBCC. <ol style="list-style-type: none"> 1. Consider goals for the program. 2. Consider database needs. 3. Ask Blue Mountain to share their research. 4. Seek input from Alumni regarding what they would like in an Alumni Association. 	\$0	2020	

Segment recruitment materials by target audience	Develop recruitment materials specific to targeted audiences to support increased enrollment. <ol style="list-style-type: none"> 1. Work with the Student Services/Instruction/IR teams to identify student populations to recruit. 2. Research effective communication channels for each audience 3. Develop key messages and information needs for each audience. 4. Produce targeted recruitment materials specific to each audience. 	\$3,500	2020	
Develop a marketing plan for new programs	<ol style="list-style-type: none"> 1. Meet with the Chief Academic Officer to determine new programs for upcoming year. 2. Assess target audience. 3. Research potential communication channels. 4. Implement a plan. 	\$1,000	2019	
Increase Community Engagement/civic opportunities at the college	The Advancement team will work with the equity and inclusion committee and other partners throughout the college to implement three community engagement/civic events sponsored by the college. <ol style="list-style-type: none"> 1. Recognition of a national “month” that includes a community partner and onsite event (Black History Month, Women’s History Month, etc.) 2. Collaborate with the Art instructor to hold a student Art Showcase and fundraising reception in March 2020 3. Fundraiser for the TBCC Student Food Pantry 	\$1,500 (\$500 per event)	2020	

Centralize Management of the TBCC Website	<p>Work with the IT department to develop a plan to disband the current website content committee and centralize the management of the TBCC website.</p> <ol style="list-style-type: none"> 1. Develop operating procedures for how updates to the website will be made 2. Create a plan for how new programs and content will be added 3. Outline how compliance will be managed <ol style="list-style-type: none"> a. ADA compliance b. Annual safety and security updates c. Office of Civil Rights notices 4. Train staff on new operation procedures 			
Finalize and streamline the Grant Program	<ol style="list-style-type: none"> 1. Finalize grant approval process 2. Write procedures for the department 3. Establish criteria for program evaluation 	\$0	2020	
Begin a logo redesign project	<p>Building from the current TBCC logo, work with a designer to assist TBCC to transition to a more collegiate look and feel that will also include an insignia to graphically identify TBCC and guided pathways meta majors. This work should be done by early 2020 in order to update program materials for Fall 2021 recruitment and website upgrade that will be proposed for 2020/2021.</p>		2019/2020	