



# **EFFECTIVE COMMUNICATION STRATEGIES:**

How to Connect in a Complex, Multimedia World.



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San Diego CCD



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San Diego CCD

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# District Overview







# The San Diego Community College District

- One of California's largest community college districts
- Serves the City of San Diego and surrounding region
- 5 Member Elected Board of Trustees
- Three Colleges and Seven Continuing Education campuses serve 100,000 students in the San Diego area



SAN DIEGO CITY COLLEGE



SAN DIEGO MESA COLLEGE



SAN DIEGO MIRAMAR COLLEGE



SAN DIEGO CONTINUING EDUCATION



# San Diego County's 20 Largest Employers

1. UC, San Diego
2. Naval Base San Diego
3. Sharp HealthCare
4. County of San Diego
5. Scripps Health
6. San Diego Unified School District
7. Qualcomm Inc.
8. City of San Diego
9. Kaiser Permanente San Diego
10. UC San Diego Health
11. General Atomics Aeronautical Systems Inc.
12. San Diego State University
13. YMCA of San Diego County
14. Rady Children's Hospital-San Diego
15. SPAWAR – U.S. Navy
16. Northrop Grumman Corp.
17. Sempra Energy
- 18. San Diego Community College District**
19. Solar Turbines Inc.
20. BD (Becton, Dickinson and Co.)

Source: *San Diego Business Journal Book of Lists 2019*



# SDCCCD Mission & Functions

## Instruction

- Basic Skills to Honors
- Transfer Programs
- A.A. & A.S. Degrees
- Career Technical Education Certificates
- High School Diploma / G.E.D.
- English Language Acquisition & Citizenship Training
- Skills Upgrading / Enrichment
- Military Education
- Dual Enrollment
- Bachelor's Degree Pilot Program

## Support Services

- Counseling, Tutoring, Financial Aid, Food Pantries

## Co-Curricular

- Performance Groups, Athletic Teams, Etc.

## Understanding & Respect for Diversity

- Commitment to Student Equity and Social Justice

## Community Partnerships





# San Diego CCD Leadership Team



## Board of Trustees

Sean Elo, J.D., Craig Milgrim, Dr. Maria Nieto Senour, Mary Graham, Bernie Rhinerson



Student Trustees Taylor Carpenter (Mesa College), Oscar David Rendon (City College) and Van Dao Minh Anh (Miramar College)



Constance M. Carroll, Ph.D.  
Chancellor



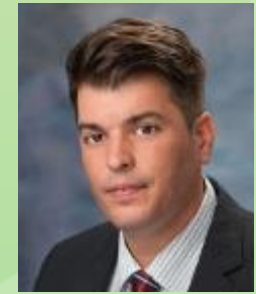
Ricky Shabazz, Ed.D.  
President  
City College



Pamela Luster, Ed.D.  
President  
Mesa College



Marsha Gable, Ed.D.  
Interim President  
Miramar College



Carlos Turner Cortez, Ph.D.  
President  
Continuing Education





# Connecting with internal Campus Constituencies





# Who are our internal audiences?

- Faculty
- Staff
- Administrators
- Retirees/Volunteers
- Board members







# What distinguishes internal from external?



1. Sense of ownership/entitlement
2. Commitment to organization
3. More “in the know” (or so they think)
4. Lots of unofficial communication happening
5. Compelling need to be “heard”



# Opportunity to be helpful in sharing your message/story!





# Challenges

- Getting their attention!
- Many are your biggest critics (but also your biggest fans)
- They have long memories
- Tunnel vision
- Frequently occupy the majority of our time/effort





# Unique Challenges of a Multi-College District

- Communication is more difficult across institutions
- Each campus has its own district culture
- Differing CEO leadership styles and agendas





**Can your PIO help?**

**YES!**



# Tapping Into Hidden Marketing/Communications Capabilities







# The New PIO Role

- Marketing
- Social Media
- Online Communications
- Multimedia
- Fundraising/Development
- Brand Management
- Advocacy/Government Relations
- Strategic Communications
- Student Engagement



# PIO Limitations

- They already have a busy job!
- May not be familiar with the internal politics
- Not always seen by faculty/staff as fair, objective, and impartial
- They are not a substitute for the CEO





# The CEO-PIO recipe for success

- Need for openness, honesty, and trust
- Must know each other's strengths and weaknesses
- Accessible
- A sense of humor helps!





# Communication Strategies

**ONE** | Listen (know your audience and find common ground)





# Communication Strategies

## TWO | Be open and transparent, and make sure employees hear it from you first

 San Diego Community College District  
Office of the Chancellor

January 10, 2019

**The California Budget 2019-20**  
**Changing of the Guard**

Dear Colleagues and Friends:

As you know, Gavin Newsom has replaced Jerry Brown as Governor of California. Although this "changing of the guard" will usher in some changes in fiscal and governmental policy, there will not be dramatic shifts in direction. Certainly, the new governor faces the same fiscal climate as the previous governor encountered, albeit with some improvements, and many of his proposed solutions will need to be similar, which is good news for the overall health of the California economy. For many of us, it is heartening to see that the state's commitment to education and social justice will be continuing under the new governor. In proposing his new budget, Governor Newsom reminded us of a quote from his inaugural address in which "I described the California Dream as a house we are building together. That wasn't just a speech device – it's exactly what we are proposing today. To make the California Dream available to all, our state must be fiscally sound."

**Governor's Budget Proposal in General**

This morning, Governor Gavin Newsom held the annual press conference to introduce his budget proposal for 2019-20, which marks the official start of the state's budget development process. The Governor's Budget Proposal will be followed by legislative discussions, advocacy from the public and private sectors, and further analysis by the State Department of Finance and the Legislative Analyst's Office as more is known about revenue being generated in the current year. As was the case in the past several years, it is anticipated that the revenue estimates will continue to be positive. The next official step in the process will be the governor's second budget proposal, known as the May Revision, which will be issued later in the spring, and will be based upon updated revenue figures, as well as input from legislative discussions and public advocacy efforts. This morning, Governor Newsom outlined a total of \$144 billion in the general fund expenditure budget, a very small increase over the previous budget. The total budget, however, is \$209 billion, including a number of the one-time initiatives and special funding items that are included in the overall budget.

Governor Newsom's first budget includes three major themes: a further investment of \$4 billion toward the elimination of remaining budgetary debt and deferrals; \$4.8 billion to build reserves, which will increase the state's rainy-day fund to \$15 billion immediately, and \$4.8 billion to pay down unfunded retirement liabilities. In addition, the governor proposes increased funding for higher education, including funds to provide for the second year of funding for Promise programs that offer tuition-free enrollment to first-time/full-time students. I am particularly encouraged to see such a bold investment in opportunity for community college students. The governor also has proposed increases in the Cal Grant programs.

I am also encouraged by the governor's recognition of the negative impact of the recent and extremely sharp increases in the employer contributions to the CalSTRS and CalPERS retirement systems. For example, from 2015 to the present, the San Diego Community College District's (SDCCD) BTRRS obligation has increased from \$7,306,278 to \$16,964,270 for a General Fund hit of \$9,657,992. The District's PERB obligation has increased in the same period from \$6,875,902 to \$11,592,739 for a General Fund hit of \$4,716,837. Although the Board of Trustees Designated Reserve has been extremely helpful in meeting this steadily rising obligation, it still means that \$14,374,829 has shifted out of operational funding. The prospect of having some future relief is most welcome.

While the governor's budget keeps the new state funding formula intact, two important factors have been addressed. First, as many know, the new "Student Centered Funding Formula" from the state provides only 70% enrollment-based funding, which has hit the SDCCD hard as a strong enrollment district. The 20% supplemental fund does not benefit the SDCCD as much as it does districts in rural and great poverty-impacted areas. The 10% student success funding is workable based on the credit program metrics, but completely excludes all of the noncredit certificates and other noncredit metrics. Since our District is the largest noncredit provider in the state, this is a serious problem. The governor has called for a halt in increasing the non-enrollment-based aspects of the formula until the entire formula can be reviewed and modified. Second, a legislative committee (the Student Centered Funding Formula Oversight Committee) has been formed to provide this oversight and review, and I am pleased to announce that the Senate Rules Committee has just confirmed the appointment of our own Executive Vice Chancellor Bonnie Dowd to serve as a member of that committee. I was pleased to nominate her and delighted that Senate President Pro Tempore Toni Atkins recommended her appointment.

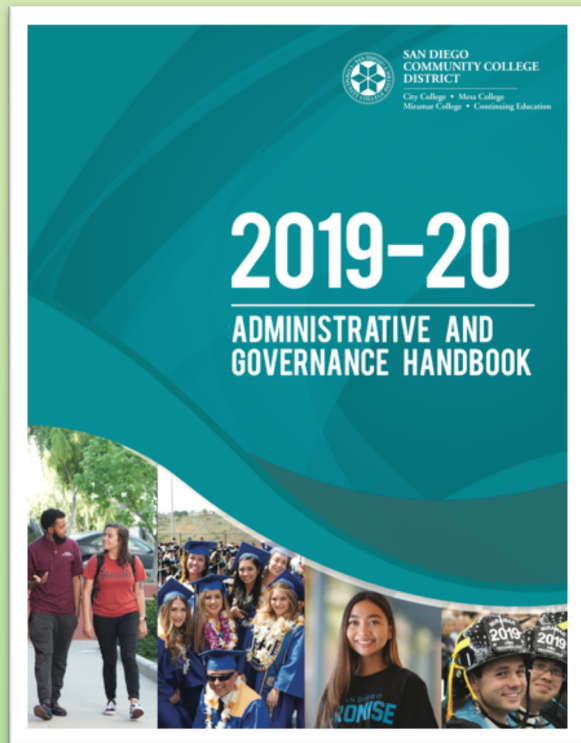






# Communication Strategies

## THREE | You really, really can't communicate too much

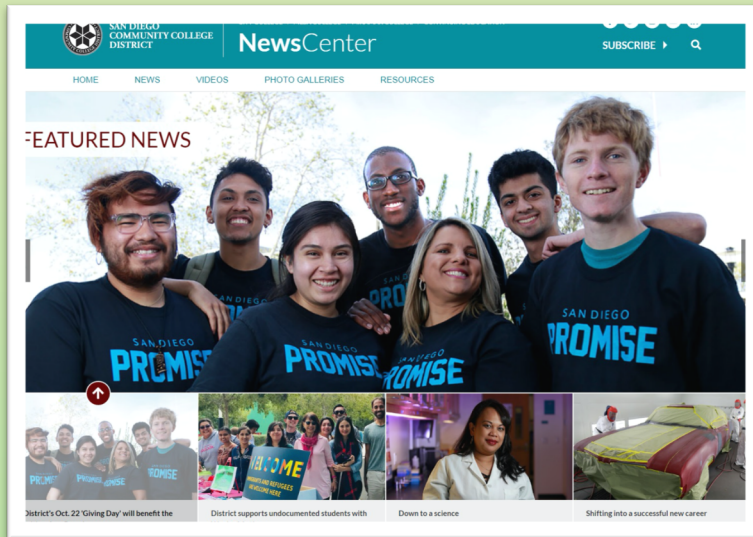




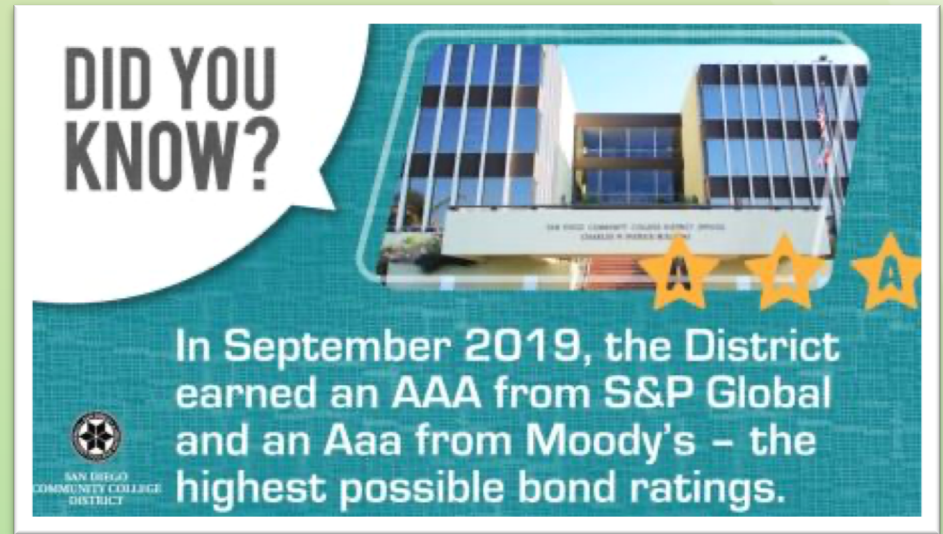


# Communication Strategies

## FOUR | Repurpose content for employees



Intranet/E-News



Video Screens



# Communication Strategies

## FIVE | It takes a village (not just the CEO or board)





# Communication Strategies

## SIX | Lead from the front

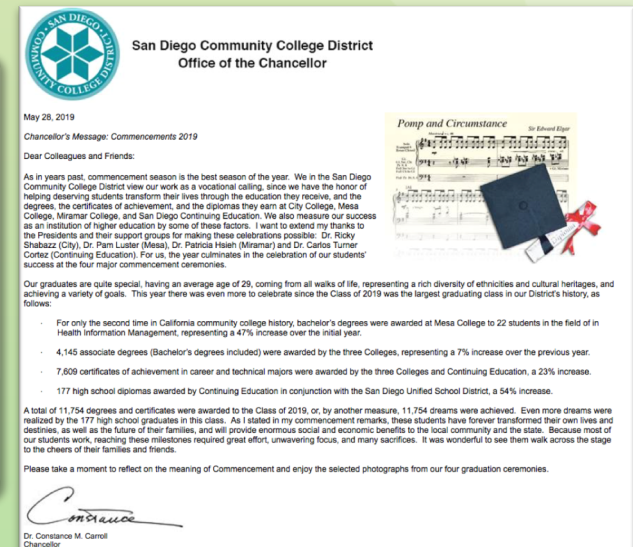
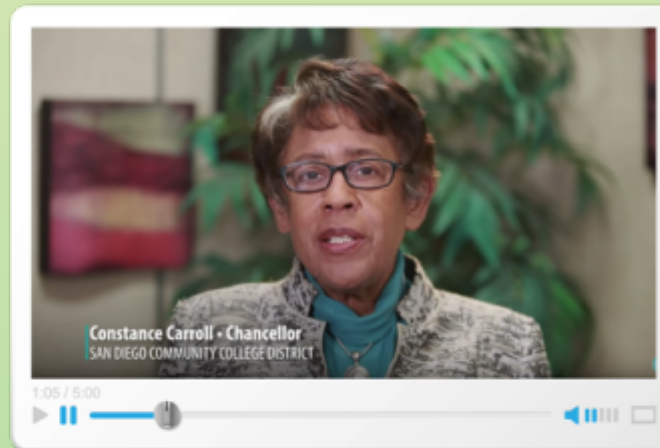






# Communication Strategies


## SEVEN | Utilize multiple channels






# Communication Strategies

## EIGHT | Repetition, repetition, repetition...



### KEEPING THE PROMISE

A GIVING DAY IN SUPPORT OF THE SAN DIEGO PROMISE



You are invited to lend a hand! The San Diego Community College District (SDCCD) is holding its first Keeping the Promise giving day to benefit the San Diego Promise. Please join the District and its students by making a gift on Tuesday, October 22 to help grow this life-changing program that provides free community college education.

All gifts made during the Keeping the Promise giving day will support San Diego Promise students enrolled at San Diego City, Mesa, and Miramar colleges. By coming together, students, faculty, classified professionals, and the entire San Diego community can help these hardworking students achieve their personal, professional, and educational goals.


Please consider a gift, of any amount, and help the SDCCD keep its promise of a free education! To learn more about the San Diego Promise - one of the largest free community college programs in California - visit [sdccd.edu/promise](http://sdccd.edu/promise).

**SAN DIEGO CITY COLLEGE** **SAN DIEGO MESA COLLEGE**

**SAN DIEGO MIRAMAR COLLEGE** **SAN DIEGO CONTINUING EDUCATION**


*“Without your support of the San Diego Promise, I would not be able to continue my education.”*

**- Raegne, San Diego Mesa College**



### KEEPING THE PROMISE

A GIVING DAY IN SUPPORT OF THE SAN DIEGO PROMISE



We did it!

The first ever giving day in support of the San Diego Promise, **Keeping the Promise**, was an unparalleled success, thanks to the support of the San Diego Community College District's generous faculty, classified professionals, administration, and friends.

During 24 hours on October 22, \$17,500 was donated in support of the San Diego Promise. By including the matching gift and double matching challenge, this totals \$27,500 that will go directly to San Diego Promise students.

This is an outstanding result for our Keeping the Promise giving day. If you did not have the chance to donate, but would like to do so, you can make your [gift here](#).

Sincerely,  
Constance M. Carroll  
Chancellor, San Diego Community College District





# Bonus Tip:

Don't forget to have fun!







# Takeaways

1. PIOs are more capable than ever before and can contribute in multiple ways.
2. Internal audiences can be incredibly helpful but only if you maintain effective communications.
3. A healthy relationship between the CEO and PIO is the foundation for success.

