

### Branding Born From Battle Scars

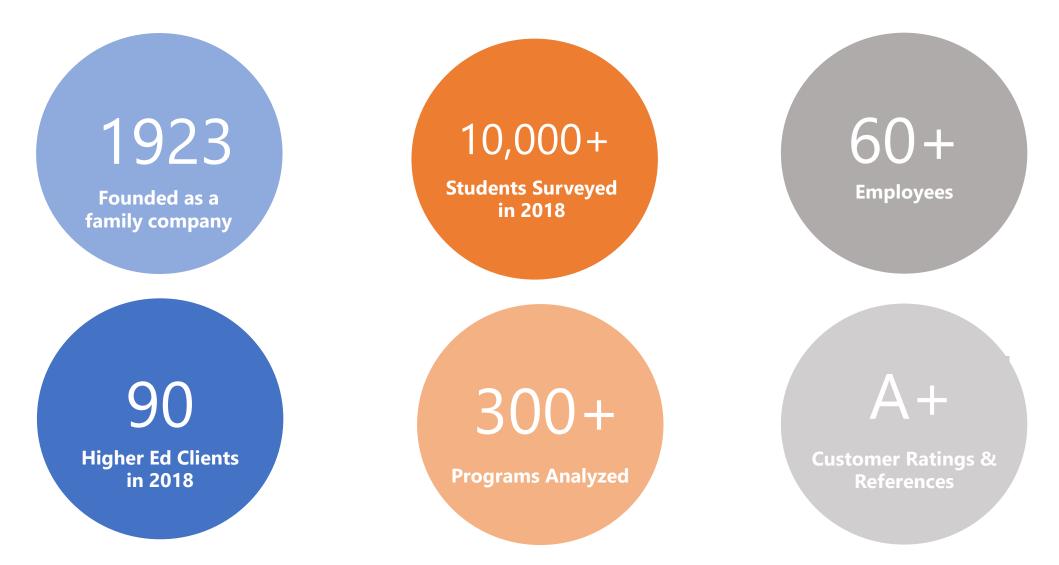
Webinar

June 27, 2019



### **About Stamats**

Your strategic partner in higher education



# Housekeeping

- Use the Q&A button to ask questions at any time during the presentation.
- If you have any technical difficulties, send a message in the Q&A area or call 800.553.8878.
- The presentation slides and recording will be available after the webinar.

# **Stamats Higher Ed Resources**

- Stamats Insights
- White Papers
- On-demand Webinars

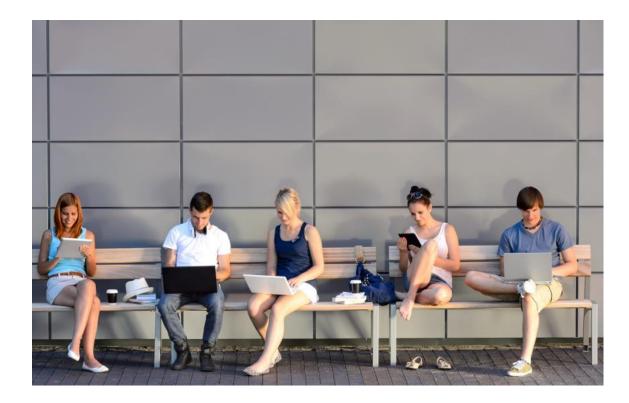
www.stamats.com/resources

# **Upcoming Events**

### Webinar

What Do Students Want From Your Social Media Tuesday, July 9 2:30 pm

Register today! <u>https://www.stamats.com/resources/webinars</u>



# Save the Date!

Stamats2020: A Conference for Higher Education Marketers

stamats I

HIGHER ED. SMARTER

11 111 111 111

FEBRUARY 17-19, 2020\*

**The Kimpton Brice Hotel** 601 E. Bay St. Savannah, Georgia 31401

#STAMATS2020

\*February 17th is Presidents' Day. Bring the whole family!

### Your Speakers Today



### **Beatrice Szalas**

Vice President for Client Services Stamats



### Lisa Brosky

Vice Chancellor, External Relations Pima Community College

# **Branding Born of Battle Scars**

Telling Pima's New Story

# What is a Brand?

Put simply, your "brand" is what <u>your prospect thinks of</u> when he or she hears your brand name.

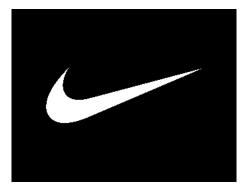
It's everything the public thinks it knows about your name brand offering—both <u>factual</u> (e.g. it comes in a blue box), and <u>emotional</u>.

Your *brand name* exists objectively; people can see it. It's fixed. But <u>your</u> <u>brand exists only in someone's mind.</u>

Your brand is your **<u>reputation</u>**.

# What is a Brand?

Consider your reaction to each of these brands.











# Under Siege



### Heartbreak and Headlines

# Rep. Giffords shot, judge and 5 others killed at Tucson event

Federal judge, child among victims

Arizona Daily Star Jan 8, 2011

f Ƴ

# Loughner police reports, other documents from Pima Community College

Jan 12, 2011

Pima College contacted ATF about Loughner after video intensified concern

Pima Community College police contacted the U.S. Bureau of Alcohol, Tobacco and Firearms on ... PCC asked ATF for weapons info on Loughner, email release shows

Pima Community College police contacted the U.S. Bureau of Alcohol, Tobacco, Firearms and Ex...

#### EDUCATION

### Flores under investigation

Carol Ann Alaimo Arizona Daily Star Apr 14, 2012

The on-again, off-again retirement of former Pima Community College boss Roy Flores is on again, this time with misconduct allegations surroun...

#### EDUCATION

### Board forced Flores out, PCC official says in email

Carol Ann Alaimo Arizona Daily Star Apr 21, 2012

An email sent to a local taxpayer this week by a Pima Community College official casts doubt on the college's official explanation for the rec...

#### COLLEGE

Sexual harassment claimant files suit against Pima Community College

By Carol Ann Alaimo Arizona Daily Star Mar 30, 2016

Ex-administrator says she was ousted from job in 2014; jury trial expected in fall.

### Student vets face debt-collector over PCC errors

By Carol Ann Alaimo Arizona Daily Star Aug 30, 2013

Scores of former student veterans have been referred to the Department of Veterans Affairs debt-collection system because of mistakes made by ...

#### COLLEGE

### PCC terminates two downtown campus execs

By Carol Ann Alaimo Arizona Daily Star Sep 25, 2013

Two top administrators at Pima Community College's downtown campus have been let go amid claims that student veterans were harassed and that P...

#### EDUCATION

### 'Culture of fear' is found at PCC

Kimberly Matas Arizona Daily Star Mar 17, 2013

The president of the organization that accredits Pima Community College is recommending that the college be placed on probation - a move that ...

### State nursing board sanctions PCC

By Carol Ann Alaimo Arizona Daily Star Oct 13, 2013

The Arizona State Board of Nursing has issued a sanction against the nursing program at Pima Community College, saying friction between facult...

#### COLLEGE

### TMC cancels PCC training contract

By Carol Ann Alaimo ARIZONA DAILY STAR Oct 18, 2013

Tucson Medical Center has canceled a training contract with Pima Community College in the wake of a recent sanction against PCC's nursing program.

COLLEGE

### PCC broke federal aid rules, audit finds

By Carol Ann Alaimo Arizona Daily Star Dec 20, 2014

College might have to reimburse U.S. for failing to track no-shows, dropouts.

### New law stops PCC from inflating enrollment estimates

By Carol Ann Alaimo Arizona Daily Star Mar 25, 2016

Arizona has a new law that will stop Pima Community College from using inflated enrollment estimates to stay within its state spending limit.

COLLEGE

Study finds numerous problems in PCC's HR department

By Carol Ann Alaimo Arizona Daily Star Feb 17, 2015

New HR boss take over; aware of issues facing office.

OPINION

Pima Community College doesn't trust its employees, or you

By Sarah Garrecht Gassen Arizona Daily Star Oct 7, 2015

PCC won't let workers talk to reporters, must stick to 'message.'

### PCC cancels failed \$1.3 million program

By Carol Ann Alaimo Arizona Daily Star Aug 18, 2013

A \$1.3 million experiment that was supposed to prepare students to attend Pima Community College has been scrapped, with the school's new lead...

COLLEGE

Pima College aviation program not accredited; students lose aid

By Carol Ann Alaimo Arizona Daily Star May 14, 2016

Training site at airport has not been certified by school's accreditor.

LOCAL NEWS

### PCC 'wins' Brick Wall Award

Arizona Daily Star May 14, 2015

Arizona Press Club cites Pima Community College for lack of openness

# Pima College athletics department was careless with cash, student files, audit finds

By Carol Ann Alaimo Arizona Daily Star Feb 12, 2017

Identity theft was a risk because player records were stored, unsecured, in a campus gymnasium.

#### COLLEGE

Pima College raises specter of big spending cuts, possible layoffs

By Carol Ann Alaimo Arizona Daily Star Dec 13, 2016

Enrollment has fallen so low that record high tuition hikes are on the horizon unless college makes major spending cuts, its employees are told.

#### EDUCATION

### Besieged Pima College board to get new training

Carol Ann Alaimo Arizona Daily Star Jul 29, 2013

Longtime Governing Board members of Pima Community College will be schooled on how to do their jobs properly after a recent investigation cast...

EDUCATION

### Pima Community College slapped with 2 years of probation

Carol Ann Alaimo Arizona Daily Star Apr 18, 2013

Pima Community College has been given two years to fix its pervasive problems or effectively go out of business.

COLLEGE

Pima College should stay under sanction, reviewers say

By Carol Ann Alaimo Arizona Daily Star Dec 21, 2016

PCC has made notable improvements, but not enough, review team finds.

# No Marketing and Recruiting

Decision was made:

- To eliminate recruiting
- To stop marketing

After all, enrollments were at record high. (Great recession)

# Pima's Brand



# The Battle Engaged



# New Leadership, New Vision

- New Chancellor
- New vision as a premier community college
- Associate Vice Chancellor for Accreditation
- College restructuring
- One Pima
- Commitment to transparency
- Commitment to continuous improvement
- Media push back

#### Public Meeting Notices, Agendas, Supporting Materials & Minutes 🍨

The Public is invited to attend all Governing Board meetings except those portions of Board meetings that are held in executive session. Please note the procedure for <u>public comment</u>.

Meeting Security: To promote safety, the meeting room will be locked until 1 hour before the scheduled start time. Individuals attending will enter through a security checkpoint. All individuals may be subject to a security screening. The College strives to minimize any delay or inconvenience and appreciates everyone's cooperation.

#### **Board Meeting Resources**

Meeting Calendar Includes a list of past and scheduled future meetings of the Governing Board.

#### Meeting Notices/Agendas, Documents & Video

Agendas, Board packets (supporting material), meeting minutes, videos and presentations.

Board packets (except for executive session supporting materials), including any addenda/modifications thereto, are posted not less than 24 hours prior to the meeting and remain posted for six months following the meeting. Meeting minutes will be posted within a reasonable time following the meeting.

Meeting video, video transcripts and meeting presentations will be posted for regular and some special meetings within a reasonable time following the meeting.

To request a reasonable accommodation for individuals with disabilities, a minimum of 5 business days before the event is requested. Please allow 10 days for a sign language interpreter. Contact Phone: (520) 206-4539; Fax: (520) 206-4567.

#### Posting of Meeting Notices:

Pursuant to A.R.S. § 38-431.02, notices of meetings of the Pima County Community College District Governing Board, as well as notices of meetings of Governing Board advisory committees and subcommittees, are posted on this website (see Governing Board Meeting Calendar and Meeting Information above) and are physically posted at the following locations:

- > City of Tucson, Clerk's Office
- > Pima County, Clerk of the Board of Supervisor's Office
- > Pima Community College locations
- (postings are generally accessible Monday through Friday from 8:00 a.m. to 5:00 p.m., except legal holidays)
- > Community Campus, President's Office; 401 N. Bonita Avenue
- > Desert Vista Campus, Faculty Center Hallway; 5901 S. Calle Santa Cruz
- > Downtown Campus, Copper Room Display; 1255 N. Stone Avenue
- > East Campus, 01 Building and President's Office, 8181 E. Irvington Road
- > Northwest Campus, Cafeteria, 7600 N. Shannon Road
- > West Campus, President's Office, 2202 West Anklam Road
- Maintenance and Security, Break Room, 6680 S. Country Club Road Meeting polices indicate the date time, and place of the meeting and will include a

#### Learn more about our Board of Governors

Visit the <u>Board of Governor's</u> <u>homepage</u> for member biographies, statements, board elections, special recognition events and other Governing Board information.

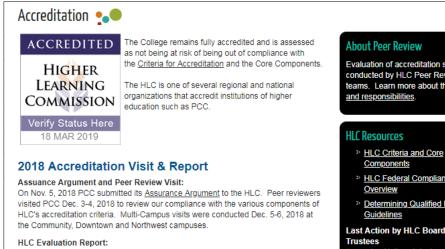
#### Live video stream of Board meetings

#### PCC Board meetings that are regular meetings will be live streamed. \* Access live video stream

[captioned live video] View <u>Board agendas</u> to determine the date, time and subject of public meetings. <u>Videos and transcripts</u> of the regular meetings are posted as soon as possible after the meeting. **Governing Board** meetings noticed, streamed live, and recorded and posted.

### **Other meetings:**

Noticed and minutes posted



The HLC provided a Mid-Cycle Report (dated Jan. 29, 2019) and a letter (dated Feb. 8, 2019) with its findings, PCC will deliver the Monitoring Reports requested by the HLC, with a due date no later than June 1, 2021.

A Review Dashboard and Summary extracted from the full report provide an overview of the findings along with details about the two required Monitoring Reports.

An open meeting to discuss the findings was held Feb. 14 from 3-4 p.m. View the video [transcript]

#### Statement of Affiliation Status

Review Pima Community College's Statement of Affiliation Status and our Institutional Status and Requirements Report.

#### **HLC Contact Information**

Contact information for the HLC:

Website: www.hlcommission.org [PCC's status] Phone: 800-621-7440 Address: 230 S. LaSalle Street, Suite 7-500, Chicago, IL 60604

Pima Community College can be contacted at (520) 206-4500 or at 4905 E Broadway Blvd., Tucson, AZ 85709.

#### About Peer Review

Evaluation of accreditation status is conducted by HLC Peer Review teams. Learn more about their roles and responsibilities

### LC Resources

- Components \* HLC Federal Compliance
- **Overview**
- » Determining Qualified Faculty Guidelines

Last Action by HLC Board of

(removing Notice status) Action Letter

» Public Disclosure Notification

\* Email from the Chancellor 3.9.2017

### Accreditation

### All documents post

### Public and community groups invited to meet with accreditors

#### College Revitalization 🍤 🌑

Learn about Pima's plans to revitalize the College's programs and services to meet our mission and strategic goals. Over the coming months information will be posted about activities to reorganize departments, improve efficiency, eliminate redundancies, and support programs vital to our community.

#### **Relocations - Community Campus**

Information on the movement of all units from the Community Campus to other College locations, including relocation of some offices at other campuses to facilitate these moves. This activity began in Jan. 2019 and will be completed no later than July 19, 2019.

- > Email from the Chancellor (Jan. 22, 2019)
- Department moves Jan-July 2019: locations, deadlines, and links to floorplans [updated floorplans posted: Faculty Certification 1/24; Grants 1/28)

#### General

<u>Budget Presentations - FAQ</u>: (Updated 7/6/2018) This FAQ addresses questions of a broad general nature, ranging from budget scenarios and staffing levels to facilities and suggestions for increasing funds. It will continue to be updated with new questions, updates and revisions.

<u>PCC Into the Future</u>: Presentation made at All College meeting on April 13, 2018. An ADA compliant version of this document is being prepared.

#### Restructuring

- Provost and Presidents Restructure (7/11/2018)
- > Vice President of Student Affairs (5/22/18) Student Affairs Restructure chart
- > Interim Transition Officer (4/17/18)
- > HR changes (3/26/18)

#### Master Plans

Access the Integrated Planning website for the College Strategic Plan, Educational and Facilities Master Plans, Strategic Enrollment Management Plan, and the Diversity, Equity and Inclusion Plan.

#### **Pima Transitions Newsletter**

> June 20

Core Transition Team; Reorganizations: Human Resources & ESC, Student Affairs & Info Center, and Athletics; Move: Pharmacy Tech; Sales/acquisitions

> <u>July 6</u>

Status update of position closures; Reorganizations: Provost and Presidents, Information Technology, and Student Affairs; Moves: UA South

> <u>July 23</u>

Reorganizations: ABECC & Developmental Education, Finance & Business Services; Facilities Master Plan

> August 6

Reorganizations: Update on position reductions, Presidents' reorganization, Student Affairs, Human Resources: Enrollmont

### **Budget and personnel cuts** broadly communicated and posted publicly

#### Financial Reports 🍤

Numerous financial resources are available below. Additional information is available on the <u>College Budget</u> and <u>Finance</u> webpages.

#### State Government

- > Arizona Department of Administration General Accounting Office
- The Arizona Department of Administration (ADOA) <u>General Accounting</u> <u>Office (GAO)</u> is responsible for establishing Statewide accounting policies and procedures, managing the Arizona Financial Information System (AFIS), administering the Statewide Payroll through the Human Resources Information Solution (HRIS), preparing the Statewide Financial Reports, and providing technical assistance and other management advisory services.

#### > Openbooks.az.gov

The State of Arizona's official transparency web site is <u>Openbooks az gov</u>, which was created in accordance with Arizona Revised Statutes Section 41-725. It is a searchable, user-friendly public site that serves as a single point of reference for citizens to view information about the financial activities of the State of Arizona. This site also contains information for certain State of Arizona local governments, including: counties, cities, towns, community college districts, school districts, and state universities.

#### Economic Impact of Pima Community College

- > Demonstrating the Value of Pima County Community College District 2015
- Executive Summary
- Fact Sheet

#### Reports from Pima Community College

#### Monthly Financial Reports

Monthly financial reports as presented to the Governing Board during their regular meetings. This glossary may be useful when reading these reports.

Annual budgets by fiscal year (FY) prepared on State of Arizona forms. Additional

Italicized text indicates that a regular meeting was not scheduled.

FY 2019	FY 2018	FY 2017
> <u>July</u>	> <u>July</u>	> <u>July</u>
> August	> August	> <u>August</u>
> September	> September	> September
> October	> October	> October
> November	> November	> November
> December	> December	> December
> January	> January	> January
> February	> February	> February
> March	> March	> March
> April	> <u>April</u>	> <u>April</u>
> May	> <u>May</u>	> May
> June	> June	> June
Annual Budget		

#### 

Governing Board's Finance and Audit Committee

# Budget and financial reporting

### Media Bias – Pushing Back

### COLLEGE Pima Community College has trouble filling key posts By Carol Ann Alaimo Arizona Daily Star Aug 20, 2016 Some delays could be critical for school's accreditation process. COLLEGE Second judge finds Lambert violated PCC employee's civil rights By Carol Ann Alaimo Arizona Daily Star Mar 19, 2017 He wrongly deprived a former administrator of an annual contract for the 2015 school year, judge says. COLLEGE Pima College accreditor delays crucial report By Carol Ann Alaimo Arizona Daily Star Dec 5, 2016 Some see the delay as a possible sign that accreditation officials disagree internally on

Some see the delay as a possible sign that accreditation officials disagree internally the college's future status.

**Truth:** Policy interpretation Plaintiff agreed to settle

Truth:

No delay

Multiple new leadership

hires including

Vice Chancellor for External Relations

Truth:

# **Turning Point**



### Sanction Lifted

#### EDUCATION

BREAKING

### Pima Community College sanction lifted by accreditor

Yoohyun Jung Arizona Daily Star Mar 9, 2017

"This is wonderful news for current and prospective students," said Chancellor Lee Lambert.

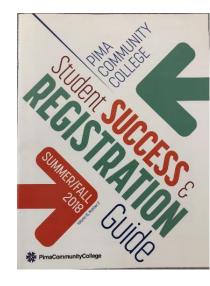


# Fall Out



# **No Clear Graphic Direction**











# Mixed Messaging

### Messaging

- ThinkSmart
- Students First



Michael Tulino, M.B.A. Director – Enrollment Services/Registrar Pima Community College (520) 206-4625 (520) 206-4790 fax

StudentsFirst.

- Start Here. Go Anywhere!
- Opening the door to new opportunities



### Website: No Clear Audience



#### at 1 p.m.

Aztec soccer in regional semifinals Thursday at 6 p.m. at Kino North prior to accreditor's visit Provide comments to the Higher Learning Commission online or by

mail by Nov. 3

#### Watch video of Sept. 20 Governing Board Forum

Learn more about the candidates for District 3 and District 5 Governing Board seats

### Have a passion for helping others?

Attend an Emergency Medical Technology program information session.

# **Product and Services Suffered**

### **Product/Service**

- Dozens of class start times
- Programs not keeping up with technology
- Inconsistent policies across campuses
- Inconsistent customer service
- Not meeting the needs of employers

# **Reclaiming Our Brand**



### Pima's New Story

- Centers of Excellence to engage and support employers
- Guided Pathways for student success
- One Pima college model for consistent service and experiences
- Consistent class start times

# Pima's New Story

#### PCC, TuSimple team up to offer selfdriving truck operations certificate

By David Wichner Arizona Daily Star Jun 14, 2019 Updated Jun 14, 2019

PCC expanding Downtown Campus to help bring workforce into the future

Pima Community College's Downtown Campus has received a \$2 million U.S. Department of Education (ED) grant.

# Caterpillar partners with PCC to train engineers on hands-on skills

By David Wichner Arizona Daily Star Aug 25, 2018



Ducey Releases Budget, Including First Funding for PCC Since 2015

The \$11.4 billion spending plan includes \$20 million to expand PCC's aviation program



### Allied Forces



### Finding a Partner



presented by

**Beatrice Szalas** 

Vice President, Client Services

> Nadine Brock Research Director

Sally Olinger Senior Research Analyst

### Pima Community College

External Audiences, Brand Perception Research

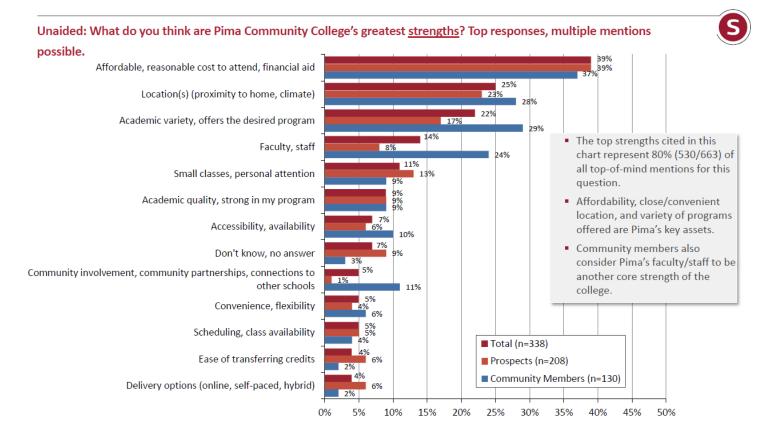
June 28, 2018

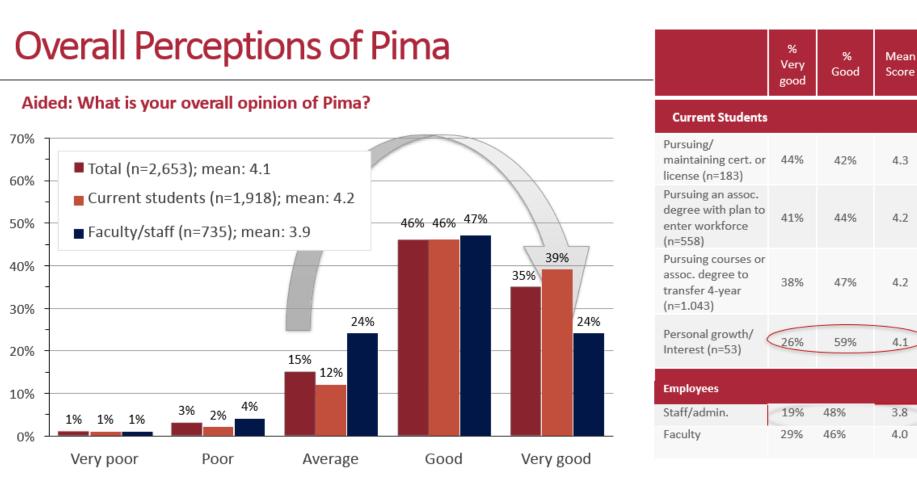
## **Perception Research**

### Surveys and focus groups

- Faculty
- Staff
- Students
- Community members
- Prospective students

### Strengths of Pima





- A key metric at Stamats is the ratio of "very good" to "average" ratings. Ideally, the percentage of "very good" should double the percentage of "average" ratings.
- Pima exceeds this metric among current students but falls short among faculty/staff. Even though faculty have higher regard than staff/admin. (as indicated in the table), they still fall short of the metric.
- Again, students attending for personal growth have lower opinions of Pima than other students.

### **Positioning Statements**

What do we want people know and think when they hear Pima Community College?

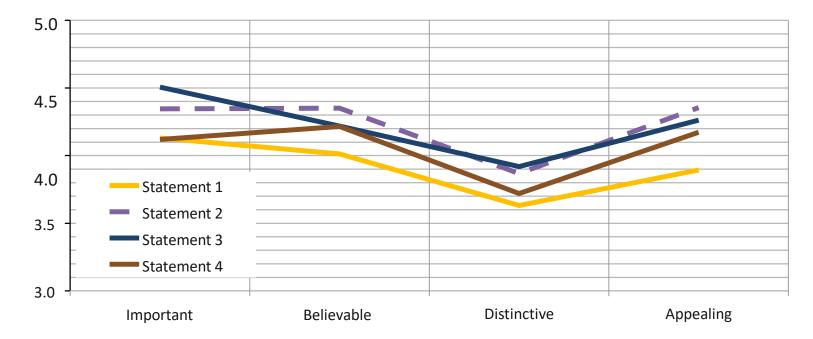
# *This is our opportunity to define, then own our position.*



- Important is a test of relevance. Does this audience find the promise important?
- Believable is a reality check. Does the audience believe that Pima can deliver on the promise?
- Distinctive is a test of uniqueness. Do you sound like everyone else or does this help distinguish Pima from its competitors?
- Appealing is a test of emotion. Does the statement make them more interested in Pima?

### Prospects Under Age 25

Please indicate your rating on a 5-point scale. 5=Very; 1=Not at all Mean ratings displayed below.



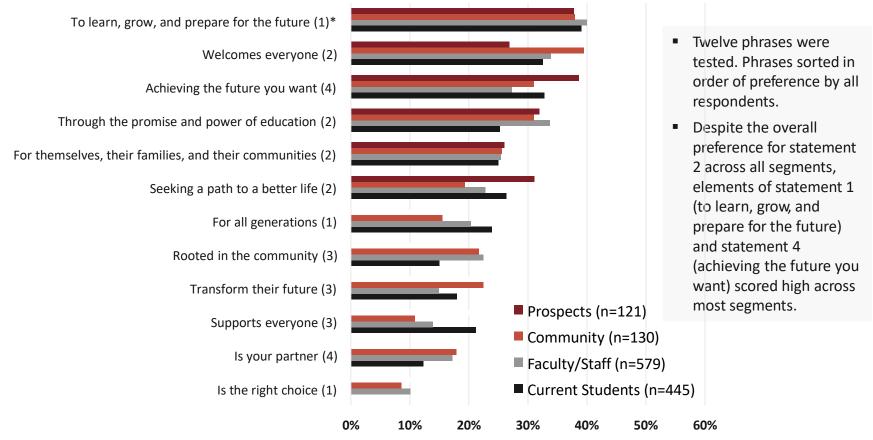
 Among prospects under the age of 25, statement 3 scored highest in importance and distinctiveness

while statement 2 scored highest in believability and appeal.

 Statement 1 received low marks across the board with noticeably lower scores on believability, distinctiveness, and appeal.

### Brand Elements to Remain in Final Statement

### Aided: Of the words and phrases used to create the brand promises, which elements do you feel <u>should</u> remain in the final statement. *Select up to three*.



Pima Community College welcomes everyone striving to achieve a better life for themselves, their families and their communities through the promise of education. Find Your Place in a Welcoming Community

Learn, Prepare and Strive for a Better Life

Create a Future that Matters through the Promise of Education





**///** Keep striving.

# What Will Branding Do for Pima?

Provide consistency

- Look
- Messaging
- Actions

"Consistency is the key to successful branding. And consistency goes beyond the product itself. The brand promise must be clear with every interaction each stakeholder experiences. That means every part of the organization has a role to play in branding."

- William Arruda - Forbes

# **Brand Ethos**

A verbal expression of the tone, attitude and personality of the concept's intended messaging and design initiatives.

Because there are no limits to what you can achieve

Because it's never too late to create a brighter tomorrow

Because your story of success matters to Tucson and the world

Because learning and growing and finding new challenges to conquer ...

Is just who you are.

This is why you strive.

It's why we strive, together.

In a place where the true power is our community.

Our embrace of all people whose dreams are as diverse as where they are in life.

And our promise that you, and your goals, will always belong.

Because creating the kind of moments that can change the future for you and your family ...

Is just who we are.

#### Pima Community College

Keep Striving.

### **Ethos Video**

### Elements

#### Fonts, colors and design

					7
PANTONE 287	PANTONE Black	Cyan	60% Black	PANTONE 715	
C: 100 M: 68 Y: 0 K: 12	C: 0 M: 0 Y: 0 K: 100	C: 100 M: O Y: O K: O	C: 0 M: 0 Y: 0 K: 60	C: 0 M:52 Y: 93 K: 0	Color Palet
R: 4 G: 85 B: 1480	R: O G: O B: O	R O G 174 B 239	R: 128 G: 130 B: 133	R: 247 G: 144 B: 45	
# 045594	#000000	# OOaeef	#80825	# f7902d	



Motion graphic positioned over blue rule.

**Headline Style** 

#### **Factoid Style**



Factoids set in Stag and/or Stag Sans outlined or transparent as needed. Variety in size and color will add visual interest.

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f	¥	in	•	0	\$	P		
f	¥	in	•	٥		p		

#### Social Media Icon Style

Social media loons are placed in a square matching the colors and spacing of the motion graphic



### Elements

"Keep" and "Striving" phrases

- Keep making a difference in your community
- Keep creating a better life for you and your family
- Keep dreaming ... because your future is worth it
- You strive ... because a brighter tomorrow is waiting

Faculty/Staff/Donors

- Because every dream deserve a chance ... we strive
- Keep inspiring ... because today's students are tomorrow's world changers









### Elements

### Storytelling









### Keep striving...

Men I graduated from Sunnyside High School, I wasn't really sure what I wanted to do. I was interested in art and science - but when I discovered welding, I knew I had found my passion. I love knowing that I can make something that will last forever. When I graduate from Pima, I am going to further my education by getting a degree as a Welding Inspector:

Tisha - Class of 201

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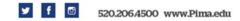
💟 @Pima\_Alumni 520.206.4646 www.pima.edu/Foundation

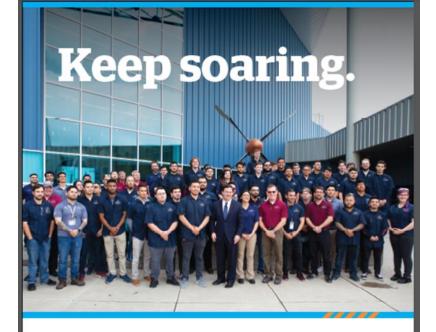


Pima Community College offers learning opportunities that run from A (Accounting) to W (Welding). And our faculty, counselors and advisors are dedicated to helping you draft and revise your academic and career plan.

Because sometimes you need help reading between the lines to find your true passion.







### Our Aviation Technology graduates form the backbone of a fast-growing sector of the state's economy.

Don't take our word for it. Ask Gov. Doug Ducey, who visited our Aviation Technology Center last month.

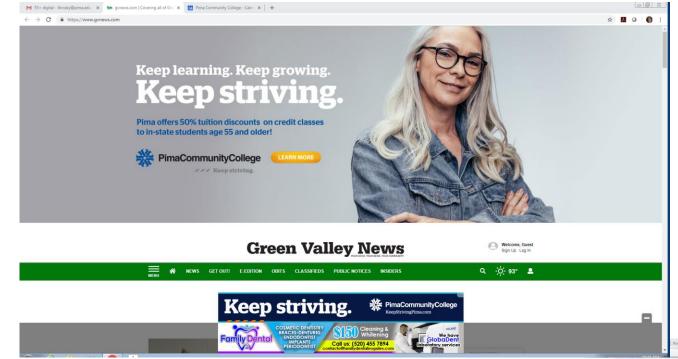
Employers recognize the value of our quality training, the governor said. He noted that most of our students graduate with multiple job offers.

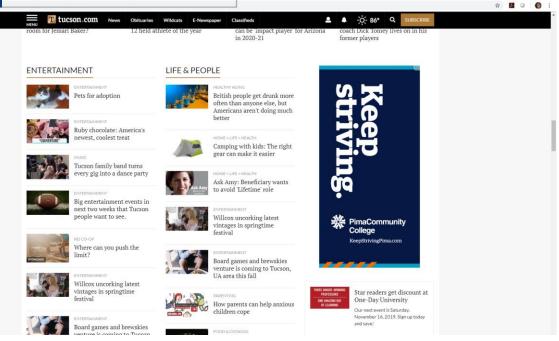
And know that Pima is poised to climb even higher.

**###** Keep striving.

Invest today in the Promise of Pima: pimafoundation.org/donate







unity College - Caler 🗙 📔 🕂

### **TV Commercial**



Pima Community College Philosophy Lecture

### Questions





Vice President for Client Services Stamats



#### Lisa Brosky

Vice Chancellor, External Relations Pima Community College

# Thank you.



Lisa Brosky Vice Chancellor of External Relations Pima Community College 520-206-4512 <u>lbrosky@pima.edu</u> Linkedin.com/in/lisabrosky Beatrice Szalas Vice President for Client Services Stamats 512-913-7712 <u>beatrice.Szalas@Stamats.com</u> Linkedin.com/in/beatriceszalas

