

CPR Administrative

A. DEPARTMENT DESCRIPTION

1. What are critical ways your department advances the mission and goals of the college? Cite some examples. Limit 500 words.

The Institutional Communication area is made of the following teams: Community & Academic Relations, Marketing & Graphics, and Web & Social Media. Community & Academic Relations works closely with marketing, web, and social media, outreach and onboarding, the public information office, community relations, and other institutional advancement functions. Externally, the department works to achieve public awareness of the college and its programs, promote community engagement, and increase community support. Internally, the department works to build communication and information-sharing bridges between Enrollment Development, Academic Affairs, and the larger campus community. This area coordinates the programs and activities of the Santa Monica College Associates, a dues-paying membership group that sponsors one-of-a-kind special events and offers ongoing speaker series events to enhance the academic experience; it also guides the General Advisory Board in conducting its meetings throughout the year and interacts with other community stakeholders. To regain F-1 student enrollments and encourage students, faculty, and staff to return to on-ground learning on campus, there was an effort to create more life and programming on campus. The Community and Academic Relations team coordinated and participated in 104 events during this past academic year, impacting approximately 35,165 individuals.

The Marketing & Graphics team produces external and internal promotional materials and marketing campaigns for institutional advancement, community and academic programs and services, and College initiatives for student enrollment growth, capital campaigns, transportation solutions, resource partnerships, and master planning. This includes ensuring that promotional and marketing materials, both in terms of visual design and messaging, support the College's mission and commitment to student education goals, lifelong learning, global awareness, economic and technological development, and diversity, equity, and inclusion. Consistent and comprehensive multichannel advertising campaigns are also conducted for each of the Fall, Spring, and Summer semesters, which has helped drive SMC's 34th consecutive year as number one in transfers to the UC system as well as continuing to be number one in transfers to UCLA, USC, and Loyal Marymount University.

The Web and Social Media team is part of the collaborative communication hub for Santa Monica College, as part of efforts to present a consistent and cohesive institutional voice for the campus. This includes marketing engaging, fresh, relevant, and accessible materials on the college website, social media, and digital marketing channels. The team works with Marketing & Graphics, the Public Information Office, and Community and Academic Relations to strategize and generate content. This two-person team relies on collaborations as well as the support of student workers to assist in social media content, videos, profiles, and website content efforts. Web and Social Media supports the college mission by communicating through digital channels the merits of the college, promoting SMC's open and affordable access to high-quality education programs, and building the college's brand and reputation. Responsibilities included planning and facilitating the design, content, and implementation of the College's website, online publications, and digital marketing strategies. To successfully establish the college's web presence and social media channels.

2. What internal and external factors have impacted your department since the last review that would provide context for your self-evaluation report? Limit 500 words.

There are a variety of internal and external factors and updates that have affected the Institutional Communications teams, which are laid out by area below:

Marketing & Graphics

- Director of Marketing & Communications role has been created and successfully filled since the last program review conducted in 2020-2021.
- Requests for academic program marketing support have continued to increase, which requires additional support on top of the institutional advancement work that the Marketing team does.
- A Digital Marketing Coordinator role has been created, based on the continued growth of digital marketing opportunities and increased academic program digital marketing requests.
- Staff needs around graphic design headcount and content writer/copywriter headcount remain from the last program review. Graphic design work has been supported by temp positions and student workers, while the second graphic designer position vacated by employee retirement in 2020 remains unfilled. The current hiring freeze in place due to the College's budget situation means that this graphic designer position will continue to go unfilled. Additionally, our current temp graphic designer position is grant funded, but that funding will no longer be available in the next fiscal year, FY25-26. Our Senior Graphic Designer was reclassified into the new Digital Marketing Coordinator role. We are currently unable to back fill another position, the senior graphic design position, due to the College's budget challenges.

Web & Social Media

- A new content management system was implemented.
- New web hosting services.
- A new position was established for the Director of Web and Social Media Strategy in 2020. And a new staff member was added to fill the Web Services Coordinator position. Both positions balance the needs of maintaining the website and social media channels. The staff is supported by a rotating crew of student employees.

Community and Academic Relations

- Inconsistent staffing support (retirements, turnover, hiring freeze, etc.)
- Enrollment decline, attempts to regain enrollment
- Campus response to COVID and Los Angeles Fires and Disaster Response
- Budget concerns

B. DEPARTMENT'S CUSTOMERS

3. Whom do you primarily serve? Describe the services you provide for each of the groups you identify (for example, students, employees, Enrollment Services Department, City of Santa Monica). Limit 250 words.

Marketing & Graphics

Promotional and marketing materials (print and digital) advancing SMC and its programs with the following populations:

- Prospective & Current students: What it's like to be a student here, the resources available, how to enroll, etc.
- Santa Monica community: SMC events and other programming. This communication and engagement also supports bond legislation measures for the College.
- Administrators, staff, and faculty: Class offerings and events relevant to students (e.g., district-wide bulletins). Creating visual and written content materials to help student-facing departments, like the areas under Enrollment Development, promote relevant information to students. As well as campus events like Commencement and various graduation celebrations.

Web & Social Media

- The primary audience is prospective students. The SMC website and social media channels help promote the college's mission, its programs, and its vibrant educational and cultural life. We also serve current students by relaying helpful information on their academic and social development. And the faculty, staff,

administration, and community by providing a method to display resources of interest and for legal publicly available information.

Community and Academic Relations

- We serve the internal campus community (Faculty, Staff, Admin, Students) through campus events (VIP day, onboarding events, campus professional development days, college recognition events, holiday lunches, social activities and lectures for students). We also serve the external campus community (prospective students & their families, community members, campus affinity groups who support the college, etc.) through participating in community outreach events, fundraising events and other college awareness raising activities (i.e., General Advisory Board, SMC Associates, Chamber of Commerce, Sister Cities Board, etc.)

C. ASSESSMENT AND EVALUATION

4. Describe the progress your department has made on meeting the objectives and recommendations from your last program review. (Skip if first time completing program review) Limit 500 words.

This is our first time working this closely together with shared goals and objectives. We will report out next time.

5. Outcomes are the results your department hopes to achieve after providing services and carrying out the functions of your department. What are one to three outcomes your department has focused on since the last program review cycle? How do you assess or measure them (i.e. survey, internal tracking)? Limit 300 words.

For Community and Academic Relations, we want to assess the impact of our programming and onboarding efforts as attempts to retain students and maintain our enrollments. The outcome that we are hoping to find is that students report a greater sense of belonging and doing these events does help improve student persistence. Specifically, we are asking if students felt a greater sense of belonging through events, and where they able to connect with other students to college resources/support. For the past 18 months we have been collecting data at all of our events. We have shared it with Hannah Lawler and Institutional Research and hope to get an analysis soon. This data will help inform our progress toward meeting these objectives/outcomes.

For Marketing & Graphics, we regularly get reporting on paid advertising campaigns with metrics around impressions, reach, and engagement that help inform the impact of our traditional and digital efforts. These results help inform the approach for the next cycle of marketing campaigns and promotions. We also conducted extensive marketing focus groups in Fall 2024 with current and prospective SMC students across age cohorts (more on that in the sections that follow). For both the Marketing & Graphics and Web & Social media areas, with regards to internal stakeholders, the job request submission forms on the Marketing webpage include fields for providing initial direction and key points to include. As part of the job process, first layouts are sent to the requester, where detailed feedback and edits can be shared, to ensure that the final product meets all stakeholder's needs.

6. Describe how your department incorporates stakeholder (student, employee groups) feedback for unit planning. Limit 300 words.

Marketing & Graphics

- Leading monthly communications workgroup meetings with key stakeholders from Enrollment Services, Outreach, International, Office of Public Information, Community & Academic Relations, and Web & Social Media. This provides an opportunity for cross collaboration on communication efforts towards current and prospective students.

- Direct stakeholder feedback on any marketing collateral created is a standard part of the design process. Stakeholders provide initial guidance and other information, as part of the marketing request submission that comes into the Graphic Design team. All rounds of work are shared directly back with stakeholders for review before finalizing.
- Marketing focus groups conducted during Fall 2024 where direct feedback from current & prospective SMC students on marketing messaging and enrollment drivers was collected. Summary findings were shared in December 2024 internal stakeholder meeting and in March 2025 BOT meeting.

Web and Social Media

- Working in collaboration and in support of the Admissions and Outreach teams.
- Supporting the Academic Departments, Student Support, and SMC Administration to provide a venue to display content useful for potential and current students, faculty, and staff.
- Providing information via The SMC Website and official social media channels as well as support and advisement of the many social media channels created individually by the institute's programs and departments.
- Providing a method of displaying information useful for the SMC community. (Online Calendar, News, Catalog, Course Schedules, etc.)

Community and Academic Relations:

- Everything is done collaboratively and with stakeholder input. We work closely with multiple departments on campus- Marketing, Web and Social Media, Outreach, Admissions, Academic Affairs, Associated Students/Student Life, The Equity Center, the EpiCenter, Emeritus and Noncredit Initiatives, and more.
- Each year we evaluate the events and programs that we lead or are affiliated with and we analyze how we can make them better, more student centered, and more cost-effective.

7. Based on analyses of the data your department collects, address the following questions Limit 500 words.: a. What is your department doing well? b. What didn't work as well in your department in the last four years? c. What are the lessons you learned? What will you do differently in the future?

The Marketing & Graphics team conducted extensive marketing focus groups during the Fall 2024 semester with an outside vendor, that also included internal stakeholder support from Institutional Research, Enrollment Development (Admissions & Outreach), and Community & Academic Relations. Focus group participants included current and prospective SMC students from a range of age cohorts, including concurrent enrollment students, traditional age (18 – 24 years old) students, and non-traditional age students (25 years old and older). The findings validated the creative and messaging strategy of our advertising campaigns as well as areas for continued enhancement. #1 in Transfers continues to be a strong messaging point that has contributed to SMC's brand equity. Opportunities lie in refining the messaging around career change and workforce impact that may resonate more with non-traditional age students who may or may not already have a college degree. We are incorporating this feedback in our strategy for campaigns in FY25-26 and beyond.

Because Community and Academic Relations is such a tiny team, working collaboratively and across divisions is essential to our success. We are successful because we work together with other departments to address common goals and objectives- not just things that we think are important. It is through creating these shared goals and vision that we have been able to break down silos and strengthen communication between departments. Building these bridges helps the college be more focused, effective and efficient, which leads to a better student experience. The department has also been successful in institutionalizing onboarding and retention events such as Preview Days, VIP day(s), SMC Start Up, Midterm Motivation and Fuel for Finals. These events are targeted at creating Just In Time (JIT) support and awareness raising for students to seek support and stay on track to meet their educational goals. These events are created to specifically address the questions and concerns that students might have at different points along their educational journey,

with the goal of providing the support and resources that they need to prevent them from stopping out or leaving college.

D. FUTURE OF THE DEPARTMENT

8. Tell us your department's vision: Where would you like your department to be six years from now? Limit 500 words.

For the teams within Institutional Communications, there is a shared hope for the optimal team structures and headcounts to achieve our shared vision of supporting the communication needs of the College - including its faculty, staff, and administration - in efforts to support student enrollment and success. Those points, as well as additional considerations, are laid out below, as well as in later sections of this program review.

Marketing & Graphics

- Consistent and stable graphic design team structure to continue adequately supporting the marketing & visual design needs across the College.
- Utilizing more student testimonials across marketing campaign efforts.
- Staff support in copywriting & videography/content editing, integrated into the team structure.

Web and Social Media

- A new website design.
- Incorporating content geared towards individual user experience and needs.
- Expanded reach of social media channels.
- Expanded control of satellite social media channels and websites.
- Increase staff to help handle the work more efficiently.

Community and Academic Relations

- At the time this is being written, we are facing historic budget challenges. This is the opportune time to pause and deeply evaluate our core mission to assess if we need to reprioritize how we spend our time and effort.
- The team is still functioning on campus to create onboarding and retention efforts for students, as well as focusing on creating a sense of belonging for the faculty and staff experience at the college as well.
- Stable funding for our annual events (i.e., there is no need to fill out multiple proposals from multiple sources to put on the annual events).
- Positions within the appropriate classification, that are all filled so that the team can function at maximum efficiency and productivity to execute the high level of activity that our office produces.

9. What are some challenges you anticipate facing in accomplishing your department's vision? Limit 500 words.

A shared challenge across all the teams within Institutional Communications is having enough budget resources and support staff, especially in light of the pending budget crisis at the College and its implications for FY25-26 and beyond. For Marketing & Graphics, there is also concern about upcoming tariffs from the Federal government and its impact on paper costs and small businesses we use locally for printing needs. For Web & Social Media, there is concern about constant yearly increases in software/support costs of up to 5%, as well as additional software needs or requests from areas of the College (e.g. RSS feeds, Database driven content, etc.). For Community and Academic Relations, if that team gets combined with another department, there is a chance that many of the signature events that they produce may not continue to happen because of a lack of bandwidth.

10. What are the action steps your department needs to take to accomplish the vision? Limit 500 words.

Marketing & Graphics

- Hiring in 3 key areas/full-time roles for the team: 1) senior graphic designer, 2) copywriter, 3) videography/content editing. The senior graphic designer role has been vacated during FY24-25 due to employee reclassification to digital marketing coordinator role.
- Due to likely restructuring with several VPs likely to retire in the coming fiscal years, consistent administrative assistant support will need to be maintained for the Marketing & Graphics and Web and Social Media teams.

Web and Social Media

- Hire a full-time Web Content Developer.
- Increase the budget to cover the needs of a redesign and expansion.
- Modify or replace existing software to provide better solutions. (i.e. updating the map software, update Hootsuite options to include better tracking and archiving of social media posts).
- Due to likely restructuring with several VPs likely to retire in the coming fiscal years, consistent administrative assistant support will need to be maintained for the Marketing & Graphics and Web and Social Media teams.

Community and Academic Relations

- We have successfully advocated for institutionalized funding (during good budget years) for our campus events to support student onboarding and retention. Next, we would like to advocate for greater campus awareness about what our department does and what limited staff and resources we have. We will continue to collect impact/attendance data from our events to show the effectiveness of these JIT programmatic interventions.

11. How will you know you've successfully made progress towards your vision? What are the expected outcomes/results (transformative change in skills, attitudes, behaviors, workflow, etc.). If relevant, discuss your departments' progress towards the goals of the six-year action plan. Limit 500 words.

Marketing & Graphics

- Having the right staff roles on the team (see 3 roles identified in the answer to the previous question) to ensure continued support in effectively communicating the College's offerings and benefits to prospective students and the community.

Web and Social Media

- Major updates to the website will require additional funding and additional staff, as well as additional software that will allow for more alacrity on social media.

Community and Academic Relations:

- Progress toward the department's vision will be seen through transformative change in the following areas: campus climate (higher morale), and higher retention of student applicants through an improved student onboarding experience. We strive to see higher rates of student retention and a greater sense of belonging.
- We are making progress toward these goals by collecting the student data at campus events to see if the events are having an impact on student persistence. We are working with IR to analyze the persistence rates for over 4,800 students who have participated in our campus events over the last 18 months.

E. EMPLOYEE/STAFF AND DEPARTMENTAL CULTURE

12. Who makes up your department? Describe your staffing levels including full-time/part-time status and classification (per unit, if applicable) Limit 200 words.

Marketing & Graphics

- Director of Marketing & Communications - management
- Marketing design coordinator (full time, classified staff)
- Digital marketing coordinator (full time, classified staff)
- Graphic designer (full time, classified staff)
- Temp graphic designer (through FY24-25 only due to end of grant funds) – this classification has been used to backfill full-time graphic designer position that has been vacated due to retirement in 2020.
- Administrative Assistant 3 handling Government Relations, Marketing and Web (split position)

Web and Social Media:

- Director of Web and Social Media Strategy – management
- Web Coordinator – full-time classified staff.
- Administrative Assistant 3 handling Government Relations, Marketing and Web (split position)

Community and Academic Relations:

- Dean, Community and Academic Relations
- Administrative Assistant 2- 1 position filled (full time, classified, on medical leave)
- Student Services Specialist- 1 position filled (full time, classified)

13. Analyze your current staffing levels in the context of your department's vision and goals for the next six years (refer to response in question #9). Limit 300 words.

Marketing & Graphics

- A full-time copywriter is needed to help ensure both consistent messaging in communications regarding SMC and greater efficiency in turning around copy for marketing projects.
- A full-time senior graphic designer is needed to ensure that the increasingly larger marketing collateral and design needs that come in from across various College stakeholders and teams continue to be effectively met. The role has been vacated due to employee reclassification into the digital marketing coordinator position.
- Another videographer/content editing role is needed to help with creating video content that resonates most with current and prospective students (e.g., student testimonials).

Web and Social Media

- Additional funds will be needed to:
- Fill Web Content Developer position.
- Hire outside design firm to redesign the website.
- Cover the extra technology needed to expand the functionality of the website. (i.e. content geared towards individual users – see above for other examples)
- Cover the annual increase in hosting and CMS licensing.

Community and Academic Relations

- Current staffing levels are not meeting the needs of the department. When both AA positions were filled, it was clear that the classification levels were not accurate for the types of work being performed. A reclassification of at least one position to be a higher level needs to be considered.

14. Describe how your department provides ongoing professional development opportunities for employees. Limit 300 words.

Members of the various teams within Institutional Communications are encouraged to participate in the professional development opportunities provided by the college both on and off campus, including classified staff utilizing their professional development funds from CSEA for professional development and training as needed. Members of the Marketing & Graphics and Web & Social Media teams have attended the following conferences in recent years: Adobe Max Conference, American Marketing Association (AMA) Higher Education Conference, and the California Community Colleges Public Relations Organization (CCPRO) Conference. The Dean of Community & Academic Relations is Co-Chair for the Professional Development Committee (PDC) and one of the management liaisons on the EpiCenter leadership team, due to her commitment to providing ongoing professional development opportunities for the entire campus community.

15. What is the impact of professional development engagement on the effectiveness of your department? Limit 300 words.

Professional development from attending the conferences mentioned in the previous question has helped the Marketing & Graphics, and the Web and Social Media teams stay up to date on the latest tools (e.g., AI) and strategies for effective and impactful graphic design and web development work.

With the Community and Academic Relations team, they help to plan and execute the Professional Development days at SMC. Growth and exploration are an important part of the work done in those roles, and the team is encouraged to take on projects that they personally care about. Because the staff are encouraged to grow professionally and explore their interests, it has been hard to keep people satisfied within their current entry-level roles and sometimes they leave to seek other opportunities. While retraining and onboarding new staff is time intensive, having people in the roles that want to be there and who are happy is even more important.

16. Describe the elements of your department's workplace culture and climate that significantly impact (both negatively and positively) your ability to achieve your goals. Limit 500 words. For example, a departmental culture with little opportunities for collaboration and an emphasis on independent work may mean loss of knowledge/skills on specific domains when a team member leaves. Or the positive impact of working in a state-of-the-art facility has improved the productivity of the employees in the department.

Marketing & Graphics

- Everyone is empowered to do their work without micromanaging, to effectively meet project timelines.
- Designated days/times for meeting as a larger team allows us to share design layout ideas for various projects for team input and perspective when needed.
- Bi-weekly meetings between management and individual classified staff create opportunities to check in and discuss how projects are going, how individual staff members are doing, and discuss career goals.
- The team is managing graphic design and marketing communications work effectively with a remote/hybrid schedule that has been in place coming out of the Covid-19 Pandemic.

Web and Social Media:

- Working remotely has cut down on hardships and commuting time but has left us reliant on students for most on-the-spot content creation for social media. Even when we are on-campus, the Bundy location separates us from life on the main campus.
- All web projects can be done remotely.

Community and Academic Relations:

- Our department does a high volume of work that allows for creativity and collaboration with other departments, and people on and off campus. No two days are the same, which keeps things interesting.

- We have a culture of keeping people happy- very customer service oriented with bridge building and collaboration at the core.
- We are focused on student success, and clear communication about the onboarding process in an attempt to help recruit and retain the students at SMC.
- The events we do for students and staff makes people feel good. We help people see that what they do matters and has a positive impact on the student experience and the campus culture/climate here at SMC.
- However, what we do is often behind the scenes and could go unnoticed- which creates a sense that AA2's in our department work harder than other AA2s on campus. A desk audit is an important next step to maintain morale and truly evaluate if the people in these positions are at the right classification.

17. Discuss ways your department creates a more equitable departmental culture. Address one or more of the following points: Limit 500 words. *Creating space for discussing issues of race and racism in ways that are relevant to work *Promoting trainings and professional development opportunities focused on racial equity *Setting and enforcing departmental norms related to open, honest, and collegial communication *Ensuring staff who belong to a racially or other minoritized group (sexual orientation, gender, etc.) feel validated and respected and are part of the decision-making process on an ongoing basis *Deepening trust and sense of community amongst the diverse staff *If relevant, ensuring departmental practices, policies, and procedures do not create barriers for minoritized student groups (racially minoritized, low-income, first-generation college, undocumented, Veteran, students with disability, etc.)

Open communication and equity is an essential element of what we do. The diversity at SMC is a strength, and our work needs to reflect that. As a team, we keep in mind the importance of reflecting the diversity of SMC in every piece of marketing creative we put out, whether it's a flyer promoting an event, a page on the SMC website, or a video of student testimonials on the SMC experience for prospective students. Members of both the Marketing & Graphics and Web & Social Media teams are part of the Equity data coaching cohort in FY24-25. The Community and Academic Relations team coordinates programming with the campus Equity leadership to facilitate these discussions. They coordinate the equity training on campus for our constituency groups and ensure that is happening in a way that it can be received and successfully impact the campus. The Dean of Community and Academic Relations works as a leader to be aware of her own biases, continuously working to unlearn and become anti-racist. She tries to ensure that she creates spaces where her team feels valued, seen, respected and supported. Where their voices are heard and are valued. The Dean of Community and Academic Relations also works on committees that seek to remove barriers that have harmed our historically marginalized student populations, as we try to create a better SMC experience.

F. BUDGET AND RESOURCES

Human Resources and Professional Development

18. Based on your department's six-year vision and the action plans to get there, discuss the optimal staff structure to achieve your vision. Include in the discussion: Limit 500 words. a. The opportunities to revamp your workflow, procedures, and processes to increase efficiency b. Re-envisioning of existing job classifications and/or creation of new job classifications, if applicable c. Your succession and training plans (including cross-departmental training) to ensure that you have the right people in the right jobs today and in the years to come d. Knowledge management practices - documentation of key workflow and processes to ensure continuation of critical services provided by your unit

We are as efficient as we can be with our limited resources and staff. With the Marketing & Graphics team, having the 3 positions noted earlier in this program review document filled will help. With the Web and Social Media team, they regularly train faculty and staff to work on their own web pages, but that takes aptitude on the part of the editors and support from the department supervisors. Another key factor at the time of this report is a major reorganization of the College's senior leadership team that is being considered in light of

forthcoming retirements of multiple Vice Presidents. This will likely mean the movement of the teams within Institutional Communications into a different Vice President reporting structure. The Community and Academic Relations team hopes this will lead to clearer direction for that team. To either be internally focused in our efforts- or externally focused- doing both is complicated to everyone and will likely lead to burnout. The team currently has two very talented classified staff members serving on the team who embody what that office represents, with the Dean of Community & Academic Relations bringing a unique set of skills and experiences to that position.

Budget and Space

19. Based on your department's six-year vision and the action plans to get there, analyze your existing space and infrastructure environment and discuss changes that would improve your unit's productivity, efficiency, and effectiveness. Limit 500 words. Examples: redesign of existing space, additional space needed/space no longer needed, additional technology, change in technology)

For the Marketing & Graphics and Web and Social Media teams, our workspace is sufficient, but funds need to be allocated to allow for equipment obsolescence and improvement of technology (i.e., new laptops when optimal lifecycle for graphic design and web design work has been reached). For Community and Academic Relations, the office does face some storage space challenges. Items used for events (i.e., tables, chairs, rolling bins, linens, tents) are stored in six different campus locations. This is not ideal and makes it difficult to inventory and track what we have to loan out to other areas. We have made a request to senior staff to identify an empty classroom space in the old Admissions buildings that we can use temporarily. This will make things easier for the Maintenance and Operations staff when they move these items to and from events that usually happen in the main campus quad area.

20. Assess whether your current budget aligns with your plan of work for the next six years and is adequate in helping your unit meet your goals. If not, what changes in the budget need to be made? Discuss reallocation of existing budget lines, increase/decrease of overall budgets or specific budget lines. Upload document or spreadsheet, if necessary. Limit 500 words.

In terms of budget, both the Marketing & Graphics and Web and Social Media teams face ongoing increases in costs for webhosting, DAM, databases, and software of up to 5% a year. Increased budget will also be needed for the Web and Social Media team to fund the needs of a website redesign and expansion, as noted earlier in this program review document. With the 5% cut across the board for FY25-26 budgets to start and the College's financial difficulties and unknown impact of tariffs on things like paper costs, the challenges with increased costs are more pronounced. Specific examples include new map software, annual webhosting cost increases, and new equipment needs in 3+ years. The latter two will require a PBAR for adequate funding.

For Community and Academic Relations, as of November 2024 - additional grant funding was given to the CAR department to support the onboarding and retention events that our office does. This grant was allocated for up to six years, if the funding source remained viable. This is a huge relief and will allow us to continue our programming efforts despite the other budget issues that the college is facing.

This form is completed and ready for acceptance.