



2013 CEO SURVEY

of two-year colleges: 1,132 (Source: AACC)

NCMPR member colleges: 557 (Source: NCMPR Membership 2012-13)

Survey completed by: 78 presidents

Response rate: 14 percent

Margin of error: 90% confidence level (+/- 8.7%)

KEY FINDINGS

Awareness of NCMPR Resources (Question 1)

- Community college presidents are most aware of NCMPR's articles in the CC Times (now CC Daily) and the recognition NCMPR gives to presidents through the district and national Pacesetter awards.
- To a lesser degree, NCMPR presidents are aware of the breakout sessions NCMPR presents at annual AACC conventions and Counsel.

Perceived Benefits of Medallion and Paragon Awards (Question 2)

- A majority of community college presidents believe the Medallion and Paragon awards have internal value at their colleges and enhance staff morale.
- Roughly half also believe the award programs reinforce the quality of their institutions, increase board recognition and position their colleges as regional and national leaders.

Additional Resources from NCMPR (Question 3 and Question 7)

- When asked to rate the value of five additional resources NCMPR could provide, the presidents indicated they would most value general information on crisis communications, followed closely by white papers on trending communications topics.
- When asked an open-ended question about additional support NCMPR can provide, the presidents identified programming ideas, including issues resolution, information for new presidents, strategic planning, social media and technology.

Biggest Marketing and PR Issues Facing Colleges (Question 4)

- Budgeting and financial concerns are clearly the largest issue facing community colleges.
- To a lesser degree, social media, general marketing and the ability to target specific audiences are also pressing marketing and public relations issues.
- Other marketing and PR issues include branding/image building, ROI/accountability, crisis communications and enrollment.

Areas Needing Communications Leadership (Question 5)

- Community college presidents believe the most important area needing communications leadership at their colleges involves maintaining and enhancing the college's image.
- The next top five areas are: developing communications plans to increase enrollment; building relationships with external stakeholders; managing crisis communications; managing the college's brand; and managing communications with employees and students.

Value of Professional Development Organizations like NCMPR (Question 6)

- Clearly, community college presidents value professional development organizations like NCMPR. The vast majority of respondents (98%) said they are "very valuable" or "valuable."

Demographics (Questions 8-14)

- **NCMPR Membership:** The majority of respondents are members of NCMPR; those who aren't members cited "funding challenges" as being the reason.
- **FTE:** Roughly half of the respondents are at mid-sized colleges, and the other half are at larger schools.
- **Baccalaureate degrees:** Overall, most colleges do not offer baccalaureate degrees.
- **Experience:** More than half of the college presidents have been in their current positions for less than five years. One-fourth have been in their current positions between five and 10 years. Only 18% have been in their current positions for 11 years and longer.
- **Gender:** The majority of college presidents responding to the survey are male.
- **Ethnicity:** The majority of college presidents responding to the survey are White.

KEY MESSAGE POINTS

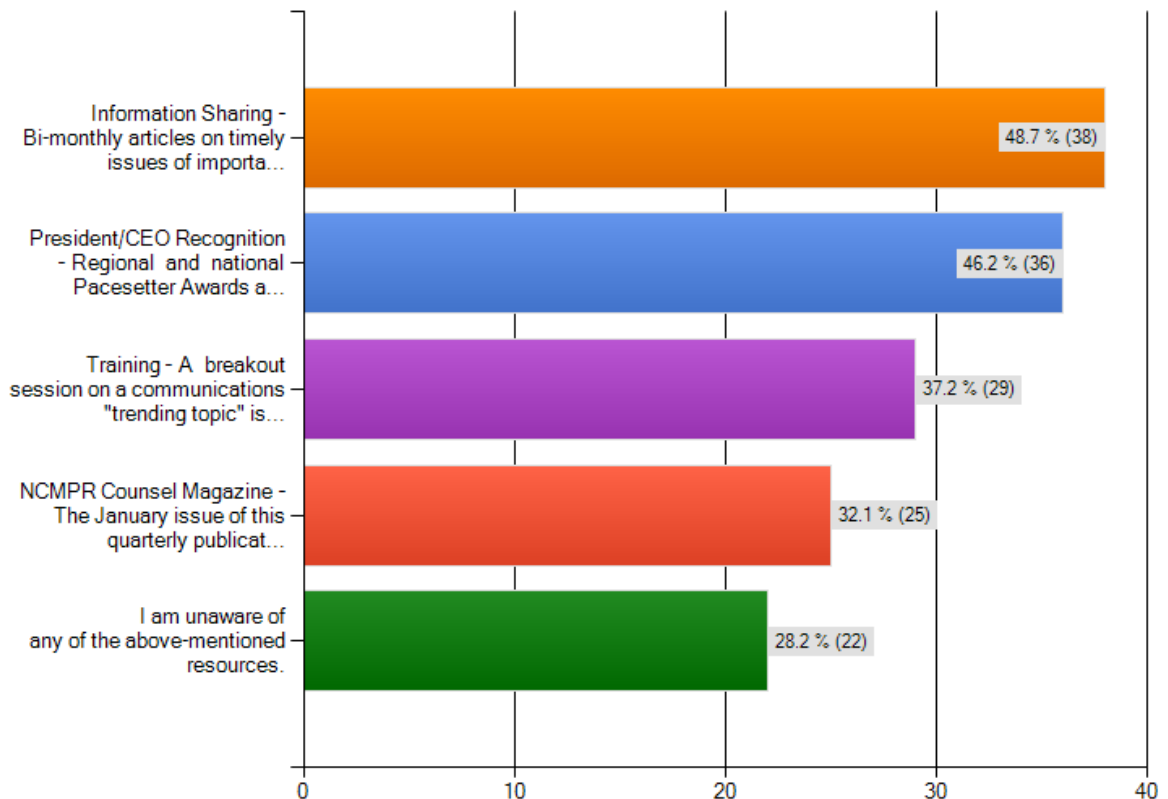
- 97% of community and technical college presidents feel professional organizations like NCMPR have considerable value.
- More than 95% of two-year college presidents are looking to NCMPR for resources, such as webinars on relevant communication topics and guidelines on crisis communication.
- Nearly 3 of every 4 two-year college presidents say NCMPR Paragon and Medallion awards enhance internal value and staff morale.
- Roughly half of all two-year college presidents believe NCMPR Paragon and Medallion awards reinforce the quality of their institutions and position colleges as regional and national leaders.
- 2 of every 3 community and technical college presidents want communication plans to increase enrollments.
- Two-year college presidents believe the most important area for communication leadership is maintaining and enhancing the college's image.

Question 1: Awareness of NCMPR resources.

Summary of Findings:

- Presidents are most aware of NCMPR's CC Times articles and Pacesetter awards.
- Nearly half of the respondents indicated they are aware that NCMPR offers bi-monthly articles in CC Times (now CC Daily) (49%) and regional and national recognition for presidents through the Pacesetter awards (46%).
- Just over one-third of the respondents (37%) indicated they are aware of the breakout session NCMPR presents at the annual AACC convention.
- One-third of the respondents (32%) indicated they are aware of Counsel.
- Less than one-third of the respondents (28%) indicated they have no knowledge of the NCMPR resources listed.

Are you aware that NCMPR provides the following resources specifically for presidents and CEOs? (Check all that apply.)

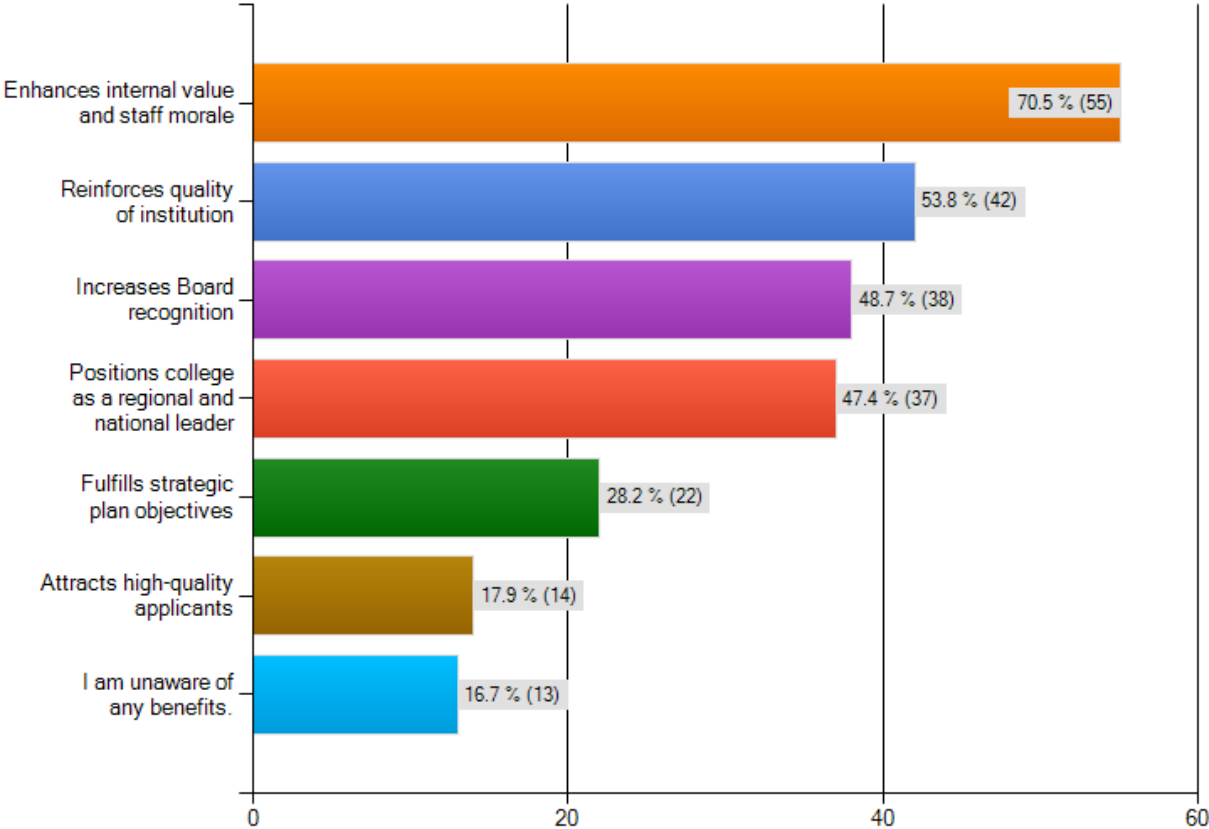


Question 2: Benefits gained from Medallion and Paragon awards.

Summary of Findings:

- Nearly three-fourths (71%) of the respondents said the Medallion and Paragon awards have internal value and enhance staff morale.
- Roughly half of the respondents said the award programs reinforce the quality of their institution (54%); increase board recognition (49%); and position their college as a regional and national leader (47%).
- Less than one-third of the respondents (28%) said the award programs fulfill strategic plan objectives.
- Less than 20% of respondents said the award programs help attract high-quality applicants (18%).
- A minority of the respondents (17%) indicated they are unaware of any of the benefits listed.

How does your college benefit from NCMPR’s regional Medallion Awards and national Paragon Awards? (Check all that apply.)

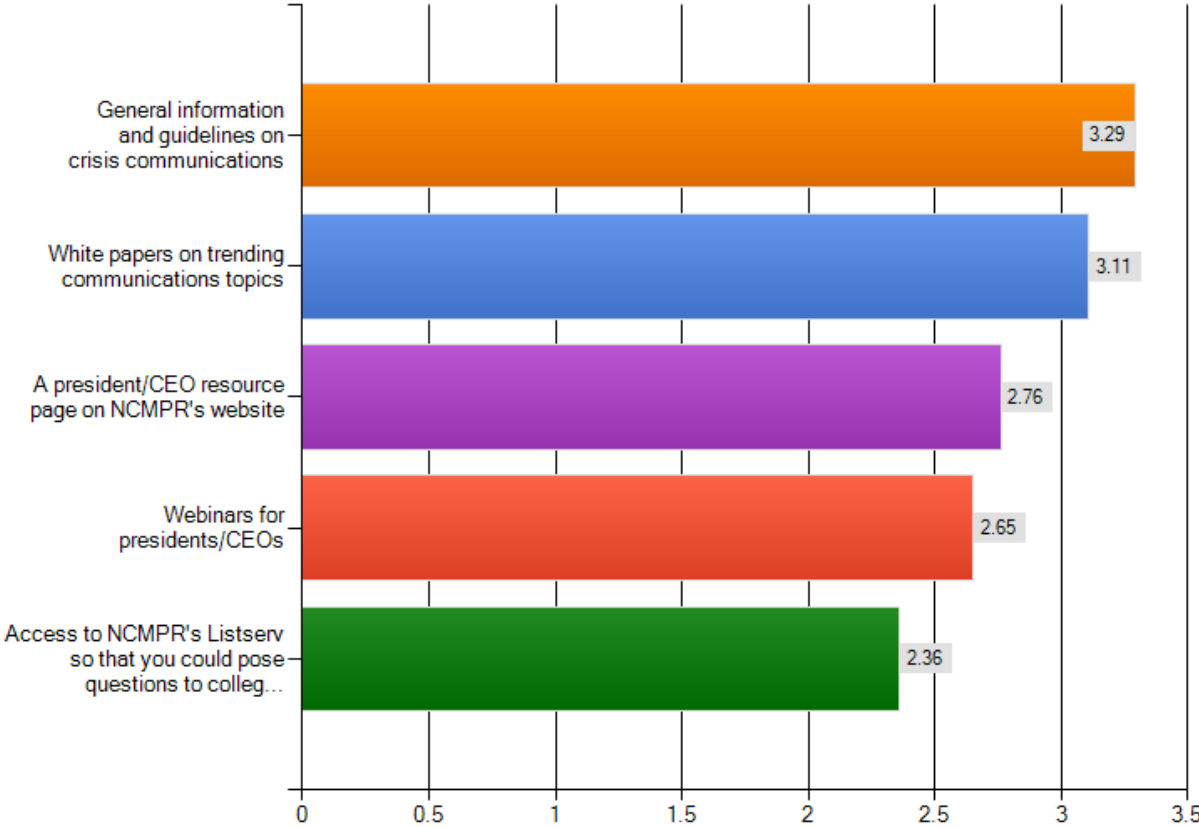


Question 3: Value of additional resources.

Summary of Findings:

- On average, the respondents rated the value of additional NCMPR resources in this order (on a 4-point scale):
 1. general information on crisis communications (3.25 average rating)
 2. white papers on trending topics (3.11 average rating)
 3. president/CEO resource page on NCMPR's website (2.76 average rating)
 4. webinars for presidents (2.65 average rating)
 5. access to NCMPR's Listserv (2.36 average rating).

Would additional resources provided by NCMPR be valuable to you in your position as president/CEO of your organization? Please rate each.



Question 4: Biggest marketing and PR issues.

Summary of Findings:

- This open-ended question elicited 62 responses. Many presidents cited multiple issues.
- Issues related to budget/financial concerns were mentioned most often.
- Other high-interest issues included social media, marketing and targeting specific audiences.
- Other issues mentioned, but with less frequency, included branding/image building, ROI/accountability, crisis communication, enrollment, media relations, personnel and technology.

| Issue | Times Mentioned | Percentage |
|---------------------------|------------------------|-------------------|
| Budget/Financial Concerns | 23 | 37% |
| Social Media | 17 | 27% |
| Marketing | 15 | 24% |
| Targeting Audiences | 14 | 22% |
| Branding/Image Building | 8 | 12% |
| ROI/Accountability | 7 | 11% |
| Crisis Communication | 6 | 9% |
| Enrollment | 5 | 8% |
| Media Relations | 2 | 3% |
| Personnel | 2 | 3% |
| Technology | 2 | 3% |

Budget/Financial Concerns

Doing more with less. Shrinking marketing budgets. Sufficient budget to accomplish goals. Financial and human constraints. Limited resources. Insufficient funding to compete with private and for-profit institutions and well-endowed public universities. Declining resources and increasing tuition costs. Unpredictable political climate fueled by irrational partisanship both nationally and statewide; lip service about how much states appreciate community colleges yet fail to demonstrate support with funding and legislative relief. Making decisions on where to utilize limited funds. Adequate funding for the marketing and communications needs of the college. Pressure of declining human and financial resources vs. increasing costs of communications. How to get our message heard and how to pay for it. Budget restrictions. Effectively marketing college in a competitive environment with limited resources. Having sufficient resources to market the college. Funding being decreased by state government.

Social Media

Importance of social media. Impact of social media and its effectiveness. Using social media to maximize our message. Using social media effectively. Managing social media. Transitioning to social and online media. Insights on addressing and responding to rapid developments in social media. Effects of social media. Proper use of social media. Strategically expanding social media.

Marketing

Communications plans. Effective marketing plans. We are in a small market with no direct TV station so we are unable to compete in the larger TV market. Newsprint is losing its impact with the younger generation; it is not always beneficial to use radio. So we have to find ways to do a better job with our social media outlets. Marketing is expensive but must be used to keep the college before its constituents. Keeping up with the best marketing venues to attract a diverse population. The speed at which accurate and inaccurate information is transmitted. The need to stay on top of fast-moving activities and stories. Internal communications. Marketing the college vs. individual programs. Control of our message. Limited marketing outlet beyond print media.

Targeting Audiences

Addressing messages that fit both an urban and rural market. How to effectively communicate and market to today's and tomorrow's teens. Reaching small communities within our rural districts. Changes in target audiences and preferred sources of media. Figuring out how to best reach our students. Changing demographics of our students. Targeting different market demographics with the right message. Identifying target markets. Effectively reaching multiple constituencies (traditional, nontraditional, etc.). Our multiple constituencies. Communicating across vast distances to widely varied communities. Reaching into isolated tribal communities. Finding the best ways to reach traditional students. Finding the correct media to reach high schoolers. Reaching new markets. How to reach various target populations.

Branding/Image Building

General branding. Raising the profile of the institution across the community. Creating a unique branding for my college. Making sure the community understands the value and impact our colleges have on the community. This is especially important in this time of declining resources and increasing tuition costs. Branding our new name without referencing the previous name. Assisting community colleges in gaining their rightful position of prestige among all segments of higher education. Posturing the college as effective in the face of the new economic and employment challenges. Communicating the value added by the college. The varying perceptions of the community college mission.

ROI/Accountability

Data collection to verify marketing impact. Cost of marketing and determining return on investment. The lack of a marketing plan with metrics. Our marketing department does a great job utilizing various messages to reach different marketing. I would say our biggest challenge is measuring the effectiveness of the different strategies. How do we know if our marketing dollars are yielding the ROI we need? Getting the most bang for the buck in times of limited resources. Determining ROI of various media.

Crisis Communications

Crisis communication plans. Crisis response.

Enrollment

Declining enrollment. Enrollment challenges. The lack of a comprehensive strategic enrollment plan to guide the priorities of the marketing office.

Media Relations

Managing negative press. Working with the press.

Personnel

Hiring good employees.

Technology

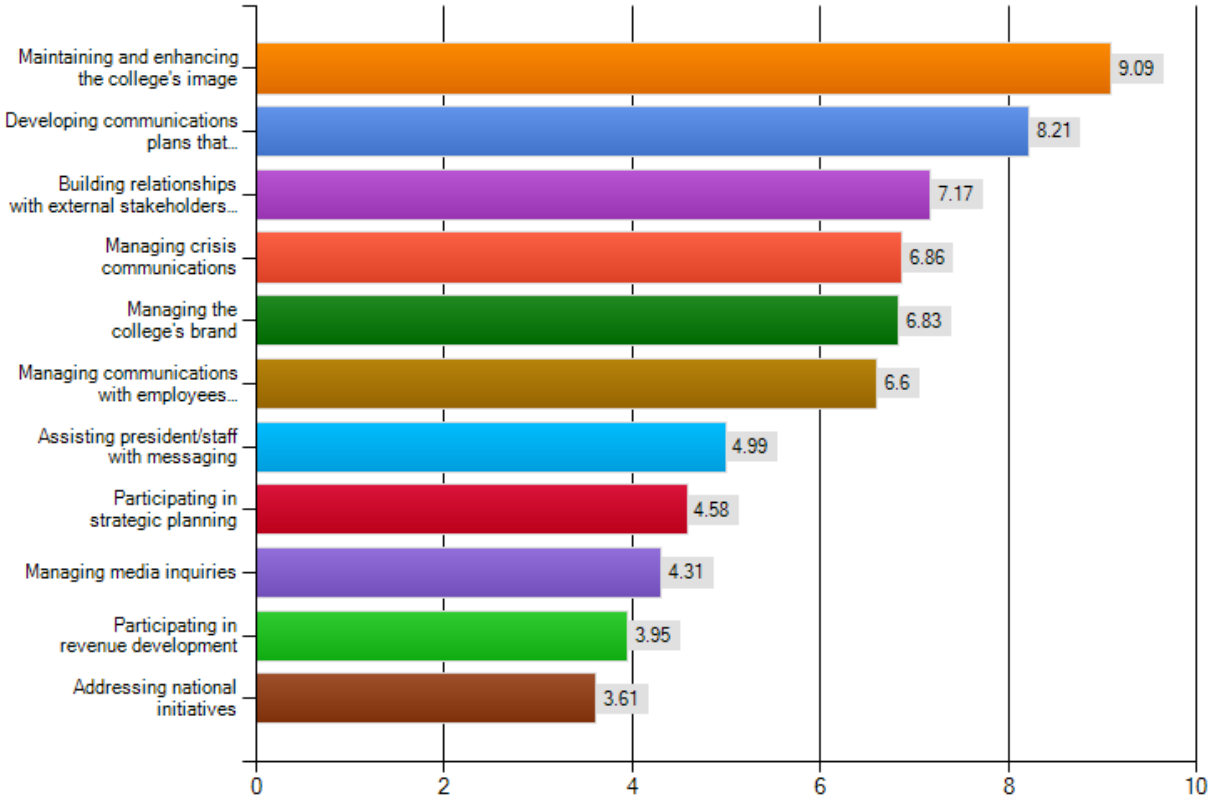
Using emerging technologies. Changing technology.

Question 5: Areas of biggest need for communications leadership.

Summary of Findings:

- On a scale of 1 (most important) to 11 (least important), the respondents ranked the areas needing communications leadership in this order:
 1. Maintaining and enhancing the college’s image
 2. Developing communications plans to increase enrollment
 3. Building relationships with external stakeholders
 4. Managing crisis communications
 5. Managing the college’s brand
 6. Managing communications with employees and students
 7. Assisting the president/staff with messaging
 8. Participating in strategic planning
 9. Managing media inquiries
 10. Participating in revenue development
 11. Addressing national initiatives

Going forward, in what areas do you see the biggest need for communications leadership in your institution? Please rank the following in order of importance, with #1 being most important and #11 being least important.

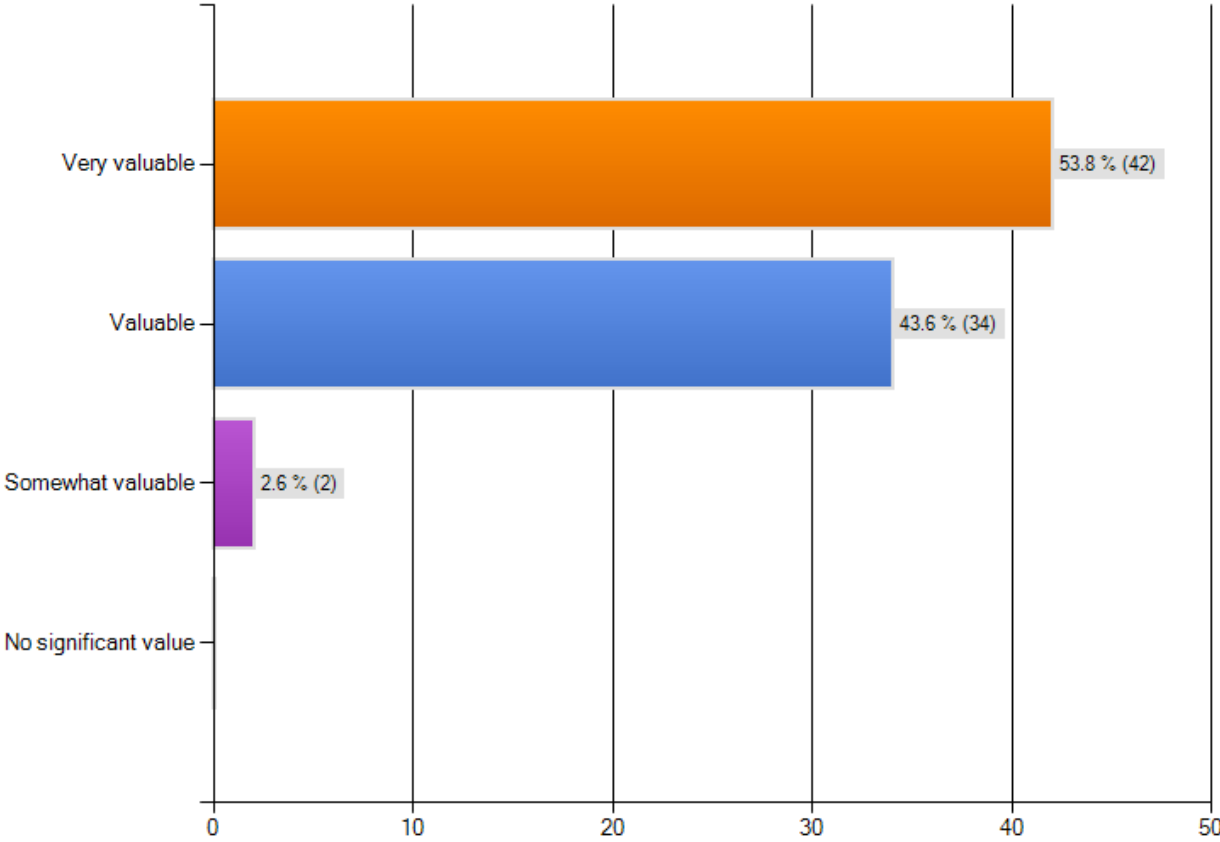


Question 6: Value of professional development organizations like NCMPR.

Summary of Findings:

- More than half of the respondents (54%) rated the value of professional development organizations like NCMPR as “very valuable.”
- Nearly half of the respondents (44%) rated the value of professional development organizations like NCMPR as “valuable.”
- Only two respondents rated the value of professional development organizations like NCMPR as “somewhat valuable,” and none rated it as having “no significant value.”

How would you rate the value of having your college communicators participate in a professional development organization like NCMPR?



Question 7: How NCMPR can provide additional support.

Summary of Findings:

- This open-ended question elicited 10 responses.
- Many of the responses mentioned ideas for programming.

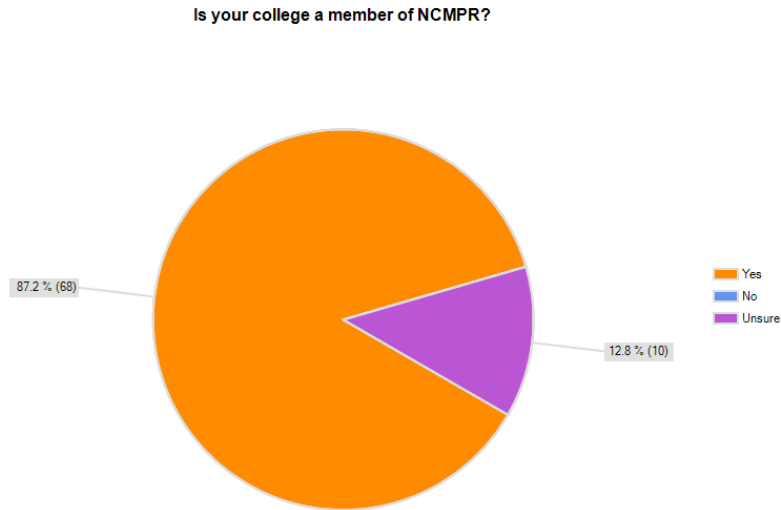
Responses:

- The college's communications-related professionals have and continue to provide me with effective support.
- Training staff on issue anticipation and resolution.
- Sponsor roundtable or special sessions for new presidents at AACC or similar professional conferences.
- More webinars and low cost regional sessions.
- Rather than focusing on the advertising aspect of marketing, encourage training on true marketing skills required to advance the entire college. Provide more training opportunities for marketing staff to become strategic thinkers and increase their understanding of the financial management of the college.
- More workshops for communications professionals in social media and technology.
- Information sessions for Board members.
- How to help PIO with traditional skills and experience learn to use effectively social media.
- Continue doing what you do.
- Quarterly article in Community College Journal on effective marketing strategies.

Question 8: NCMPR membership.

Summary of Findings:

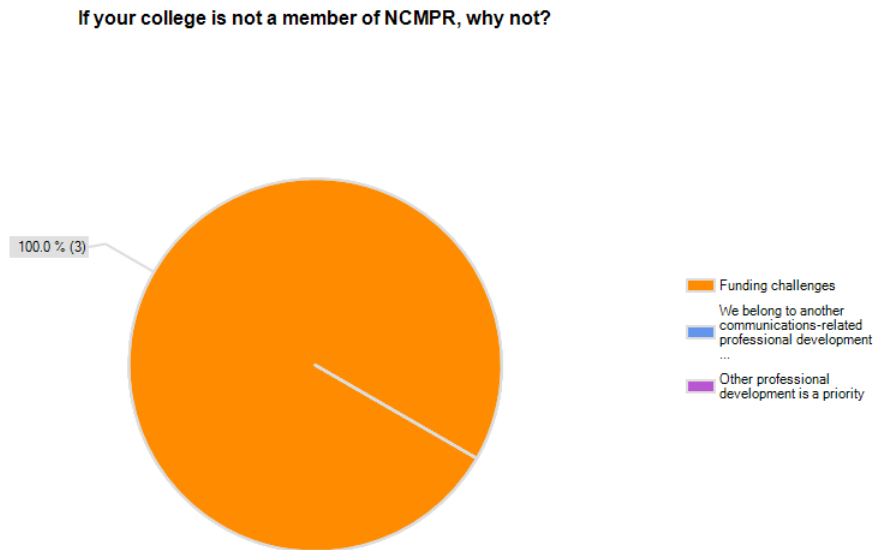
- The majority of respondents (87%) said they are members of NCMPR. The rest said they are “unsure” if they are members.



Question 9: Why not a member?

Summary of Findings:

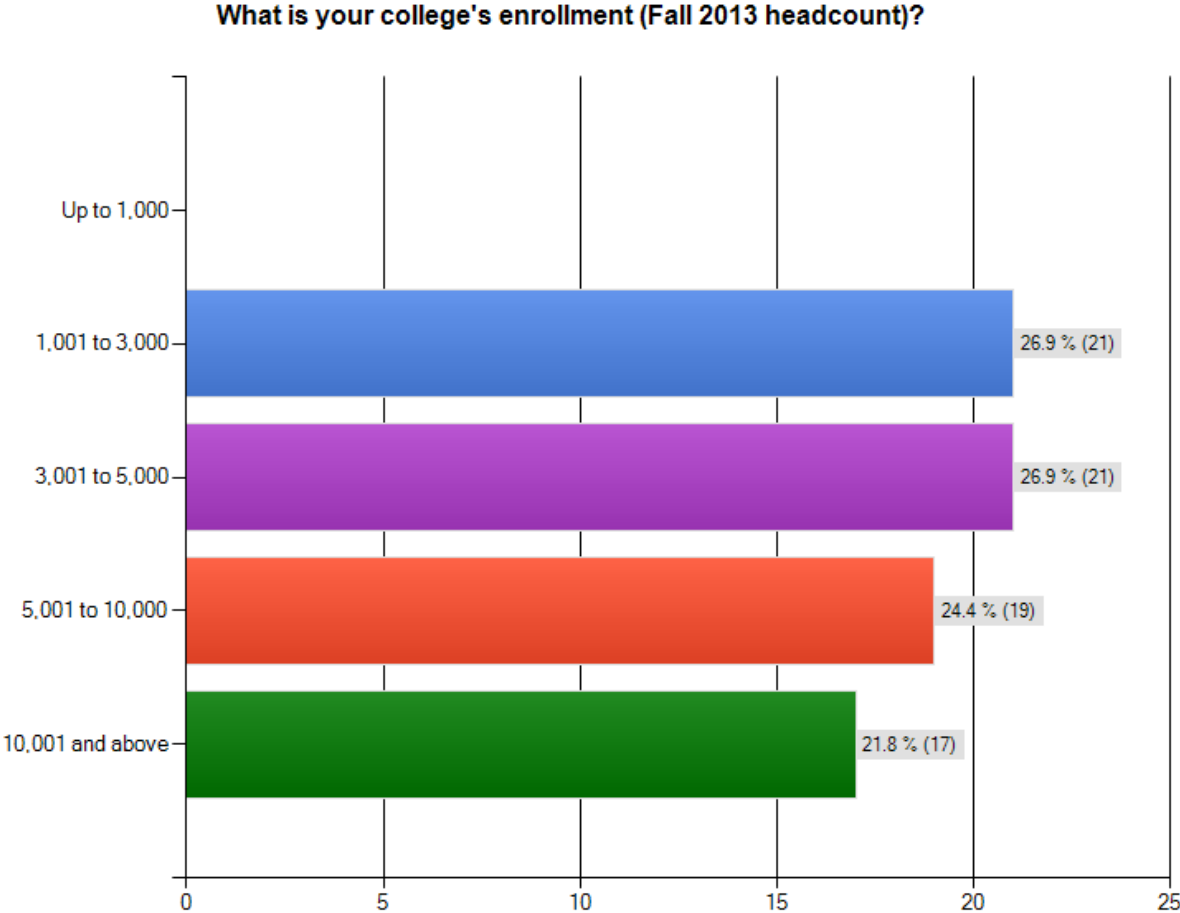
- Only three people responded to this question, and all of them identified “funding challenges” as the reason for not being a member of NCMPR.



Question 10: FTE Enrollment.

Summary of Findings:

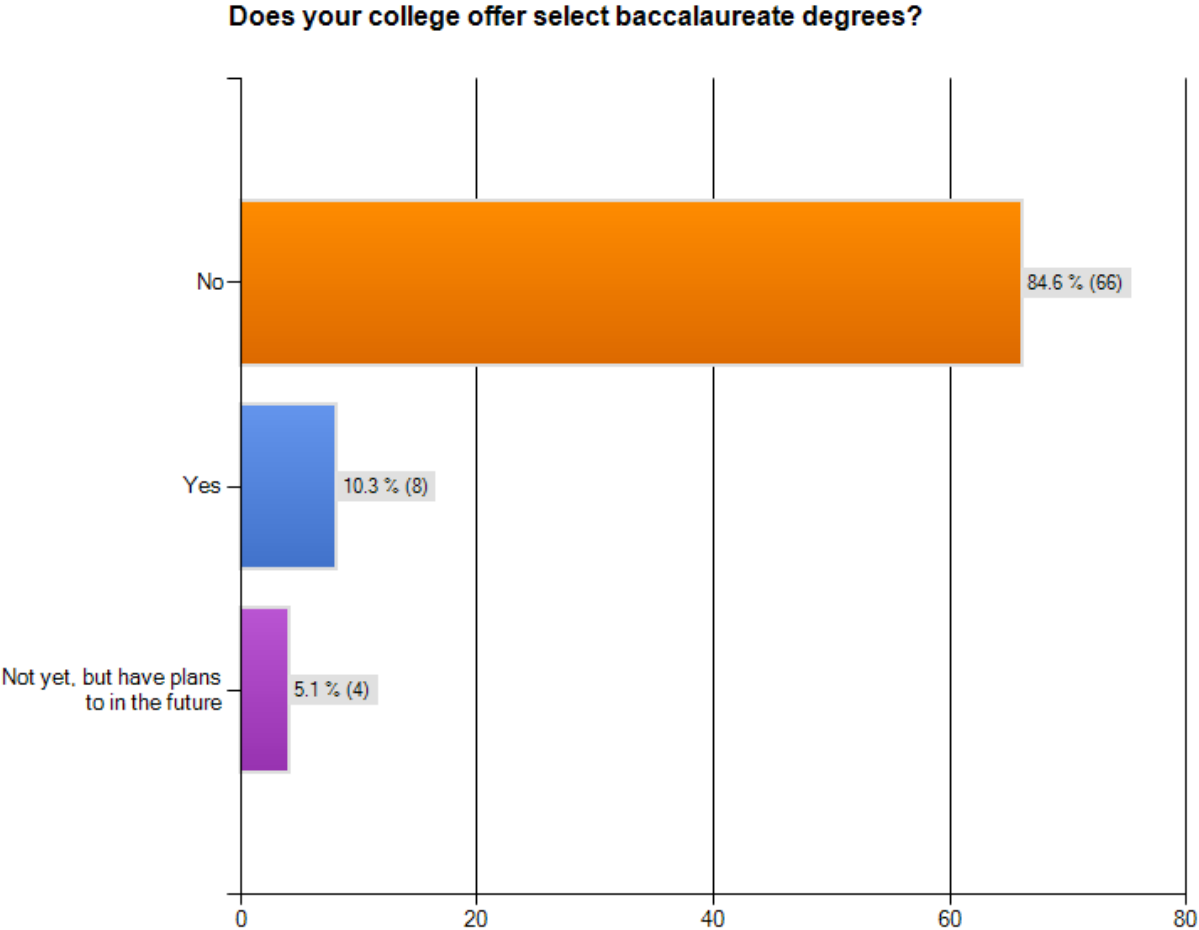
- Roughly half of respondents are at mid-sized colleges – those with 1,001 to 3,000 FTE (27%) and those with 3,001 to 5,000 FTE (27%).
- The other half of respondents are at larger schools – those with 5,001 to 10,000 FTE (24%) and those with more than 10,000 FTE (22%).



Question 11: Baccalaureate degrees?

Summary of Findings:

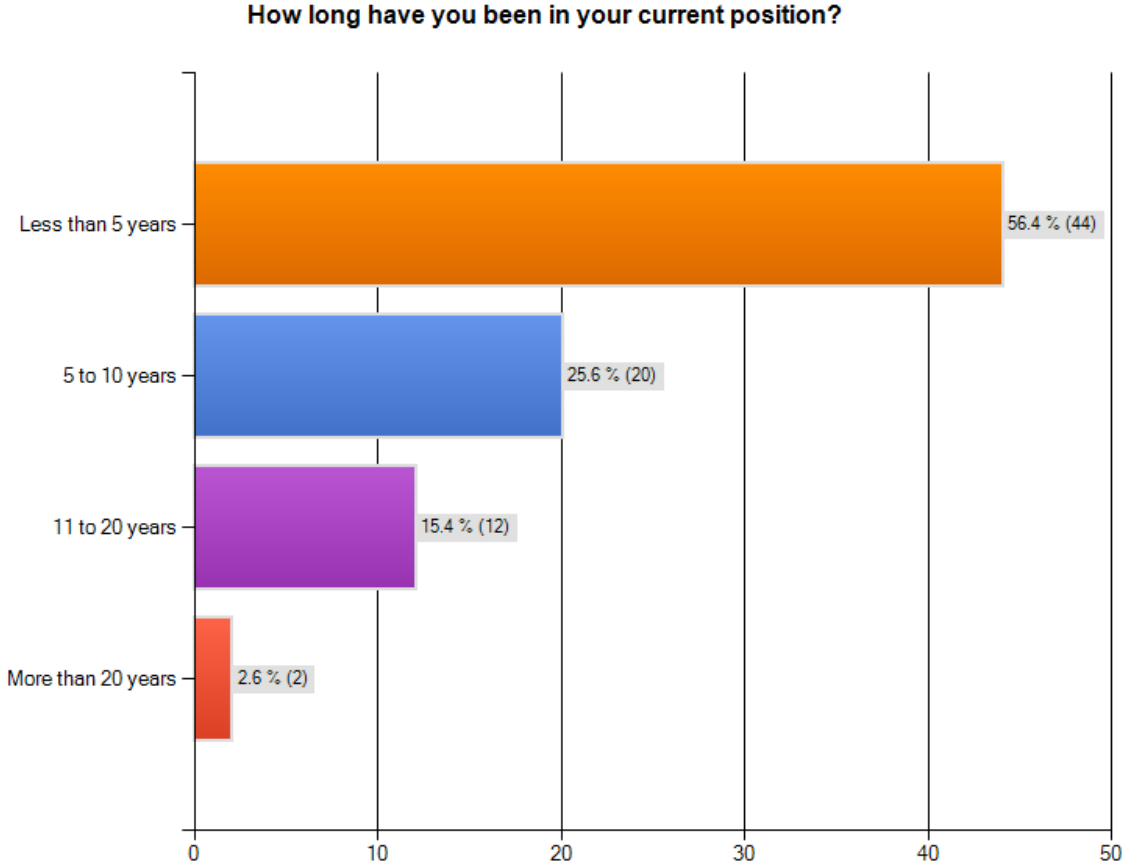
- The majority of respondents (85%) are at colleges that do not offer baccalaureate degrees.
- The others are at schools that do offer baccalaureate degrees (10%) or are at schools that plan to offer baccalaureate degrees in the future (5%).



Question 12: Years in current position.

Summary of Findings:

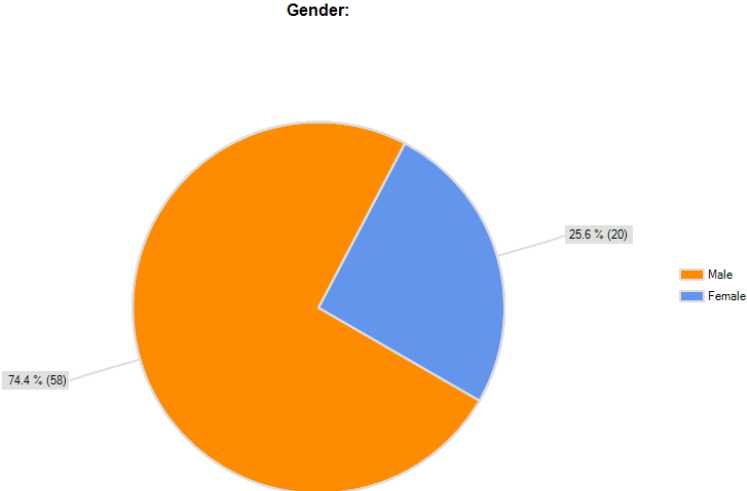
- More than half of the respondents (56%) have been in their current positions for less than five years.
- One-fourth of the respondents (26%) have been in their current positions between five and 10 years.
- The rest have been in their current positions for more than 10 years – 15% between 11 and 20 years and 3% for more than 20 years.



Question 13: Gender.

Summary of Findings:

- Three-fourths of the respondents are male (74%), and one-fourth are female (26%).



Question 14: Ethnicity

Summary of Findings:

- The majority of respondents (83%) reported their ethnicity as White.
- Nearly one-tenth of respondents (9%) reported their ethnicity as Black/African American.

