



Office of College Advancement DEPARTMENT and PROGRAM REVIEW: ANNUAL REPORT

The Office of College Advancement coordinates a wide range of functions at COCC, including Foundation relations, grants management, scholarship administration, marketing, public relations, web and social media content, graphic design, campus event rentals and the Nancy R. Chandler Lecture Series. Our office also organizes community engagement initiatives that support the College's broader mission and impact.

Using the best practices in higher education advancement, our office takes a strategic, integrated approach to building relationships and sharing the College's story. We aim to increase awareness and support for COCC by empowering key stakeholders, including community members, business leaders, alumni, students, employees, government officials and media. Through these efforts, we can strengthen community connections, foster meaningful engagement and secure private financial support from philanthropic entities and private donors.

The office of College Advancement is comprised of two component units: the COCC Foundation (Foundation) and the Office of Marketing and Public Relations (MPR). These two units, staffed by 19 dedicated professionals, strive for continuous improvement in our collective work. The below Department Program Review plans reflect this ambition.



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Part 5: Data Findings

GOAL 1: Expand and increase student access through scholarships, student relief funds and other financial supports.

Outcome:

- Students who receive scholarships or financial assistance will experience reduced financial barriers which will increase their ability to stay enrolled, focus on their studies and achieve their academic goals at COCC.

Activities:

- Expand Student Relief Funding by increasing the fund's annual capacity to support urgent student needs such as housing, food, childcare or transportation over the next two years.
- Expand First-Generation Funding by launching a campaign that directly supports first-generation students and increases available funding in the next two years.

Measurement Tool & Timeline:

- Increase funding for first-generation students and students facing a financial emergency will increase by 25% over the next two years. This will be measured in August using reconciled data from the Foundation's donor database.

25-26 Annual Report Data:

- \$16,569 was donated from individuals and organizations for the COCC Student Relief Fund in FY 2025-2026 (131 gifts).
- \$30,000 was donated from individuals and organizations for the COCC First-Generation Scholarship in FY 2025-2026 (1 gift).

GOAL 2: Deepen community engagement through strategic partnerships and outreach.

Outcome:

- Community members and partners will view the COCC Foundation as a collaborative and trusted organization that actively contributes to the districts educational and economic vitality through meaningful partnerships and shared initiatives.

Activities:

- Engage community members with the Madras campus expansion project by increasing support of the Madras campus expansion by selling 100 more bricks over the next year.
- Activate engagement with COCC through the Nancy R. Chandler Lecture Series by partnering with two community organizations to bring renowned speakers to our community and campuses.

Measurement Tool & Timeline:

- Expand community engagement through selling 100 additional Madras campus bricks to community members. This will be measured through sales reports in the donor database in August 2026.
- Connect with two community partners to support the Chandler Lecture Series programming over the next year. This will be measured by the coordinator's excel tracking sheet in August 2026.

25-26 Annual Report Data

- We sold 120 bricks during the Growing Together Campaign, which exceeds our goal.
- The Chandler Lecture Series (CLS) was able to partner with two community partners during the 2025-2026 season of programming, the High Desert Museum and Thrive Central Oregon.

GOAL 3: Provide employees with opportunities to support COCC Foundation initiatives and projects.

Outcome:

- Faculty and staff will feel informed, valued and empowered to contribute to COCC Foundation initiatives which will strengthen a campus culture of philanthropy and shared investment in student success.

Activities:

- Boost faculty, staff and retiree charitable contributions to the COCC Foundation by increasing support of the Bobcat Society by adding 10 new members over the next year.

Measurement Tool & Timeline:

- Bobcat Society membership will increase by 10 members over the next year as measured in the donor database in August 2026.

25-26 Annual Report Data

- We added 7 new Bobcat Society members in FY 2025-2026. We were 3 shy of our goal of 10 new members.

GOAL 4: Improve the grants implementation system to better help faculty and staff manage funding.

Outcome:

- Faculty and staff will experience a more efficient and supportive grant management process which will allow them to focus more on achieving project goals and less on administrative barriers.

Activities:

- Create a support system that better tracks and helps administer the implementation of grants for staff and faculty.

Measurement Tool & Timeline:

- The successful launch of a new grants implementation system will be in place by August 2026 and will be measured by grant staff soliciting feedback from users.

25-26 Annual Report Data

- Robust grant management systems are now fully operational and in place.

Part 6: Data Interpretation

GOAL 1:

- \$16,569 was donated from individuals and organizations for the COCC Student Relief Fund in FY 2025-2026 (131 gifts).
 - Data Interpretation: This goal spans two years, the data reported for 25-26 will serve as a baseline for us to work toward our two-year goal of increasing funding for the COCC Student Relief Fund.
 - 131 gifts to this fund shows strong support across many donors.
- \$30,000 was donated from individuals and organizations for the COCC First-Generation Scholarship in FY 2025-2026 (1 gift).
 - Data Interpretation: This goal spans two years, the data reported for 25-26 will serve as a baseline for us to work toward our two-year goal of increasing funding for the COCC First-Generation Scholarship.

GOAL 2:

- We sold 120 bricks during the Growing Together Campaign, which exceeds our goal.
 - Data Interpretation: The data suggests success and effectiveness due to the fact that we completed our goal.
- The Chandler Lecture Series (CLS) was able to partner with two community partners during the 2025-2026 season of programming, the High Desert Museum and Thrive Central Oregon
 - Data Interpretation: Collaborating with other community organizations is beneficial for CLS and COCC for several reasons. 1. It exposes our programming to the partner organization's channels/contacts to grow our reach and expand our database. 2. It reduces CLS's costs as the partner organization splits the total programming costs with CLS. 3. It deepens and strengthens our relationship with important community partners. 4. It has the potential to increase attendance at events.
 - In honor of Native American Heritage Month, CLS partnered with the High Desert Museum to bring Michelle Jacob, Ph. D. to our Bend campus on 11/2/25. Jacob is a Member of Yakama Nation and Professor of Indigenous Studies and Co-Director of the Sapsik'wałá Program at the University of Oregon. She presented "Beautiful Strengths of Indigenous Communities" to our attendees in Wille Hall. At this event, 24% of registrants were new to the CLS database.

- During the 2026 Season for Nonviolence, CLS and COCC's Office of Equity and Well-Being partnered with Thrive Central Oregon to bring the "We are Home" Film Festival to Madras Performing Arts Center on 4/9/26. At this event, 24% of registrants were new to the CLS database.

GOAL 3:

- We added 7 new Bobcat Society members in FY 2025-2026. We were 3 shy of our goal of 10 new members.
 - Data Interpretation: The addition of seven new Bobcat Society members demonstrates meaningful growth and reflects the continued success of our efforts to engage employees in supporting COCC students.
 - While we fell short of our goal of 10 new members, welcoming 7 and seeing 2 existing members increase their giving are strong indicators of growing engagement and generosity.
 - Employee hiring rates, which vary from year to year and are outside our department's control, directly influence the number of potential new Bobcat Society members we can engage
 - Moving forward, we will adjust our measurement to reflect both new memberships and increased giving from existing members, creating a more complete and achievable measure of growth and engagement.

GOAL 4:

- Robust grant management systems are now fully operational and in place.
 - All new grants at COCC now are supported by the following elements of a grant implementation system: grant kick-off meeting, detailed grant orientation meeting, regular budget and progress check-ins, budget tracking system and support, reporting support, standardized grant data/documentation procedures, and a grants manual. This grant implementation system is supported by a full-time Grants Specialist. As a result of this robust grant implementation system, COCC faculty and staff report stronger understanding of how to properly manage grants and there have been fewer issues with grant management and budgeting.

Part 7: Action Plan

GOAL 1:

- \$16,569 was donated from individuals and organizations for the COCC Student Relief Fund in FY 2025-2026 (131 gifts).
 - Data Interpretation: This goal spans two years, the data reported for 25-26 will serve as a baseline for us to work toward our two-year goal of increasing funding for the COCC Student Relief Fund. 131 gifts to this fund shows strong support across many donors.

- Action Plan: We will continue raising awareness of these two funds and showing the impact that supporting students experiencing a financial emergency has on academic success.
- \$30,000 was donated from individuals and organizations for the COCC First-Generation Scholarship in FY 2025-2026 (1 gift).
 - Data Interpretation: This goal spans two years, the data reported for 25-26 will serve as a baseline for us to work toward our two-year goal of increasing funding for the COCC First-Generation Scholarship.
 - Action Plan: We will continue raising awareness of these two funds and showing the impact that supporting first-generation students has on academic success.
 - We need more donors supporting this scholarship so that there is sustainability from year-to-year with this fund.

GOAL 2:

- We sold 120 bricks during the Growing Together Campaign, which exceeds our goal.
 - Data Interpretation: The data suggests success and effectiveness due to the fact that we completed our goal.
 - Action Plan: No need for a new goal or outcome. The campaign ended 6/30/26.
- The Chandler Lecture Series (CLS) was able to partner with two community partners during the 2025-2026 season of programming, the High Desert Museum and Thrive Central Oregon
 - Collaborating with other community organizations is beneficial for CLS and COCC for several reasons. 1. It exposes our programming to the partner organization's channels/contacts to grow our reach and expand our database. 2. It reduces CLS's costs as the partner organization splits the total programming costs with CLS. 3. It deepens and strengthens our relationship with important community partners 4. It has the potential to increase attendance at events.
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 - During the 2026 Season for Nonviolence, CLS and COCC's Office of Equity and Well-Being partnered with Thrive Central Oregon to bring the "We are Home" Film Festival to Madras Performing Arts Center on 4/9/26. At this event, 24% of registrants were new to the CLS database.
 - Action Plan: We will continue to work with existing community partners as well as seek out new community partners.

GOAL 4:

- We added 7 new Bobcat Society members in FY 2025-2026. We were 3 shy of our goal of 10 new members.
 - The addition of seven new Bobcat Society members demonstrates meaningful growth and reflects the continued success of our efforts to engage employees in supporting COCC students.

- While we fell short of our goal of 10 new members, welcoming 7 and seeing 2 existing members increase their giving are strong indicators of growing engagement and generosity.
- Employee hiring rates, which vary from year to year and are outside our department's control, directly influence the number of potential new Bobcat Society members we can engage
- Moving forward, we will adjust our measurement to reflect both new memberships and increased giving from existing members, creating a more complete and achievable measure of growth and engagement.
 - Action Plan: Rather than creating a new goal, we will broaden the existing outcome to focus on increasing overall Bobcat Society participation and giving, recognizing both new members and increased contributions from current members.
 - Yes, we will adjust the annual goal to better reflect factors within our influence, including the number of new employees hired each year, while also measuring increases in giving from existing Bobcat Society members.
 - The Foundation will continue intentional outreach to new employees, strengthen communication about the impact of Bobcat Society giving, and create opportunities to encourage current members to deepen their support. We will also track both new memberships and increased gifts to more fully demonstrate growth, engagement, and the collective impact of employee giving.

GOAL 4:

- Robust grant management systems are now fully operational and in place.
 - All new grants at COCC now are supported by the following elements of a grant implementation system: grant kick-off meeting, detailed grant orientation meeting, regular budget and progress check-ins, budget tracking system and support, reporting support, standardized grant data/documentation procedures, and a grants manual. This grant implementation system is supported by a full-time Grants Specialist. As a result of this robust grant implementation system, COCC faculty and staff report stronger understanding of how to properly manage grants and there have been fewer issues with grant management and budgeting.
 - Action Plan: We will continue to improve our grants implementation system utilizing feedback from faculty and staff grant leads.



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Part 5: Data Findings

Goal 1: Develop prospective student measurements to create a baseline for strengthening recruitment via digital marketing.

During 2025-26, MPR completed its first full year working with GradComm on targeted, data-driven digital recruitment campaigns. The campaigns established useful baseline information about audience engagement, advertising performance and program interest.

Key findings included:

- Search engine marketing (SEM) generated more than 113,000 impressions and 28,800 clicks, with a 25.47% click-through rate (CTR). Average cost per click was \$0.81 and average cost per lead was \$2.86.
- General Facebook/Instagram advertising generated approximately 970,000 impressions and 15,700 clicks, with a 1.63% CTR, as well as more than 61,000 website video views.
- Business-focused Facebook/Instagram advertising generated approximately 979,000 impressions and 18,700 clicks, with a 1.91% CTR and more than 50,000 video views.
- The combined Culinary/Aviation Facebook/Instagram campaign generated more than 1.2 million impressions and 17,800 clicks, with a 1.41% CTR and more than 65,000 video views.
- GradComm reported that multiple campaigns exceeded relevant industry engagement benchmarks.

The 2025-26 campaign structure grouped some academic programs together in order to meet advertising-spend minimums and maximize the available budget. While the results provide useful baseline information, MPR determined that this structure limited the department's ability to assess performance and audience interest at the individual program level. Additionally, combining academic programs proved to be burdensome with both departmental budgets and reporting.

Goal 2: Increase community stakeholder awareness and positive perceptions of COCC.

MPR made significant progress in expanding COCC's visibility and community storytelling during 2025-26, although the external Community Perception Survey identified in the original DPR plan was not conducted due to budget limitations.

In lieu of a new quantitative perception survey, MPR used existing brand research and qualitative information — including student stories, employee feedback, community interactions and feedback from College leadership — to better understand current perceptions of COCC.

Additional community engagement activities included:

- Produced and distributed COCC Magazine district-wide, sharing stories about students, programs, employees and COCC's impact throughout Central Oregon.
- Maintained an active media relations program throughout the year, resulting in frequent press releases, media pitches and earned-media coverage of College programs, initiatives, events and issues.
- Developed sponsored and editorial content designed to communicate COCC's value and impact.
- Supported community-facing events, partnerships and communications designed to strengthen relationships between COCC and the communities it serves.

Goal 3: Develop and advance a cohesive, modern brand for COCC.

MPR made substantial progress toward establishing a new strategic brand foundation for the College during 2025-26.

Work during the year included revisiting and analyzing previous COCC brand research; gathering and considering qualitative feedback from students, employees and College leadership; developing a proposed brand platform and strategic framework; and refining the platform through multiple rounds of discussion and feedback.

As of the end of the reporting period, the foundational brand work was nearing completion and was scheduled for presentation to the College's vice presidents on Aug. 31, 2026, with the goal of receiving approval to move into implementation.

Because the foundational strategy needed to precede implementation, completion of an updated COCC Brand Book and integration of the new platform into College-wide brand campaigns will move into Year 2.

The external Community Perception Survey originally envisioned as a baseline measurement was not conducted because funding was not available. Existing research and qualitative information were used instead to inform development of the brand platform.

Goal 4: Increase faculty and staff awareness and use of marketing tools and resources.

Progress toward this goal was mixed during Year 1.

MPR did not implement the planned one-per-term training sessions focused broadly on COCC brand and marketing services. Likewise, a formal internal satisfaction survey was not conducted during the reporting period, so the department was unable to measure progress against the planned 75% satisfaction benchmark. MPR did send multiple staff-wide emails out as a reminder of services and processes, with the bulk happening near the start of the academic year.

However, significant progress was made in web training and direct support for College employees who manage departmental and program web content. The Web team provided training, consultation and ongoing support to web editors across the College while simultaneously working to improve content quality, consistency and accessibility across cocc.edu.

This direct work with departments also provided qualitative feedback about common challenges and support needs among faculty and staff, particularly around web content management, accessibility, content organization and maintaining current information.

Goal 5: Redesign COCC's website to align with the College's brand identity and strategic priorities and improve UI/UX and accessibility standards.

MPR made significant progress on the foundational work necessary for a comprehensive website redesign, despite not receiving the requested College funding for the larger project via its FIAT request. As a result, the Web team focused on improvements that could be completed internally with existing staff and resources.

Major accomplishments during 2025-26 included:

- Redesigned the COCC homepage to improve usability, visual presentation and alignment with the College's evolving digital direction.
- Launched Education Pathways web content and related program improvements designed to make academic options easier for prospective and current students to understand and explore.
- Conducted substantial site-wide content cleanup to remove outdated, redundant and unnecessary content and improve the student experience.
- Completed significant accessibility work across cocc.edu, strengthening compliance and usability for people with disabilities.
- Continued using GA4 and other web analytics to better understand site traffic and user behavior.
- Redesigned the COCC employee Intranet page to improve internal communications and enhance the User Experience.

The comprehensive redesign remains a multi-year initiative. The next major phase will focus on global navigation and the site's header and footer, while continuing content cleanup, accessibility work and improvements to the overall user experience.

Part 6: Data Interpretation

The first year of MPR's DPR plan demonstrates meaningful progress across all five goals, while also identifying several areas where measurement methods and timelines should be refined.

The strongest quantitative findings came from digital recruitment marketing. GradComm's reporting demonstrates that COCC's campaigns generated substantial reach and engagement, with several campaigns performing above industry benchmarks. The first year also helped MPR better understand the limitations of grouping multiple academic programs within the same campaign. While this approach allowed the College to maximize a limited advertising budget, it made it more difficult to determine which individual programs, messages and audiences were driving results, among other things.

For 2026-27, MPR will therefore shift its digital strategy toward a narrower and deeper approach: concentrating spending during high-impact recruitment periods, running shorter campaigns and promoting individual academic programs rather than grouping programs together. Because of this strategic change, Year 2 results will not always provide a direct apples-to-apples comparison with Year 1. Instead, the new approach should provide more actionable program-level information and establish stronger benchmarks for subsequent years.

Community engagement remains an area of strength for MPR. COCC Magazine, media relations, sponsored content, events and storytelling provided multiple opportunities to communicate the College's impact throughout the district. However, the inability to fund the planned Community Perception Survey means MPR does not yet have a new quantitative baseline for external awareness or perception. Existing brand research and qualitative feedback proved useful in developing the College's new brand platform, but future quantitative research would strengthen MPR's ability to measure changes in perception over time.

The brand initiative represents one of the department's most significant Year 1 undertakings. Rather than immediately creating new visual materials or campaigns, MPR invested significant time in establishing the strategic foundation necessary to guide future marketing. The work is nearing the transition from strategy development to implementation. This sequencing means some activities originally anticipated for Year 1 — particularly the updated Brand Book — will appropriately shift into Year 2.

Faculty and staff support is the area where MPR made the least progress against the specific measurements established in the original plan. Although the Web team provided substantial training and direct support, the broader MPR training program and internal satisfaction survey were not completed. This suggests a need to reconsider both the scope of the planned training schedule and how MPR measures internal awareness, satisfaction and use of its services.

Website progress was particularly strong given available resources. The lack of funding for a comprehensive redesign required the department to adjust its approach, but the Web team was able to make substantial improvements internally. The homepage redesign, Education Pathways work, accessibility improvements and site-wide cleanup provide a stronger foundation for the larger redesign and demonstrate that meaningful progress can occur incrementally.

MPR devoted significant capacity during 2025-26 to onboarding and supporting COCC's new president and advancing his priority of improving internal communication across the College. While not identified as a standalone DPR goal, MPR developed and launched a new collegewide employee communications structure, including *Connect at COCC*, a weekly digital newsletter, and a redesigned employee Intranet landing page that consolidated existing communication channels into a more intuitive, user-friendly resource. The initiative required significant research, planning, content development, coordination and ongoing weekly production,

representing a substantial investment of departmental resources and influencing staff capacity and project prioritization throughout the reporting period.

Overall, Year 1 affirmed the direction established in MPR's DPR plan. The primary need is not to change the five goals, but to refine several assessment methods and continue moving from foundational work toward implementation.

Part 7: Action Plan

Based on the first year of findings, MPR will maintain its five existing DPR goals while refining strategies and measurement approaches during 2026-27.

Goal 1: Develop prospective student measurements to create a baseline for strengthening recruitment via marketing.

MPR will:

- Shift digital recruitment advertising toward shorter, higher-impact campaign periods.
- Move from grouped academic-program campaigns toward individual program campaigns whenever feasible.
- Use GradComm/LocaliQ and GA4 reporting to develop program-specific performance benchmarks.
- Evaluate campaign performance based on meaningful measures such as engagement, conversions and prospective student actions rather than reach alone.
- Use Year 2 results to establish more useful targets for future recruitment campaigns.
- Explore AI citation optimization, including a benchmark visibility study

Goal 2: Increase community stakeholder awareness and positive perceptions of COCC.

MPR will:

- Continue annual production and district-wide distribution of COCC Magazine.
- Maintain an active earned-media and storytelling strategy that highlights student success, College impact, workforce connections and community partnerships.
- Establish a baseline for annual media relations activity using available Constant Contact and MPR records.
- Continue gathering qualitative information about community perception while exploring financially feasible options for future quantitative perception research.
- Consider and evaluate new AI tools which can measure brand sentiment.

Goal 3: Develop and advance a cohesive, modern brand for COCC.

MPR will:

- Finalize and seek institutional approval of the new COCC brand platform.
- Move from brand strategy development into implementation.
- Develop an updated COCC Brand Book and related standards, tools and resources.
- Begin incorporating the approved brand platform into digital advertising, College storytelling, recruitment materials and other communications.
- Develop and launch the first College-wide brand campaign based on the new platform.
- Establish a coordinated strategic marketing calendar so major campaigns, audiences and institutional priorities reinforce the same overarching COCC brand.

Goal 4: Increase faculty and staff awareness and use of marketing tools and resources.

MPR will:

- Develop a web editor training self-serve option, and work towards a smaller web editor tool with higher trained individuals.
- Reassess the planned College-wide MPR training model and establish a sustainable training schedule focused on areas of greatest faculty and staff need.
- Assess and begin redesigning the Marketing Support Toolkit to reflect the new brand platform and current MPR services.
- Develop an appropriate internal feedback mechanism to establish a baseline for faculty and staff awareness, use and satisfaction with MPR services.

Goal 5: Redesign COCC's website to align with the College's brand identity and strategic priorities and improve UI/UX and accessibility standards.

MPR will:

- Continue systematic cleanup and improvement of existing web content.
- Begin redesign and implementation work focused on global navigation, header and footer.
- Incorporate the approved brand platform into future website design and content decisions.
- Continue regular accessibility auditing and remediation.
- Use GA4 and other available analytics to inform navigation, content and UX decisions.
- Continue advancing the larger website redesign through a phased approach using available internal resources while identifying future resource needs. Create and establish a plan and road map for the longer-term vision of the site
- Evaluate COCC's Content Management System and explore re-platforming options.

MPR's 2026-27 work will build on the significant foundational progress made during Year 1. The department's primary focus will shift from establishing strategy and infrastructure toward implementation, while improving the quality of the data used to evaluate marketing effectiveness, community engagement, internal support, brand development and the digital student experience.