



2014
Department Review

**MARKETING, PUBLIC RELATIONS, GRAPHICS,
PUBLICATIONS and PRINT SHOP**



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Executive Summary

The Marketing Department is comprised of four components: Production, Graphics Design, Public Relations, and Marketing and Brand Management. Together, these functions represent the core service areas to all external and a majority of internal stakeholders of the college. As the principal component of organizing, promoting, and maintaining the college's eclectic advertisement and promotion campaigns, the department serves the vital purpose of ensuring that the college is presented professionally, that its messages are positively delivered and reinforced, and that all realms of college operations adapt to a constantly strengthening Coastline Culture.

The Marketing and Brand Management component of the Marketing Department provides guidance and oversight on all areas of the college's internal and external branding. Key service areas involve the collaborative efforts of social media coordination, digital brand development and deployment, graphic and print design, and professional communications administration across all college functions and student service areas.

The Public Relations component of the Marketing Department has four primary functions: to serve as the primary communication agent for the college, to evaluate organizational performance, to monitor institutional policy, and to anticipate social change. These functions are operationalized through marketing and campaigns, professional communications, and press office service areas.

The Graphics Design component of the Marketing Department serves as a client-focused hub of brand analysis, production, and promotion. Graphic designers work in tandem with printing press operators and communications professionals to develop, assess, and deploy digital and print media campaigns. The department also provides a repository of graphical assets, policies, and procedures for internal and external communications.

This is the first non-instructional program review for the Marketing Department, imputing the need for a comprehensive strategy consisting goals and action plans to meet those goals. To foster a strategic direction in goal development, the following Core Values are championed: *Brand Differentiation*, *Measurable Outreach Impact*, and *Increasing Engagement*.

The following goals have been established in order to align operations with the department's core values:

- 1.1 Increase student communication and engagement
- 1.2 Increase digital branding efforts
- 1.3 Increase college marketing and branding efforts

- 2.1 Define Webmaster role as a marketing function
- 2.2 Strengthen digital branding and development of electronic media campaigns
- 2.3 Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination
- 2.4 Utilize information from data analytics to best determine catalyst for increased operational performance
- 2.5 Increase the efficiency of marketing department administration

- 3.1 Identify a location for photographic services

- 4.1 Advance the printing capabilities of the department
- 4.2 Ensure the department is utilizing relevant technology

Section 1: Department Planning

1.1 Department Overview

The Marketing Department is comprised of four components: Production, Graphics Design, Public Relations, and Marketing and Brand Management. Together, these functions represent the core service areas to all external and a majority of internal stakeholders of the college. As the principal component of organizing, promoting, and maintaining the college’s eclectic advertisement and promotion campaigns, the department serves the vital purpose of ensuring that the college is presented professionally, that its messages are positively delivered and reinforced, and that all realms of college operations adapt to a constantly strengthening Coastline Culture.

The department serves as the focal point of all functions that contribute to the college’s public image:



Figure 1. College functions and their relationship to the Marketing Department.

The department’s success is driven by the interconnectedness of its component functions, each overlapping in areas of responsibility and objectives to provide a wide gamut of resources ready and willing to meet the evolving landscape of higher education communications management.

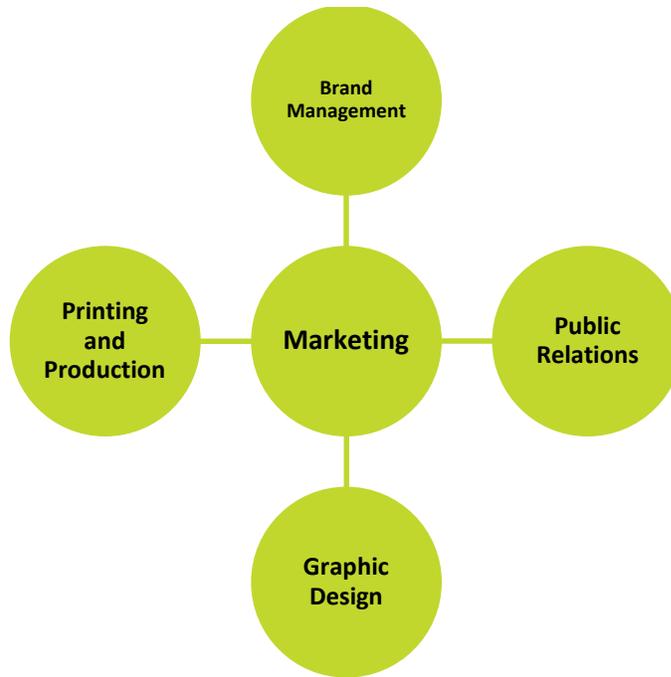


Figure 2. The Marketing Department's Key Areas of Operation.

MARKETING AND BRAND MANAGEMENT

The Marketing and Brand Management component of the Marketing Department provides guidance and oversight on all areas of the college's internal and external branding. Key service areas involve the collaborative efforts of social media coordination, digital brand development and deployment, graphic and print design, and professional communications administration across all college functions and student service areas.

As a primary proponent for data-driven decision-making, the department has a vested interest in the employment of applied data science through the use of analytics-driven digital branding strategies. Additionally, the department seeks out a majority stake in all externally-oriented and student-targeted college functions to ensure adherence to consumer-focused material propagation, presentation strategy similitude, and to facilitate the quantification of all departmental marketing efforts for the measurement of campaign efficacy.

The Director is a member of the Planning, Institutional Effectiveness, and Accreditation Committee (PIEAC), and actively participates in the college's integrated planning efforts.

PUBLIC RELATIONS

The Public Relations component of the Marketing Department has four primary functions: to serve as the primary communication agent for the college, to evaluate organizational performance, to monitor institutional policy, and to anticipate social change.

The social change function requires the department to be aware of social, economic, cultural, and political changes that could affect the livelihood of the college or its district. Additionally, as a monitor of institutional policies, it is the responsibility of the department to ensure that the college does what it says

it will do. The department also evaluates external organizational performance by monitoring public perception of company activities, assessing whether stakeholders understand and believe the college's commitment to its students and community. Finally, acting as a primary communication agent, the department communicates information to the public, employees, media, and other interest groups to gain publicity and achieve communication goals, which include fostering and maintaining student, faculty, and staff relationships, promoting college strategy and culture, organizing events, and media relations.

Public Relations provides three types of external communications:

1. **Marketing and Campaigns:** plans, develops, and implements the college's student and business/partner information and awareness campaigns on both academic and service-oriented issues and programs; manages the college's website, intranet document repository, and digital media properties; provides office-wide advice and direction on corporate marketing communications strategy, including managing the college brand, institutional design, house style, and publications.
2. **Professional Communications:** ensures effective relationships with lawmakers, key government departments, and others involved in policy development; ensures strong relationships with all stakeholders including consumer organizations, business representative groups, and businesses more generally; oversees the college's internal communications; leads production of the college's class schedules, semester catalogs, brochures, and other print media.
3. **Press Office:** leads coordination of all major announcements; advises colleagues across the college on media strategies for their work or project; protects and builds the college's external reputation; develops relationships with the media through broadcast, print, and online communications; supports the promotion of college student, faculty, staff, and business campaigns via social and traditional media.

GRAPHIC DESIGN

The Graphics Design component of the Marketing Department serves as a client-focused hub of brand analysis, production, and promotion. Graphic designers work in tandem with printing press operators and communications professionals to develop, assess, and deploy digital and print media campaigns. The department also provides a repository of graphical assets, policies, and procedures for internal and external communications.

Graphic Design functions in two broad areas of service:

- Coordination of design philosophy and creative engineering sessions with departments across the college seeking to promote, campaign, or communicate messages related to the college's brand.
- Regular design and production of semester catalogs, class schedules, and other legally obligated materials and literature required of public community college entities.

These areas of services are carried out through the careful execution of three major areas of operation:

1. Research, plan, schedule, develop, create, and produce all in-house graphics, digital, and print media work for college-wide use and distribution;
2. Oversee and coordinate graphics activities, including managing all graphics and print requests for all college publications;
3. Train college personnel in their department's branding strategies, including proper graphics, print, and bindery methods, procedures, and techniques.

PRODUCTION

The Production component of the Marketing Department coordinates, schedules, facilitates and monitors printing and production services for the college. The production team reviews print requests; organizes and implements a production work schedule for processing requests; develops database and maintains job log for assigned projects; creates and implements an accountability system for each phase of the production schedule to insure the timely completion and availability of projects.

Production researches, evaluates, and forecasts trends in commercial printing technology and processes. The team also provides direction and support during schedule interruptions to accommodate emergency requests, operates printing presses, and other production equipment as needed.

Production also performs monthly safety inspections on equipment and record-keeping; inspects and verifies completed projects meet quality standards; monitors all printing systems to insure appropriate and safe procedures are followed as required by operation manuals; maintains inventory of paper, bindery supplies, toner, and other consumables; orders supplies and verifies accuracy of billing; performs other related duties commensurate with the requirements of the printing and production department.

1.2 Department Assessment

In fall 2014, a survey was distributed to Coastline students to obtain information on awareness and satisfaction with the departmental services, interactions, and performance. A Likert Scale was used to measure responses to questions about Coastline’s website and publications (Table 1).

Table 1. *Student Survey results, fall 2014*

	Strongly Agree	Agree	Disagree	Strongly Disagree	NA	Total
Coastline’s Website is easy to navigate.	36.82% 155	47.88% 202	11.40% 48	2.61% 11	1.19% 5	421
Coastline’s programs and services are well described online and in printed materials.	35.24% 148	47.86% 201	9.05% 38	2.62% 11	5.24% 22	420
Coastline’s printed publications are easy to read and understand.	32.05% 133	44.10% 183	4.58% 19	0.96% 4	18.31% 76	415

A similar survey was conducted in fall 2013 (Table 2), with results that indicate a growing trend toward dissatisfaction with the college’s website (Figure 3). These results are calculated by averaging the weighted strength of each Likert scale variable.

Table 2. *Student Survey results, fall 2013*

	Strongly Agree	Agree	Disagree	Strongly Disagree	NA	Total
Coastline’s Website is easy to navigate.	45.0% 369	43.0% 353	8.8% 72	2.1% 17	1.1% 9	820
Coastline’s printed and online publications are easy to read and understand.	40.5% 332	44.9% 368	4.3% 35	1.0% 8	9.4% 77	820
Coastline’s programs and services are well described online and in printed materials.	40.7% 332	47.7% 389	5.8% 47	1.5% 12	4.4% 36	816

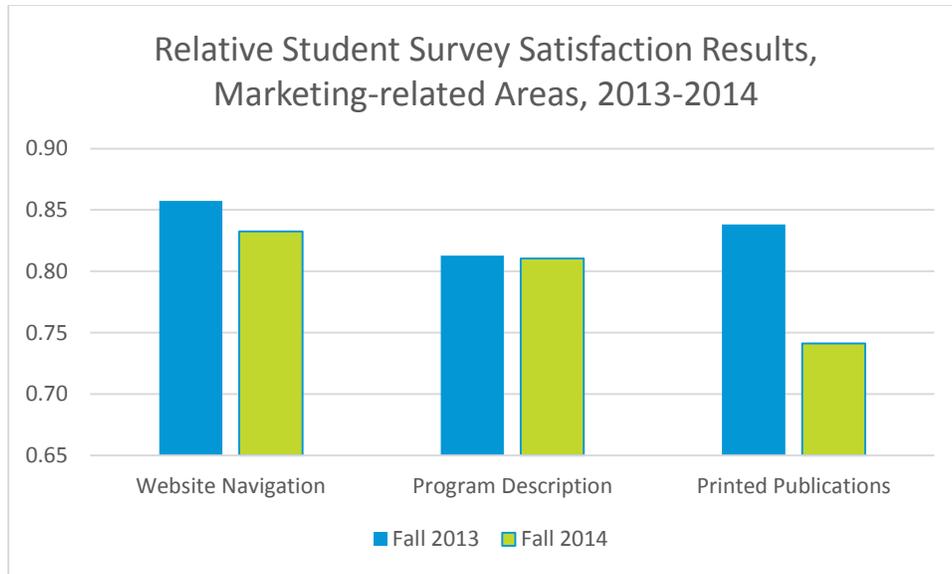


Figure 3. Weighted Results of Table 1 and Table 2.

Participants were given the opportunity to include qualitative feedback on both surveys. In fall 2013, 40.58% (28/69) of respondents mentioning the word “website” scored negatively on a naïve Bayes sentiment classifier. For the fall 2014 survey, that figure rose to 57.14% (12/21).

1.3 Progress on Previous Goals

This is the first iteration of Comprehensive Department Review, and previous goals have not been established.

1.4 Administrative Unit/ Service Area Outcomes

AUO/SAO 1: Students will report that they are well informed of the college’s available programs and services.

TARGET: 90% will indicate being well informed

FINDING: In-Progress

ACTIONS: Complete data collection and complete assessment

AUO/SAO 2: Students will report that the college’s printed/electronic publications are attractive, easy to read and understand, and reflect a consistent message, brand, and level of quality.

TARGET: 90% will indicate printed publications are attractive, easy to read and understand

FINDING: 2014 survey indicate that 76.15% of students surveyed either Strongly Agree or Agree.

ACTIONS: Engage different student populations to compare expectations versus outcomes in print and online materials.

AUO/SAO 3: Students are engaged in social media platforms.

TARGET: Define baseline data on social media headcounts and increase annually.

FINDING: In-Progress

ACTIONS: No action

AUO/SAO 4: The local community is engaged in accurate and timely public announcements.

TARGET: Define baseline data on press releases and public service announcements, and increase annually.

FINDING: In-Progress

ACTIONS: No action

AUO/SAO 5: New students receive coordinated and targeted advertisements in appropriate media.

TARGET: Define baseline data on new student enrollment and increase annually.

FINDING: In-Progress

ACTIONS: No action

1.5 External Compliance

MARKETING AND BRAND MANAGEMENT

- If an image is used as a link, make sure the alt tag describes the graphic and the link destination
- Decorative graphics with no other function have empty alt descriptions (alt= "")
- Add captions to Coastline videos (when necessary)
- Add audio descriptions (when necessary)

PUBLIC RELATIONS

- Compliance reporting requirements have not been established.

GRAPHIC DESIGN

- Complex graphics are accompanied by detailed text descriptions
- Every image, video file, audio file, plug-in, etc. has an alt tag

PRODUCTION

- Compliance reporting requirements have not been established.

1.6 Goals/Recommendations

Goal 1.1. *Increase student communication and engagement*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The increase of student communication will enhance the student experience with resourceful information, deadline announcements, event invitations, etc. All information will promote student engagement, which will help increase of enrollment, student participation at campus events, and on the social media platform. (CCC Goals 2, 6)

Recommendation for goal achievement

Increase college-wide compliance with a standardized method of marketing material development and dissemination; Establish procedures for the development and dissemination of marketing material and publish them. (No Cost)

Goal 1.2. *Increase digital branding efforts*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

Per 2014-15 Educational Master Plan strategic goal: provide students with a balanced schedule of course offerings in different delivery modalities. Marketing will support goal by providing students with information on course offerings through different platforms: email blasts, direct mail, website pages, advertisements, etc. (CCC Goals 2, 4, 6)

Recommendation for goal achievement

Develop and publish a Digital Branding Plan (No Cost)

Goal 1.3. *Increase college marketing and branding efforts*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

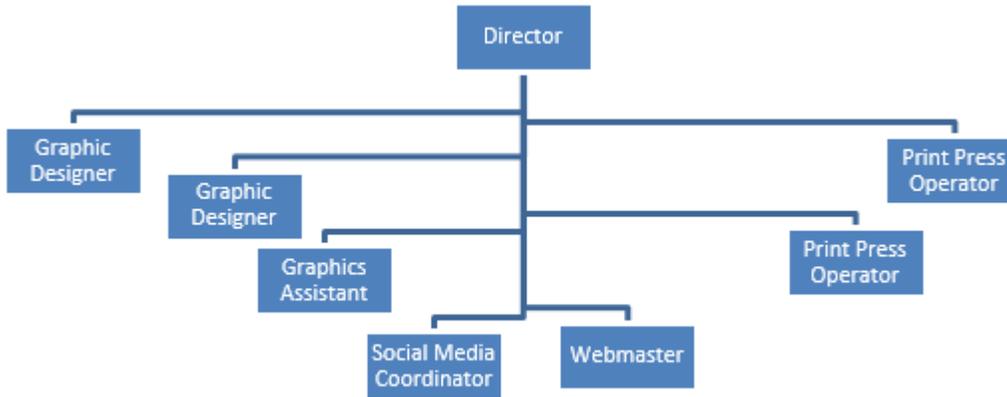
In order to effectively build awareness, recruit students, promote programs and services, increase enrollment and persistence, the department will need to expand its financial capabilities to connect with the current and future community of students. (CCC Goals 2, 4, 6)

Recommendation for goal achievement

Increase the marketing budget (100,000)

Section 2: Human Capital Planning

2.1 Departmental Staffing



The marketing team supports all departments and programs in the college. All roles in the department facilitate the strategic planning and progress of marketing initiatives and projects that support the growth, promotion, and effective communication throughout the college, internally and externally.

Table 2.1 Staffing Plan

Year	Administrator	Management	Faculty	Classified	Hourly
2014-2015 (present)	Director of Marketing	0	0	Graphic Designers (2), Webmaster (1), Print Operators (2)	Marketing Assistant (1) and Social Media (1)
2017-2018 (3-year)	Director of Marketing	Production Manager	0	Graphic Designs (3), Administrative Assistant (1) Webmaster (1), Social Media Coordinator (1) and Print Operators(2)	Marketing Assistants (2)
2019-2020 (5-year)	Director of Marketing	Production Manager	0	Graphic Designs (3), Webmaster (1), Social Media Coordinator (1) and Print Operators (2)	Marketing Coordinators(2)

MARKETING AND BRAND MANAGEMENT

The marketing and brand management functions are entirely managed by the department’s director, with personnel from other functions pitching in to help off-set administrative burdens. To foster a stronger environment for achieving the department’s mission, the director will oversee a bilateral administrative workflow: one for communications and outreach, and the other for graphic design and production. A new full-time position (marketing/production manager) would oversee graphics and production and report to the director. Ultimately, Marketing and Brand Development will be entirely staffed by full-time personnel, with a part-time assistant reporting to both the marketing/production manager and the director.

Coastline's Marketing Plan requires an immersive integration with data analytics and human capital that can operate strategically as well as tactically. Both the sustainment of existing operations and the exploration and development of bold new marketing and outreach opportunities requires many data-driven functions that the Marketing department seeks to implement. The Department, through the creation of a marketing analyst, would seek to begin planning, optimizing, implementing, and analyzing search engine marketing (SEM) activities (paid search/pay-per-click (PPC) as well as some organic search engine optimization (SEO) activities), begin post-campaign ROI analysis of marketing investments, expand our ability to make strategic recommendations to intracollege stakeholders based on business goals of how to best optimize creative output as well as internal processes, and begin maintaining a dashboard for the college and its departments to track the effectiveness of marketing.

PUBLIC RELATIONS

The public relations function consists of one webmaster and one part-time social media coordinator. The results of the fall 2013 and fall 2014 surveys warrant greater investments in Coastline's digital branding efforts. To foster a stronger environment for achieving the department's mission, the part-time social media coordinator will become a full-time web content coordinator. The webmaster role will be redefined and reclassified to be more inclusive of marketing and strategic communications functions. Ultimately, the webmaster and social media coordinator will work in tandem with two additional, part-time digital media specialists.

GRAPHIC DESIGN

The graphic design functions are entirely managed by the department's director, with personnel from other functions pitching in to help off-set administrative burdens. To foster a stronger environment for achieving the department's mission, the graphic designers will work with clients (programs and departments) to produce publications and marketing materials that will promote internal and external communications and outreach, drive student success, and provide effective information that encourages registration, participation, and engagements from students.

PRODUCTION

The production component of the marketing department consists of two off-set print operators. To foster a stronger environment for achieving the department's mission, the off-set printers works with graphic designers and college departments to produce publications, signage, posters, flyers, and other marketing materials that support the college's mission.

2.2 Professional Development

The department participates in a broad range of professional development activities, which ensures that the staff maintain relevance within their respective fields. Within the past years the department have participated in the following:

- Professional conferences (Hourly support staff attended Adobe creative conference)
- Networking events for department staff: OCPRSA conferences, round tables, and socials.
- Chambers of Commerce events

- Lynda.com -> intradepartmental training and collegial dialogue
- Adobe suite training
- HTML training

In order to continue to thrive and present the college as an innovative institution and attract students through effective marketing strategies, the department needs to continue to support professional growth of its human capital.

2.3 Goals/Recommendations

Goal 2.1. *Define Webmaster role as a marketing function*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The webmaster role is vital to the marketing department. This role will provide the support of marketing materials and publications from a digital standpoint. The webmaster will update the website with publications that include the catalog, class schedule, event announcements (internally and externally), student alerts, etc. The webmaster will also provide design support with webpages that need re-touching, or additional features that promote student success. All publications and materials (made for the public) that are created by the marketing department will be converted into digital form and placed on the website. The webmaster will also create webpages that support the branding of the school for consistency purposes. (CCC Goals 2, 4)

Recommendation for goal achievement

Develop, adopt, and publish a Webmaster job description that is more closely aligned with marketing and public relations (No Cost)

Goal 2.2. *Strengthen digital branding and development of electronic media campaigns*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The strengthening of the digital branding and development of electronic media campaigns will provide enhanced support needed to provide students with important information about the college: registration dates, alerts to register or participate in activities, current events, student resources, etc. (CCC Goals 2, 4).

Recommendation for goal achievement

Create a full-time position for Web/Social Media Coordinator (\$54,000)

Goal 2.3. *Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The increase in efficiency and job output will enable the marketing department to work more effectively: faster turnaround time on projects, additional time to work on more projects, better communication and process between designers and clients, efficient project tracking, and better accountability from marketing department and clients. Presently, graphic designers (including part-time designer) are in such high demand from clients, but there is a lack of infrastructure that supports the designers. There is a need for an additional full-time designer/marketing coordinator who can provide the needed support and create better efficiency on projects.

Recommendation for goal achievement

Transition the part-time graphics assistant to a full-time position and develop a full-time production coordinator position (\$125,000).

Goal 2.4. *Utilize information from data analytics to best determine catalyst for increased operational performance (FTES/enrollment increase).*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This process will encompass the use of data derived from marketing strategies to best arrive at what return on investment capacity each marketing initiative carries. (CCC Goals 3, 5, 6)

Recommendation for goal achievement

Hire a marketing analyst (\$80,000)

Goal 2.5. *Increase the efficiency of processes and procedures for marketing administrative projects.*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The increase in efficiency of the marketing department administration will enable the department to receive marketing tools, office supplies, and materials in a timely fashion, which promote a productive work environment. This position will also support the accounting functions of the department, strengthening the turnaround time on projects that promote the college. (CCC Goals 3, 5, 6)

Recommendation for goal achievement

Hire an office assistant (\$31,000)

Section 3: Facilities Planning

3.1 Facility Assessment

The current location of the department is on the fourth floor of the College Center. Each staff member has a work space (office cubicles and work stations) in close proximity to the acting director of marketing which allows for frequent interaction. The print shop is located on the first floor of the College Center and is separate from the department. The overall work environment of the department is effective and aligns with the goals of Vision 2020: Facilities Master Plan, however, there needs to be a space for photography. The marketing department has been taking a lot of photos of staff and students for college publications and marketing materials. There is a need for the college to have its own photo gallery for marketing materials, given an increasing demand for photographic services from both within and from outside the marketing department. The development of a centralized photographic services location for all campuses will ensure the utilization of digital photo development technologies and services.

3.1 Goals/Recommendations

Goal 3.1 *Identify a location for photographic services*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The identification of a photographic services location will centralize the location for all campuses to utilize digital photo development technologies and services that currently is in high demand but that does not exist (CCC Goal 6).

Recommendation for goal achievement

Prioritize and create a plan for the utilization of an intra-college, intra-departmental photographic services location. (No Cost)

Section 4: Technology Planning

4.1 Technology Assessment

The marketing and brand management section utilizes Macintosh computers to create, assess, and disseminate a wide variety of graphics products within and throughout the college and to its many vendors. Most salient are the graphic designer workstations, which are 2008 Macintosh computers using versions of Photoshop and Adobe Acrobat from 2008. Currently, the department is undergoing a process of upgrading the designer workstations with Apple Thunderbolt displays and new, 2014 edition iMac computer interfaces. Current licensure advances include the utilization and departmental adoption of Adobe Creative Cloud for all designer and print services.

The production services section utilizes semi-modern Canon printing material that is in its second year of a five year lease. Currently, print demand requires a four-color envelope system for the dissemination of tangible materials within the college and to outside vendors. Additionally, the increased demand for tangible materials distribution necessitates greater efficiency planning through the adoption and utilization of additional printing resources. In the future, the Canon printer will be assessed for viability and usability against its contract, and additional printing supplies and/or systems may be required to facilitate the growing demands of the printing press and production services unit.

4.2 Goals/Recommendations

Goal 4.1 *Advance the printing capabilities of the department*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

What will it support? (CCC Goal 6)

Recommendation for goal achievement

Upgrade the printing equipment with the addition of a 4-color envelope printer via lease (\$48,000/annually)

Goal 4.2 *Ensure the department is utilizing relevant technology*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will provide the department with the capabilities to maintain efficiency and allow access to the new and emerging processes to keep Coastlines publications and graphics relevant (CCC Goal 6)

Recommendation for goal achievement

Maintain licensure requirements for graphic production systems (\$3,500)

Section 5: Comprehensive Planning Recommendations

5.1 Goals

- 1.1 Increase student communication and engagement
- 1.2 Increase digital branding efforts
- 1.3 Increase college marketing and branding efforts

- 2.1 Define Webmaster role as a marketing function
- 2.2 Strengthen digital branding and development of electronic media campaigns
- 2.3 Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination
- 2.4 Utilize information from data analytics to best determine catalyst for increased operational performance (FTES/enrollment increase).
- 2.5 Increase the efficiency of marketing department administration

- 3.1 Identify a location for photographic services

- 4.1 Advance the printing capabilities of the department
- 4.2 Ensure the department is utilizing relevant technology

5.2 Action Plan and Resource Requests

Goal	Action Plan	Inst. Goals	Type of Resource	Resource needs, if any	Dept. Priority	Approx. Cost
1.1	Increase student communication and engagement	2, 6	Administrative	Establish procedures for the development and dissemination of marketing material and publish them by [date TBD]	1	No Cost
1.2	Increase digital branding efforts	2, 4, 6	Administrative	Develop and publish a Digital Branding Plan	2	No Cost
1.3	Increase the marketing budget	2, 4, 6	Administrative	Increase the departmental budget	3	100,000
3.1	Identify a location for photographic services	6	Administrative	Prioritize and create a plan for the utilization of an intra-college, intra-departmental photographic services location	4	No Cost
2.1	Define Webmaster role as a marketing function	6	Staffing	Develop, adopt, and publish a Webmaster job description that is more closely aligned with marketing and public relations	5	No Cost
2.4	Utilize information from data analytics to best determine catalyst for increased operational performance (FTES/enrollment increase)	3, 5, 6	Staffing	Marketing Analyst (1 FTE)	6	80,000
2.5	Increase the efficiency of marketing administration	6	Staffing	Office Assistant position (1 FTE)	7	32,000
2.3	Provide adequate workstation for Campus Safety and Emergency Services	6	Staffing	Transition the part-time graphics assistant to (1 FTE) and hire a production coordinator position (1 FTE)	8	125,000
2.2	Strengthen digital branding and development of electronic media campaigns	6	Staffing	Web/Social Media Coordinator (1 FTE)	9	54,000
4.1	Advance the printing capabilities of the department	6	Technology	Upgrade the printing equipment with the addition of a 4-color envelope printer via lease	10	48,000
4.2	Ensure the department is utilizing relevant technology	6	Technology	Maintain licensure requirements for graphic production systems n	11	3,500