



2015

Annual Department Review

**Marketing, Public Relations, Graphics,
Publications and Print Shop**

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Section 1: Department Planning:

Internal Analysis

The Coastline Marketing Department prides itself in providing quality service and marketing for each college department, and the college as a whole. 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 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 Department also serves 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 Department also provides a repository of graphical assets, policies, and procedures for internal and external communications.

The Coastline Marketing department has experience some operational challenges during the past year. There have been some employee changes: the loss of two graphic designers (one full-time and the other part-time) in the month of December 2014 and the loss of the College’s webmaster in the month of March 2015. Due to budget issues, the marketing director could not hire another full-time graphic designer, but rather two (2) part-time graphic designers. In addition, the only full-time graphic designer had to take off time for a little over a month due to suffering the loss of a spouse. There has been a significant loss in production due to the rapid changes in the department employee situation.

SAO Student Services Survey

Social Media Sites

Respondents were asked to indicate their level of satisfaction with Coastline’s social media sites. The results are shown in Table 22. Of those who have heard of the social media sites, 23.5% have used them and are **satisfied**, while 6.6% are **not satisfied**, and 69.8% have heard of the sites but indicated that they **don’t need** them. Of all respondents, 34.8% said that they have **never heard of** Coastline’s social media sites and don’t need them.

Table 1.1. Satisfaction with Social Media Sites

Answer Options	Used/ Satisfied	Used/ Not Satisfied	Heard Of/ Don't Need	Never Heard Of/ Don't Need	Response Count
Social Media Sites (Facebook, YouTube, Twitter)	23.5%	6.6%	69.8%	34.8%	600

College Policies and Procedures

Respondents were asked to indicate their degree of familiarity with the college policies and procedures shown in Table 23. 92.2% of all respondents are at least slightly **familiar** with the fact that there are important drop deadline dates that can be seen in the student MyCCC account, while 7.8% of

respondents are **not familiar** the availability of such dates. Secondly, 95.2% of all respondents indicated that they are at least slightly **familiar** with the statement that students may be dropped from courses if registration fees are not paid in a timely manner, and 4.8% said they are **not familiar**. The specific percentages of respondents' degree of familiarity with these policies and procedures are shown in Table 23 (below).

Table 1.2 CCC Policies and Procedures

Answer Options	Moderately familiar	Somewhat familiar	Not at all familiar	Response Count
There are important drop deadline dates that can be seen in the student MyCCC account.	73.8%	18.4%	7.8%	614
If registration fees are not paid in a timely manner, students may be dropped from courses.	84.1%	11.1%	4.8%	604

CCC Website & Publications

Respondents were asked to indicate whether they agree or disagree with the statements in Table 24 regarding Coastline's website and publications. Of 591 respondents, 83.8% agree that Coastline's **website is easy to use**, 14.7% **disagree**, and 1.5% **don't know** or find the statement not applicable to them. Of 588 respondents, 84.9% **agree** that Coastline's **programs and services** are **well described** online and in printed materials, 9.9% **disagree**, and 5.3% **don't know**. Finally, 79.0% of respondents **agree** that Coastline's **printed publications** are **easy to read** and understand, while 4.8% **disagree** and 16.2% **don't know** or find the statement inapplicable to them.

Table 1.3 Coastline's Website and Publications

Answer Options	Agree	Disagree	Not Applicable/ Don't Know	Response Count
Coastline's Website (http://www.coastline.edu) is easy to navigate.	83.8%	14.7%	1.5%	591
Coastline's programs and services are well described online and in printed materials.	84.9%	9.9%	5.3%	588
Coastline's printed publications are easy to read and understand.	79.0%	4.8%	16.2%	585

Qualitative Feedback

The overall perception of Coastline's website, as indicated in respondents' qualitative feedback, is that the website is **outdated** and sometimes **difficult to navigate**.

CCC Diversity & Climate

Respondents were instructed to indicate their level of agreement with each of the statements in Table 25 about diversity and climate at CCC. The results show that 72.6% of respondents **agree** that Coastline acknowledges and supports diversity, while 2.2% **disagree**, and 25.2% **don't know** or find the statement inapplicable to them. The majority of respondents **agree** that they are treated with respect at Coastline (85.6%), 3.6% **disagree**, and 10.8% stated that they **don't know** or the statement is not applicable to them. Of 586 respondents, 85.5% **agree** that they feel comfortable in the Coastline college environment, 2.9% **disagree**, and 11.6% responded "don't know/not applicable".

Table 1.4 Diversity and Climate at Coastline

Answer Options	Agree	Disagree	Don't Know/ Not Applicable	Response Count
Coastline acknowledges and supports diversity.	72.6%	2.2%	25.2%	588
I am treated with respect at Coastline.	85.6%	3.6%	10.8%	590
I feel comfortable in the Coastline college environment.	85.5%	2.9%	11.6%	586

Qualitative Feedback

The overall perception of the climate at CCC is **positive**, with many respondents indicating they feel that all campuses have a comfortable environment that is **conducive to learning**.

Service Area Outcome(s)

The marketing department is working diligently to improve the promotion of social media among students, faculty, and staff. The Coastline Facebook page data has been improving on a monthly basis, showing at least a 1% increase in followers and at least a 10% increase in engagement each week. The marketing department would like to boost awareness through Facebook ads, however, there have been challenges with needing a company credit card for purchases, which the department does not obtain. Overall, the strategy is to continue to improve the quality of posts that will help increase engagement and followers on social media.

Table 1.5 Progress on Forward Strategies

AUO/SAO	ASSESSMENT MEASURE /TARGET
1. Students will report that they are well informed of the college’s available programs and services.	Measure: Survey Finding: 90% will indicate being well informed.
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.	Measure: Survey and focus group? Finding: 90% will indicate printed publications are attractive, easy to read and understand.
3. Students are engaged in social media platforms.	Measure: Social participation counts Findings: As of June 30 th , Coastline obtained 1,858 likes on Facebook.
4. The local community is engaged in accurate and timely public announcements.	Measure: Press release volume Findings: As of June 30 th the PIO office released more than 50 releases within the year.
5. New students receive coordinated and targeted advertisements in appropriate media.	Measure: New student enrollment Findings: As of June 30 th , the PIO office established the first student email blast communication, promoted the college in the following media: bus ads, magazines (Coast, Angels, Ducks, NB Chamber, OC Weekly, etc.), web (OC Weekly, Register, Pandora, radio (Jack FM, Kiss, AMP), etc.

Progress on Forward Strategy Initiative(s)

Table 1.6 Progress on Forward Strategies

Initiative(s)	Status	Progress Status Description	Outcome(s)
Increase student communication and engagement	Ongoing	Continuing to provide monthly student e-blast communication, advertisements, and social media posts	Increased social media followers (increase of 10% each month and more), increase in readership among student through social media (20%+ open rates)
Increase college marketing and branding efforts (digital included)	Ongoing	Creating new Coastline brochures for all departments and increasing marketing efforts	Coastline outreach materials are improving, which improves the student recruitment efforts.
Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination	Ongoing	All marketing team members have created templates that have increased efficiency with projects (if applicable), which has also increased brand awareness	Team members take less time to complete projects for clients, which has increase efficiency on projects.
Utilize information from data analytics to best determine catalyst for increased operational performance (FTES/enrollment increase).	Ongoing	Continuing to review analytics from student email blasts, Google Analytics from the website, and digital marketing efforts.	The PIO office continues to improve communication to students and the community based on findings from analytics.
Advance the printing capabilities of the department	Ongoing	Continuing to review enhances printing capabilities for the department.	The PIO office is able to receive competitive pricing on printing solutions that will provide quality printing for projects.

Response to Program/Department Committee Recommendation(s)

Table 1.7 Progress on Recommendations

Recommendation(s)	Status	Response Summary
1. The Committee recommends that the department provide more detailed information on marketing efforts and the assessment of the strategies to determine the sustainability of projects.	Ongoing	The department is working on providing detailed information on marketing efforts (specifically with marketing efforts that provide analytics)
2. The Committee recommends that the department strengthen the Service Area Outcomes assessment process and reports data on timely basis.	Ongoing	The department is continuing to provide monthly student e-blast communication, advertisements, and social media posts that promote more student awareness and engagement.
3. The Committee recommends that the department discuss the use of Service Area Outcomes and summarizes the ongoing dialog of outcome and achievement data.	Ongoing	The department is continuing to provide summaries of ongoing achievement data. Working with Student services to receive and distribute information.
4. The Committee recommends that the department discuss their strategies for maintaining ADA compliance with graphics and web content.	Ongoing	The department is continuing to provide frequent communication to students regarding compliance, resources, etc.

Section 2: Human Capital Planning

Staffing

Table 2.1 Staffing Plan

Year	Administrator	Management	F/T Faculty	Adjunct	Classified	Hourly
Previous year 2014-2015	Director of Marketing (1)	0	N/A	N/A	Two off-set printers and two graphic designer (4)	One part-time graphic designer (1)
Current year	Director of Marketing (1)	0	N/A	N/A	Two off-set printers and one graphic designer (3)	Two part-time graphic designers (2)
1 year	Director of Marketing (1)	0	N/A	N/A	Two off-set printers, one graphic designer, one Marketing Specialist (4)	Two part-time graphic designers (2)

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.

Annual Program Review Template: Revised 4/13/15 and Approved

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.

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.

Section 3: Facilities Planning

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.

Section 4: Technology Planning

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.

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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.

Section 5: New Initiatives

Initiative:

Transition the part-time graphics designer into a full-time position to meet the demand of the college.

Describe how the initiative supports the college mission:

The full-time graphic designer will provide more efficiency for the marketing department, enabling the department to complete more projects at any given time in order to support all departments. The full-time graphic designer will be able to support all student service needs (dedicating more time toward all student service materials and initiatives). At the moment, the marketing department is challenged with supporting all college departments on short deadlines and promote the college through required marketing (promotions, advertising, articles, etc.). It becomes very challenging for one full-time graphic designer to complete workload in addition to all of the ongoing demands graphic demands from college departments—more graphic support is needed for the college.

What college goal does the initiative align with?

- Student Success
- Access, Persistence and Retention
- Innovation
- Partnerships
- Culture of planning, evidence and inquiry
- Growth and efficiency

What College planning document(s) does the initiative align with?

- Educational Master Plan
- Staffing
- Facilities
- Technology

What evidence supports this initiative?

- Service Outcome (SAO) assessment
- Internal Research (Student achievement, program performance)
- External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

The full-time graphic designer position will help support the only graphic designer in the department, which will enable more student-centered projects to be completed for the college. The new full-time graphic designer can focus on internal communication for the college (student services materials, etc.), while the other graphic designer can place more focus on promoting the college externally. The focused areas will help increase more student retention, with an increase in student information materials (due to a dedicated graphic designer) and enable the Student Services department to be in frequent communication about ongoing changes with materials as they will have an allocated designer for their needs. The graphic designer focused on external communication, will be able to promote the college on a regular base, enabling more student interest in the college from the high school and community level.

Recommended resource(s) needed for initiative achievement:

Convert half-time graphic designer to a full-time graphic designer E-54 (\$55,020 (\$28,180 difference in salary from the 19.5 hour position) + benefits/welfare 27,400) = \$55,580

What is the anticipated outcome of completing the initiative?

Increased efficiency for the marketing department to complete student-centered projects and initiatives.

Provide a timeline and timeframe from initiative inception to completion.

On approval of PIEAC, Budget Committee and College Council, the position will be advertised in June and hired in July and trained in August in preparation for 2015-2016.

BOARD APPROVAL DATE: 02/21/90

Annual Program Review Template: Revised 4/13/15 and Approved

Section 6: Prioritization

Staff request

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Transition the part-time graphics designer into a full-time position to meet the demand of the college	Graphic Designer (E-54)	\$55,580	GF/ Ancillary	N/A	The full-time graphic designer position will help support the only graphic designer in the department, which will enable more student-centered projects to be completed for the college. The new full-time graphic designer can focus on internal communication for the college (student services materials, etc.), while the other graphic designer can place more focus on promoting the college externally. The focused areas will help increase more student retention, with an increase in student information materials (due to a dedicated graphic designer) and enable the Student Services department to be in frequent communication about ongoing changes with materials as they will have an allocated designer for their needs. The graphic designer focused on external communication, will be able to promote the college on a regular base, enabling more student interest in the college from the high school and community level.	Student Success; Access, Persistence and Retention; Growth and Efficiency	2016-2017	1

Prioritization Glossary

Initiative:	Provide a short description of the plan
Resource(s):	The resource(s) are needed to support the completion of the initiative
Est. Cost:	Estimated financial cost of the resource(s)
Funding Type:	Specify if the resource request one-time or ongoing
Health, Safety Compliance:	Specify if the request relates to health or safety compliance issue(s)
Evidence:	Specify what data type(s) supported the initiative
College Goal:	Specify what College goal does the initiative align with
To be completed by:	Specify year of anticipated completion
Priority:	Specify a numerical rank to the initiative