



2016-17

Annual Department Review

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

Table of Contents

Executive Summary

Section 1: Department Planning Page 2

Section 2: Human Capital Planning Page 10

Section 3: Facilities Planning Page 12

Section 4: Technology Planning Page 12

Section 5: New Initiatives Page 15

Section 6: Prioritization Page 16

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 continually 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 digital brand development and deployment, graphic and print design, social media coordination, professional communications and 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.

Table 1.1
Print Shop Clearing Account

Billing FY 14/15	Billing 15/16	Variance*
\$191,698.02	\$179,948.10	\$11,749.92

*Reasons for decrease in Billing:

- Shorter Print Runs
- More Efficiency in Printing
- More work done In-House, not out-sourced

Table 1.2
Design & Graphics Jobs:

Graphics Jobs FY 14/15	Graphics Jobs FY 15/16	Variance**
179	211	32

**Possible Reasons for increase in Design projects:

- College is doing more outreach, branding, and awareness-raising
- Capability to produce banners and signs

College Policies and Procedures

Respondents were asked to indicate their degree of familiarity with the college policies and procedures shown in Table 3. Of all respondents, 96.1% are at least somewhat **familiar** with the fact that there are important drop deadline dates that can be seen in the student MyCCC account, while 3.9% of respondents are **not familiar** the availability of such dates. Secondly, 97.5% of all respondents indicated that they are at least somewhat **familiar** with the statement that students may be dropped from courses if registration fees are not paid in a timely manner, and 2.5% said they are **not familiar** with this policy. The specific percentages of respondents' degree of familiarity with these policies and procedures are shown in Table 1.3 (below).

Table 1.3 *Coastline Policies and Procedures*

Answer Options	Familiar	Somewhat familiar	Not at all familiar	Response Count
There are important drop deadline dates that can be seen in the student MyCCC account.	74.1%	22.0%	3.9%	482
If registration fees are not paid in a timely manner, students may be dropped from courses.	81.1%	16.3%	2.5%	471

Coastline's Website & Publications

Respondents were asked to indicate whether they agree or disagree with the statements in Table 1.4 regarding Coastline's website and publications. The majority of respondents (87.1%) agree that Coastline's **website** is **easy to use**, and 89.9% **agree** that Coastline's **programs and services** are **well described** online and in printed materials. Finally, 92.0% of respondents **agree** that Coastline's **printed publications** are **easy to read** and understand.

Table 1.4 *Coastline’s Website and Publications*

Answer Options	Agree	Disagree	Response Count
Coastline's Website (http://www.coastline.edu) is easy to navigate.	87.1%	12.9%	1,067
Coastline's programs and services are well described online and in printed materials.	89.9%	10.1%	1,060
Coastline's printed publications are easy to read and understand.	92.0%	8.0%	1,042

Qualitative Feedback

The overall perception of Coastline’s website, as indicated in respondents’ qualitative feedback, is that the website is **outdated**, contains dead links and information is out of date. Students also indicated that navigation of the website is **not intuitive**.

Social Media Sites

Respondents were asked to indicate their awareness of Coastline’s social media sites. The results are shown in Table 1.5. The majority of respondents (62.8%) are aware of Coastline’s **Facebook** page, 46.1% are aware of the **Google+** site, 21.7% are aware of the **YouTube** channel, 21.3% are aware of the **Twitter** account, and 18.9% are aware of the **LinkedIn** page.

Table 1.5 *Awareness of Social Media Sites*

Answer Options	Aware	Response Count
Facebook	62.8%	339
Google+	46.1%	249
YouTube	21.7%	117
Twitter	21.3%	115
LinkedIn	18.9%	102

Coastline Diversity & Climate

Respondents were instructed to indicate their level of agreement with each of the statements in Table 1.6 regarding diversity and climate at CCC. The results show that 96.0% of respondents **agree** that Coastline acknowledges and supports diversity, 95.0% **agree** that they are treated with respect at Coastline, and 96.9% **agree** that they feel comfortable in the Coastline college environment.

Table 1.6 *Diversity and Climate at Coastline*

Answer Options	Agree	Disagree	Response Count
Coastline acknowledges and supports diversity.	96.0%	4.0%	994
I am treated with respect at Coastline.	95.0%	6.0%	1,004
I feel comfortable in the Coastline college environment.	96.9%	4.3%	1,006

Qualitative Feedback

The overall perception of the climate at CCC is **positive**, with regard to diversity and respect. Many respondents indicated that they feel that campuses have a **comfortable** environment that is conducive to their academic goals.

Directions to CCC Locations

Respondents were asked to select techniques that could be used to find directions to CCC locations. The results (shown below) reveal that the most common response involved doing a **Google search** (60.6%). Additionally, 59.0% of respondents indicated that they could look on the **main college web page** under “Coastline’s Locations” and 52.5% said they could look in the **online class schedule** for the address. Less common responses include using CCC’s free iPhone and Android **mobile application** (14.4%) and **e-mailing one’s teacher** for the address (12.8%). See Table 1.7 below.

Table 1.7 Directions to Coastline Locations

Answer Options	Response Percent	Response Count
Look in the online class schedule for the address.	52.5%	201
Look on the main college Web page under "Coastline's Locations."	59.0%	226
E-mail your teacher for the address.	12.8%	49
Do a Google search (or other search engine).	60.6%	232
Use CCC's free iPhone and Android mobile application.	14.4%	55

Employee Survey

The majority of respondents (84.9%) expressed overall satisfaction with the services provided by the Department of Marketing, Public Relations, and Print Shop. The level of satisfaction or dissatisfaction with specific services provided by the department are shown below in Table 1.8.

Table 1.8 Coastline’s Marketing, Public Relations, and Print Shop

Service	Satisfied	Dissatisfied	Have Not Utilized Services	Respondents
Consultation	90.7%	9.3%	41.9%	93
Presentation of information	86.6%	13.4%	28.0%	93
Accuracy of information	84.1%	15.9%	25.8%	93
Ability to meet your requested deadline	81.5%	18.5%	30.1%	93
Website content	74.0%	26.0%	21.5%	93
Website usability	65.8%	34.2%	21.5%	93

Respondents are most satisfied with consultation provided by the department (90.7%) and presentation of information (86.6%). Respondents are most dissatisfied with website content (26.0%) and website usability (34.2%).

Qualitative Feedback

Staff in the Print Shop are regarded as efficient, creative, and pleasurable to work with. In contrast, respondents expressed that the performance and timeliness of communication of the Marketing Department is in need of improvement. Additionally, respondents feel that the CCC website is difficult to navigate and contains dead links and misinformation.

Service Area Outcomes (SAO)

Table 1.9 SAO Summary

SAO	ASSESSMENT MEASURE /TARGET
1. Students will report that they are well informed of the college’s available programs and services.	Measure: Survey Target: 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? Target: 90% will indicate printed publications are attractive, easy to read and understand.
3. Students are engaged in social media platforms.	Measure: Social participation counts base 1,858 annually Target: to increase by 1,000 annually
4. The local community is engaged in accurate and timely public announcements.	Measure: Press release volume baseline 50 annually Target: to increase to 65 annually
5. New students receive coordinated and targeted advertisements in appropriate media.	Measure: New student enrollment Base 1 Target: to increase

- SAO1 This SAO was not measured
- SAO2 92% of participants said that information from the department was easy to read and understand. The SAO was met.
- SAO3 Coastline has 2,430 FB likes, the SAO was not met as the target was to increase 1000 annually.
- SAO4 The data was not compiled based on the transition of directors
- SAO5 The new student enrollment at Coastline increased in 2015-16 from 2014-15. The SAO was met

Progress on Forward Strategy Initiative(s)

Table 1.10 *Progress on Forward Strategies*

Initiative(s)	Status	Progress Status Description	Outcome(s)
Increase student communication and engagement	Completed Ongoing	Continuing to provide monthly student e-blast communication, and timely advertisements. Social media presence has become steadier and posts have become more interesting, timely, and consistent. Currently, CCC website navigation will be enhanced to be more student-friendly and useful, as well as be ADA compliant and mobile-friendly.	Social Media followers have increased over 10% each month. Also, increase in readership among students through social media has increased by 20%. Open rates of email blasts are increasing as well. Students will be able to gain more valuable information about their college career much more quickly and easily.
Increase college marketing and branding efforts (digital and video included)	Completed Ongoing	The creation of new brochures for Coastline departments and programs has better established the branding for the college, as well as has increased marketing and student recruitment 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	Completed Ongoing	Development of an online system to manage and track production requests is underway and should be completed and in use by mid-October.	Team members will be able to operate more efficiently and take less time to complete projects for clients, enabling them to increase the quality and accuracy of the projects. Also, tracking and documentation of projects will provide valuable data for future planning purposes.
Utilize information from data analytics to best determine catalyst for increased operational performance (FTES/enrollment increase).	Completed Ongoing	Continuing to review analytics from student email blasts, Google Analytics from the website, and digital marketing efforts.	The PIO office is continuing to improve communication to students and the community based on findings from analytics.
Advance the printing capabilities of the department	Completed Ongoing	New equipment has been purchased to increase capabilities like envelope printing, and to keep current with printing industry standards.	By increasing capabilities of internal print jobs, cost efficiencies will increase. The Marketing department will continue to review methods and types of printing to enhance capabilities for the college by provide more efficient printing services and minimize outsourcing, thus reducing costs.

Response to Program/Department Committee Recommendation(s)

Table 1.11 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.	Addressed	The department is using Google analytics of the website to monitor marketing strategies.
2. The Committee recommends that the department strengthen the Service Area Outcomes assessment process and reports data on timely basis.	Addressed	The SAOs have been modified to include all areas of the department and are reviewed annually.
3. The Committee recommends that the department discuss the use of Service Area Outcomes and summarizes the ongoing dialog of outcome and achievement data.	Addressed	SAOs are discussed annually and recording in the department reviews.
4. The Committee recommends that the department discuss their strategies for maintaining ADA compliance with graphics and web content.	Addressed	The compliance has been addressed through the district.

Section 2: Human Capital Planning

Staffing

Table 2.1 Staffing Plan

Year	Administrator	Management	F/T Faculty	Adjunct	Classified	Hourly
Previous year 2015-2016	Marketing & PR Director (1)	None	None	None	Graphic Designer (2) Offset Press Operator 3 (2) Webmaster (1)	Social Media/Office Coordinator (1)
Current year 2016-2017	Marketing & PR Interim Director (1)	None	None	None	Graphic Designer (2) Offset Press Operator 3 (2) Webmaster (1)	Social Media/Office Coordinator (1)
1 year 2017-2018	Marketing & PR Director (1)	None	None	None	Graphic Designer (2) Offset Press Operator 3 (2) Webmaster (1) Office Coordinator (1)	Part-Time Graphic Designer (1)
2 years 2018-2019	Marketing & PR Director (1)	None	None	None	Graphic Designer (2) Offset Press Operator 3 (2) Webmaster (1) Office Coordinator (1)	Part-Time Graphic Designer (1)
3 years 2019-2020	Marketing & PR Director (1)	None	None	None	Graphic Designer (2) Offset Press Operator 3 (2) Webmaster (1) Office Coordinator (1)	Part-Time Graphic Designer (1)

The current staffing consists of a Director of Marketing & PR (Interim), 2 Graphic Designers, 2 Offset Press Operators, 1 Web Master, and a part-time office coordinator/social media position.

Currently, purchase orders and billing are being done by the two Offset Press Operators. In the past, the department had an office coordinator, a PR Assistant, and a Production Manager. Previously, the billing was done by the office coordinator who also assisted the director with office coordination, and production management was handled by a Production manager. Recommendation is to convert the current part-time office coordinator/Social Media position to a dedicated full-time office position responsible for office coordination, social media, proofreading, production coordination, purchase order generation and billing, and assisting

Director. With this change, quality assurance, budgeting, and planning could be handled more effectively. A Coast District position that could be suitable for this position is Public Information Assistant 1, E-42.

In addition, going forward, a growth opportunity could be in revamping the College’s studio and fully utilizing it for promotion and instruction, as well as enlisting the services of BDATS Video Production Coordinator. By incorporating video to promote the college’s programs and services, as well as incorporating engaging video within online courses, Coastline’s marketing and quality of courses would be enhanced. The current studio is under utilized for both photography and video filming. With a small amount of upgrades (mainly upgraded lighting) the studio could be used for photography and audio and video recording.

In the past, the marketing department has been tasked with taking photos of staff, faculty, and students at the various special events for the college. These photos are used for college publications, marketing materials, website, social media, etc. Given an increasing demand for photographic services from both within and from outside the marketing department, there is a need for new and additional, more current photos for the college to build up our photo library. Currently, the graphic designers are responsible for taking photos. This works for short photo shoots, however, more involved photo shoots and special events often disrupts and takes valuable time away from the graphic design projects/workload. The position of the Video Production Coordinator mentioned above would also be responsible for taking professional photos of select shots and events, as well as building a video library with the direction of the Marketing Director. Or, the department could enlist the services of the BDATS coordinator to take still shots. These photos can be taken in the in-house video studio located on the first floor of the College Center, as well as on location, and at our various learning sites.

Professional Development

Table 2.2 *Professional Development*

Name (Title)	Professional Development	Outcome
Luis Morales	Adobe Training (he is signed up for one in November of 2016)	
George Santoro	Banner Training	
Tom Nguyen	Banner Training	
Chris Johnston	Web Security Conference	Attended in July of 2016
Kathy Strube	Adobe	

As far as I can tell, there has been very little Professional Development in the past 5 years.

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 Interim 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, the print shop is running out of room. Recently, we have developed a burgeoning sign and banner business for the college, which is saving the college a minimum of \$15,000 per year, as well as creating a more professional appearance/image at the area sites and at special events. This increased capability requires more space for production, as well as more efficient equipment to produce higher volume of work.

Section 4: Technology Planning

Technology Assessment

The marketing and brand management department 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 2014 Macintosh computers using versions of Photoshop and Adobe Acrobat from 2014. Currently, the department is undergoing a process of upgrading the designer workstations with Apple Thunderbolt displays and, 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 fourth 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.

- The Coastline website served over 3.7 million webpages over the course of the last year, a decrease of 5.26% in website traffic compared to the previous year according to Google Analytics.
- The number of mobile users has increased 5.5% compared to the previous year.
- In March 2016, the website was deemed to be out of ADA compliance according. Website improvements raised ADA compliance to over 80%.
- A new Coastline website is under development which will more completely, addresses ADA compliance issues. The new website will also be mobile/tablet friendly and should significantly improve mobile/tablet users' overall experience.
- Of the eleven thousand documents Coastline hosts online, approximately 1% of them are ADA compliant. Work to be 100% compliant is underway.
- The webmaster currently assists with checking and repairing new and updated documents for ADA compliance. Checking and repairing a document takes between a few minutes to an hour or more depending on multiple factors. Recommend staff training for creating compliant documents and forms.

Upgrade Computer for Graphic Designer to Mac Pro with 3.5 GHz 6-core with 12MB of L3 cache, 64GB (4x16GB) of 1866MHz DDR3 ECC, 1 TB PCIe-based flash storage, dual AMD FirePro D500 GPUs with 3GB of GDDR5 VRAM each, apple Mouse and no new keyboard necessary. Cost: \$5,548.
Justification: Graphic Designer is currently using an external backup for some of her working files because there is not enough hard disk space. Also, she often experiences running out of memory when working on large files causing her to continually move files off the hard disk space to create more room.

Section 5: New Initiatives

Initiative: Add Video Production Services to list of services provided, as well as utilization of the College's current Studio

Describe how the initiative supports the college mission:

This initiative supports the college mission because it enables the college to incorporate innovative education and services with a commitment to excellence at all academic levels demonstrated by student learning achievement outcomes.

What college goal does the initiative align with? Select one

- Student Success, Completion, and Achievement
- Instructional and Programmatic Excellence
- Access and Student Support
- Student Retention and Persistence
- Culture of Evidence, Planning, Innovation, and Change
- Partnerships and Community Engagement
- Fiscal Stewardship, Scalability, and Sustainability

What College planning document(s) does the initiative align with? Select all that apply

- Educational Master Plan
- Facilities
- Staffing
- Technology

What evidence supports this initiative? Select all that apply

- 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.

Based on the nature of the work and demands of the department it would be imperative to merge the departments.

Recommended resource(s) needed for initiative achievement:

Enlisting the services of BDATS for video production and still photography, as well as revamping the college's current studio.

What is the anticipated outcome of completing the initiative?

The anticipated results of completing this initiative are improved quality, creativity, and innovation in promotional and awareness materials, as well as more creative and innovative online course components.

Provide a timeline and timeframe from initiative inception to completion.

If this could take place in January of 2017, promoting this additional service could start in October and could be up and running by the spring semester.

Initiative: Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination and strengthen digital branding and development of electronic media campaigns

Describe how the initiative supports the college mission:

This support the mission through the strengthening of student awareness and the visibility of Coastline.

What college goal does the initiative align with?

- Student Success, Completion, and Achievement
- Instructional and Programmatic Excellence
- Access and Student Support
- Student Retention and Persistence
- Culture of Evidence, Planning, Innovation, and Change
- Partnerships and Community Engagement
- Fiscal Stewardship, Scalability, and Sustainability

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 data shows increases and participation with students and the college social media sites. Additionally, the workflow of the department is too cumbersome to manage and takes away from the work of the designers and printers.

Recommended resource(s) needed for initiative achievement:

Convert the current part-time office coordinator/Social Media position to a dedicated full-time position (40,000)

What is the anticipated outcome of completing the initiative?

Increased student engagement, brand recondition and operational efficiency.

Provide a timeline and timeframe from initiative inception to completion.

Present to the wing in fall 2016, move to prioritization in spring 2017 and hire the position in summer 2017.

Initiative: Provide adequate technology to increase operational performance and efficiency in developing graphics

Describe how the initiative supports the college mission:

This support the mission of providing access and information to students.

What college goal does the initiative align with?

- Student Success, Completion, and Achievement
- Instructional and Programmatic Excellence
- X Access and Student Support
- Student Retention and Persistence
- Culture of Evidence, Planning, Innovation, and Change
- Partnerships and Community Engagement
- X Fiscal Stewardship, Scalability, and Sustainability

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

- Educational Master Plan
- Facilities
- Staffing
- X Technology

What evidence supports this initiative?

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

Describe how the evidence supports this initiative.

Based on the age of the technology in the graphics department, it would be essential for designers' computers to be at industry standards.

Recommended resource(s) needed for initiative achievement:

Computer upgrade (\$5,600)

What is the anticipated outcome of completing the initiative?

Increase operational efficiency and more advanced designing capabilities.

Provide a timeline and timeframe from initiative inception to completion.

Present to the wing in fall 2016, move to prioritization in spring 2017 and purchase the system in summer 2017.

Section 6: Prioritization

List and prioritize resource requests

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Provide adequate technology to increase operational performance and efficiency in developing graphics	Computer system upgrade	\$5600	One-time	n/a	Internal Research	Fiscal Stewardship, Scalability, and Sustainability	12/1/16	1
Enlist Services of BDATS to add Video Production to list of services offered, have BDATS take still photography under the direction of the Marketing Director, and utilize the College's Studio	n/a	n/a	Ongoing		Internal Research	To better serve college needs	1/15/17	2

List and prioritize staffing requests. For full-time positions, include a Coast District approved job description.

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Increase efficiency and job output for interdepartmental marketing material design, production, and dissemination and strengthen digital branding and development of electronic media campaigns	Convert the current part-time office coordinator/Social Media position to a dedicated full-time position	40,000	Ongoing	n/a	Internal Research; External Research	Partnerships and Community Engagement	2017-18	1