

COASTLINE COLLEGE

2018-2019

Annual Department Review

Marketing, Public Relations, Digital & Graphics

Table of Contents

Executive Summary

Section 1: Department Planning

Section 2: Human Capital Planning

Section 3: Facilities Planning

Section 4: Technology Planning

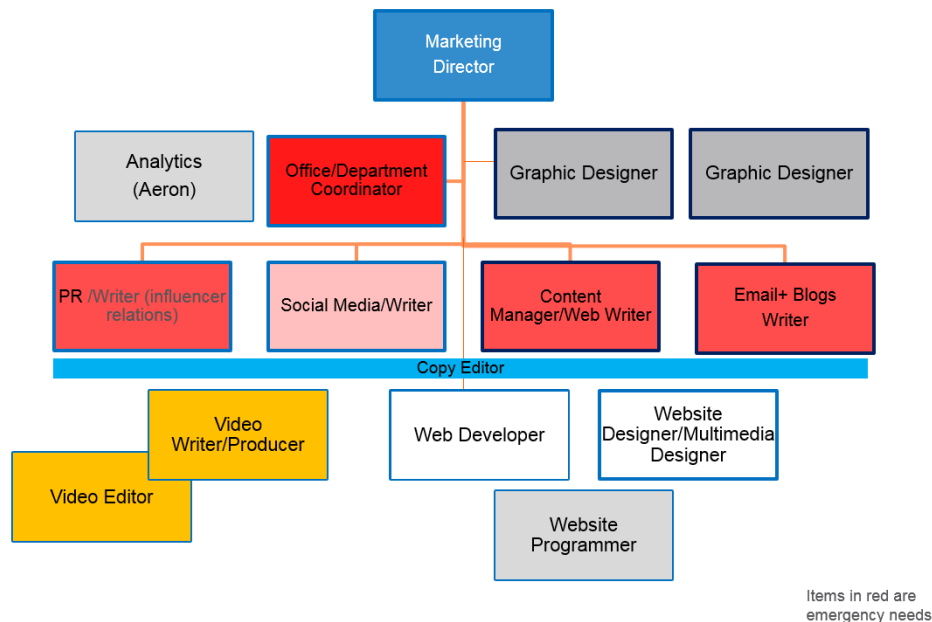
Section 5: New Initiatives

Section 6: Prioritization

Section 1: Department Planning:

Internal Analysis

The operational performance of the Marketing Department over the past 6 months has evolved and improved since the new Marketing Director started in March 2018. The first and foremost objective of the Marketing Director was to increase operational staff very much needed in the marketing department. Below you will see that the gray boxes were the only staff that existed in the department as of March 2018 (excluding analytics).

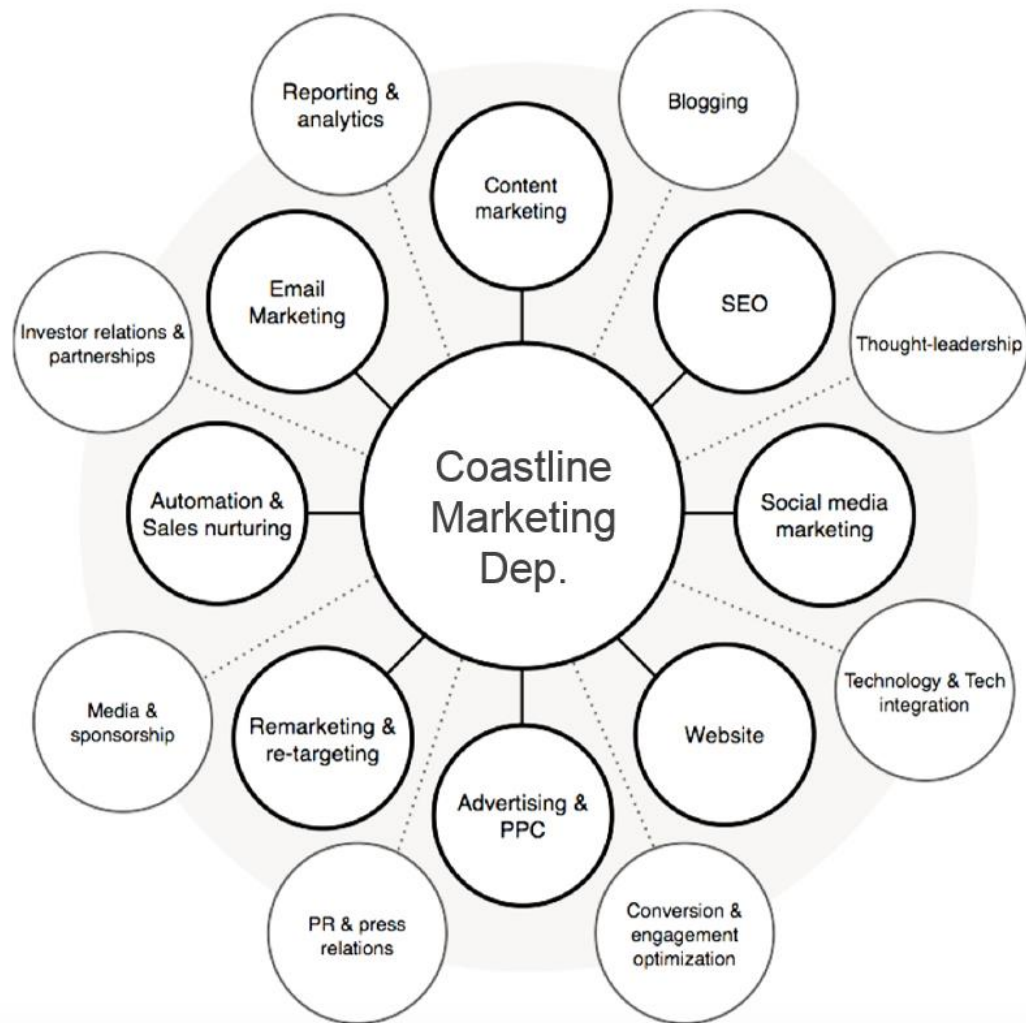


With the edition of a new Marketing Director, Content Manager/Writer, Social Media person, PR & Executive Communications Coordinator/Writer, and an Email/newsletter/event person, we have been able to begin improvements to two of the most important channels in marketing to our target audiences; the **website** and **email**. However, it is important to add the needed addition of the email/newsletter coordinator being able to produce landing pages, which imperative for lead generation. (In digital marketing, a **landing page** is a standalone web or email **page**, created specifically for the purposes of a marketing or advertising campaign. It's where a visitor "lands" when they have clicked on a Google AdWords ad or similar.) Before March 2018, landing pages, email campaigns, and newsletters were not being created in the marketing department at all. Video production was also nonexistent. The college video producer is not part of the marketing team, but does exist, somewhat, at Coastline. Unfortunately, the video producer has been out the majority of the year and is not under the purview of the marketing department at this time.

However, overall Content Marketing tactics are the largest thing lacking in the marketing department from a promotional and public information stand point, which has had a direct impact on the lack of online brand legacy necessary for the purposes of search online, which is the number one way anyone will find the college, regardless of demographics. This is why a PR and Executive communication coordinator was significant to establish as well multiple writers and video production.

The department continues to make strides to become more effective, efficient, and productive. The old online request system, known as the Help Desk, has been simplified for print requests only and the printing has been moved from the marketing department and is now under the Fiscal Services Department. The separation of these two entities has also been another major change to help simplify and reduce the amount of time the marketing team manages print requests, and paper orders in general, that were irrelevant to the marketing team and its budget. The amount of marketing requests that come through the marketing department were much more than the department could handle due to a lack of administrative and creative staff so the burden of P.O.'s and other tasks were placed on the already taxed minor staff – which consisted of two graphic designers and a webmaster. By splitting the print production department from marketing, it relieved the department of the day-to-day print requests, but also helped clarify the marketing and budget priorities from college wide paper and printing requests.

The responsibility of the marketing department is to increase enrollment and aid in the retention of students through to completion, therefore they must work with the other departments to garner content needed for that task. However, the individual marketing requests from various college departments exceeded the size of the marketing staff and did not coincide with the overall goals of the college. Much of the time the departments were requesting marketing collateral based on what they thought they could ask for rather than based on what would be the best way to proceed with promotions in combination with the overall marketing goals of enrollment or retention. Establishing positions in the department in which there are specific people in charge of major channels has helped members of the department become more equipped to handle the challenges. This meant hiring people who could *write*. Prior to March 2018 the graphic designers and the webmaster were doing the majority of the writing. Also, the “retraining” of the college staff to work with the Marketing Department, rather than view the department as a fulfillment center has helped a great deal in regards to ensuring the marketing team are not overwhelmed by requests that make no sense or have little to no effectiveness in marketing courses or the college to students. Part of this is putting out the ongoing message that any special requests or events for the year need to be preplanned and requested 3 months ahead of time, (for anything major) so the Marketing Department can provide timely and quality work that has a much more extensive return of investment and is integrated with the overall goals of the college. This has been significant because many, if not most, of the requests were not actually promoting to students properly in the most effective ways. Adding additional initial resources to the department and modifying the existing responsibilities of the current and new staff, such as the addition of a Content Manager/Website Writer, an hourly part-time Social Media coordinator, an hourly part-time event manager/email channel manager, an independent contractor to help with PR, executive communications and the foundation initiatives, has helped free other staff to focus on strategic parts of their job that needed much more attention.



What the department has achieved:

The past 6 months the department has created and established a consistent editorial Social Media plan/calendar, a consistent. As a result of this effort, press releases and posts to social media pages have become much more engaging, have increased audience reach every week, are more relevant, and are more meaningful to prospective and current students. Coastline’s Social Media presence has increased dramatically with very positive results. The number of followers to the Facebook page alone has gone from 3,000 to 4,300 and continues to increase every week with over 100 new followers each month. In sponsored social media posts, we are seeing our reach increase to from 43,000 to 56,000. Instagram and Twitter are also climbing and LinkedIn is once again, nurturing and increasing the followers to over 15,000. The department is now marketing on SnapChat for the first time, through paid and regular social media posts and the marketing department is cleaning up the YouTube channel, removing old and bad video posts and alleviating YouTube channels created by previous students and instructors that are essentially dead channels and now serve as confusion to the actual Coastline YouTube page. Future plans are to increase the involvement in Social Media with Instagram stories, more strategic sponsored/paid posts that have dynamic *landing pages* that can be utilized to capture leads and build

larger and stronger email lists in which Coastline can nurture prospective and current students, thereby garnering more students to apply and enroll properly.

The college website has undergone a “facelift” to the homepage over the summer with a new and improved “look and feel” and a restructuring and simplification of the navigation, (sitemap) which makes the website now more engaging and much easier to navigate. This is just an interim change, as there is a massive new website redesign underway with an outside web design company being built on a new Content Management System (CMS) that will allow all the departments in the college to update the content of their own pages on the website. The new website, launching in January 2019, will give students who visit regularly relevant and timely information with ease that is visually appealing and provides much higher engagement and optimal tracking and measurements of user behavior. The new CMS will also allow us to track the student journey through all of our digital media from social media, email blasts and newsletters, to landing pages that lead to various pages on the website providing us measurable responses to content published daily.

Survey Results

Student

College Policies and Procedures

Respondents were asked to indicate their degree of familiarity with the college policies and procedures shown in the table below. Of all respondents, 94.5% are at least somewhat **familiar** with the fact that there are important drop deadline dates that can be seen in the student MyCCC account. Secondly, 96.9% 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. The specific percentages of respondents’ degree of familiarity with these policies and procedures are shown in the table below.

Table CCC 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.	71.6%	23.0%	5.5%	675
If registration fees are not paid in a timely manner, students may be dropped from courses.	82.9%	14.0%	3.1%	672

CCC Website & Publications

Respondents were asked to indicate whether they agree or disagree with the statements in Table 29 regarding Coastline’s website and publications. The majority of respondents (89.7%) agree that Coastline’s **website is easy to navigate**, and 92.3% **agree** that Coastline’s **programs and services are well described** online and in printed materials. Finally, 95.2% of respondents **agree** that Coastline’s **printed publications are easy to read** and understand.

Table *Coastline's Website and Publications*

Answer Options	Agree	Disagree	Response Count
Coastline's Website (http://www.coastline.edu) is easy to navigate.	89.7%	10.3%	1,232
Coastline's programs and services are well described online and in printed materials.	92.3%	7.7%	1,215
Coastline's printed publications are easy to read and understand.	95.2%	4.8%	1,201

Qualitative Feedback

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

Social Media Sites

Respondents were asked to indicate their awareness of Coastline's social media sites. The results are shown in the table below. The majority of respondents (70.2%) are aware of the Coastline App, 44.9% are aware of Coastline's **Facebook** page, 18.9% are aware of the **Google+** site, 16.1% are aware of the **Twitter** account, 14.7% are aware of the **YouTube** channel, and 9.3% are aware of the **LinkedIn** page.

Table *Awareness of Social Media Sites*

Answer Options	Aware	Response Count
Coastline App	70.2%	597
Facebook	44.9%	382
Google+	18.9%	161
Twitter	16.1%	137
Instagram	15.5%	132
YouTube	14.7%	125
LinkedIn	9.3%	79

CCC Diversity & Climate

Respondents were instructed to indicate their level of agreement with each of the statements in table below about diversity and climate at CCC. The results show that 97.2% of respondents agree that Coastline acknowledges and supports **diversity**, 96.4% agree that they are treated with **respect** at Coastline, and 96.5% agree that they feel **comfortable** in the Coastline college environment.

Table *Diversity and Climate at Coastline*

Answer Options	Agree	Disagree	Response Count
Coastline acknowledges and supports diversity.	97.2%	2.8%	1,163
I am treated with respect at Coastline.	96.4%	3.6%	1,172
I feel comfortable in the Coastline college environment.	96.5%	3.5%	1,160

Qualitative Feedback

Students primarily reported that because they are taking online courses, they did not have much to say about diversity, comfort, or safety. Those that do attend courses in-person report feeling **comfortable** and **safe**.

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** (59.0% of 493 respondents). Additionally, 58.8% of respondents indicated that they could look in the **online class schedule** for the address, and 51.5% said they could look on the **main college Web page** under “Coastline’s Locations.” Less common responses include using CCC’s free iPhone and Android **mobile application** (19.1%) and **e-mailing** one’s teacher for the address (16.5%).

Table *Directions to CCC Locations*

Answer Options	Response Percent	Response Count
Do a Google search (or other search engine)	59.0%	291
Look in the online class schedule for the address	58.8%	290
Look on the main college Web page under "Coastline's Locations"	51.5%	254
Use Coastline's free iPhone and Android mobile application	19.1%	94
E-mail your instructor for the address	16.2%	80

Course Selection Factors

Respondents were asked to rank factors that influence their course selection, with a score of 4 indicating “most important” and a score of 1 indicating “least important.” A composite score was calculated based on each ranking. The results are shown below in Table 31.

Table *Course Selection Factors*

Answer Options	Score	Response Count
Instructional method (e.g. online, face-to-face, hybrid)	2.96	1,083
Meeting time	2.79	1,030
Campus location	2.22	1,087
Course reputation/level of difficulty	2.27	1,160

Overall, **instructional method** was ranked as the most important factor influencing course selection, followed by meeting time, campus location, and course reputation/level of difficulty.

Course Modality Offerings

Respondents were asked to indicate the types of **courses are offered** at Coastline. The majority of respondents believe that **online** courses are offered at Coastline (92.1%), 77.1% believe that **in-person** classes are offered, 59.1% believe that **hybrid** courses are offered, 39.4% believe that **telecourse/cable** courses are offered, and 34.1% believe that **independent study** courses are offered. Additionally, smaller percentages of respondents indicated that they believe **two-way live video conferencing** is offered (10.1%), pay to play **self-paced** remedial courses are offered (5.2%), and **MOOCs** are offered (9.5%).

Table *Distance Learning Course Offerings*

Answer Options	Response Percent	Response Count
Online Courses	92.1%	619
In-person	77.1%	518
Hybrid Courses	59.1%	397
Telecourse/Cable Courses	39.4%	265
Independent Study Courses	34.1%	229
Two-way live video conferencing	10.1%	68
Massive Open Online Courses (MOOCs)	9.5%	64
Pay to play self-paced remedial courses	5.2%	35

Schedule Preference by Time and Day of Week

Respondents were asked to specify their preferred time slot and day of the week for taking classes. As shown in Table X, in general, students prefer to take classes Monday through Thursday, with a slight preference for evening courses.

Table *Schedule Preference by Time and Day of Week*

Time Slot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
8:00 AM to 10:00 AM	64.5%	59.9%	61.2%	58.0%	35.7%	30.4%	698
10:00 AM to 12:00 PM	64.7%	64.5%	64.5%	60.1%	36.0%	30.1%	791
12:00 PM to 2:00 PM	61.7%	61.7%	63.0%	59.7%	34.3%	31.3%	703
2:00 PM to 4:00 PM	59.6%	59.7%	59.2%	58.1%	34.8%	32.0%	601
4:00 PM to 6:00 PM	59.7%	60.5%	61.2%	59.9%	39.0%	34.4%	544
6:00 PM to 8:00 PM	73.5%	68.7%	73.9%	67.5%	44.1%	28.8%	671
8:00 PM to 10:00 PM	68.7%	68.5%	70.2%	67.2%	47.1%	33.8%	533

Services and Options

Respondents were asked to indicate which services and options they would like at each Coastline Campus. The results are shown below in the table

Table *Services Desired at each Coastline Campus*

Answer Options	Fountain Valley	Garden Grove	Newport Beach	Le-Jao/ Westminster	Response Count
Extended campus hours	60.9%	33.4%	39.5%	29.9%	775
Study space	55.7%	37.6%	42.0%	33.3%	801
Food services/food courts on campus	53.6%	35.1%	46.5%	34.6%	775
Library services	61.3%	41.8%	48.8%	40.3%	723
Academic support services (tutoring)	60.3%	42.9%	47.1%	39.9%	697

More than half of respondents would like to have more services and options at the Fountain Valley Campus. Specifically, students would like more **extended campus hours** (60.9%), more **study spaces** (55.7%), **food services** (53.6%), more **library services** (61.3%) and more **academic support services** (60.3%) at the Fountain Valley Campus.

Qualitative Responses

Students who submitted typed comments indicated that many of these services do not apply to them because they primarily take courses online.

Academic Programs

Respondents were asked to indicate their level of agreement with the statements in Table 35. Of 1,277 respondents, 92.5% **agree** that the programs and courses are offered in a manner that enabled them to complete their entire program as announced. Also, 93.0% of respondents **agree** that Coastline provides the support resources that are necessary for learning in their program.

Table *Academic Programs*

Answer Options	Agree	Disagree	Response Count
Programs and courses are offered in a manner that enabled me to complete my entire program as announced.	92.5%	7.5%	1,277
Coastline provides the support resources (e.g., equipment, software, labs) that facilitate learning in my program.	93.0%	7.0%	1,273

Qualitative Feedback

Respondents who provided commentary indicated that they would like more degrees and programs to be available for completion **solely online**. Students would also like to see **more weekend courses** offered, as well as **more short-term online courses** in general (due to the experiences that students have of online courses becoming closed quickly or getting canceled often). Feedback also showed that students want more courses at **various CCC campuses** so that students who do not live near one campus could take the same course at a geographically closer campus.

A number of students expressed concern over **course alignment** and the need for more courses to have consistency so that when courses are offered, the length of time to complete them (and the necessary degree requirements) would not be unnecessarily prolonged. For example, it was suggested that a course should not be offered in the spring with the following course in a sequence offered a full year later.

Feedback showed that students like Canvas but do not want to have to pay for **third party services** such as My Math Lab. Additionally, students are concerned about underusing **expensive textbooks** in their classes. Students would also like improvement in instructor **responsiveness** to student emails and questions posted to Canvas.

Employees

The majority of respondents (89.1%) expressed overall satisfaction with the services provided by the Department of Marketing, Public Relations, and Print Shop. The level of satisfaction with specific services provided by the department are shown below in the table below.

Table *Marketing, Public Relations, and Print Shop Services*

Service	Satisfied	Dissatisfied	Respondents
Consultation	91.3%	8.7%	69
Presentation of information	87.5%	12.5%	80
Accuracy of information	87.0%	13.0%	77
Ability to meet your requested deadline	83.1%	16.9%	71
Website content	77.2%	22.8%	92
Website functionality	75.3%	24.7%	89

Respondents who have utilized the department's service are most satisfied with consultation provided by the department (91.3%) and presentation of information (87.5%). Additionally, of those who utilized the corresponding service, 87.0% are satisfied with accuracy of information and 83.1% are satisfied with the ability to meet requested deadlines. Respondents are least satisfied with website content (77.2%) and website usability (75.3%).

Qualitative Feedback

Respondents indicated satisfaction with Marketing, Public Relations, and Print Shop staff, particularly their creativity and responsiveness to requests. Additionally, respondents expressed the need for increased public relations efforts and the need for a more modern and easy-to-navigate website.

Service Area Outcomes (SAOs)

Table Service Area Outcomes

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 informative, with relevant information to their future, as well as being attractive, easy to read and understand, and reflect a consistent message, brand, and level of quality.	Measure: Survey Target: 90% will indicate printed publications are informative with relevant information to their future, as well as attractive, easy to read and understand.
3. Students are engaged in social media platforms.	Measure: Social participation counts base 2,708 annual Target: to increase by 10% annually
4. The local community is engaged in accurate and timely public announcements.	Measure: Press release volume baseline is 40 annually Target: to increase to annually
5. New students receive coordinated and targeted advertisements in appropriate media.	Measure: New student enrollment Base 1 Target: to increase by 5%

SAO 1. Coastline's programs and services are well described online and in printed materials.
92.3% (agreed)

SAO 2. Coastline's Website (<http://www.coastline.edu>) is easy to navigate (89.7% agreed)
Coastline's printed publications are easy to read and understand (95.2% agreed)

SAO 3. There has been an increase in Facebook and Instagram

SAO 4. Three new newsletter were released and data shows an increased viewership

SAO 5 Coastline had over 29,000 applications in 2017-18

Progress on Initiative(s)

Table Progress on Forward Strategy Initiatives

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 with extremely low drop off rates. 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 landing pages and newsletters 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	Separating the print department from the marketing department, and developing a digital and editorial marketing staff has helped increase the production of design, material, website and landing pages, and awareness of Coastline already, and will continue to be ongoing.	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 continue through Teamwork our new management App.
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, analytics from social media, PR and the new Cascade CMS will provide much more data insights of our digital marketing efforts into the student journey.	The PIO office is continuing to improve communication to students and the community based on findings from analytics, but the ongoing PR efforts and new executive communication strategies will also help bring more stature to the college through the executive team.
Advance the digital and strategic marketing capabilities of the marketing department.	Completed Ongoing	A new website CMS and project management software has been purchased to increase capabilities like updates to website pages faster, management of projects more efficiently, and to keep current with digital market strategies for the purposes of increasing lead nurturing.	By increasing capabilities of internal creative jobs, cost efficiencies will increase. The Marketing department will continue to review methods and types of digital evolutions to enhance capabilities for the college by provide more efficient website and marketing efforts, thereby minimizing outsourcing, thus reducing costs.

Department Planning and Communication Strategies

Describe the communication methods and interaction strategies used by your department employees to discuss department-level planning, SAO data, and institutional performance data.

- Weekly staff/project meetings occur to help plan and manage the workload and the prioritization of marketing requests, events, social media, marketing asset development, digital strategies and website updates and new website page and landing page development.
- Brainstorming and developmental outlines for strategy and planning
- Impromptu design, PR, social media and website meetings occur when needed to discuss messaging and design needs or goals
- Collaboration in Departmental Review process
- The use of GLIP to communicate quickly and effectively (or another SMS)
- Newsletters from the marketing team to inform the staff and faculty of what is going on in marketing and throughout Coastline
- Newsletters to students about Coastline and student life
- Newsletters to staff about Coastline and staff and faculty
- Implementation of a new project management system, known as Teamwork, for the purposes of managing project workflow with various stakeholders throughout the school
- Development of a new intranet – still underway

Implications of Change – The Website

Provide a summation of perspective around the implications associated with shift in the department performance trends

The implications associated with the new website Content Management System, Cascade, will shift the departmental performance trends significantly. With Cascade we will be able to promote content via the website, social media, RSS feeds, blogs, emails, and more from just this one platform. Saving us time and resources with powerful content promotion by easily sharing content across multiple pages and multiple sites. Our search engine optimization (SEO) will be more effective because we will now be able to create SEO-friendly URLs, conveniently add metadata, and utilize the SEO scorer to improve page rankings. This will also allow us to build more effective marketing campaigns based on the prospects customer journey of our marketing and content by reading the digital breadcrumbs left by prospects that see our marketing efforts. The built-in reports will allow us to monitor content timeliness and accuracy. On top of that, Coastline will have the ability to do complete campaign management by tracking related marketing efforts such as emails, social posts, landing pages, forms, calls to action, and polls by labeling them as part of one or more campaigns. This lead tracking allows us to improve content and increase conversion rates by truly understanding target audiences. We will no longer just track anonymous visitors (Google Analytics) we will now know who they are and can convert them into leads due to targeted content delivery by age, circumstance and career interests. Which means we will be able to deliver relevant, strategic, and personalized content to different audience segments based on their digital body language and form completions. This will allow us to reveal data points like conversion rates, search terms, 24-hour performance snapshots, social analytics, keyword tracking, and more. The importance of this data cannot be stressed enough. It is not only valuable, but critical, especially considering the competitive landscape.

Enabling the Decentralization of Website Management

Cascade CMS puts content ownership back into the hands of the subject matter experts - eliminating the IT/marketing bottleneck and ensuring content is timely and accurate. Cascade enables non-technical users to easily access and contribute to the website, easing the burden on technical staff and streamlining marketing processes. However, they will not be able to make the web content *go live*. It will still fall on the shoulders of the marketing department to ensure;

- **brand compliance,**
- **ADA compliance,**
- **copy editing, and**
- **legal compliance**

before ANY content goes *live*. Whether it's creating and embedding a form on a webpage, A/B testing variations of content, requesting a vanity URL, editing an image, posting video, or rearranging the navigation - Cascade CMS empowers non-technical content contributors to get things done quickly. Cascade also allows contributors to stay on top of their pages and keep them up to date providing notifications for content updates, thereby preventing ongoing stale content on the website, which is also a drag on SEO. Since Cascade separates content from design elements, our contributors can focus on what matters most: their content. It also provides workflows to ensure that content changes are approved by the right people, user permissions to maintain a level of control over all content, and versioning (and audit trails) to easily track change history, thereby improving accountability. This will also ensure consistency in layout and accuracy of content. New content will quickly and easily be created using preset custom page styles that ensure design and brand consistency, while giving website authors the freedom to manage their own content. We believe this will increase our revenue significantly because of the easy – and automated – content updates we will be able to capitalize on for time-sensitive opportunities and it will increase our website's effectiveness. We will now be able to be strategic about our content, track all of our content marketing efforts, analyze what works and what doesn't and automate tedious tasks. Most importantly, this will enable us to convert anonymous visitors into leads and track their behavior on our site. The new website provides a dashboard with the following:

Planning & Strategizing

- Ongoing Stale Content Reports/Personalization
- Targeted Content Delivery
- Email Reminders/Notifications
- Editorial Calendar & Notifications
- Drafting

Creating & Managing

- SEO Scoring
- Content Wizards
- Cross-site Sharing

- Users/Groups/Roles
- In-Context Analytics
- Multi-Site Management
- Multimedia Management
- Content Freshness Report
- Approval Workflows
- Content Syndications
- Content Migration
- In-Context Editing
- Auto-Archiving
- Version Control
- Form Builder

Promotions

- Feeds
- Emails
- Social Media Publishing
- Custom Links
- RSS Broadcasts
- Calls-to-Action
- Landing Pages

Tracking & Measuring

- Competitor Data
- Traffic Sources
- Social Analytics
- In-Context Analytics
- Behavior Tracking
- Content Audit Inventory
- Campaign Management
- Keywords & Search Terms
- Conversion Rates
- ROI Calculations
- Engagement
- A/B Testing

Section 2: Human Capital Planning

[Staffing](#)

Table 2.1 Staffing Plan

Year	Administrator	Independents/P.E.	F/T Faculty	P/T Faculty	Classified	Hourly
Previous year 2017-18	Marketing Director/PIO (1)	None	None	None	Graphic Designers (2), Webmaster (1), Admin. Assist. (1)	Social Media (1)
Current year 2018-19	Marketing Director/PIO (1)	Content Manager/Writer (1), PR Writer/Exec. Comm.(1), Web Writer (2)	None	None	Graphic Designers (2), Web Programmer (1) Video Producer/Editor (1) , Admin. Assist. (1)	Social Media (1), Event/Email /Newsletter Coordinator (1), Copy Editor (1)
1 year 2019-20	Marketing Director/PIO (1)	Website, Developer (1), PR Writer/Exec. Comm. (1) Video Producer/Editor (1)	None	None	Graphic Designers (2), (1), Content Manager/Writer (1) Event/Email /Newsletter Manager (1), Admin. Assist. (1)	Social Media (1), Copy Editor (1),
2 years 2020-21	Marketing Director/PIO (1)	Website, Developer (1), PR Writer/Exec. Comm.	None	None	Graphic Designers (2), (1), Content Manager/Writer (1) Event/Email /Newsletter Manager (1) Video Producer, (1), Admin. Assist. (1)	Social Media (1), PR, Copy Editor (1)
3 years 2021-22	Marketing Director/PIO (1)	Website, Developer (1), PR Writer/Exec. Comm.	None	None	Graphic Designers (2), (1), Content Manager/Writer (1) Event/Email /Newsletter Manager (1) Video Producer, (1), Admin. Assist. (1)	Social Media (1), Copy Editor (1)

The marketing department has been somewhat structurally challenged for some time. The two main responsibilities they have are:

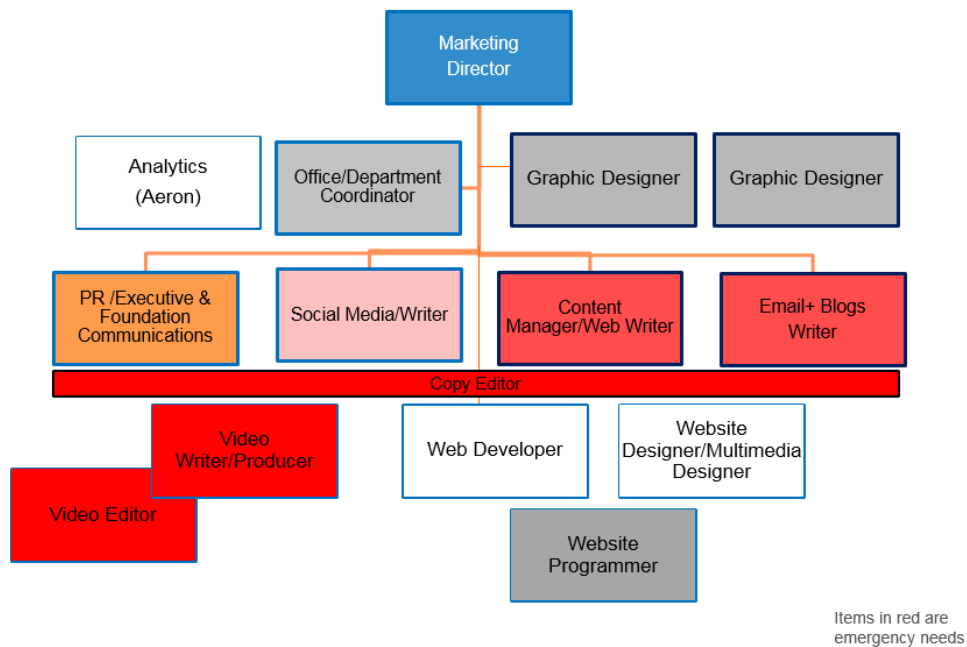
- 1) marketing the college to increase enrollment and brand awareness, and
- 2) to help retain current students so they finish a degree or certificate to completion.

However, for the previous two years the marketing department staff has been anemic, not holding any full-time writers, copy editors, multi-media designers, video producers, email producers or website

developers on staff. This means the two graphic designers had most of the burden and were writing and copyediting marketing collateral along with the webmaster, who is really a programmer (i.e., coder). The marketing department has never had a *website developer*, *web designer* or *multimedia* or *web designer*, and *content writer*, and has also been without an administrative assistant, event coordinator (managing swag, event banners, collateral, promotion, etc.) and a full-time email/newsletter writer/producer.

Since the new Marketing Director started she was able to fulfill some very important emergency roles that were needed in the department. The department has also been able to get some support staff through interns from the college and is now sharing an administrative assistant with IT. The department currently has one student that comes in two days a week and has a strong talent in graphic design, so this is helpful to the graphic design team, which is still very much needed. However, the website is still a bottleneck due to the nature of the system it is built on, a home-grown platform created from scratch. However, the bottleneck of the webmaster being the only person that can change the content has been crippling for the college in several ways. It is impossible for the marketing director to get access to the content of the website for immediate changes because it has to be coded, and not just coded for the website, but coded so it is responsive for mobile and ADA compliance, which takes even longer for graphics, video or any real dynamic content changes, making the simplest changes to the website painstakingly slow in the fast pace world of technology.

Coastline Marketing Department Needs



There is also the significant pain point of video production. Coastline needs to create a great deal of video content in order to showcase and demonstrate the best it has to offer, not to mention to be competitive in online search. There are currently no video producers or video editors on the marketing team and outsourcing video production is very expensive. There are also no copy editors in the department. With the amount of content being created on a daily basis for the website, email, newsletters and blogs, a copy editor would help the quality of the content being distributed through marketing assets significantly.

Professional Development

Table 2.2 Professional Development

Name (Title)	Professional Development	Outcome
Website Security Conference	Website Security (Vegas)	Higher Awareness to Hacking Vulnerability
NMPR Conference	PIO Conference	Updates for PIO & Crisis Communications & Marketing
IEPE Workshop	Managing Crisis Communications	TBD

Section 3: Facilities Planning

Facility Assessment

The marketing department has recently relocated from the Fountain Valley College Campus building to the Annex building behind the campus. The marketing department had a better “set-up” for running a marketing department in the previous building, as it had an Administrative assistant desk for greeting vendors, faculty, and other staff members looking to collaborate and meet with the marketing staff. The designers had larger spaces which aids in making them comfortable in the creative process and the office of the marketing team was in closed quarters, which allowed the marketing team to work together freely. The new location has put the team in an open space with small cubicles where collaboration among the staff may be more accessible, but working with vendors, faculty and staff much harder. There is also no central collaborative space for the team to work openly and freely, as the consideration of the other people in cubicles nearby must be considered, restricting the staff more than before. The new location is a temporary solution until the construction of the new College Center is completed in two years.

Section 4: Technology Planning

Technology Assessment

Website

The website has been and still is a bottleneck due to the nature of the system it is built on. As mentioned before, there needs to be a CSM system to manage the website. Additionally, the department needs to maintain relevance in the field by investing into new equipment of a timely cycle.

Section 5: New Initiatives

Initiative: The marketing department will be launching several new initiatives in the coming school year:

1. Launch a new website that is accessibly by subject matter experts and measures the digital footprint of every prospective student so we can increase our targeted marketing efforts.
2. Create new promotional videos of the college, graduates, programs and courses
3. Launch 4 new newsletters
4. Launch a new Coastline Intranet
5. Launch lead generation campaigns with dynamic landing pages
6. Increase email lists for prospects and current students
7. Design and create new even/booth collateral for Outreach and Recruitment
8. Enhance Outreach and Recruitment presentations and architect a more dynamic presentation and help increase engagement of high school students and their influencers
9. Aid Extended Learning and the Military Department in their marketing efforts through strategy, consultation and alignment of the overall goals and marketing of the college as a whole
10. Launch a new brand and logo
11. Launch PR Initiatives to increase press presence
12. Launch an executive calendar and PR plan for the year
13. Launch online marketing that reaches in areas where no community colleges exist in the state

Describe how the initiative supports the college mission:

Provide an explanation of how the initiative supports the College mission.

What college goal does the initiative support? 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 Educational Master Plan objective does the initiative support? Select all that apply

- Increase student success, retention, and persistence across all instructional delivery modalities with emphasis in distance education.
- Provide universal access to student service and support programs.
- Strengthen post-Coastline outcomes (e.g., transfer, job placement).
- Explore and enter new fields of study (e.g., new programs, bachelor's degrees).
- Foster and sustain industry connections and expand external funding sources (e.g., grants, contracts, and business development opportunities) to facilitate programmatic advancement.
- Strengthen community engagement (e.g., student life, alumni relations, industry and academic alliances).
- Maintain the College's Asian American and Native American Pacific Islander Serving Institution (AANAPISI) designation and pursue becoming a designated Hispanic Serving Institution (HSI).

What evidence supports this initiative? Select all that apply

- Learning Outcome (SLO/PSLO) assessment

Internal Research (Student achievement, program performance)

External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

Provide a summary of how the evidence supports the initiative.

A massive new demographically segmented [study](#) from Kantar Millward Brown presents an instructive (and challenging) set of findings for reaching younger audiences. The study spanned 39 countries and 23,907 interviews, including populations representing Gen X (35–49), Gen Y (20–34) and Gen Z (16–19).

And while many attitudes are consistent across generations, the report argues that Gen Z is the most difficult for us to reach and engage: It's particularly tricky to get Gen Z to engage, because they are highly discriminating and more averse to advertising in general. In the online space Gen Z are significantly more likely to skip ads, suggesting they have a lower threshold for boredom. They are also more turned off by invasive, interruptive online and mobile formats. Interestingly, the report also finds that members of Gen Z are somewhat more positive than the other groups toward ads in traditional media vs. digital. Conversely, *they're hostile* to some forms of digital advertising: search, display and video (especially mobile video). This is paradoxical, given that Gen Z consumes more mobile and digital media than others, if only by modest margins.

Gen Z (and Gen X) like **tutorials, social media feeds, and sponsored events, advertorial and other types of sponsored content.** Gen Z members were also more receptive to **ad units they could control, skip or mute.** Gen Z members **were not as interested in ads that featured celebrities or novel technology** (e.g., augmented reality) and more receptive to ads that offered solid creative, told interesting stories, were humorous and had compelling music.

**GEN Z likes solid creative, told interesting stories,
that are humorous and have compelling music.**

Despite being on their cell phones all the time, it is often assumed Gen Z is constantly there because they are distracted, when research shows that these behaviors are less of an indication or unwillingness to focus, but more a reflection of *an extremely sophisticated filtering mechanism*. They have a carefully tuned radar for being sold to and a limited amount of time and energy to spend assessing whether something's worth their time. Getting past these filters, and winning Gen Z's attention, will mean providing them with engaging and immediately beneficial experiences. One-way messaging alone will likely get drowned out in the noise. They are looking for *immediate beneficial experiences* in discussions about access to information, the application process, and in particular about college websites. When they get to the college website they want it to look like a lot of care and attention went into the site... for they wonder "Would they put a lot of care and attention into me?"

Studies indicate students prefer to receive information from colleges and universities via multiple communication channels. Of the 21% of students who prefer a single channel, 96% designated **email as their channel of choice** – that said, they are reading their email on their phone.

MEDIA CONSUMPTION

Most students identified a mix of institutional and personal resources for gathering information about colleges. Key research for students: Less than 20% of students have followed a school on Snapchat or watched a video posted by a student. Even fewer students (under 10%) have followed, liked a post, and watched a video posted by a college, or mentioned or linked to a college using Snapchat. However, that does not mean they do not SEE a post. They just don't engage.

1. Email messages (85.9% for initial contact)
2. Campus visits (93.2% researching options)
3. Schools' websites (96%)
4. Personal Letters (78% for useful information – and initial contact in conjunction with email)
5. SnapChat (76.0%)
6. YouTube (75.6%)
7. Instagram (72.4%)
8. Facebook (67.7%)
9. Text Messages – once the college has made their shortlist (and would like to be able to text questions).
10. Calls – once the college has made their shortlist

Recommended resource(s) needed for initiative achievement:

Specify what resource(s) are needed to support the completion of the initiative.

Full-time Email Channel Manager

The marketing department very much needs to turn the hourly email & newsletter coordinator into a full-time content manager. Currently, for the responsibilities she is incurring and the time needed for her to complete her work, and considering the significance of the channel that she mans, we need to have a strong full-time person in this area. Email is also crucial in crisis communications as well, and it is strongly advised that we have a person on each channel that is well-versed in communications in that channel in the event of a crisis. This person would oversee email nurture campaigns, event emails, one-off campaigns, newsletters, landing pages and college-wide notifications in this channel. I would like to make this person a manager so she can oversee events and social media as well.

Full-time Website/writer Content Manager

The marketing department very much needs to turn the current Professional Expert in this position into a full-time content manager. Currently, for the responsibilities she is incurring and the time needed for her to complete her work, and considering the significance of the channel that she mans, we need to have a strong full-time person in this area... someone who will not walk away when a better offer with benefits comes her way. The current person in this position comes to us from the Library of Congress and has been doing a stellar job in her position. The website is also crucial in crisis communications as well, and it is strongly advised that we have a person on each channel that is well-versed in communications in that channel in the event of a crisis. This person would oversee website campaigns, event content, updates, landing pages, copyediting, ADA compliance, brand compliance and ensure our federal regulations are being kept up-to-date on the website, as well as any college-wide notifications in this channel. I would like to make this person a manager so she can oversee any other freelance writers we may need to engage for future content production efforts.

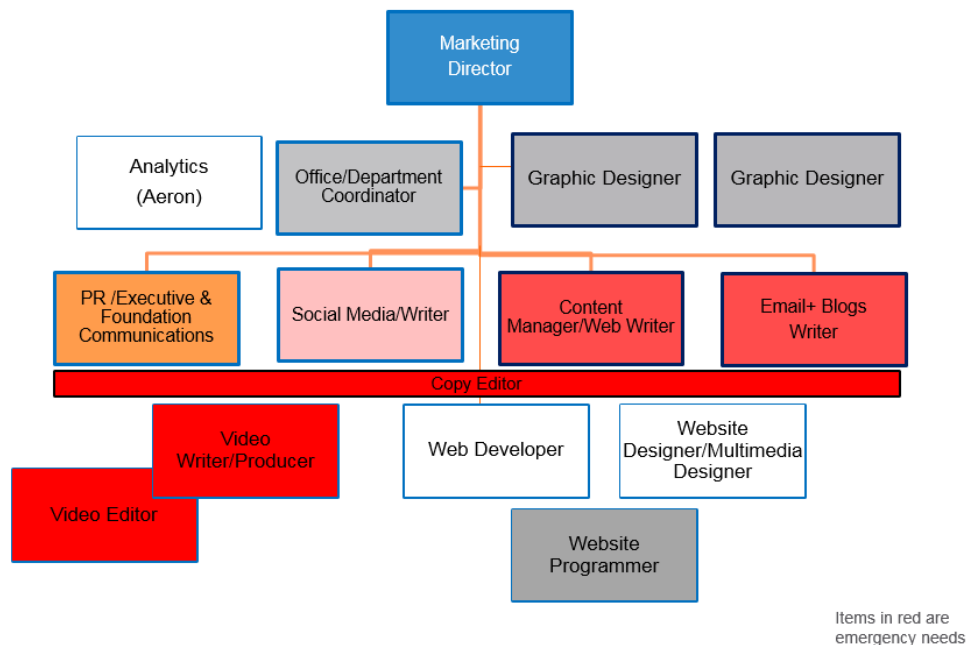
Full-time Social Media Producer/Writer/Event

Currently our social media person is hourly and we need this position to be full-time and potentially help coordinate events as well. They need to be able to take photos and video, have a little graphic design and writing talent to boot and be able to come up with engaging social media campaigns to aid in student retention. Students and parents both, find Coastline through social media, almost as much as in search, making social media a significant channel. The website is also crucial in crisis communications as well, and it is strongly advised that we have a person on each channel that is well-versed in communications in that channel in the event of a crisis. Social media often follows events so it makes sense that this person can order SWAG and help with the coordination of marketing support for events in the school.

Copy Editor

Currently the department does not have a copy editor. As much as the department has good spellers, typos are abound and we are pushing out a great deal of content daily. At this point, the position can start out at an hourly level.

Coastline Marketing Department Needs



What is the anticipated outcome of completing the initiative?

Specify the anticipated result(s) of completing the initiative.

All of our initiatives are to increase and sustain enrollment and retain students to the very end. However, that cannot happen without people to implement the marketing assets needed to go forward. The outcome of completing the above initiatives is going to provide an increase in enrollments, brand awareness and retention of our current students.

Provide a timeline and timeframe from initiative inception to completion.

Create a timeline and provide a timeframe that can be used to complete the initiative

1. Launch a new website will happen in January 2019. We are currently working on the interior design and content architecture of the website design.
2. Create new promotional videos will be ongoing. We have already had one video and still photography shoot of the campuses and instructors and one in-studio shoot of the faculty. We will be holding more interviews and headshot photography so we can begin editing new videos that promote coastline and the courses.
3. The launch 4 new newsletters started in August and is an ongoing initiative. We have recently launched a survey about our staff newsletter to see if we need to increase the frequency of this particular communication from once a month to once a week.
4. Launch a new Coastline Intranet – currently researching new platforms for the Intranet. We hope to choose one by October and launch it in November.
5. Launch lead generation campaigns with dynamic landing pages – we have currently started this initiative, but will be creating more targeted and branded lead generation campaigns based on the new marketing plan. These will be launched starting in February and will run through August.
6. Increase email lists for prospects and current students – We have started various campaigns to increase our email lists by adding a subscription option to our newsletter on the website, creating landing pages for Pay-per-click campaigns and will now begin providing more support to the Outreach and Recruitment department to help them garner more email addresses when they are out and about.
7. Design and create new even/booth collateral for Outreach and Recruitment – we have recently received three quotes from vendors that create booth collateral and in October will begin brainstorming the new Coastline brand for the purposes of creating new marketing collateral.
8. Enhance Outreach and Recruitment presentations and architect a more dynamic presentation and help increase engagement of high school students and their influencers – we are now working on a new presentation for Outreach and Recruitment and will help develop new speeches to engage students in presentations with the aid of apps and video.
9. Aid Extended Learning and the Military Department in their marketing efforts through strategy, consultation and alignment of the overall goals and marketing of the college as a whole – currently working on gathering research and intelligence for these departments so we can create and effective marketing plan and sales strategy for the increase of enrollments in both initiatives.
10. Launch a new brand and logo – we are developing a new brand and logo over the remaining 2018 year and will be launching the new brand and logo on digital assets in January and in print in July 2019.
11. Launch PR Initiatives to increase press presence – we started publishing 2 press releases per month beginning in May and will continue to do so through the year. It has taken six months to get noticed by the press and now we are seeing the results of those efforts as reporters and bloggers now reach out to us for stories and quotes.
12. Launch an executive calendar and PR plan for the year – research and planning has been completed and we are now taking the plan to the president for approval.
13. Launch online marketing that reaches in areas where no community colleges exist in the state – the marketing plan is currently being written and will launch in February.

Section 6: Prioritization

List and prioritize resource requests that emerge from the initiatives. 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
Launch a new website that is accessibly by subject matter experts and measures the digital footprint of every prospective student so we can increase our targeted marketing efforts; Create new promotional videos of the college, graduates, programs and courses; Launch 4 new newsletters; Launch a new Coastline Intranet; Launch lead generation campaigns with dynamic landing pages; Increase email lists for prospects and current students; Design and create new even/booth collateral for Outreach and Recruitment; Enhance Outreach and Recruitment presentations and architect a more dynamic presentation and help increase engagement of high school students and their influencers; Aid Extended Learning and the Military Department in their marketing efforts through strategy, consultation and alignment of the overall goals and marketing of the college as a whole; Launch a new brand and logo; Launch PR Initiatives to increase press presence; Launch an executive calendar and PR plan for the year; Launch online marketing that reaches in areas where no community colleges exist in the state	Full-time Email/Newsletter/Writer Manager; Full-time Website Content /Writer Manager; Full-time Social Media & Events Coordinator; Part-time Copy Editor; Part-time PR Coordinator & Exec Communications Writer	TBA	Ongoing	No	Internal & External Research I	Student Retention and Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability	2019-20	1

Prioritization Glossary

Initiative:	Provide a short description of the plan
Resource(s):	Describe the resource(s) needed to support the completion of the initiative
Est. Cost:	Estimated financial cost of the resource(s)
Funding Type:	Specify if the resource request is 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 (Internal research, external research, or learning outcomes)
College Goal:	Specify what College goal the initiative aligns with
To be completed by:	Specify year of anticipated completion
Priority:	Specify a numerical rank to the initiative