



2019-2020

Comprehensive Department Review

Marketing, Public Relations, Digital & Graphics

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Mission Statement

Vision

The Coastline College Public Information Office and Marketing Department will lead the efforts in pursuing the missions of the college by being a trusted first source of communication on behalf of the institution.

Mission

The mission of the Office of Marketing Communications and Public Information is to develop marketing and communications strategies in cooperation with appropriate college departments to increase enrollment, fundraising and brand awareness among targeted audiences.

Our charge is to provide advertising and public relations services that promote Coastline programs and achievements to external and internal audiences. Our goal is to produce effective, award-winning publications and marketing, remain on the cutting edge of technology and advertising techniques, and implement consistent communications to grow enrollment, fundraising and brand awareness. We also strive to improve our individual abilities by seeking professional development and researching best practices that help us meet the quickly evolving needs and interests of the Coastline community.

The mission and vision of the department is to support the college's mission, and the enrollment and fundraising goals that are detailed in Coastline's Strategic Plan.

Values

- Authenticity
- Creativity
- Accuracy
- Clarity
- Timeliness
- Community
- Analytical assessment of data
- Collaboration

Overview

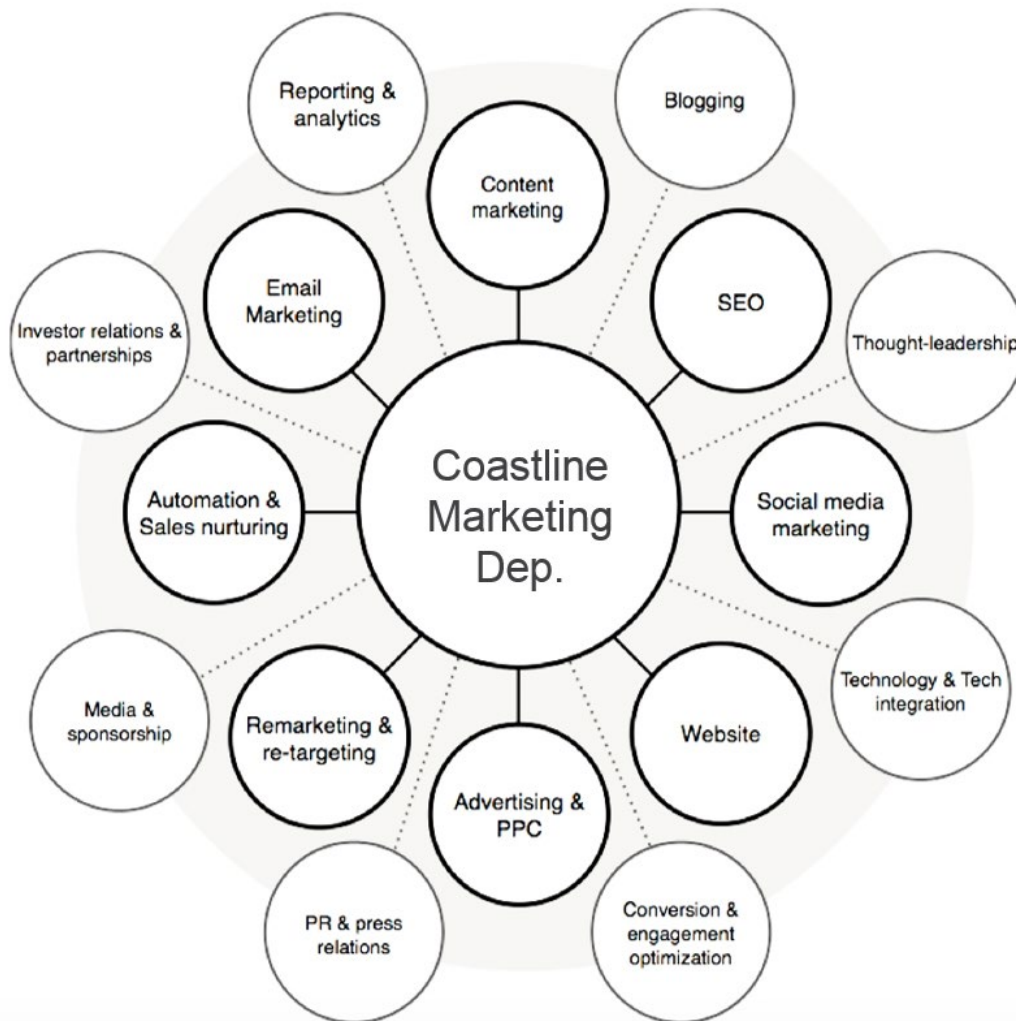
The Office of Marketing and Communications is on a mission to help Coastline transform marketing efforts using best practices from the corporate world. Our award-winning team of creatives, developers, integrated marketing strategists and student service advocates are committed to working side by side with other departments in the College to find innovative, unexpected and, above all, effective ways to share our institution's distinctive story.

We have two rules: Start with strategy and always dig deep. We are all about creating an experience for the members of our college's community, both on-campus and off.

The Coastline marketing team responsibilities include:

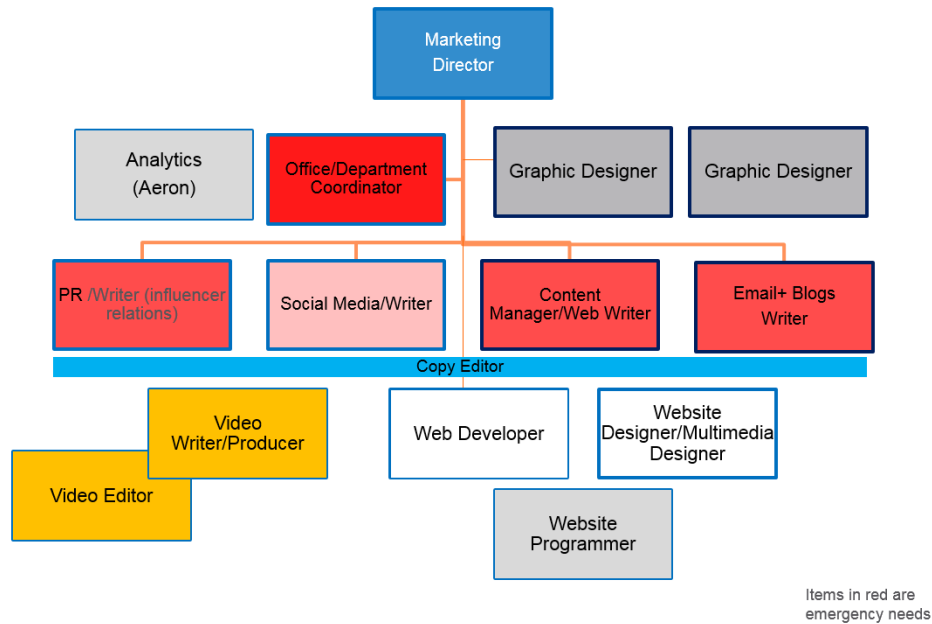
- Building awareness in the channels they "live in" most digitally to prospective students contemplating where they should apply

- Keeping campus in the loop about the campus events things going on a day-to-day basis, including college deadlines and major events
- Building campaigns around higher morale and positive relationships between students, educators and the school community at large, such as Black History Month, Sexual Assault Awareness Month, Stress Workshops and more.



Internal Analysis

The operational performance of the Office of Marketing and Communications over the past year and a half 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. After audit and analysis the Marketing Director recognized that there were gaps in human resource of the Office of Marketing and Communications. 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 & Foundation Communications Coordinator/Writer, and an Email/newsletter/event person, and video producer, we have been able to begin improvements on not just two of the most important channels in marketing to our target audiences: the **website** and **email, but we also tackled in social media and YouTube**. However, it is important to add the needed addition of the email/newsletter coordinator position, which produces; landing pages, email blasts and the very popular student newsletter, which is imperative for lead generation and in managing event communications. (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. Video production for marketing purposes was nonexistent. The college video producer was not part of the marketing team, but that changed in May of 2019 when the position was transferred to reside under the marketing department.

However, overall Content Marketing tactics were the largest thing lacking in the marketing department from a promotional and public information stand point, which had a direct impact on the lack of online brand legacy necessary for the purposes of search online; this 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 – to increase and establish search engine optimization (SEO).

The department continues to make strides in becoming more effective, efficient, and productive. The old online request system, known as the Help Desk, is no longer how the college works with the marketing department on marketing needs. Print requests are now managed under the Fiscal Services Department. The separation of these two services helped simplify and reduce the amount of time the marketing team took to manage print requests, and paper orders in general, that were irrelevant to the marketing department and its budget.

MANDATE: INCREASING ENROLLMENT

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 of their campaign. This was in part, due to a lack of human resources in the department. In order for the Office of Marketing and Communications to be effective a great deal of content and promotions have to be done on a daily basis to prospective students, in order to increase our enrollment, and to retain the current students, by keeping them “in the loop” on campus activities, events, programs, student services, important registration and course updates and crisis communications. 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.

Until recently, the department consisted of a webmaster, who was writing website content and did not have the abilities to do this task, and two full-time graphic designers that were also writing content, without the skills necessary to complete the task. This meant hiring people who could *write*. Prior to March 2018 the graphic designers and the webmaster were doing the majority of the writing. However, there was also a part-time professional expert who did the president’s newsletter and social media. This person had “light” writing skills. Having the understanding of the type of online digital marketing that would be needed to make an impact for a college that had little, to no digital footprint, meant everyone hired would need to be a hybrid person in their position, they would all need to be able to write. The first hire was the Website Content writer. This person not only needed to write, but needed an eye for imagery, have some HTML knowledge, and perform the duties of a copy editor as well. This was also a key position as the college wanted a website redesign that was sorely needed. The next major hire was a social media producer who had multi-media production skills and could not only write but could do light graphic design work and video streaming. They would need to be able to attend events and monitor all social media channels and work basically in the same fashion as a person answering questions at the info-desk. This person also needed to be levelheaded and understand social media for the purposes of crisis communications. The PR coordinator was hired as an Independent Contractor to help write press releases, the president’s office communications, blogs and communications for the Foundation. These are all key positions that need to be the core team of the department because of the tremendous amount of content that has to be generated to be effective for online marketing, specifically in search where 95% of our students will find the college.

Also, the “retraining” of the college staff to work with the Marketing Department, rather than view the department as a fulfillment center, has changed the type of content the various departments provided to the Office of Communications. There were constant last-minute requests for content that was ineffective marketing tactics for what the specific department was requesting. So, steps in regards to ensuring the marketing team was not overwhelmed by requests that made no sense or have little to no effectiveness in marketing to students was key. This is not to disparate the other departments in the college, for unless they are marketing experts, they would not know they were asking for something that would be ineffective, which is why we had little choice but to set up “Creative Brief” meetings to capture the essence of what the request truly was and allow the marketing team to assess their needs and advise them on what would be the best approach tactically. This was done by alleviating the “Help Desk” and requiring people that were requesting large campaigns to provide a minimum of 4 weeks

prior to their campaigns with the department – and it worked! This has truly changed the way events, campaigns, promotions, and other marketing requests/needs are handled in a very positive way. Other departments in the college now provide the marketing department a full annual schedule of events for the year, so the marketing department can better assess the need for resources and ensure the needs of the college are met.

I am happy to say over the summer of 2019 75% of the other departments in the college are now preplanning and have been submitting requests and annual schedules that provide the marketing department at least 3 months of lead time (for anything major) so the Marketing Department can provide timely and quality work that has that is integrated with the overall goals of the college. 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, such as the graphic designers, doing designing and not writing, and the webmaster no longer touching copy or content and focus on programming and updating the website digitally.

What the department has achieved:

In the eighteen months the department has created and established a consistent publishing and promotions editorial calendar that is shared college wide. 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. Thereby, we have increased the awareness of Coastline College in the channels where their prospective students spend their time.

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 5,300 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 76,000. Instagram and Twitter are also climbing, and LinkedIn is once again, nurturing and increasing the followers to over 17,000. The department is no longer marketing on SnapChat for the first time, as our target audience has dropped off in that channel, but we still do some marketing on this platform through paid and regular social media posts. The marketing department has also cleaned 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. Future plans from last year to increase the involvement in Social Media with Instagram stories, more strategic sponsored/paid posts that have dynamic landing pages that are 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 have been occurring all year and have been successful, especially for retention efforts. Even though enrollment is up, which should be a key indicator of the success of the marketing, the department still does not have the tracking and measurement tools to be able to measure the direct correlation between marketing and enrollment.

The college website “facelift” to the homepage last year with a new and improved “look and feel” and new logo, garnered two gold awards along with a restructuring and simplification of the website navigation, (sitemap) which made the website more engaging and much easier to navigate. This was just

an interim change, as there was a completely 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, was set to launch in January 2019, but was delayed and launched in June of 2019, a soft phase one launch and is not completed at this stage, but the plans are to complete the website by August 2020. The website will give students who visit 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, once the CRM (known as Spectate) which is part of the new website platform, is set up, will also allow us to track the student journey through all of our digital media from social media, push out email blasts and newsletters, and landing pages will drive traffic to various pages on the website providing us measurable responses to content and marketing promotions published daily. The timeline on being able to use the full website CRM capabilities is January 2021. The website was also design for the specific purpose to easily of use on mobile phones, where most prospective students will search and read about the college first.

The new logo, and “look and feel” of Coastline College branding has also had an impact as we have a hard time keeping stock of our t-shirts and SWAG due to the popularity of the new logo. Shortly after we launched the new brand in June of 2019, we had over 50 new requests from prospective students, counselors and instructors for our posters, t-shirts, hats and more. We were actually unprepared for poster requests, as we usually designed them for promotional purposes, not necessarily as a “identity pieces”, however, we quickly put something together to accommodate requests and now the new Coastline posters are part of our SWAG offerings.

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 Table 28 (below).

Table 28. 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 29. 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 **easy to navigate** .

Social Media Sites

Respondents were asked to indicate their awareness of Coastline’s social media sites. The results are shown in Table 30. 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 30. 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 31 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: 31 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: 32 Directions to CCC Locations

Answer Options	Response Percent	Response Count
Do a Google search (or another 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

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 Table 8.

Table: 33 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)

SAO Table

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 500 annually

SAO 1. The results showed Coastline's Website (<http://www.coastline.edu>) is easy to navigate (90%).

SAO 2. The results showed Coastline's programs and services are well described online and in printed materials (92%) and Coastline's printed publications are easy to read and understand (95%).

New SAOs

- The local community is engaged in accurate and timely public announcements.** This is measured by data analytics on the reach of Press Releases and on how many get picked up by reporters and bloggers, as well as mentions on social media and in articles that may not be directly about Coastline College. This is also measured through likes, shares and followers when we post communications in social media channels.
- New students receive coordinated and targeted advertisements in appropriate media.** Appropriate media consists of the channels our prospective students reside most: search, website, social media, email, Spotify, YouTube and text. The outcomes of each of these

marketing tactics are measured by seeing click-through rates on digital and retargeting ads online, landing page hits, landing page sign-ups (email list building) and the number of subscribers added to our student email lists for future marketing of email blasts and student newsletters. All of this is measured by tracking click-through rates and open rates in correlation with website traffic numbers.

External Compliance

The Coastline College Office of Communications just updated the Consumer Information on the website, provided by the Office of the Vice President of Student Services. Each institution of higher education must annually distribute to all enrolled students a notice of the availability of the information that is required to be made available to students under the Family Educational Rights and Privacy Act of 1974 (FERPA) and under Section 485(a)(1), Section 485(f), Section 485(g), Section 485(h) and Section 485(j)

The notice must list and briefly describe the information and include a statement of the procedures required to obtain the information. For information listed in the notice that is disclosed on a school's website, the notice must include the exact electronic address and a statement that the school will provide a paper copy upon request.

Method of Disclosure

www.coastline.edu

Pages 29-30.

ADA COMPLIANCE

As technology evolves, it poses new challenges to ADA compliance. However, the Office of Communications has an ADA compliance expert for all digital communications in the department (webmaster) to make sure that content we create work for students with disabilities. All our content is created so it can be easily accessed using assistive technology such as screen readers, text enlargement or voice-command programs. We make sure any behind-the-scenes coding does not block these applications. We also launched a new website on a new Content Management System where all users should be able to play and stop a video, stop screens in a slideshow from changing before the user has finished reading the text, and turn captions on or off. For ADA compliance on print material, the Office of Communications provides trainings with the new Coastline Compliance Officer to staff and faculty regularly.

Our staffing is limited but we adhere to ADA Compliance by:

- **Making sure there is no lack of alt-tags for images** – Alt-tags provide a description of images for those who are blind or have low vision and are using a screen reader to access a website.
- **Videos have accurate captions** – Videos need subtitles, captions, or alternate text so people who are hearing impaired can still ingest the content.

- **Accessible color combinations** – People with certain vision impairments — like color blindness — have more difficulty perceiving content with certain color combinations.
- **Content available on other ways other than via the mouse** – The entire website is be accessible by keyboard to meet W3C requirements and allows people lacking fine motor skills to access all information.
- **Website Content Architecture** - Level AA compliance includes many more requirements such as providing multiple ways to find pages, precise minimum contrast requirements, and using logical order for content. With the new website we did a new and full information architecture for the website.
- **Training** - In addition, we administer annual training to staff who work on the site and on documents that need to be posted on the website like content developers, webmasters, and staff assistants.
- **Reporting Accessibility Issues** - We also provide a notice on our site with instructions for reporting accessibility issues. This must be prominently displayed throughout the site.

Progress on Initiative(s)

Table Progress on Forward Strategy Initiatives

Initiative(s)	Status	Progress Status Description	Outcome(s)
Increase student communication and engagement	Continual	Continuing to provide monthly student e-blast communication, and timely advertisements. Social media presence has become daily and posts have become more interesting and posted at high traffic times, made and consistent. Currently, the Coastline 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 is now in place 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.

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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, design needs, issues or goals
- Collaboration in Departmental Review process
- The use of SLACK 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
- Ongoing use of 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
- Development of more extensive email channel management currently being initiated

Coastline Pathways

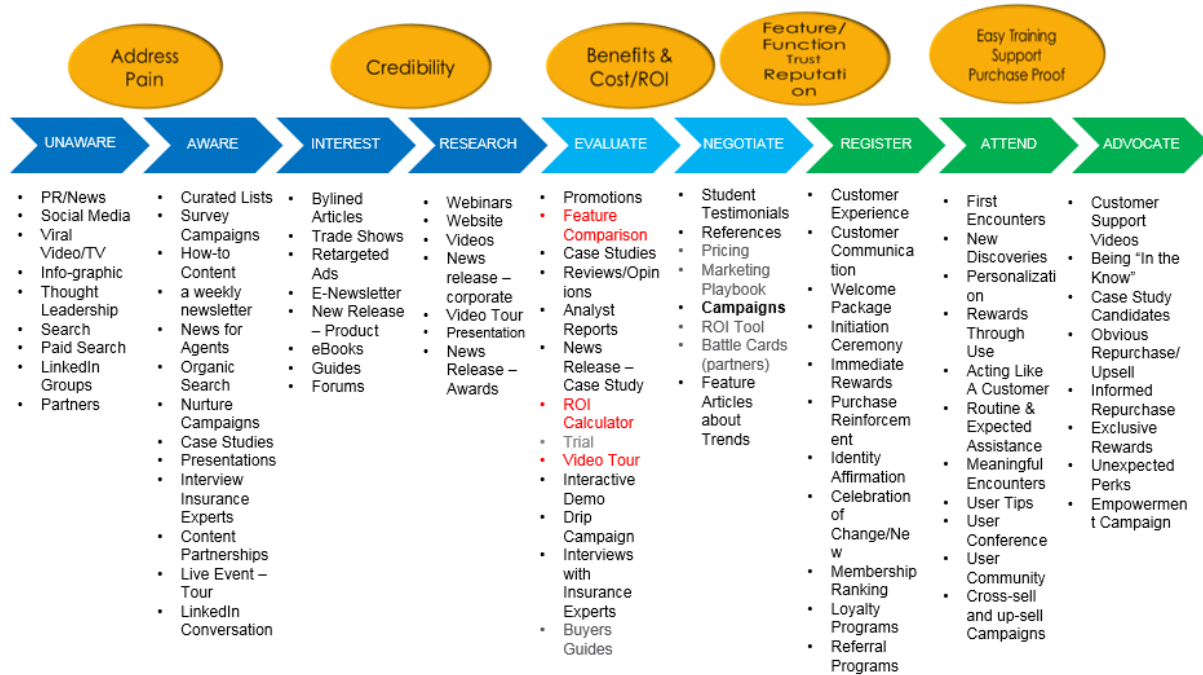
The California Guided Pathways Model is an integrated, institution-wide approach to student success based on intentionally designed, clear, coherent and structured educational experiences, informed by available evidence, that guide each student effectively and efficiently from her/his point of entry through to attainment of high-quality postsecondary credentials and careers with value in the labor market. Central to the pathways model are clear, educationally coherent program maps—which include specific course sequences, progress milestones, and program learning outcomes—that are aligned to what will be expected of students upon program completion in the workforce and in education at the next level in a given field.

Students are helped from the start to explore academic and career options, choose a program of study, and develop a plan based on the program maps. These plans simplify student decision-making, and they enable colleges to provide predictable schedules, frequent feedback, and targeted support as needed to help students stay on track and complete their programs more efficiently. They also facilitate efforts by faculty to ensure that students are building the skills across their programs that they will need to succeed in employment and further education. The marketing department in any corporate business typically is the driver of “change management”. Pathways is essentially a program to help higher education do exactly that. The marketing department helps in two ways:

- 1. Help students find Coastline so they can choose and enter a Pathway:**

The marketing department helps supports the student funnel from helping them become aware that Coastline exists as a college, to attending classes, to finally graduating. The Coastline marketing department has created an information architecture for the website that helps students explore academic and career options from the beginning of their college experience, shows them how to align math and other foundation skills coursework with a student’s program of study, and contextualizes instruction information so students can build academic and nonacademic foundation skills throughout the college-level curriculum, particularly in program “gateway” courses.

The department promotes programs and courses through social media, press, the website, email campaigns and more, all the while providing the proper information along the student funnel:



The department also assists in retention efforts, once the prospective student is enrolled by:

2. Help Students Stay on Path:

- Support students through promoting strong advising processes via email, social media and newsletters, providing notifications and messages by appropriate technology on college deadlines, such as mid-semester break, tips on studying, etc. Communications and promotions from the marketing department help students make informed choices, strengthen clarity about transfer and career opportunities at the end of their chosen college path. Communications

embed academic and non-academic supports throughout students' programs to promote student learning and persistence.

Implications of Change

The implications associated with the new website Content Management System, Cascade, will shift the departmental performance trends significantly due to the ability to track performance when students journey through multiple pages on the website. This way we can see the performance of our marketing and how the website performs as well as how a prospective student engages with the website.

Launched in June of 2019, the launch was a soft phase one launch, as the website still needed extensive development of nonstudent facing pages and the team is still on a severe learning curve to learn the new CMS system – Cascade, and has yet to start using the CRM system that accompanies it, known as Spectate.

With Cascade/Spectate 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 prospect's 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 be the responsibility 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 maintain and keep their pages 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 enrollment 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 2018-19	Marketing Director/PIO (1)	Content Manager/Writer (1), PR Writer/Exec. Comm.(1), Web Writer (1)	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/part-time (1)
Current year 2019-20	Marketing Director/PIO (1)	Website, Mgr./Writer (1), PR Writer/Exec. Comm. (1) Social Media (1)	None	None	Graphic Designers (2), Web Programmer (1) Video Producer/Editor (1), Admin. Assist. (1)	Event/Email /Newsletter Coordinator (1), Writer/Copy Editor/part-time (1)
1 year 2020-21	Marketing Director/PIO (1)	Website, Mgr./Writer (1), PR Writer/Exec. Comm. (1) Social Media (1)	None	None	Graphic Designers (2), Web Programmer (1) Video Producer/Editor (1), Admin. Assist. (1)	Event/Email /Newsletter Coordinator (1), Writer/Copy Editor/part-time (1)
2 years 2021-22	Marketing Director/PIO (1)	Website, Mgr./Writer (1), PR Writer/Exec. Comm. (1) Social Media (1), Marketing Manager	None	None	Graphic Designers (2), Web Programmer (1) Video Producer/Editor (1), Admin. Assist. (1)	Event/Email /Newsletter Coordinator (1), Writer/Copy Editor/part-time (1)
3 years 2022-23	Marketing Director/PIO (1)	Website, Developer (1), PR Writer/Exec. Comm. Marketing Manager (2), email/blog writers (3)	None	None	Graphic Designers (2), Web Programmer (1) Video Producer/Editor (1), Admin. Assist. (1)	Event/Email /Newsletter Coordinator (1), Writer/Copy Editor/part-time (1)

The marketing department has been able to remedy some of the structural challenges in the last year. The two main responsibilities the department has 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.

The biggest hurdle was overcoming the lack of marketing and staff resources prior to 2018. The marketing department staff had been anemic, not holding any full-time writers, copy editors, multi-media designers, video producers, email producers or website developers on staff. 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.

This last year some very important emergency roles were filled that were needed in the department – but not with classified permanent staff. The department has also been able to get some support staff through interns and federal work study from the college and is now sharing an administrative assistant with IT. The department currently has one student that comes in four days a week as a work study student and has a strong talent in graphic design, so this is helpful to the graphic design team, which is still very much needed.

Professional Development

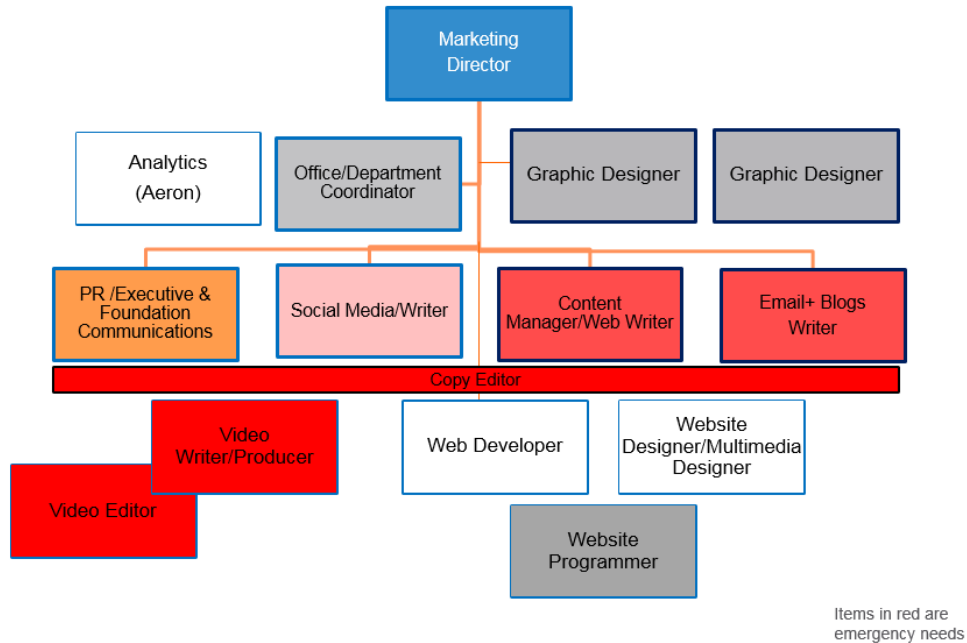
Table 2.2 Professional Development

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

Forward Strategy

The website is still a bottleneck due to the early launch of the website which is not yet completed. The bottleneck of the webmaster being the only person that can change the content has been alleviated for the college thanks to the new platform. It is now possible for the marketing director to get access to the content of the website for immediate changes because it no longer has to be coded to make simple changes to the content. We have been able to speed up copy changes and website page creation, but there is still a lot of technical and design integrations, including the CRM integration into the website so we can track data on our marketing efforts.

Coastline Marketing Department Needs



We are also now overcoming 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, and to be competitive in online search. As stated above the video producer/video editor position has transitioned under the marketing department as of May 2019, however, the producer then departed a month later from the position and now the department is in the process of hiring someone new for that position. This is significant as video production is very expensive. There are also still 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.

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 aided in making them comfortable in the creative process and the office of the marketing team was in close 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 now a 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 Student Services Center is completed in two years.

Forward Strategy

The Marketing and Communications Department will need facilities in the new building for:

1. Office for the Marketing Director/PIO
2. Work space for 2 graphic designers
3. Work space for the webmaster
4. Work space for the website content writer/manager
5. Work space for the social media person
6. Work space for the public relations associate
7. Work space for an administrative assistant
8. Work space for 2 people work with email and newsletters
9. Work space for an event planner/swag manager

Section 4: Technology Planning

Technology Assessment

Website

The website no longer has the bottleneck of the webmaster being the only person that can change the content on the website since June 2018. This means the content requests for website updates is no longer crippling the college website in several ways – 1) the webmaster is no longer doing the content. 2) It no longer takes 4 months to get content updates for the website 3) The is refreshed daily helping our SEO a great deal. The marketing director now has access to the content of the website for immediate changes for the first time ever! The website is automatically responsive for mobile and ADA compliance, which shortens the time for graphics. A website front end developer is what is needed in the department as opposed to a programmer. The programmer and developer have entirely different skill sets, even though they can be somewhat overlapping. A programmer, by nature is a coder, someone who wants to create applications from scratch with code, with the mindset of needing what they build to be perfect. They are

architects and builders. A developer is a jack of all trades but has the mindset of finding solutions in a one-size-fits-all mentality and - fast. They have a bit of design capability, usually some user design experience and can-do basic coding needed for the implementation of key website applications for the front end. An experienced website developer with a bend toward web/user design and some programming skill is sorely needed – not a programmer that builds applications from scratch. Any need for deeper programming can be culled from the IT staff when the occasion arises. This would allow the marketing team to hire a developer as an Independent Contractor or Professional Expert, saving the college and department money for other staff needs that better fit the job description of a programmer.

Forward Strategy

The key technology the marketing department requires is:

- An appropriate project management system that is specifically designed for marketing departments. Hubspot or Kapost would work the best. Hubspot is about \$20k a year.
- We also need to continue licensing the website CMS annually at \$8000 per year.
- We need ongoing subscriptions to stock footage and video websites. \$3500 per year.
- Press release distribution \$10k per year
- Social listening tools \$2k per year
- New video cameras \$10k – one-time fee
- Updated video editing equipment \$5K to \$10k

Section 5: New Initiatives

Initiative: The Office of Communications will be launching several new initiatives in the next 5 years:

2019

- Launch new brand
- Launch a new website that is accessible 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 disciplines and testimonials of graduates
- Launch a student newsletter
- Launch email nurture campaigns for events
- Launch email course nurture campaigns
- Launch social media marketing for associate degree programs
- Aid Extended Learning and the Military Department in their marketing efforts
- Launch PR Initiatives to increase press presence – pitching our faculty as experts
- 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

2020

- Produce promotional videos of our programs and courses
- Establish Hubspot as our primary email and nurture campaign service
- Revise and publish new public information guidelines
- Launch lead generation campaigns with dynamic landing pages
- Design and create new even/booth collateral for Outreach and Recruitment

2021

- Launch 45th Anniversary campaign throughout the year for the college
- Launch a new Coastline Intranet
- Increase email lists for prospects and current students
- 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
- Create new videos for college marketing

2022

- Launch social media marketing campaigns based around new initiatives
- Aid Extended Learning and the Military Department in their marketing efforts
- Launch PR Initiatives to increase press presence and SEO
- Enhance editorial calendar and PR plan for the year
- Launch online marketing that reaches in areas where no community colleges exist in the state

2023

- Launch nurture campaigns that are customized for our student personas
- Launch social media marketing campaigns based around new initiatives
- Aid Extended Learning and the Military Department in their marketing efforts
- Launch PR Initiatives to increase press presence and SEO
- Enhance editorial calendar and PR plan for the year
- 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

X Access and Student Support

X Student Retention and Persistence

X Culture of Evidence, Planning, Innovation, and Change

X Partnerships and Community Engagement

Fiscal Stewardship, Scalability, and Sustainability

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

X Increase student success, retention, and persistence across all instructional delivery modalities with emphasis in distance education.

X Provide universal access to student service and support programs.

X 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.

X Strengthen community engagement (e.g., student life, alumni relations, industry and academic alliances).

X 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)

X 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.

We have to market ourselves differently in 2019 than we did in the past due to the ever-changing nature of modern technology. These are fourteen innovative and effective strategies to increase enrollment in 2019-20 and beyond:

1. **Instagram Stories:** In Facebook's Fourth Quarter and Full Year 2017 Results Conference Call, Mark Zuckerberg predicted that the sharing of Stories would eventually overtake posts in feeds. Later in 2018, Facebook Chief Product Officer Chris Cox reiterated this view, going as far as to state that "the Stories format is on a path to surpass feeds as the primary way people share things with their friends sometime next year." This came to pass in 2019 and represents the most fundamental shift in the way social media is consumed in the modern era. The marketing department needed to reorient their strategies away from the familiar news feed formats and focus on capturing attention in the Stories reel.
2. **YouTube Stories:** has been slowly rolled out to select influencers over the last year and was recently opened up to any channel with over 10,000 subscribers. YouTube's version of the feature has some important differences from its competitors. For a start, the clips last for 7 days on the site after posting, as opposed to the 24-hour lifespan of Stories on most other sites. They are also displayed to both subscribers and non-subscribers of the creator's channel, giving them more potential reach. In addition, YouTube Stories allow users to leave comments and questions which can be answered by creators and viewed publicly by anyone. This could give Coastline a new avenue for engaging with followers using the

medium, although it should be noted that creators can only reply to comments with photos or videos, rather than text. Stories creators on YouTube have also shown a tendency towards using the feature for different purposes than those on other social media sites, emphasizing engaging their community and promoting the full-length videos on their channel more than offering spontaneous day-to-day updates. For instance, behind-the-scenes looks into the making of videos, as well as promotional teasers for upcoming content, have been common on the platform in its early days.

3. **Think mobile-first:** Students live with a mobile-first mindset, using their smartphones as the primary device for carrying out a range of activities. A recent study from the Interactive Advertising Bureau (IAB) titled *Generation Z & Young Millennials: Mobile First on Campus* found that 55% of students have acted after seeing a relevant ad on their mobile phone. For education institutions, this means mobile-first advertising must be a focus in our enrollment marketing plan. This means we have to keep the creative work simple and design primarily for the small screen and choose the apps that students use most on mobile—such as Snapchat, YouTube, Instagram & Spotify. (Notice I didn't mention Facebook).
4. **Improving Conversions:** Bringing back a top priority from, I would argue improving conversions should be a life-long priority for the college. According to [Hubspot's State of Inbound 2018](#), 69% of marketers' top priority in 2019 is to convert contacts/leads into customers/students enrolled (i.e. improve conversion). With access to marketing technology that helps us learn faster, optimize, and convert, we will be able to maximize the data we have available to us to improve the conversion experience and increase leads.
5. **Leveraging Data for Personalization:** Implementing web personalization is still in its infancy at Coastline—not only here, but for most colleges. 52% of companies worldwide use web personalization, up from 45% in 2016, according to [eMarketer](#). But, according to the [Salesforce State of Marketing report](#), only 20% of colleges use customer data to create more relevant experiences:
 - 19% deliver the right message, on the right channel, at the right time
 - 18% create a shared, single view of students across programs
 - 18% of colleges create personalized omni-channel customer/student experiences

With our new wave of investment in personalization as a marketing technology on our new website's built in CRM that builds the ultimate data integration across channels... The goal is to create a holistic view into the student's unique journeys and interactions with our brand, as well as the opportunity to create campaigns that actually drive conversions.

6. **Continue to build consistent brand recognition:** Our brand is more than just a logo and a set of colors. It's the impression prospective students have from every interaction with the college. As Jeff Bezos, the CEO of **Amazon** put it: "Your brand is what people say about you when you're not in the room." Brand consistency, then, means maintaining control over the way you're viewed. If we want a recognizable and trustworthy brand, uniformity is essential. Coastline will be taking advantage of a brand templating platform and templates so staff and faculty can easily access and edit branded templates all in one place, and our marketing team will have much more control to lock down brand elements before access is shared.

7. **Micro-influencers:** Influencer marketing is expected to continue growing over the coming years. An industry already worth \$2 billion in 2017, predictions say it could be worth between \$5-10 billion in 2020. But, it's not all big numbers and big money. Micro-influencers are on the rise, and while they won't have the same reach as celebrities or big social media stars, they do have highly targeted and engaged audiences. Coastline just recently launched in August of 2019 the recruitment for Social Media Ambassadors for Coastline. We are now looking for socially savvy and well-connected students in our community where we will create a win-win situation where they'll talk positively about their experiences attending—or working in partnership with—Coastline college.
8. **User-generated content:** To reach a demographic who yearns for connection and places a high importance on authenticity, social proof is paramount. More than ever, young prospects look to their peers or influencers in the online world before making decisions. And when you consider that they spend up to 11 hours per day on social media, it's clear that's where we need to be showing up. We have been getting new graduates to provide us video testimonials at graduation and beyond and started showcasing special stories into longer videos. We already encourage students to share real-life experiences on social media under a common hashtag, and plan on generating a go-to online community that will increase awareness and engagement in the future. Beyond that, we enable online reviews and share positive data, feedback and authentic stories on social media when we can and will continue to do so.
9. **Livestreaming:** Livestreaming is something we have been doing this year regularly for significant events at Coastline, whether it is graduation or Welcome Week, we went both our online and offline students to feel engaged. It is a big must-have for marketers in all industries today not just colleges. No longer a novelty, when you take a look at the numbers, it's not hard to see why. According to Dartmouth, 86% of colleges and universities have a presence on YouTube. That makes sense when you consider that 71% of teens' typical entertainment consumption is streaming, and one-third is viewed on apps from a mobile device. The most common and beneficial use of livestreaming is to broadcast events, which is how we use it the most. We set up livestreams—broadcast either by themselves or by an influencer—to showcase events held throughout the year.
10. **Answer key questions:** Using the Coastline's website, blogs, infographics, social media, video and emails to answer key questions from prospective students is a tactic that we already feature prominently in every enrollment marketing plan, but we could do it more. Research from Stoner found that, contrary to what education professionals believe, most teen college prospects (64%) prefer to consume college website content through text and articles. We look at what they are typing into Google. What are they asking their friends? What information are they looking for when they visit our site or phone into the info desk? Targeting long-tail keywords in the form of specific, beyond-the-obvious questions will help increase our search rankings. For example, rather than "student accommodation Orange County," target search phrases like "what's it like to live in Orange County as a student" or "where is the best area for students in Orange County."
11. **Chatbots:** We are soft launching the financial aid Chatbot in September 2019 on the Coastline website, the effective software program that interacts with website visitors and students. Chatbots communicate naturally with people viewing our site and can answer their questions in real-time. Chatbots either use verbal interactions or chat windows to help web users find what they're looking for. Hiring an individual to monitor and communicate with visitors on our website can be expensive, but chatbots save costs by

answering questions on our behalf. And subsequently students tend to appreciate the personalized service and getting their questions answered, especially about financial aid.

12. **Use of Private Messaging Apps:** As 2020 approaches, many colleges will start shifting their focus on how to better utilize private messaging apps. Smartphone apps like WhatsApp, Viber and WeChat are already gaining popularity. And instead of using emails, colleges are adopting the use of private apps as well as private messaging groups. Major brands are already undergoing experiments in monetizing messaging apps and soon enough, customers will be able to pay for products directly through messaging apps. Sending and receiving money will be much easier. Some applications like the WeChat Pay have already made significant progress in making it easier to pay online; WeChat, Venmo, and PayPal users are already getting into the habit of using these types of apps to transfer money to their peers.
13. **Next-GEN SEO:** Right now, a lot of different changes are taking place in the search engines industry and updates are happening constantly. These changes in the search algorithms have profoundly affected the user's search results. Every new algorithm comes with different benefits or problems, depending on how you look at it. Ultimately, the goal of search engines is to help users get specific results that answers their questions. Therefore, we will see in 2020 and beyond that the quality of search results will improve dramatically and we will need to be ready for that.
14. **More Focus on Customer Retention:** It is more expensive acquiring new customers than retaining our existing ones and we will channel more effort in the middle and last stages of the buyer's journey. We have already done this with email nurture campaigns, newsletters and social media, as well as posting on the student app. Collecting better data on our retention efforts and focusing on market segmentation will also help save costs.

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 work study student 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 Classified 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.

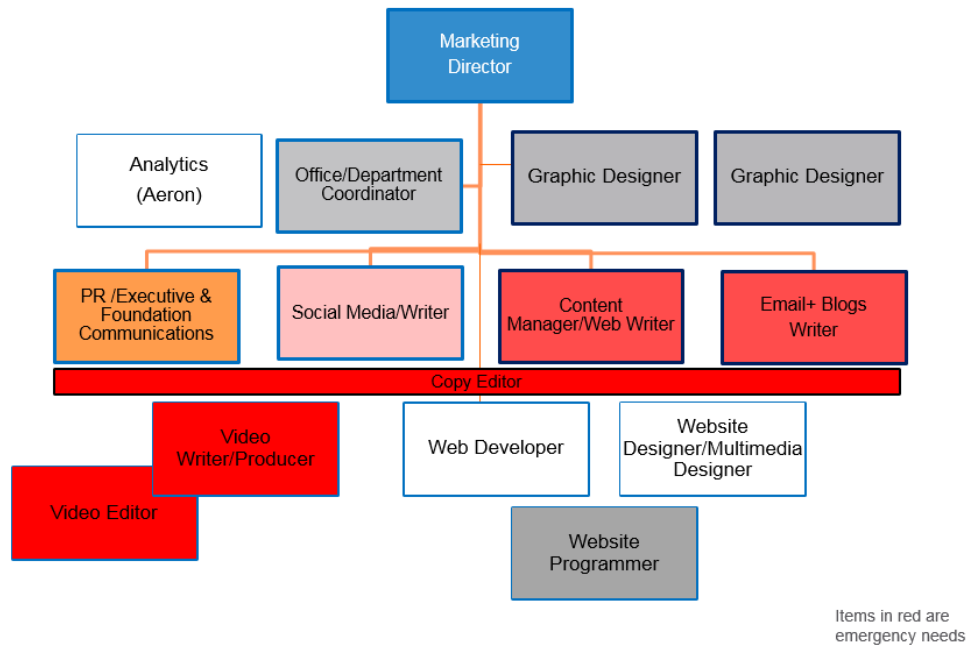
Full-time Social Media Producer/Writer

Currently our social media person is a 32-hour Professional expert 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 abounding 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. **Complete the new website launched** in June 2019 by January 2021.
2. **Creating new promotional videos will be ongoing.**
3. **The launch 1 new student newsletter** (weekly) started in August and is an ongoing initiative.
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 of 2020.
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 every year
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. These run February through August.
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. Everything is completed except Outreach assets, which should be completed by August 2020.

8. **Enhance Outreach and Recruitment presentations** with a more dynamic presentation and thereby 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. To be completed by October 2020.
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 an effective marketing plan and sales strategy for the increase of enrollments in both initiatives. To be completed by May 2020.
10. **Finished transitioning our new brand and logo** – our new brand and logo has to be revised on further marketing collateral. To be completed August 2020.
11. **Launch PR Initiatives to increase press presence** – we started publishing 2 press releases per month beginning in May 2018 and will continue to do so through the year. It has taken 12 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. This is ongoing.
12. **Share our editorial calendar and PR plan for the year with staff and faculty** – this is ongoing
13. **Re-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 2020 and run through August 2020 annually.

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
Implement and maintain an innovative and adaptable website	Full-time Website Content /Writer Manager	\$60K per year	General	No	Internal & External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement	2020-21	1
Engage the college community through social media	Full-time Social Media & Events Coordinator	\$40K per year	General	No	Internal & External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement	2020-21	2
Enhance college communications	Full-time Email/Newsletter/Writer Manager	\$60k per year	General	No	Internal & External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement	2020-21	3

Produce timely and relevant publication and material to engage the college community	Part-time Copy Editor	\$50 hourly	General	No	Internal & External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement	2020-21	4
Produce timely and relevant publication and material to engage the college community	Part-time PR Coordinator & Exec Communications Writer	\$50 hourly	Marketing	No	Internal & External Research	Access and Student Support; Student Retention and Persistence; Culture of Evidence, Planning, Innovation, and Change; Partnerships and Community Engagement	2020-21	5

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