



2020-21

Annual Department Review

Marketing, Public Relations, Digital & Graphics

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Section 1: Department Planning

Internal Analysis

The operational performance of the Marketing Department is evolving from a “traditional” marketing department to a “digital” marketing department, slowly but surely the past two and half years. With the edition of a new Marketing Director in 2018, driving that evolution. Many traditional marketing strategies that Coastline had a few years ago, were either obsolete, or ineffective and unmeasurable, or secondary at most. Direct mail and print advertising for students that are not on site are examples of traditional marketing tactics that were not only ineffective, but also very expensive. Importantly, new digital marketing tactics can be measured with analytics, tested, and reported to the administration regularly. This is now helpful through the new Customer Relationship Management software the marketing team acquired this year known as HubSpot. It is now possible to identify sales conversions, and to calculate return on marketing investment (or ROI). The traditional marketing tactics being used by the department would often not measure results, or report enrollment conversions.

Survey Results

Student Survey Results

Please indicate how strongly you agree or disagree with these statements about Coastline's website and publications:	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Coastline's Website (http://www.coastline.edu) is easy to navigate.	49.8%	42.1%	6.5%	1.7%	1089
Coastline's programs and services are well described online and in printed materials.	46.9%	47.3%	4.6%	1.1%	1080
Coastline's printed publications are easy to read and understand.	47.1%	49.2%	3.3%	0.5%	1064

Please indicate which Coastline social media sites you are aware of. (Select all that apply.)	Responses	
Facebook	40.9%	305
Twitter	20.9%	156
YouTube	21.3%	159
LinkedIn	14.5%	108
Instagram	28.2%	210
Coastline App	65.0%	484

What is your preferred method of contact?	Responses	
Text	39.4%	185
Email	81.9%	385
Canvas Notification	31.3%	147

Employee Survey Results

Many respondents (79.3%) expressed overall satisfaction with the services provided by the Department of Marketing, and Public Relations. The level of satisfaction with specific services provided by the department are shown in the table below.

Marketing and Public Relations Services

Service	Satisfied	Dissatisfied	Respondents
Accuracy of information	81.2%	18.8%	80
Consultation	83.1%	16.9%	65
Presentation of information	84.9%	15.1%	86
Ability to meet your requested deadline	79.7%	20.3%	64
Website content	69.9%	30.1%	93
Website functionality	60.6%	39.4%	94
Social Media	89.5%	10.5%	76
Newsletters	90.0%	10.0%	90

Respondents who have utilized the department's services are most satisfied with the newsletter (90.0%) and social media (89.5%). Respondents are least satisfied with website functionality (60.6%) and website content (69.9%).

Qualitative Feedback

Respondents expressed dissatisfaction with the college website, noting that it is difficult to navigate, the search function is not user friendly, and it takes many clicks to get to the sought-after information.

Service Area Outcome(s)

Service Area Outcomes (SAOs)

SAO	Measures/Targets
1. Students will report that they are well informed of the college's available programs and services.	Over 80% satisfaction with communication (newsletters, social media)
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.	Over 90% of students found the college's printed/electronic publications as informative and relevant
3. Students are engaged in social media platforms.	Social media is the highest its been in Coastline history

Progress on Initiative(s)

Progress on Forward Strategies

Initiative(s)	Status	Progress Status Description	Outcome(s)
Produce promotional videos of our programs and courses	In progress	There are several degrees, certificates and programs videos that have already been produced and more are being produced now.	We have increased reach, clicks and traffic by distributing the videos on social media through paid boosting and sponsorship.
Establish HubSpot as our primary email and nurture campaign service	Completed	The onboarding of HubSpot is complete and is now being used.	We are now in the process of developing email campaign strategy with the college.
Revise and publish new public information guidelines	Not started	Content is in the process of being gathered and created.	This will be accessible to staff and faculty via the website.
Launch lead generation campaigns with dynamic landing pages	In progress	We have had about 3 to 4 lead generation campaigns and they have been successful, but we are now prepping new ones on HubSpot.	Multiple campaigns established for lead generation.
Design and create new event/booth collateral for Outreach and Recruitment	Not started	We have an architecture and a brand, but we now need the money.	On hold until COVID is over.
Launch 45 th Anniversary campaign throughout the year for the college	In progress	We have started the new microsite, timeline and history section for the 45 th anniversary	Waiting for student services to provide event content.
Launch a new Coastline Intranet	Not started	No budget	No budget
Increase email lists for prospects and current students	In Progress	We are still building campaigns with our new CRM.	Recruitment has slowed down and we still need to create a system to get leads from all the departments doing recruitment.
Enhance Outreach and Recruitment presentations and architect a more dynamic presentation and help increase engagement of high school students and their influencers	Not started Not started	New presentations and video productions are in the process of being scripted and prepped for production. We have no created a strategy around this yet.	The outcome will aid in the increase of enrollments. This will entail hiring another person to handle this alone.
Aid Extended Learning and the Military Department	In progress	We have combined the military marketing efforts with the general education marketing department	We continue to work on support and email marketing with the ELD

in their marketing efforts through strategy, consultation and alignment of the overall goals and marketing of the college as a whole		and got rid of the military social media channels so active military and vets get the same communications as the rest of the students. We have also aligned website content efforts with the military division, so the content is consistent.	department as we prepare email marketing on HubSpot.
Create new videos for college marketing	In progress	We have created some, but we are in the process of creating more	Increase enrollment and engagement

Response to Program and Department Review Committee Recommendation(s)

Progress on Recommendations

Recommendation(s)	Status	Response Summary
A comprehensive prioritized plan, taking into consideration that there is not enough money to do everything at once would be helpful.	Addressed	This is the annual marketing plan and it is nearly completed.
Consider using website images that our relevant to our students - that they can identify with rather than images that they cannot relate to or that are not representative of our student population.	Addressed	We have always used website images that are relevant to our students.
The department needs to shift priorities to align with institution needs. Right now, our biggest need is to have a website that is primarily informational and secondarily a promotional too. Not the reverse.	Addressed	The website is both. It always has been both and will always be both. Canvas is the place where students expect to get their information once they become students.
Focus on student success and awareness of programs and services	Addressed	We have always done this and will always done this.
Work with the college planning and leadership to capture the college priorities	Addressed	The marketing director works with multiple departments and committees to ensure the marketing department is meeting the needs of the college. A weekly marketing department meeting takes place in which all new priorities are addressed weekly by the team as college priorities shift and evolve.

Department Planning and Communication Strategies

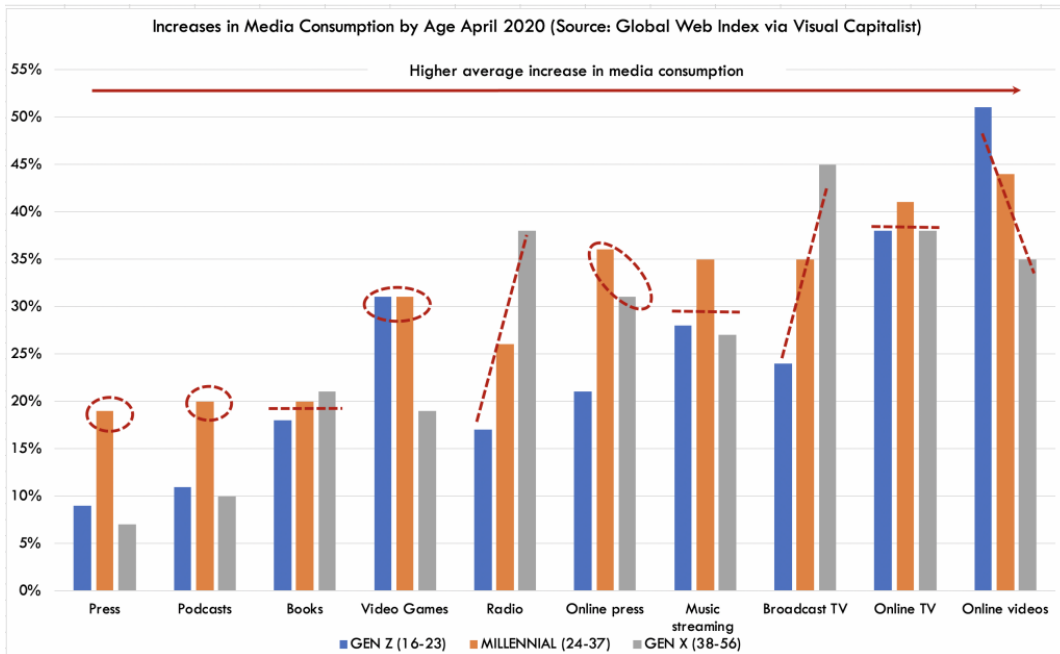
As mentioned Digital Marketing utilizes technology including multiple types of software. And Digital Marketing uses analytics and other tools to measure and report on multi-channel initiatives from social media, to press release distribution to website analytics. With these data analytics, the Coastline marketing department can now test, refine, measure and optimize campaigns that are launched throughout the year. Using HubSpot the Coastline marketing team can plan, coordinate, automate, measure and report on campaigns and promotions all year and see the effectiveness of increasing enrollment. Market research, market segmentation, identifying buyer personas, and related activities are now something that can be included in the automation of nurturing students through the enrollment funnel for marketing planning, enrollment, and retention strategies. Here are the top 12

digital marketing transformation strategies and tactics that have emerged out of the Coastline Marketing Department the past few years.

1. **Website Optimization** – we launched a new website in August 2019 on a new platform which is more accessible and designed for mobile use. We are now enhancing the site with new modules and enriching the pages with new sliders, large colorful banners. In the next few years we will be able to provide multiple home pages based on student types through “smart content” from our new website platform that just launched a new platform that is part of the website called “Clive”. Clive is included with the website platform. This will be significant because our home page will become customized depending on who visits our website providing key information to a prospect based on their needs and wants – in marketing it is known as *personalization*, very similar to including someone’s name on a mass email, but much more extensive and effective. *Customization or personalization* is the future of marketing and we are lucky to have it now provided on our new website platform. We are also in the process of enhancing the website in a few other ways...
 - a. Integrating the *Learning 1st website* into the Coastline website. This means we are adding a functionality on our program directory to include the option to search for bachelor degrees that we offer through Coastline.
 - b. The new Digital Coastline Catalogue has been added and integrated to the new website for a seamless experience from the program pages from the website.
2. **Search Engine Optimization** (SEO incl. visual, mobile, voice search; meta code, link-building, Local Citations) – we were on page 21 in organic search on important key words and long-tail key words and we are now page 1 and 2 the majority of the time for key words such as “community college”, “college in orange county”, and more. Press release distribution on a regular basis helped bring our page rank up in search in combination with content marketing tactics...
3. **Content Marketing** (Incl. blogs, resources, videos, case studies, registration pages, landing pages, calls-to-action (CTAs), curation, syndication) – content marketing strategies are part of the long game and people are needed to make Coastline digitally relevant on the web where visibility of Coastline is key. This requires writers, multimedia producers, video production, social media and a website team that can change, create and update content daily. This has been difficult because we need full time people to create content on a regular basis. The current Coastline marketing budget does not allow for an extensive marketing team. This year we were able to bring on a writer and social media person as freelance independent contractors, but video production is still very sorely needed.
4. **Paid Search** (Incl. pay-per-click/PPC, Remarketing, Display, Programmatic Advertising)- this has been outsourced through an agency known as *Glacier*. We are searching for other agencies that may be able to improve our marketing results in this space. We may or may not be moving to a new agency, as we review whether or not what there are doing and for the price has brought us significant ROI the past few years.
5. **Email Marketing** (Incl. lists, campaigns, personalization, lead nurturing, trigger emails, optimization of subject lines, Click-Thrus, student newsletter) – This is the big mountain for the Coastline Marketing department to climb in 20/21. We addressed the launch of a new mammoth website and a new brand in 2018 and 2019. This was the foundation we needed to be able to move forward in transforming the marketing department to a digital marketing team. Now that this foundation has been laid we are now addressing optimizing email automation, which was one of the key reasons for acquiring HubSpot.

Email automation allows us to market to students continually communicating with them and keeping Coastline top of mind. Automated email campaigns will not only help increase enrollments and intensify consistent communications to prospects, but also aid in retention efforts. However, that said, it is a mammoth undertaking and will take most of the 20/21 year (and most likely 2022) to map and plan out the promotions on the new CRM and implement all the campaigns we need. Coordinating with multiple departments and understanding how the new CRM can tag all the student types, personas and engage multiple campaigns based on student needs is a significant undertaking. This is again, part of the trend in digital marketing known as “*customization*” and we are slowly working towards making sure our students feel we understand them and can meet their needs through optimal automated communications. This does take man power, initially, so the CRM alone will need people to create the content for it to be useful and optimal in the future. Once the content is creative, then it simply needs to be managed by an email communications specialist. We are laying the groundwork for this now in 20/21, but this will be an ongoing build that will need constant attention.

- a. **Student Newsletter** – The Sandbox newsletter has been a key retention communication to current, as well as, prospective students and is now being done at OCC and GWC as a result of our effectiveness. This is a weekly newsletter that goes out to students on Sunday morning to provide students a look at the events and announcements at Coastline for the week ahead. Our open rates are phenomenal at 40% and we are hoping we will get even better traffic reports now that we are transferring platforms from Mailchimp to HubSpot. This weekly newsletter allows us to cut down on the amount of communications to students, giving their inbox a relief, and allowing important communications more prominent in their inbox. The data analytics this will provide gives will now give us insight into what students click on the most in the newsletter allowing the department to again, customize content based on the wants and needs of the students.
6. **Social Media** (incl. Social Advertising) – our social media has been strong as we have been able to keep independent contractors in this position the past few years, but we had a challenge during the Covid crisis in March and April of 2020 and the department was out a social media person until September 2020. This turned out to be an advantage as this was one of the channels that needed to be addressed for optimization efforts. In a world where everything and everyone is connected, one poorly timed or worded message could destroy your business and spiral into a full-blown PR crisis. A social media policy is something that is needed as it will protect our brand’s integrity and reputation with employees and students. The guidelines will empower our employees to become brand advocates by using the correct messaging and tone. Our social media policy needs to include important legal, conflict, and personal account guidelines to protect Coastline and to ensure we have the best messaging. On top of a social media policy the department was able to create short social media videos to help market degrees, certificates and courses. These courses were boosted throughout the summer leading up to the fall enrollment, which provided significant reach to our key prospects based on their interest and demographics.
7. **Video** – the video for social media were not full-blown video production, but were quick videos made on a platform known as *Canva*. A full-time video producer is needed in the marketing department. The graphic below should reveal how video is the number one important content needed for our key target audiences:



1. **Artificial Intelligence** (AI, Incl. Live Chat or Chatbots) – financial aid and counseling use chat bots to communicate with prospects and current students, but it is the ability to connect with a student 24-7 that is key. Marketing is working with student services to try and implement a general chat feature on the website where students can have access to assistance at any time.

Coastline Pathways

Describe the department’s involvement in Coastline Pathways over the past year.

The department’s involvement in Coastline Pathways over the past year has been in the integration of the Catalogue to the website and the alignment of the catalogue with the program pages of the website. There are several initiatives the various departments from the college have that require the marketing department to implement. We have implemented:

- EMSI – Career Coach – a tool for students to discover the right career path
- Faculty pages – website pages about the faculty and their expertise
- Pathways website page

Equity

The department will be going to assess where access equity gaps exist.

Efficiency

POST COVID MEDIA CONSUMPTION – New data for strategy considerations

All media channels have seen increased consumption across *all* age groups: 87% of U.S. consumers say they're consuming more content. However, testing shows that pre-Covid ads are, on average, still effective today. Some differences DO exist by life stage ...

Younger skew: includes video games and online videos, with bigger increases here with Gen Z (16-23) and Millennials (24-37). BUT, note how even here the level of increase with Gen X (38-56) is still pretty big, with 19% playing more **video games** and 35% watching more **online videos**.

Millennial skew: conventional press and podcasts have a peak with Millennials

Older skew: radio and broadcast TV has seen bigger increases with Gen X people. But again, see how younger life stages are also watching more TV and listening to more radio.

But there are also important similarities. Online TV and music streaming have seen some of the biggest increases in consumption. And here it is striking to see how this % increase is similar across life stages. This shows how with the maturing of these technologies their usage has become increasingly mainstream. This is helped by services such as Apple Music and Netflix offering 'family packages', where all family members can access the service for a monthly fee.

A special shout out has to also go to good old physical books, which have seen an increase in consumption across all life stages too at 20%. This shows that predictions that physical books would die altogether were premature. Physical book reading has remained well above eBook reading over the last few years.

Hardware and Software for the department

As the new digital transformation of the marketing department promises change and competitive advantage, it also promises a new age of both marketing efficiency and effectiveness for Coastline never before seen. As a department we have consolidated several software's into one by getting HubSpot. Mailchimp (email), Teamwork (project management), Hootsuite (social media posting and listening), data analytics, and lead scoring is all done in HubSpot now, providing uniform reports on the effectiveness of campaigns across the board. We should have a distinct advantage over competitors that our sister colleges in the district do not have, as most do not have a CRM like HubSpot. It may truly be the most exciting time in Coastline's history to be a part of this marketing transformation and help keep Coastline the "leader of innovation".

Implications of Change

What the department has achieved:

The past 2 years the department has created and established a consistent editorial Social Media plan/calendar. As a result of this effort, 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 TikTok for the first time, through paid and regular social media posts

and the marketing department has cleaned up the YouTube channel, removing old and bad 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. Now the channel is robust with current video productions with fresh new content. We have also increased engagement in Social Media with Instagram stories, more strategic sponsored 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 through email campaigns, thereby garnering more students to apply and enroll. HubSpot will also allow us to track that data throughout 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.

Section 2: Human Capital Planning

Staffing

Staffing Plan

Year	Administrator /Management	F/T Faculty	P/T Faculty	Classified	Hourly
Previous year	1			3	1
Current year	1			2	1
1 year	1			3	2
2 years	2			5	2
3 years	2			6	2

The marketing department has been able to begin improvements to two of the most important channels in marketing to our target audiences; the website and email. Yes, we launched a new brand last summer as well, which should also help with brand recognition. However, overall Content Marketing tactics are of the utmost importance due to the lack of online legacy needed for the purposes of search, which is the number one way anyone will find the college regardless of demographics. This is why PR and executive communication assistance was significant to establish via an experience contractor.

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 use for print requests only and the printing has been moved from the marketing department and is now umbrellaed under the Finance 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 were managing print requests, and paper orders in general, that were irrelevant to the marketing team in its budget. The amount of marketing requests was significantly more than the marketing 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. 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, and they must work with the other departments to garner content needed for that task. 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. There were almost no writers on the marketing staff as of March of 2018. 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. 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.

Professional Development

There has been no professional development this year due to COVID 19.

Section 3: Facilities Planning

Facility Assessment

The department facilities remain the same and the marketing department have been quarantined to their homes since March 16, 2020. The team has had to work from home and have weekly staff meetings over zoom, remain in touch via email and text. There is a weekly website meeting that occurs with the web team over zoom and the staff have a weekly one-on-one meeting on zoom with the department director.

Section 4: Technology Planning

Technology Assessment

The department facilities remain the same and the marketing department have been quarantined to their homes since March 16, 2020. The team has had to work from home and have weekly staff meetings over zoom, remain in touch via email and text. There is a weekly website meeting that occurs with the web team over zoom and the staff have a weekly one-on-one meeting on zoom with the department director.

HubSpot, Clive and Canva are the only new tools that the marketing department have taken up in 2020. HubSpot is a Customer Relationship Management system discussed above. Clive is a new component of our website platform Cascade that will allow us to create personalization for prospective students. Canva is a tool that is inexpensive and is used to create social media assets in graphics, animation and video.

Section 5: Ongoing/New Initiatives

Initiative: [Provide a short description of the initiative.](#)

- **Website optimization** – completing the website and adding new modules
- **Video productions** – we are producing a new “viewbook” video and virtual tour of Coastline along with course promotions and program promotions
- **History of Coastline microsite** – a new timeline and infographic description of the history of Coastline
- **Email strategy and implementation** - This is the big mountain for the Coastline Marketing department to climb in 20/21. We addressed the launch of a new mammoth website and a new brand in 2018 and 2019. This was the foundation we needed to be able to move forward in transforming the marketing department to a digital marketing team. Now that this foundation has been laid we are now addressing optimizing email automation, which was one of the key reasons for acquiring HubSpot. Email automation allows us to market to students continually communicating with them and keeping Coastline top of mind. Automated email campaigns will not only help increase enrollments and intensify consistent communications to prospects, but also aid in retention efforts. However, that said, it is a mammoth undertaking and will take most of the 20/21 year (and most likely 2022) to map and plan out the promotions on the new CRM and implement all the campaigns we need. Coordinating with multiple departments and understanding how the new CRM can tag all the student types, personas and engage multiple campaigns based on student needs is a significant undertaking. This is again, part of the trend in digital marketing known as “*customization*” and we are slowly working towards making sure our students feel we understand them and can meet their needs through optimal automated communications. This does take man power, initially, so the CRM alone will need people to create the content for it to be useful and optimal in the future. Once the content is creative, then it simply needs to be managed by an email communications specialist. We are laying the groundwork for this now in 20/21, but this will be an ongoing build that will need constant attention.
- **Create new Communications Guide** - publish new public information guidelines for staff and faculty

Describe how the initiative supports the college mission:

[Provide an explanation of how the initiative supports the College mission.](#)

The above initiative supports the college mission by increasing enrollment and increasing retention.

What college goal does the initiative support?

- Reduce all student equity gaps regarding access and achievement (Equity)
- Increase student completion and achievement outcomes by 20% (Achievement)
- Strengthen College collaboration, communication, continuous learning, and community engagement (Engagement)
- Further develop, adopt, and adapt innovative practices and technologies that advance student success and institutional effectiveness (Innovation & Effectiveness)

How does this initiative play a part in Coastline Pathways?

[Describe how this initiative supports Coastline Pathways.](#)

The department’s involvement in Coastline Pathways over the past year has been in the integration of the Catalogue to the website and the alignment of the catalogue with the program pages of the website. There are several initiatives the various departments from the college have that require the marketing department to implement. We have implemented:

- EMSI – Career Coach – a tool for students to discover the right career path
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What evidence supports this initiative? Select all that apply

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

Describe how the evidence supports this initiative.

[Provide a summary of how the evidence supports the initiative.](#)

The evidence has been implemented.

Recommended resource(s) needed for initiative achievement:

[Specify what resource\(s\) are needed to support the completion of the initiative.](#)

The department needs a full-time video producer, social media producer, website producer, email specialist, part-time PR assistant, and full-time writer.

What is the anticipated outcome of completing the initiative?

[Specify the anticipated result\(s\) of completing the initiative.](#)

Increasing enrollment by 15%.

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](#)

Section 6: Prioritization

List and prioritize initiative requests.

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	Complete By	Priority
Website Optimization	3 full-time staff	\$300,000	GC				2025	1
Video Productions	1 full-time staff	\$100,000	GC				2021	2
Email Automation for lead gen	2 full-time staff	\$165,000	GC				2020	3

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

Complete By: Specify year of anticipated completion

Priority: Specify a numerical rank to the initiative