1. Assessment Plan - Four Column

PIE - President: Marketing & Communication

Where We Are Now: Analysis and Summary

2018-19

Contact Person: Uyen Mai
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External Conditions, Trends, or Impacts: FUNDING FORMULA: Due to the funding formula changes, a change in marketing focus is necessary. We need to add to our focus from head count to also consider ways to use marketing to increase retention. That's why Marketing led an effort to build a Call Center to encourage students to return to Mt. SAC.

INCREASED MOBILITY: Students and their parents are increasingly mobile, using their phones for communication and media consumption. However, some of our most vulnerable students don't have access to internet or computers to gather information about Mt. SAC unless on our campus.

CHANGE OF PRINT PRACTICES: With more and more time spent online, users expect to be able to do more things quickly and conveniently online. However, some users still benefit from having print materials to leave behind. This leaves the department needing to reach people online and in print, creating a resource challenge. We need experts who can create content for online AND in print.

SOCIAL MEDIA EXPANSION: People are increasingly using more social media channels and apps making it challenging to stay on top of trends and reaching audiences. At this time, Facebook is the most widely used platform, and Instagram is wildly popular among youths.

NEWS SKEPTICISM: With the proliferation of streaming news and home-made news blogs, people have more choices than ever to get news, whether it's impartial and vetted or not. Our local newspapers have shrinking reader base, making it more challenging than ever to reach people with information.

ENROLLMENT DROPS: Enrollment across the country continues to drop. Enrollment has increased for our partner institutions at the UC and CSU campuses, which have promised admission to more California students. For profit institutions like ITT Tech, Corinthian and Everest have closed.

DEMAND FOR CAREER TRAINING: There has been increased support for career training from the news media and state/federal agencies.

Internal Conditions, Trends, or Impacts : CHANGE IN STAFF: Longtime Administrative Specialist Sue Hothi retired in July 2018. n addition, Communication Specialist Mike Taylor retired in October 2018 and his position remained unfilled throughout the 2018-2019 year.

NEW ACCESSIBILITY REQUIREMENTS: The new, stricter requirements for Accessibility creates new challenges for the Marketing and Web Services teams. For example, the print Schedule of Classes is highly popular and in higher demand than the online version. HOWEVER, creating an accessible version could take about 50 hours of staff time. Even contracting with an outside firm would require several weeks turn around time, making it an illogical solution because of the short time frame between publishing the

document and the information going out of date.

EXPANDED DIGITAL RESOURCES REQUIRING EXPANDED STAFF TIME: We have developed new solutions based on student needs. For example, we developed a robust and useful digital campus map, but it requires a great deal of work and expertise to make it as useful to the campus as possible. In addition, we have added an expanded online campus master calendar, an online newsroom, an online directory, an online catalog, an online schedule, a digital monitor system. While these resources are necessary and important to the campus, it requires more expertise and time to create professional and effective materials for audiences.

PLETHORA OF EVENTS: The campus is a dynamic community with a large range of events happening across campus. In the Fall and Spring, dozens of events can be happening on campus each day. Marketing supports these events through informational postings across our channels, from the calendar and marquee to social media and the newsroom. In addition, some campus groups request additional support in providing design work for flyers and photography to document the event. This is feasibly not possible and has sometimes created friction with other departments that demand more support.

PLETHORA OF POSTINGS: The campus offers almost limitless digital posting. However, print postings can also be highly effective in reaching students. This creates an issue with messy flyers being taped on walls or staked haphazardly on lawns. While the need to reach students is important, we need to also balance it with the needs for the campus to look clean and safe and attractive.

PHOTOGRAPHY NEEDS: Mt. SAC has more than 2 terabytes of photographs, from archives to images departments need for their websites and the home page. With websites decentralized, we need to make it easier for people across campus to access these photos. Providing additional access to our server is dangerous. Any user can delete or move images inadvertently. We also need high quality images that reflect the college well, which can be a challenge with only one writer/photographer.

Critical Decisions Made by Unit: ADVERTISING SPENDING: Advertising can be deployed many ways. Some of the department's critical decisions revolve around how to best reach potential students. Marketing has determined to utilize a student survey as the best way to determine how to reach prospective students, and also incorporating feedback from campus stakeholders.

TIME CONSTRAINTS: Due to human resources constraints during the wildly busy Fall and Spring semesters, we have found the best way to manage the plethora of campus marketing needs is to bring in additional support during the height of the Spring and Fall.

Notable Achievements for Theme A: To Advance Academic Excellence and Student Achievement: NEWSROOM: Marketing has continued to maintain the Newsroom last year despite losing its chief writer Mike Taylor, who retired. The online news site helps pull together the news from across campus into one place the community can easily explore. The Newsroom features stories of academic excellence and student achievement, shining a light on the campus's achievements.

STUDENT ASSISTANTS: Marketing has worked with four student assistants. These students learn about real-life experiences in a marketing office and get hands-on work experience.

Notable Achievements for Theme B: To Support Student Access and Success: SOCIAL MEDIA GROWTH: We use social media to understand our audience, engage with them and promote Mt. SAC. We have seen gains across social media channels.

ENROLLMENT ADVERTISING: Due to the college's enrollment growth goals, Marketing and Communication have quickly responded to the college enrollment needs to create a new ads for outdoor and online.

BETTER COMMUNICATION: Marketing launched a new Call Center in January 2019, which resulted in a 4.4x return on investment. Previously, current students were told to log into the Mt. SAC Portal to find their enrollment dates. Thanks to a partnership with IT, students now receive text messages AND emails to remind them of their upcoming enrollment deadlines. IT is reporting the lowest levels of students who need to be dropped for nonpayment since the implementation of the communications strategy.

ADVERTISING: Thanks to steady funding, Marketing and Communication was able to complete advertising campaigns to do multi-channel outreach for its enrollment

outreach, including through radio, search engine marketing, online display ads and more. This allowed the college to reach more prospective students in the area and educate the public about the new Promise + Plus program. In particular, we are able to target specific students, such as those in our student equity plan.

Notable Achievements for Theme C: Secure Human, Technological, & Financial Resources: Cynthia Orr was hired in October 2018 and trained as our new Administrative Specialist.

Notable Achievements for Theme D: To Foster an Atmosphere of Cooperation and Collaboration: GRAPHIC DESIGN SUPPORT: The graphic design team supports the campus community through a number of projects. This year, they worked on more than 250 projects, including major endeavors like the schedule of classes.

EMERGENCY COMMUNICATION: Marketing plays a key role in emergency communication and has been an important part of efforts to improve emergency communication by bringing the campus to a opt-out system instead of an opt-in system through a transition to Rave from Blackboard Connect. This requires re-creating our communication processes and redeveloping templates and communication plans. Marketing continues to improve its communication response time for campus emergencies by building relationships with Campus Police. It has also expanded training to ensure representatives in the Police department and Public Affairs have access to emergency communication.

EVENTS: Marketing and Communication supported campus events, such as Emergency Preparedness Month. In addition, we hosted groundbreakings and ribbon-cuttings for the Student Equity Center and are in plans for the upcoming Stadium groundbreaking.

COMMUNICATION: The department helped share news on the campus community through marquee announcements, social media posts, news releases, Announce-C post writing and/or moderating, and more.

Contributors to the Report: Uyen Mai

Unit Goals	*Resources Needed*	*Where We Make an Impact: Closing the Loop on Goals and Plans*
Modern Branding - Marketing will ensure Mt. SAC's brand remains modern and relevant. This has been apparent through fresh colors, updated materials, new promotional materials and advertising campaigns. These materials will be tested with audiences. **Status:** Active **Goal Year(s):** 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21	**Report directly on Goal**	**Reporting Year:** 2018-19 **% Completed:** 100 Marketing created and updated college-branded materials for the campus to use including professional folders, event display material, PowerPoint templates, flyers and more. (07/03/2019)
		Reporting Year: 2018-19 **% Completed:** 50 Marketing is developing an overview publication for the college that would provide a broad understanding of the college and the numerous services it provides. This is to help stakeholders understand the college impressive suite of services. The target audience is community members, civic leaders, prospective students and more. (04/12/2019)
		Reporting Year: 2018-19 **% Completed:** 100 Marketing continued to help the campus recreate umbrella logos (for sub-brands) that would pair with the college's

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	Report directly on Goal	look and feel. This includes a new campus map that includes student success resources. (04/12/2018)
		Reporting Year: 2018-19 **% Completed:** 100 Marketing created a new business card and letterhead templates to modernize the look and feel of the college stationery. The letterhead launched in 2018-2019. The business cards will be launched in July 2019 after the college uses current stock of business card shells. (04/12/2018)
		Reporting Year: 2016-17 **% Completed:** 50 Marketing created additional materials following the new colors and theme of Success. This includes wall papers, research posters, power point designs and more. (11/20/2017)
		Reporting Year: 2015-16 **% Completed:** 100 Marketing has continued to update the look and feel of the marketing materials so Mt. SAC's brand remains modern and relevant. The website was refreshed, new advertising materials created, letterhead developed and more. (11/14/2017)
	Request - No Funding Requested - Mt. SAC Branded Material **Describe Plans & Activities Supported (Justification of Need):** Campus Folders, PowerPoint Templates, Flyers, Letterhead and more for college use **Lead:** John Lewallen and Linda Lundgren **What would success look like and how would you measure it?:** Marketing material that is engaging to the audience **Type of Request:** MARKETING: Requests for services in the areas of graphic design, news, and	**Reporting Year:** 2018-19 **% Completed:** 100 For 2018-2019, we updated campus folders, templates and letterhead. (07/03/2019)

photography, posting information, communication and social media.
Planning Unit Priority: Medium
Documentation Attached?: No

Request - No Funding Requested - Campus Map
Describe Plans & Activities Supported (Justification of Need): Create a new campus map that is visually appealing, helps market the campus and helps the community find its way. Funding is provided by current levels.
Lead: Linda Lundgren
What would success look like and how would you measure it?: A map that is (1) attractive (2) easy to use (3) affordable
Type of Request: MARKETING: Requests for services in the areas of graphic design, news, and photography, posting information, communication and social media.
Planning Unit Priority: Medium
Documentation Attached?: No

Reporting Year: 2018-19
% Completed: 100
The 2018-2019 Campus Map was a popular new addition because of the back, which provided lists of student services. (07/03/2019)

Request - No Funding Requested - Mt. SAC Overview Publication
Describe Plans & Activities Supported (Justification of Need): An overview of the college for prospective students, community members, and other key stakeholders to understand the broad range of services the college provides.
Lead: Linda Lundgren and Uyen Mai
Type of Request: MARKETING: Requests for services in the areas of graphic design, news, and photography, posting information,

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans

Effective Enrollment Marketing - Create and implement consistent messaging across communication channels to reach and convert new students.
Status: Active
Goal Year(s): 2016-17, 2017-18, 2018-19, 2019-20, 2020-21

Report directly on Goal

Reporting Year: 2018-19
% Completed: 100
Marketing created and implemented campaigns to increase enrollment. This is done through using multiple channels using input from across campus, national survey data and feedback from our ads. Outcomes would include placement of Mt. SAC materials throughout our district, more awareness, more web visitors and more students. Advertising quantity and placement will depend on the amount of funding available. The department is careful to use data to improve decisions about to whom we advertise, where we do it and when. (07/03/2019)

Reporting Year: 2018-19
% Completed: 100
Call Center Success: for Spring 2019 enrollment, we launched and ran a Call Center with Blackboard. The project involved feedback and involvement across campus, especially research and IT. In the end, analysis showed that for every dollar we spent on the Call Center, we earned back $4.40 in terms of higher enrollment than the baseline popular that was not reached via the Call Center. (07/03/2019)

Reporting Year: 2017-18
% Completed: 100
Marketing created and implemented campaigns to increase enrollment. This is done through using multiple channels using input from across campus, national survey data and feedback from our ads. Outcomes would include placement of Mt. SAC materials throughout our district, more awareness, more web visitors and more students. Advertising quantity and placement will depend on the amount of funding available. The department is careful to use data to improve decisions about to whom we advertise, where we do it and when. (07/03/2018)

Reporting Year: 2016-17
% Completed: 100

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	Report directly on Goal	Marketing created and implemented campaigns to increase enrollment. This is done through using multiple channels using input from across campus, national survey data and feedback from our ads. Outcomes would include placement of Mt. SAC materials throughout our district, more awareness, more web visitors and more students. Advertising quantity and placement will depend on the amount of funding available. The department is careful to use data to improve decisions about to whom we advertise, where we do it and when. (11/20/2017)
		Reporting Year: 2015-16 **% Completed:** 100 Marketing will continue to create and implement campaigns to increase enrollment. This is done through using multiple channels. Outcomes would include placement of Mt. SAC materials throughout our district, more awareness, more web visitors and more students. Advertising quantity and placement will depend on the amount of funding available. The department is careful to use data to improve decisions about to whom we advertise, where we do it and when. An increase in funding allowed us to reach more people in more places. (11/14/2016)
	Request - Full Funding Requested - Call Center Support **Describe Plans & Activities Supported (Justification of Need):** The call center will help us re-engage prospective students, inactive students and current students who have missed a major term. This can help the college boost its enrollment and completion numbers over time. Each campaign of 7,500 students would cost about $49,000 as quoted by Blackboard. If we held this twice a year, it would cost $100,000 a year. Previous work in Winter 2019 has shown a 4.4 time return on investment through increased	

enrollment. Due to unresponsiveness from Blackboard to continue the project (they are heading a system-wide call center and we are now small potatoes), we are looking at using the model we previously built to work with different call center models, including those that charge per minute versus per campaign. At this time, the Call Center on a per-minute model would cost $42,500 a year. This would provide 8,000 minutes of calls per month for 6 months of the year during recruitment. This model still needs to be tested to better gauge the actual number of minutes the college needs.

Lead: Uyen Mai

What would success look like and how would you measure it?: Success should show inactive students getting re-engaged with the college as well as a return on investment.

Type of Request: MARKETING: Requests for services in the areas of graphic design, news, and photography, posting information, communication and social media.

Planning Unit Priority: High

Documentation Attached?: Yes

On-Going Funding Requested (if applicable): 42500

**Request - Partial Funding Requested - ** Enrollment Advertising

Describe Plans & Activities Supported (Justification of Need): Digital, outdoor and radio advertising to support Mt. SAC

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	enrollment. **Lead:** Uyen Mai **What would success look like and how would you measure it?:** In order to support enrollment, additional funding is needed to have regular radio spots throughout the year. **Type of Request:** MARKETING: Requests for services in the areas of graphic design, news, and photography, posting information, communication and social media. **Planning Unit Priority:** Medium **One-Time Funding Requested (if applicable):** 60000	
Quality Digital Presence - Develop and maintain Mt. SAC's digital profile on the web and in social media to improve reach and understanding **Status:** Active **Goal Year(s):** 2016-17, 2017-18, 2018-19, 2019-20, 2020-21	**Report directly on Goal**	**Reporting Year:** 2018-19 **% Completed:** 100 Social media engagement has continued to grow. Greg MacDonald has been dedicated to being responsive to those who reach out to him with questions on social media. He secured a 100 percent response rate on Facebook Messenger for the college, including a reply back time of under 10 minutes (currently it sits at six minutes). This includes communicating with students and perspective students late at night and on weekends. From August 2018 to to May 2019, it grew: Facebook: 28,133 (+587) Instagram: 6,384 (+1,192) Twitter: 3,228 (+184) (07/03/2019)
		Reporting Year: 2018-19 **% Completed:** 75 In partnership with Web and Portal Services, we have been working on Accessibility. Marketing has supported this effort with updated materials that focus on Accessibility as well as co-writing a new Administrative Procedure. (07/03/2019)
	Request - No Funding Requested -	

Unit Goals	Resources Needed	*Where We Make an Impact: Closing the Loop on Goals and Plans*
	Social Media Management **Describe Plans & Activities Supported (Justification of Need):** Includes content creation, response to community and training to community **Lead:** Greg MacDonald **Type of Request:** MARKETING: Requests for services in the areas of graphic design, news, and photography, posting information, communication and social media. **Planning Unit Priority:** Medium	**Reporting Year:** 2018-19 **% Completed:** 100 Social media engagement has continued to grow. Greg MacDonald has been dedicated to being responsive to those who reach out to him with questions on social media. He secured a 100 percent response rate on Facebook Messenger for the college, including a reply back time of under 10 minutes (currently it sits at six minutes). This includes communicating with students and perspective students late at night and on weekends. From August 2018 to May 2019, we had an increase in followers: Facebook: 28,133 (+587) Instagram: 6,384 (+1,192) Twitter: 3,228 (+184) (07/03/2019)
	Request - Full Funding Requested - Digital Campus 3D Map and Tour **Describe Plans & Activities Supported (Justification of Need):** This product provides the community a high quality map to find their way around campus and understand the broad services here **Lead:** Uyen Mai and Eric Turner **What would success look like and how would you measure it?:** Success includes an easy to use map that people can use to find their way across campus and understand services. **Planning Unit Priority:** Medium **On-Going Funding Requested (if applicable):** 8000	**Reporting Year:** 2018-19 **% Completed:** 100 The campus map is one of the most popular pages on the Mt. SAC website. It is used for wayfinding as well as marketing the buildings. This is in close partnership with Web Services and Facilities. (07/03/2019)
	Request - No Funding Requested - Web Writing and Editing **Describe Plans & Activities Supported (Justification of Need):** Create content for the web for the	**Reporting Year:** 2018-19 **% Completed:** 25 With the communication specialist position being open most of the year, we were able to roughly maintain the Newsroom, but were not able to get as far as we'd like in

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	college's main sites as well as support to departments to develop/improve their websites. **Lead:** Communication Specialist **Type of Request:** MARKETING: Requests for services in the areas of graphic design, news, and photography, posting information, communication and social media. **Planning Unit Priority:** Medium	updating other Mt. SAC main landing pages. (07/03/2019)
Provide Quality Services and Support - Support campus departments and initiatives through high quality, strategically focused marketing and communication initiatives **Status:** Active **Goal Year(s):** 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21	Report directly on Goal	**Reporting Year:** 2018-19 **% Completed:** 100 The Graphic Design wing of Marketing supported more than 250 projects, including large ones like the Schedule of Classes. (07/04/2019)
		Reporting Year: 2018-19 **% Completed:** 100 The Communication wing support more than 300 projects, including photography, writing and postings to social media and digital monitors. (07/04/2019)
	In Progress - Support the campus through services, including event planning, graphic design, writing, posting and news releases. **Describe Plans & Activities Supported (Justification of Need):** There are always more projects than our office can handle. With each new project we take on, it often means we are also committing to updating the material each year. So new emergency communication posters also means regularly updating these posters. **Lead:** Uyen Mai **Planning Unit Priority:** Medium	**Reporting Year:** 2018-19 **% Completed:** 100 This year we stepped in to assist in numerous important initiatives including: (1) Multiple Measure: We helped create web pages, brochures and posters (2) Promise + Plus: We helped create web pages, brochures, posters, print ads, radio ads and digital ads (3) Guided Pathways: We helped create web pages, flyers and are continuing efforts to revamp the student onboarding process. (07/03/2019)
Effective Issues Communication -	**Request - No Funding Requested -**	**Reporting Year:** 2018-19

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
Manage issues and emergency communication to protect the safety and well-being of the public, the college and its people **Status:** Active **Goal Year(s):** 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21	Crisis Communication Plan **Lead:** Uyen Mai **Type of Request:** MARKETING: Requests for services in the areas of graphic design, news, and photography, posting information, communication and social media. **Planning Unit Priority:** Medium	**% Completed:** 100 Marketing updated its Crisis Communication Plan, provided a copy to Risk Management and Emergency Management, and trained the marketing team on the Crisis Communication Plan. (07/04/2019)
	Request - Full Funding Requested - Expand Emergency Notification System to Opt-Out system **Describe Plans & Activities Supported (Justification of Need):** Find an emergency notification system that can be consistent, reliable, integrate with Banner, integrate with Alertus beacons, be easy to use, quickly reach campus, is affordable. Ideally this system will be able to help in other outreach efforts and provide options to share information with the community. **Lead:** Uyen Mai **What would success look like and how would you measure it?:** We would implement an opt-out communication system to reach more of the campus in an emergency. **Type of Request:** IT SUPPORT: Requests for projects related to the implementation, integration, application, delivery, and support of information and instructional technologies. **Planning Unit Priority:** High **Documentation Attached?:** Yes **One-Time Funding Requested (if applicable):** 15000 **On-Going Funding Requested (if applicable):** 60000	**Reporting Year:** 2018-19 **% Completed:** 75 Marketing is grateful for support to transition from Blackboard to Rave for emergency notification system services. The college is now transitioning to the new system, which allows more students to receive important emergency messages. Marketing is partnering with groups across campus (IT, Police, Risk management, Tech Services, Emergency Planning) to bring the new system on board, develop new templates and improve notification processes. (07/04/2019)

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	Request - No Funding Requested - Meltwater Communication Monitoring **Describe Plans & Activities Supported (Justification of Need):** This product will help us keep track of media and social media mentions. This can be helpful in understanding what is being said about the college in the vast digital world, identify issues early and find ways to respond. **Type of Request:** MARKETING: Requests for services in the areas of graphic design, news, and photography, posting information, communication and social media. **Planning Unit Priority:** Medium	**Reporting Year:** 2018-19 **% Completed:** 100 Each work day, Marketing reviews major media stories and social media postings for issues that might be of interest to the college or require response from the college. (07/04/2019)
	Request - No Funding Requested - Emergency Communication and Timely Warnings **Type of Request:** MARKETING: Requests for services in the areas of graphic design, news, and photography, posting information, communication and social media. **Planning Unit Priority:** High	**Reporting Year:** 2018-19 **% Completed:** 100 Marketing effectively partners with Public Safety, Risk Management and Emergency Planning to ensure emergency notifications and timely warnings are sent quickly and accurately. (07/04/2019)
Continual Improvement - Continually grow our people through professional development and improve our processes through analysis **Status:** Active **Goal Year(s):** 2016-17, 2017-18, 2018-19, 2019-20, 2020-21	**Request - No Funding Requested -** Webinars, training sessions and conferences. **Describe Plans & Activities Supported (Justification of Need):** Staff using Professional Development funds to attend training **Lead:** Uyen Mai **What would success look like and how would you measure it?:** Success would mean staff attend training and	**Reporting Year:** 2018-19 **% Completed:** 100 Marketing took advantage of numerous webinars keyed to the community college world as well as our professional fields. Team members also attended local and national conferences to stay at the cutting edge of the industry. (07/04/2019)

Unit Goals	Resources Needed	Where We Make an Impact: Closing the Loop on Goals and Plans
	walk away with increased knowledge and skills to do their jobs well. **Type of Request:** PROFESSIONAL & ORGANIZATION DEVELOPMENT (POD): Requests that provide professional learning opportunities for Mt. SAC employees. **Planning Unit Priority:** Medium	