

All Fields Report

Program	Public Programs and Communication
Does this program have a CTE component?	Yes
Academic Year	2015/2016
Review Period	6 Year
Service Areas	

This section addresses the big picture. Prompts should help you describe your program and goals and the relationship to the institutional mission, vision and goals, and how the program is funded.

1. Describe the program and/or service area under review and how the program supports the mission of Santa Monica College.

Overview

Institutional Communications (a term that includes the Public Information Office, Marketing and Graphics, and Web and Social Media services areas) and Public Programs (a term that includes the Community and Academic Relations service area) serve to provide a public face for Santa Monica College, act as the key facilitator of the college’s internal and external communications, and engage with the college’s many public constituencies.

The program seeks to convey strategically to as many constituents as possible – current students, prospective students, employers, community partners, key stakeholders, SMC employees, and the general public – through a variety of channels the SMC mission to provide the highest quality and most accessible education there is in transfer, job training, and lifelong learning.

This report examines the program about one year after a major reorganization in which: the Public Information Office has taken on a larger role in marketing, specifically by coordinating closely all content, assuring its use in multiple channels; marketing has assumed an increased volume of work to support institutional advancement, along with an increased effort for student recruitment; the SMC website has been reconnected to print marketing efforts; the social media engagement function has been integrated, expanded, and is engaging in pilot studies; community relations is now coordinating its efforts, among them the SMC Associates and the SMC General Advisory Board, with the other institutional communications areas; an academic component involving two programs with public engagement components has been added; and a new Dean position, Community and Academic Relations, has been created to help oversee these combined efforts.

Overall, the efforts of Institutional Communications and Public Programs are critical to meeting enrollment goals, engendering community support, assisting with staff recruitment, and launching new initiatives. In particular, the program is critical to achieving apportionment goals, the recruitment of international students, and establishing trust by the District electorate for SMC bond measures. This effort underlies SMC’s growth

and establishes a scale of resources that would not otherwise be available.

Description and Goals

SMC's Office of Marketing and Graphics is an administrative service area that produces external and internal promotional materials and marketing campaigns for institutional advancement, community and academic programs and services, and College initiatives that includes enrollment growth, capital campaigns, transportation solutions, resource partnerships, and master planning. This service area prepares visuals and communication to support the college's mission and commitment to student educational goals, lifelong learning, global awareness, diversity, and economic and technological development.

The Santa Monica College Public Information Office (PIO) coordinates the college's media relations efforts and serves as the key facilitator of internal and external communications. As the institutional voice, the PIO supports the mission of the college by espousing it. In fact, an increase in information that is pushed out of the office has transformed its functions from a "clearinghouse" to a "creator of news" – positioning SMC as a leader and innovator through news and feature stories in local, national and international media. This has been fueled by an objective of not being "reactive" (waiting for news to happen) but being "proactive" (making news).

Thus, coverage of SMC news in the media has gone beyond events, awards, scholarships, etc. to the coverage of student services, outstanding faculty/students, and new, groundbreaking initiatives. The PIO's primary vehicles for communications are as below:

External

- **The Media (via news releases):** A few examples of media outlets that have covered SMC in the past year include the Santa Monica Daily Press (Santa Monica's largest newspaper), The Santa Monica Mirror, the Los Angeles Times, La Opiniòn, Univision, Latino Fox News, Telemundo, CBS-LA, KCAL-9, KTLA, and NBC Los Angeles. SMC has also been featured in a number of trade publications such as the Chronicle of Higher Education and the Community College Daily. Since October 8, 2014 (when the current PIO began serving in this position), well over 100 news releases featuring SMC news, events, and feature stories have been released to the press. Resulting coverage is at 100% (at least one or more media outlet carries the story) and strategies are being implemented to reach an even wider audience.
- **The SMC newsletter/news blog site "SMC in Focus":** The audience for the SMC newsletter has been expanded from just employees to include students, supporters of all nonprofits affiliated with the College (KCRW, SMC and the Broad Stage Foundation), members of community support groups Associates and General Advisory Board, former/current donors, and other community/educational affiliates. Content is customized for the external audience. As of October 2015, the audience of the newsletter was expanded to 77,600 (in contrast to the earlier exclusively internal audience of 2,300).
- **Social Media:** Content generated by the PIO is placed on all SMC's social media channels by the Web and Social Media Manager, primarily on Facebook, Twitter and Instagram.

Internal

- SMC in Focus, campus newsletter
- Bulletins, the forwarding service provided by the college.
- Summaries of board actions at monthly meetings, obituaries, special announcements
- "SMC in the News" a bi-weekly bulletin providing links to SMC stories in the media, is circulated to the district.
- The PIO also provides key communications functions for the President of the College. This includes the writing of speeches (for internal audiences as well as external, community and legislative), institutional memos, compiling annual report(s), writing content for SMC and other affiliated websites. In addition, the PIO has stepped up collaboration with the marketing department and has provided writing services, art/creative direction for various publications and web pages. The PIO also provides content, both visual and text, to the Web and Social Media Manager for dissemination on social media.

Web Content & Social Media (WCSM) is responsible for planning and implementing the content of SMC's website, social media channels and overall digital marketing strategies. WCSM supports the college mission by communicating through digital channels the merits of the college, promoting SMC's open and affordable access to high-quality associate degrees and programs, and building the college's brand and reputation as a leading transfer institution.

This program was renamed in October 2014 and reorganized to Government Relations & Institutional Communications. The Web Content & Social Media Manager was hired only recently, in April 2015.

Previously, between April 2012 and August 2014 (a 2.5-year period), the program was called Web Content & Digital Marketing under Enrollment Development. This program was established in January 2011 and as a result, the program review spans at most a four-year period. Before 2011, web content and social media responsibilities were split among IT, marketing, and the public information officer.

Responsibilities since 2011 included planning and facilitating the design, content, and implementation of the College's website, online publications, and digital marketing strategies. The Web Content & Digital Marketing successfully established the college's web presence and social media channels. Since then, efforts have been made to partner with existing content producers (marketing and the public information offices) to provide engaging and relevant information on a daily basis.

Community and Academic Relations embraces the notion of "connected campus, connected community."

The creation of the department fulfills a major reorganization approved in October 2014 to bring together Community Relations, Marketing, web and social media, the Public Information Office and certain institutional advancement functions into a coordinated administrative unit within the government relations and institutional communications umbrella.

Community and Academic Relations envisions itself as the communication hub for Santa Monica College, setting the institutional voice for the college to define the narrative for institutional publications, marketing campaigns, social media and traditional marketing strategies. We work to build relationships with the community, both outside and within campus.

Community and Academic Relations supports the Santa Monica College mission by providing vital information to the students, faculty, staff and other community stakeholders to support ongoing relationship and brand-building efforts to meet enrollment targets.

2. Identify the overarching goal(s) or charge/responsibilities of the program or service area. If appropriate, include ensuring/monitoring compliance with state, federal or other mandates.

Office of Marketing and Graphics. The main goals identified by marketing and graphics are to provide effective marketing campaigns and design services to the internal college community. We assist in the coordination, design concept, production, and distribution of external and internal college materials in a timely and professional manner. We produce marketing materials in a variety of media, including print, web, email, social media, video, and visual presentation.

We offer a full range of design services at no charge to support the SMC faculty, staff, and administration in their promotional efforts for institutional advancement, student success, and community outreach.

Our goals include finding effective marketing strategies and options based on budget and target outcome, ensuring the accuracy of information, providing professional high quality service and product, obtaining competitive pricing of outside resources and vendors, and delivering final product on time to meet client's expectations.

Public Information Office. The overarching goals and responsibilities of the PIO are to coordinate and maintain a positive flow of information about Santa Monica College to all its constituents, current and potential. This also incorporates disseminating information to the campus community. The ultimate goal is to support the College's strategic initiatives and support as many of the College's external communication needs to as many constituents as possible.

Web Content & Social Media leads the effort in evaluating and improving digital marketing presence, content accuracy, and leading edge digital communications for the College's website and related external sites. This includes working with the marketing department, department users, information technology staff and external partners to identify website content, development strategies and technologies suited to meet business needs.

The program coordinates with the High Tech Training Center of the Center for Students with Disabilities as well as the IT department to ensure website tools comply with accessibility standards (Section 508 compliance) and SMC technology standards and website technical service requirements. In addition, the program ensures that user needs and demands are consistent with established policies and procedures. To implement standards, the program carries out staff training related to website content management and compliance with technology and accessibility standards.

WCSM oversee the strategy, editorial, growth, outreach and usage metrics for social media channels and

website to make recommendations and implement improvement. This includes coordinates and implements the design and digital marketing strategies of the college website and social media channels to ensure consistency in marketing messages, branding, and positioning. In addition, this includes identifying emerging technologies and social media tools.

WCSM establishes departmental policies and procedures to govern functions and deliverables and ensure the effectiveness of operations. This includes developing project budget and performing resource planning and management to effectively achieve technology objectives.

Community and Academic Relations brings in direct engagement of the public through public programs (The SMC Associates and the General Advisory Board) and two academic programs and college initiatives (Public Policy Institute, GRIT). The SMC Associates raise funds to foster and encourage scientific, literary, educational and artistic endeavors at Santa Monica College. The General Advisory Board is a community ambassador group who learn about SMC and share information about the college with the Santa Monica community.

Community relations functions include:

- Participate in community and Public Relations programs
- Maintain positive community relations and represent the college at various community events, coordinate activities with community non-profit organizations where possible
- Provide administrative guidance and direction for the SMC Associates and the SMC General Advisory Board
- Serve as the College's liaison with the SMC Foundation and SMC Alumni Relations department.
- Provide administrative guidance for the Public Policy Institute
- Collaborate with the Broad stage and KCRW on projects of mutual interest
- Represent the District at local, state and national meetings
- Serve as liaison with the City of Santa Monica and Malibu

Communication functions include:

- Communicate and collaborate with administrators, faculty, staff, students and the public and work cooperatively to create a positive learning environment
- Coordinate production of materials for institutional advancement including fundraising, internal and external communications, government and public relations
- Ensure that the college is in compliance with state and federal mandates.

3. If applicable, describe how the Institutional Learning Outcomes (ILOs), Supporting Goals, and/or Strategic Initiatives of the institution are integrated into the goals of the program or service area.

Institutional Communications (Marketing, PIO, Web and Social Media) supports the mission of the college by creating communications that supports the strategic initiatives and fulfill the Board's vision for the College

as "...a leader and innovator in learning and achievement."

Community and Academic relations, in an effort to ensure that all sponsored events tie into the college mission and vision or ILO's, a question was added to funding proposal requests. The proposal for Associate's funding now has questions for the applicant to answer regarding how this proposed program ties into the college's ILO's and/or the college master plan for education. All programs that have been approved since Spring 2015 have met at least one of the college's ILO's as part of the program funding selection process.

4. If your program receives operating funding from any source other than District funds identify the funding source. If applicable, note the start and end dates of the funding (generally a grant), the percentage of the program budget supported by non-District funding, and list any staff positions funded wholly or in part by non-District funds. Do not include awards for non-operational items such as equipment (ex. VTEA) or value added activities (ex Margin of Excellence).

Institutional Communications does not receive any outside funding.

Community and Academic Relations receives funding from donors in support of the educational programming provided through the SMC Associates program. This is not a grant, but is sustained through ongoing fundraising efforts. All funds are kept at the SMC Foundation as part of their non-profit status.

In this section you will provide information that describes who your program or service area serves. When comparing data from different periods, use a consistent time frame (ex. Compare one fall term to another fall term)

Area/Discipline Information Pertains To

All Disciplines (answered once)

1. Describe who your area serves (students, staff, etc.) – both directly and indirectly. If pertinent, indicate variables such as ethnicity, race, gender, age of your client base.

Institutional Communications departments (Marketing, PIO, and Web and Social Media) serve the following:

- Students (via class schedules, catalogue, program brochures, media coverage, bi-monthly electronic newsletter SMC in Focus, and social media)
- The general public (including prospective students and their parents) via class schedules, targeted mailings, radio advertising, outdoor advertising, press releases, and electronic and social media
- The campus community via institutional communications
- College affiliated organizations including supporters and boards of the nonprofits (KCRW Foundation, SMC Foundation, Broad Stage Foundation), and members of the support groups SMC Associates and the General Advisory Board
- Community affiliates, including other governmental and educational institutions
- Community nonprofits
- Regional employers
- Local, regional, national, and international media

- Former students

Community and Academic Relations serves the following:

- Students, faculty and staff through events and activities
- Surrounding community (college events brochure mailings)
- Participants at educational programs and SMC Associates lectures

2. Discuss any significant change(s) in the population(s) served since the last full program review and the possible reasons for the change(s).

Enrollment has softened a little since the last full program review but this is a system-wide trend as the economy improved and more people returned to work. The department has addressed this by stepping up marketing efforts to help meet enrollment targets through advertising (print, radio, digital); heavy promotion of SMC programs (social media, news and media coverage) and by working in collaboration with Enrollment Management to develop and implement marketing strategies. The office of Marketing and Graphics, has, for example, produced summer schedule of classes in print and mailed postcards to target students to help meet enrollment targets for the summer intersession.

The commitment to "relationship building" with the greater Santa Monica and Malibu community has increased since the last program review. With the use of social media, the web, and other electronic distributions of materials, and enhanced staff resources, it is now possible to help large populations feel a sense of connection with the college.

These outreach efforts are also monitored. For example, starting in spring 2015 the Community and Academic Relations department began tracking the number of participants who attend the educational programs and lunches sponsored by the Associates. In doing so the department hoped to better evaluate the success of these events, seek direct feedback from participants and demonstrate to its donors the high number of students who are positively impacted by these great lectures/speakers. As a result of this initial assessment, some of the lecture series were reduced in size or had their post-lecture lunches removed because of ongoing low attendance. While this was not a popular decision for the faculty coordinating the speakers, the reduction assures donors of the good stewardship of the SMC Associates financial resources.

In this section programs/units are to identify how, using what tools, and when program evaluation takes place. Evaluation must include outcomes assessment as well as any other measures used by the program. Please use Section D to address program responses to the findings described in this section.

Programs/units with multiple disciplines or functions may choose to answer the following questions for each area. If this is your preferred method of responding, begin by selecting a discipline/function from the drop down, answer the set of questions and click "Save", your answers will be added to the bottom of page. Do this for each discipline/function. If you would like to answer the questions once, choose "Answer Once" from the drop down.

How would you like to answer these questions?

Area/Discipline Information Pertains To

All Disciplines (answered once)

1. List your administrative unit UOs.

UO statements focus on service or operational outcomes such as:

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

Marketing

- Meet client needs in a timely manner with a high level of customer satisfaction
- Maintain effective and efficient workflow within the department to ensure the accuracy, quality, and delivery of product

Public Information Office

- The SMC community will perceive the information in the “SMC In Focus” newsletter to be relevant.
- The SMC in Focus newsletter will achieve a 20 percent rate of opens (analytics from MIS for student mailings, and iContact for community)
- All news releases published by the PIO will be placed in at least two newspapers/media outlets.

Web and Social Media

- Create a basic 15-minute SharePoint training video for department users on how to log in, establish webpages and upload files. Faculty and staff who participate in the online video tutorial will be able to apply the knowledge to successfully complete their web page related task.
- Increase social media engagement at least 2x the average interaction rate on the most popular channels (Instagram & Snapchat, for example) for major campus events, particularly VIP Welcome Day & Graduation, through contests and marketing campaigns.

Community and Academic Relations

- Students who attend at least one of the Associates-sponsored lecture series will be able to apply the content of the lecture to their educational experience.

2. Describe when and how the program assesses these UOs and uses the results to inform program planning

including:

- **how outcomes are assessed and how often**
- **the assessment tool(s) used**
- **the sample (who gets assessed)**
- **how and when the program reviews the results and who is engaged in the process**

Marketing

- Our assessment to survey customer satisfaction is measured through our client retention rate, referrals of new clients, and client's satisfaction of current projects and subsequent increase in volume of future projects. We are compiling a yearly customer satisfaction survey where our clients will rate their experience of working with the marketing department as well as their satisfaction with the end product. The results will be reviewed by the marketing staff.
- We have developed production guidelines/schedules for select recurring publications (schedule of classes, events brochure, graduation program, and catalog) and procedures to improve internal operation. As we implement these guidelines and procedures, we will be able to assess the effectiveness of these guidelines based on client's feedback, accuracy of information and product, and project completion within its projected timeframe. The marketing staff will continue to improve and modify these procedures throughout the year.

Public Information Office

- Institutional Research (IR) conducted a survey in September, 2015. 40 employees took the survey, per IR, this response is generally "in line with these kinds of surveys."
- 40% read the newsletter "always", 25% "often", and 20% "sometimes." 15% considered the information presented "very relevant", 37.5% "relevant." The full survey results are attached as a result.
- This UO was developed in collaboration with Kiersten Elliott, Dean of Community & Academic Relations; Regina Ip, Web and Social Media Manager; and Hannah Lawler, Dean of IR.
- The PIO will conduct this survey annually.

Web and Social Media

Because this program is relatively new and the program manager was hired 6.5 months ago, it was recommended that no unit outcomes be established yet. To hit the ground running, two UOs were proposed to begin laying the foundation for the program.

- For the web, department users who take the online SharePoint tutorial will be emailed an online satisfaction survey at the end of their training to rate their experience working with the online tool and the level of preparedness that they felt after completing the tutorial. The program will request the assistance of Institutional Research (IR) to help conduct a survey if possible.
- For social media, engagement has increased at major events through a variety of activities, which will

be performed and analyzed annually.

- For graduation (June 16), marketing collateral bearing social media icons and the #proudtobesmc hashtag were promoted to encourage interaction on social media. Collateral was in the forms of the graduation program as well as display boards flanking both sides of the stage. Display boards were created in conjunction with the marketing department, along with the admissions department approval. A campaign between May 27 (international student ceremony) to July 6 (highlights video) surrounding graduation included 30 year-end focused posts on student success stories, behind-the-scenes photos, event photos and reposts of student posts bearing the hashtag or tagging of the college/location. For example, on Facebook, the post reach on the day after graduation was the highest at 7,372. The highest number of likes was 508 on graduation day. The highest total reach was 72,641 on the day after graduation. The averages compared to the graduation period and the period before are as follows: 2,493 vs. 1,914 average organic post reach, 112 vs. 68 average number likes, and 17,716 vs. 7,749 average total reach.
- For VIP Welcome Day (August 28), another crucial annual event, a social media contest was the engagement tool used to educate students about the college's Instagram, Twitter, and Vine channels and to boost school pride in the digital world. The contest was comprised of photo and video submissions surrounding the physical college campus and VIP Welcome Day events with the use of the #proudtobesmc hashtag. In partnership with the planning committee, with special assistance from Dean of Counseling and committee chair Brenda Benson, SMC-logo-bearing prizes like t-shirts and travel mugs, along with an iPad mini, were promoted for participation in a contest. The admissions office and the Alumni Association expanded the photo submission process by hosting selfie booth and passing out cards bearing the account names of the college's social media channels. Furthermore, emcee Jeff Gordon assisted by promoting the contest and channels. It is worthy of noting that the committee embraced social media and is making it an integral part of the SMC college experience. The contest promotion, cheer team performance and the #proudtobesmc hashtag integration boosted school spirit and encouraged students to use the hashtag more often. The largest impact was seen on Instagram (vs. Twitter or Vine), which gained 122 followers in one day. It typically takes 1.5 months to get that many followers. (Instagram started with 614 followers in June when we first started posting and grew to 930 over three months.) Also, there were 156 posts with the hashtag, while Twitter had 48 and Vine had 4. Students mostly posted photos/videos of the cheer performance at the opening ceremony, selfies at the photo booth, and their In-N-Out/Green Truck meal. Interestingly, some students also posted photos of their IDs, their swag and Welcome Day brochure. Positive feedback was received from the public when the opening ceremony was live-streamed on an app called Periscope, including positive comments on the cheer team's performance and the well-organized/decorated event. The social media contest generated interest with the prizes, increased awareness of the college's social media channels, and boosted school pride through the hashtag.

Community and Academic Relations

To evaluate this UO, in fall 2015 the staff began giving evaluation cards to all participants at the events/lectures. These cards are then collected at the end of each lecture/event as people exit the room.

We ask for the following information:

- Are you a student, faculty, staff, alumni, Associates Member, General Advisory Board Member or Community Member?
- How did you hear about the event? (We do this to better understand the success of our promotion and marketing efforts) Response options are: Through a flyer, email, SMC website, SMC Facebook, SMC Twitter, Friend, Family, SMC Professor (who?) or Other.
- We then ask the following yes or no question: “I can apply the content of this lecture to my educational experience.”
- Lastly, we then ask them to describe what they’ve gained from this lecture. The responses have been very valuable and rewarding to read as feedback for this program. (See Community and Academic Relations appendix for summary highlights of lecture response cards).

What do these results tell us about these programs? We knew that anecdotally these events were valuable and worth hosting. However, now we have significant data and feedback showing the positive impact on the students and staff/faculty who attended. It's not a surprise, but it validates that we're on the right track with what we're trying to do.

Our unit uses feedback and interest from faculty and students as we plan the events/lectures that we will host in the future. We do everything possible to ensure as much buy-in and cross promotion between different academic programs as possible so the students can benefit from these interdisciplinary learning opportunities.

Additionally, I have hosted several collaboration meetings with other groups who plan events and lectures on campus to see how we can work together. These groups include the following: Alumni Association, Associated Students, Global Citizenship, GRIT, Public Policy Institute, Sustainable Works, David Burak and Hari Vishwanda (Literary Series), Black Collegians/Adelante and Inter Club Council. We are all trying to share the same spaces, the same dates/times and I felt we could benefit students even more through coordination of resources and efforts. This has been fruitful thus far and we are hoping to do even more long-term planning with these other key stakeholders to see how we can continue to work together. This saves time and money for the District.

3. What other evaluation measures does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.) Note your target goals and whether your unit is meeting them.

Marketing

Each member of our team has received documented and verbal comments from clients regarding the quality and service of our product.

We often receive referrals from existing clients who are very satisfied with our work resulting in an increase

in number of projects.

Our team conducts staff meetings to review and discuss any concerns and changes to our department relating to program goals, special projects, software and equipment, production schedules, and new procedures and protocols. Each designer has a daily briefing with the Marketing Design Analyst to review current projects and prioritize production to meet client's deadline and goals.

The Marketing Design Analyst manages the operation, design direction and production, quality and delivery of product to meet client's expectations.

Each member of our department takes part in continuing education courses or keeps abreast of current technology and new design software through published materials or colleagues in similar industries.

Continued growth in student enrollment and programs demonstrate the effectiveness and impact we have in preparing materials that support the institution and student success.

Public Information Office

- Media coverage of news stories released from the PIO (100 percent measured via Google Alerts)
- Expansion of coverage (i.e. reaching more outlets): the PIO is meeting this target due to more news-relevant stories and the use of a media database. Measured via Google Alerts.
- And at least 15-20 percent open rate of the SMC newsletter "SMC in Focus" which is sent to external constituents and students: the PIO is meeting this target (analytics from MIS for student mailings, and newsletter mailing service iContact for community)

Web and Social Media

Consistent with previous evaluation measures:

- SharePoint analytics, which currently in the monthly report (9/22/2015 to 10/22/2015) that there are fewer page views and daily unique visitors than the previous year in the same period. This indicates a decline in the use of the SMC website, which may need to adapt to current technology use trends.
- Social media channel analytics, which currently indicate continued growth and particularly fast growth on the Instagram channel. In addition, a new analytics tool that measures response time
- Feedback from internal SMC department website users. Currently, the feedback on training and webpage updates/redesigns has been overwhelmingly positive from department and committee web users
- Overarching program goals (as outlined in Section A #2) with continued partnerships, content development and establishment of standards and practices.
- Industry/technology trends on digital communications by attending conferences (Mobility and Modern Web Conference and V3 Digital Media Conference), staying up to date on the latest web/social media news and interacting with users to understand evolving needs.

Community and Academic Relations

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As part of the planning process, programs are expected to establish annual objectives that support the program's goals. Please document the status of the program/function's previous year's objectives. Add comments if you feel further explanation is needed.

Objective:

M1. Develop a unified “voice” in communicating SMC’s vision and maintaining its brand when delivering specific marketing strategies.

Status: In Progress

Comments:

Implement guidelines in the use of the brand, theme, and message in a wide variety of contexts.

Objective:

M2. Set specific program goals and implement operational efficiency to optimize performance of staff.

Status: In Progress

Comments:

The marketing team sets annual program goals and objectives in the

beginning of the fiscal year, devises a plan to achieve these goals, and evaluates the results at the end of the year. This is an annual process to strengthen the program unit. Creation of production manuals and guidelines is helpful in maintaining efficiency and optimizing performance of staff.

Objective:
M3. Assessment and effectiveness of strategic marketing plans.

Status: Completed

Comments:
Develop criteria to track and assess the efficiency and effectiveness of SMC's marketing materials and the methods of delivery.

Objective:
PIO1. Expansion of media coverage and dissemination of SMC news.

Status: Completed

Comments:
While all the news releases that came out of the Public Information Office received 100% coverage, it was noted that this was mostly in news outlets on the Westside of Los Angeles: Santa Monica Daily Press (Santa Monica's largest newspaper), The Santa Monica Mirror, The Santa Monica Lookout, The Argonaut, The Blue Pacific, among others. The following strategies were implemented successfully to expand media coverage:

Connected SMC subject matter experts with media: Follow-up with organic media inquiries on topics related to education or SMC led to coverage on KPCC (Bachelor's Degrees, High School Classes), KTLA and NBC (President Obama's "free college" plan); CBS-LA (over eight SMC employees featured in their "Let's get to work" CTE website); the Los Angeles Times (Obama's Free College, College Food Banks), to name a few.

Acquisition of Media Database Cision: The first story distributed using a targeted media distribution list from the newly acquired media database tool Cision was on the Latino Center: SMC's Latino Center and Adelante Program Move Achievement Forward (August 12, 2015). In addition to coverage in all the local papers – and coverage by Spain's news agency EFE – coverage attributed directly to Cision included La Opinión Article, Aug. 18, "Colegio de Santa Monica, un 'santuario' para estudiantes latinos." And Telemundo, 3-minute segment on Emmy-winning daily morning show "Un Nuevo Dia" (scheduled for Sept.1). (Subsequent stories distributed to media contacts from Cision have resulted in coverage on Latino Fox News, Puerto Rico's tabloid Primerahora.com, Univision, and Philadelphia News, to name a few).

Conversion of campus newsletter from purely internal to internal and external communications tool: Beginning in January 2015, the SMC newsletter – known in the past as “Missed Info” and “Info@SMC” – was redesigned and rebranded as a bi-monthly online newsletter called “SMC In Focus.” Here’s how this new avatar is different from its predecessors:

- Audience (beginning with June issue) expanded from employees only to employees, members of key community support groups/boards (SMC Foundation, Broad Stage, KCRW Foundation, General Advisory Board, the SMC Associates) and external stakeholders (Santa Monica City Council, Counselors at top feeder high schools), and other community affiliates.
- The total audience for this newsletter is now approximately 77,000 (in contrast to 2,300 at the time of launch in January 2015).

Customizing and Repurposing of Content for Audience/ Support SMC’s strategic initiatives: Each issue is designed with strong editorial vision to support SMC’s strategic initiatives and fulfill the Board’s vision for the College as “...a leader and innovator in learning and achievement.” For e.g.: Issue 3 featured a student success story (Jonah Okike, Jack Kent Cooke scholar) and an employee story (Esau Tovar) both of which espouse SMC’s reputation as an institution that advances equity and achievement. Issue #4 highlights two student services programs, one “older” (Black Collegians) and one new (Guardian Scholars).

The version that will go out to students, for example, does not include the employee “bragging rights” and instead includes a link to an Alumni Association story (Nathan Mhyrvold).

In collaboration with Marketing, articles are/will be repurposed for schedule of classes or brochures. For e.g.: Article on the Corsair Digitization (March 9, 2015, SMC in Focus) also appeared in the Fall 2015 schedule of classes as an inside back-page editorial.

Objective:
PIO2. Create news, not waiting for news to “happen”.

Status: Completed

Comments:
Have generated news-worthy or human-interest SMC stories not necessarily of news value but that tout the value of the institution, e.g. Student’s Photographs of California Chrome for Dying Friend; Features on Graduating Students (who also embody “GRIT” a strategic initiative), among others.

Objective:
PIO3. Play strategic role to help influence legislation or high-level decisions that impact SMC positively.

<p><u>Status:</u> Completed</p> <p><u>Comments:</u> Played a strategic role in SMC’s application process to become one of the first 15 California community colleges to offer a Bachelor’s Degree. The PIO ran a successful PR campaign – generating stories and leads for media coverage – that ultimately helped convey the local need/support for the BA degree. The PIO also crafted key legislative memos for inclusion as part of the proposal.</p> <p>Account for upcoming institutional needs in generating publicity (e.g. Guardian Scholars pre-application for renewed state funding, upcoming STEM articles)</p>	
<p><u>Objective:</u></p> <p>PIO4. Continue to expand media outreach – print, TV, radio and web. Identify outstanding faculty, student stories, help create a larger, umbrella “institutional narrative”. Help launch marketing efforts in partnership with Marketing, and Web and Social Media Manager to improve enrollment and to drive greater engagement with students and community members. Sync PR efforts with enrollment/other institutional needs.</p> <p><u>Status:</u> In Progress</p> <p><u>Comments:</u> The Division's goals is to be the "communications umbrella" for Santa Monica College and all the above-describes objectives clearly fall under that goal.</p>	
<p><u>Objective:</u></p> <p>W&SM1. Establishing institutional voice for the digital communications and provide Sharepoint website training.</p> <p><u>Status:</u> In Progress</p> <p><u>Comments:</u> Basic formatting and training was provided in the past for the website, however, additional structure and fine-tuning is needed to provide unified, consistent web content for students and the public. So far, trainings have included information on a standardized approach and partnerships have been discussed.</p> <p>Collateral will be created through partnerships with the public information officer and collaboration with subject matter experts for accurate information and collaboration with key department users to understand</p>	

<p>web needs that support department operations. This objective contains two items because establishing an institutional voice requires not only dissemination of guidelines but also trainings to educate department users.</p>	
<p><u>Objective:</u> W&SM2. Improved website and social media data/analytics.</p> <p><u>Status:</u> In Progress</p> <p><u>Comments:</u> Current analytics tools are limited and require additional analytics tools to understand digital technology trends and usage of our student population and other stakeholders. This was an objective in 2012-2013, however the objective was not completed due to the departure of the previous program manager.</p>	
<p><u>Objective:</u> W&SM3. Continued compliance with accessibility standards.</p> <p><u>Status:</u> In Progress</p> <p><u>Comments:</u> Guidelines will be disseminated through trainings and by email. Continue to work with DSPS on accessibility standard compliance. Hiring for the web services coordinator position includes preferred web accessibility experience and duties will focus on accessible content.</p>	
<p><u>Objective:</u> W&SM4. Improved visual content for web and social media.</p> <p><u>Status:</u> In Progress</p> <p><u>Comments:</u> Digital trends dictate that quality graphics, such as static visuals, moving visuals or videos, build engaging audiences. Current resources for photography and budgets are limited or are not compatible with current digital trends. In line with objective 1, the program requires quality, consistent and timely visuals to engage current and prospective students, along with community members and the general public about the services of the college. The program will continue to work marketing/graphics, seek relevant photography/film resources to fulfill its objective, which will indefinitely continue to evolve and expand.</p>	
<p><u>Objective:</u> C&AR1. The SMC Associates went through a “rebranding” exercise in the spring of 2015 where they refreshed their identity and logo to reflect their</p>	

mission to “Engage. Enrich. Inspire” our students. We feel that the caliber of programming offered and the positive response from the participants validates our efforts to be successful at meeting this goal.

Status: Completed

Comments:

This was a helpful exercise for the Associates to go through and it helped clarify the mission for the group. The discussions with the key stakeholders also served to reinvigorate the membership and revitalize their sense of purpose.

Objective:

C&AR2. Planned spring 2015 and fall 2015 lecture series for the college and community.

Status: Completed

Comments:

This is an ongoing objective, which keeps us on our toes. There were over 25 lectures in the spring of 2015 serving over 1,000 students and 27 events schedule for fall 2015 with the potential for serving double that amount of students.

Objective:

C&AR3. Operate as the Communication Hub for the college.

Status: In Progress

Comments:

Delays with purchasing and then the loss of the MIS Dean and Director have slowed down the process.

Objective:

C&AR4. Increase Associates fundraising opportunities and increase membership in the organization through collaboration and partnerships with the SMC Foundation.

Status: In Progress

Comments:

By joining efforts with the SMC Foundation we hope to create a giving structure that supports the college's fundraising goals while also supporting the Associate's desire to bring distinguished speakers to campus.

In this section, please document what you did last year as a result of what you described in Section C.

1. Describe any accomplishments, achievements, activities, initiatives undertaken, and any other positives the program wishes to note and document.

Marketing

We received the CCPRO (Community College Public Relations Organization) awards for our Fall 2014 and Spring 2015 schedule of classes and for the Fall 2014 /Winter 2015 events brochure publications.

The Marketing Design Analyst:

- Worked closely with Community Education in streamlining their schedule of classes production process with the use of InData, a plugin for InDesign.
- Worked with the Associate Dean of Emeritus College and SMC Information Management to generate their class listing from ISIS for the production of the schedule of classes, similar to the Academic schedule of classes production.
- Is working with Community Education to develop a marketing campaign to promote their Professional Development and skill building courses. We prepared a postcard mailing campaign highlighting a selection of courses and will move forward to launching the professional development schedule of classes.

The Marketing team:

- Redesigned the online version of the schedule of classes for the Academic classes and Emeritus College to enhance the user interface and visual components. Also, working closely with the Center for Students with Disabilities to ensure our online schedules of classes comply with accessibility standards. <http://www2.smc.edu/schedules/2015/fall/index.html>
- Redesigned the Santa Monica Review website to match the publication's design. www.smc.edu/sm_review
- Reorganized the online version of the SMC Catalog that includes a more comprehensive content list to provide direct link to specific information. <http://www.smc.edu/CollegeCatalog/Pages/default.aspx>
- Designed the SMC In Focus Newsletter for the Public Information Officer to communicate information about the college to internal and external College communities. <http://www.smc.edu/SMCInFocus/Pages/Newsletter.aspx>

Public Information Office

The PIO has succeeded in re-establishing SMC's presence in the local community through steady news and communication. With continued, sustained expansion of media outreach, all communications directly target advancing the College's mission as a leader and innovator in learning and achievement and will assist in creating community consciousness of the College's value.

The expansion of "SMC in Focus" to an external communications tool, and growing the audience from roughly 2,300 to over 77,000 is an accomplishment of note, and especially reaching our most important

"public": students and prospective students.

One of the earliest news releases written by the PIO which met the newly established criteria of delivering "relevant content" to the media "California Chrome, and a Gift that Came Full Circle" not only garnered front page placement in Santa Monica's leading newspaper the "Santa Monica Daily Press," it also won second place at the statewide Community Colleges Public Relations Organization (CCPRO).

SMC news is now a staple in all the leading newspapers, news blogs and media outlets on the Westside, as far as the East Coast; and many stories also reach audiences in Latin America, Asia, and beyond.

Web and Social Media

Web

- Work with the Public Information Office and marketing/graphics department to implement consistent institutional messaging across major communications channels. This includes disseminating messaging online and in print with students, staff, faculty, community and the media. In partnership with the PIO, marketing efforts consist of establishing relationships with department users to understand needs to engage with stakeholders and stay up-to-date with newsworthy programs and initiatives. In addition, WCSM acts as the PIO's backup for bulletins, event coverage, and content generation/upload. Before April 2015, bulletins, event coverage and the news section were assumed.
- Established relationships with over 45 college users, which include students, staff and faculty on a departmental or committee basis, to provide trainings, accessibility compliance tips and/or basic redesign of webpages. Implemented 230+ changes (updates, fixes, redesigns, uploads) on the website, including major designs/redesigns for SMCPD, Accreditation, VIP Welcome Day, DPAC, Associates, Film Production, Study Abroad, Fall Lecture Series, Interaction Design Program, Public Policy Institute Spring Symposium, and Superintendent/President Search. Previously, relationships were established with 20+ department users to identify content strategies and provide support. Redesigns were implanted for Outreach, HR, Associated Students, Communication, Fashion, Internships, Career Services, Study Abroad, Career Coach, Management Association, Review Panel and VIP Welcome Day.
- Created a basic 15-minute SharePoint training video for department users on how to log in, establish webpages and upload files.
- Manage the vanity URL library for smc.edu, educate staff about the tool and have added 45 vanity URLs in a 6.5-month period. Previously, more than 100 URLs were added in a 2.5-year period. The program successfully educated staff about the tool in the past and as a result, more requests have been made.
- In 2012-2014, an Institutional Planning Resource Websites & Documents hub was created on the DPAC website. In 2015, a revamp of the DPAC website was requested and as a result, the documents hub was reorganized to archive files in a clearly labeled format with tables and easy to view fonts. The files are listed by year as before but academic years are now organized in a list that jumps to the documents. Users no longer need to scroll through the page to find the desired year.
- Resolve student/public inquiries on social media channels and assist on the webmaster account to

answer general web inquiries.

- Zmags is a third-party interactive PDF tool that was used to create online version of Business & Professional Training Catalog in the past and currently.
- Began effort to clean up old content on www2 by encouraging users to migrate sites to SharePoint. In the past, 10+ sites have been removed/migrated.
- Continue to work with DSPS to comply with accessibility standards and subsequently educate department users on how to comply with guidelines.

Social Media

- Previously, SMC's social media channels were assumed in late February 2013 from the PIO and Senior Technology Specialist who created Facebook and Twitter accounts in 2009, followed by a YouTube account in 2010. Accounts for Pinterest, Vine and LinkedIn were also created before 2015, however these accounts were not consistently active. SMC's first Social Media Index was created in 2013 and featured Facebook, Twitter, YouTube and Instagram accounts. Since then this year, Pinterest, Vine, LinkedIn and Tumblr accounts have been added on the index. Additional content has been added on these social media channels. Furthermore, Snapchat and Periscope accounts were established with additional content to stay relevant with today's student technology preferences and will eventually be featured on the index once content is regularly posted.
- Increased following on SMC's social media channels through daily post(s) and monitoring, with only paid outreach on Facebook and Twitter. Instagram has seen the highest growth organically with no paid outreach:
- Instagram, the most popular form of social media at SMC, accumulated 614 followers in a two-year period between August 2013 and April 2015. The number of followers has more than doubled to 1,440 followers in a 6.5-month period due to an increase in posts on a nearly daily schedule as well as increased social media monitoring and interaction.
- On Facebook, the SMC page has accumulated over 3,450 likes over a 6.5-month period for a total of 23,752 likes as of October 2015. In the same time period last year, 4,242 likes were accumulated. This decrease in the number of likes signals a decline in the popularity of Facebook, as noted by the previous manager in 2013. SMC's Facebook page nonetheless has experienced an overall linear growth pattern in its following since its inception in 2009. Please note that Facebook purged the Page like counts in light of duplicate and inactive accounts in March 2015, resulting in a 638-decrease in likes.
- On Twitter, about 1,500 likes were added to a total of 7,540 over a 6.5-month period. Twitter has also experienced a linear growth, with frequent tweets and interactions with Twitter users. The Vine account was created in 2013 with about 60 followers and featured one video with 259 loops. In 2015, 20 short videos were added, with 212 followers and 8,709 loops of videos.
- Pinterest, which was created in 2012, holds a small following of 77. LinkedIn currently has 3,523 followers on its company page.
- Established Tumblr, Snapchat and Periscope. Tumblr holds a following of 22 while Snapchat has a following of 118 accumulated in about 7 days, as the official launch was on October 23. These two social media channels have not been advertised. Snapchat will be announced the last week of October in conjunction with homecoming week. Periscope is a live streaming application that currently has 143 followers, with 5 broadcasts so far that include graduation, VIP Welcome Day and Celebrate America

(Fourth of July SMC celebration). The student newspaper began broadcasting as well and Twitter users are notified of their broadcasts through retweets.

- Took ownership of Yelp and in the process of establishing basics on Google+/Google Business.
- Previously, Hootsuite and bit.ly was used to maintain a social editorial calendar to manage posts and data. Currently, posts are managed organically from their channels for its ease of use.
- A paid outreach campaign was established in the past to increase engagement with students on Facebook and Twitter. This has set the foundation for the social media channels to disseminate more content through additional visibility.
- Incorporate social media engagement at major campus or community events, such as VIP Welcome Day and Art's Table Study Abroad Scholarship Fundraiser, and act as digital marketing liaison for committees like Accreditation, GRIT, VIP Welcome Day, Homecoming and Public Policy Institute Symposium.
- Work with the marketing/graphics team on visuals for the college website and social media.

Community and Academic Relations

Accomplishments with the SMC Associates

- Rebranding exercise: Updated mission/vision with the goal of reinvigorating and increasing the membership. Creation of new logo and fundraising print pieces in addition to revitalization of the webpage.
- Re-established confidence in the leadership of the organization.
- Planned spring 2015 and fall 2015 lecture series. There has not been a break in the lecture series for the past 16 years. Please see Community and Academic Relations Appendix for details.
- Implemented a tracking system to evaluate the success of the programs.
- Implemented an application system which requires each program is tied to the College's ILO's to be eligible for funding.
- Planned successful Associates Retirement Event for Dr. Tsang at Associate's member home.

Accomplishments with the General Advisory Board (GAB):

- Rebranding exercise: Updated mission/vision with the goal of reinvigorating and increasing the membership. Creation of new logo and fundraising print pieces in addition to revitalization of the webpage.
- Recruited several new members who show great enthusiasm for the college.
- Helping to build in ways to make this group more financially self-supporting through fundraising and donations.

2. Summarize how the program or service area addressed the recommendations for program strengthening from the executive summary of the previous six-year program review.

It is important to note that with aggressive marketing and PR from this department assisting the College's recruitment efforts, SMC has met its apportionment targets for all years in the last decade, including the most recent recovery years, and anticipates doing so in the current year.

Marketing

The program review recommendations for program strengthening from 2010-11 were as follows:

Recommendation: Document planning and strategize efforts of Marketing and Graphics

Several retirements (Senior Graphic Designer, Public Information Officer, and Director of Community Relations) led to the current reorganization and integration with PIO, Web and Social Media, and Community Relations); the current PIO and Dean of Community & Academic Relations have been in the position for just over a year, the Web and Social Media Manager less than a year (this department was also created in 2011 and hence not been through a six-year program review); and the Senior Graphic Designer for a few months. It is equally important to note that while this newly integrated department continues to accept new challenges (disintegration of print media, the expansion of digital and web marketing, greater need to involve more internal SMC Community members in the GAB and Associates, etc.), the managers in charge of each have already begun to fulfill recommendations from the previous program review, as evidenced in this part of the report and elsewhere.

The senior graphic designer job description was updated to include the knowledge of web design to support SMC's digital marketing efforts and content development for the SMC website and social media. Marketing now works in close collaboration with the PIO, the Web and Social Media Manager and Community & Academic Relations to provide content that will fulfill both departmental and the college's strategic initiatives. Marketing is essentially a client-driven department, and planning and strategizing of efforts is dictated by the flow of projects from the campus departments and constituents it serves.

Additionally, to maintain efficiency of internal operation, Marketing improved and implemented the following:

- An annual production schedule is compiled for the main recurring SMC publications (schedule of classes, events booklet, College catalog) that detail the deadline dates of each individual involved in each phase of the publications. This has been useful to not only the Marketing staff, but to the departments and/or individuals involved in the production process of the publication.
- Marketing has established a streamlined process to maintain project workflow using a department job log that includes the client information, vendors, designer(s), and production deadlines. This document is stored in Google Docs allowing department members to access, share, create, and edit content.
- To maintain project files and to be accessible to all staff members, internal servers were established allowing the marketing team to transfer and store files in a centralized location. In the past, each member maintained and archived their own files on several devices and DVDs. This new system is an ongoing effort by all members to consolidate files for easy access compiled an internal comprehensive manual outlining the production of the online schedule of classes that details the intricate process of converting InDesign files to an html format for posting on the SMC website. This also includes specific instructions to meet accessibility standards.
- Periodic staff meetings are conducted to review and discuss any concerns and changes to our department relating to program goals, special projects, software and equipment, production schedules, and new procedures and protocols. Each designer has a daily briefing with the Marketing Design

Analyst to review current projects and prioritize production to meet client's deadline and goals.

- To maintain efficiency and keep abreast with current technology and ongoing efforts, Marketing also updated software and equipment in Spring 2015.
- Develop metrics for assessing the impact of marketing materials and the effectiveness of the method(s) of delivery.

The following results from a February 2014 public opinion survey of 500 Santa Monica and Malibu residents speak to the effectiveness of all the departments under the Government Relations and Institutional Communications umbrella in addressing the recommendations from the previous six-year program review. But this applies especially to Marketing and Graphics which is responsible for producing all the print materials (postcards, schedule of classes, posters) that are mailed to households within District boundaries.

- Firstly, of those having an opinion of Santa Monica College, 84 percent of respondents rated SMC as excellent or good in performance; for comparison, 71 percent of respondents rated the local school district as excellent or good in performance and 48 percent of respondents rated the Santa Monica city government as excellent or good in performance.
- Secondly, 59 percent of respondents reported that they or someone in their immediate family has attended Santa Monica College at some point; and 19 percent reported that they or someone in their family was currently enrolled at Santa Monica College. In a similar question in April 2008, 58 percent of respondents reported that they or someone in their immediate family had attended Santa Monica College at some point.
- **Note:** The value of print advertising, PR and marketing cannot be underestimated in conveying the value of and opportunities available at SMC to its immediate community of Santa Monica and Malibu, whose voters' support lead to the approval of bonds for facilities improvement; also, of healthy community and government relations in maintaining mutually beneficial relationships with City Council, the SMMUSD board and other local government/community entities.

Recommendation: Set program goals and assess them.

Marketing's program goals are to provide a high level of customer satisfaction and to maintain an effective and efficient internal operation that ensures the accuracy, quality, and delivery of product. These goals are assessed throughout the year through client's feedback, maintenance of accuracy of information, and the completion of project within the timeframe. To support these goals, Marketing has developed procedures and tools that streamline our production process and are modified as needed. A customer satisfaction survey is being compiled to be conducted annually that will allow us to measure customer satisfaction and pinpoint areas we can improve to meet the internal client's expectations.

Recommendation: Monitor shifts in the effectiveness and viability of different social media for delivering the SMC message.

Since the development of a robust institutional presence on social media channels through the hiring of a new Web and Social Media Manager, Marketing has been able to enhance the effectiveness of SMC's social media channels by creating graphic content to drive customer (student) engagement. The Web and Social Media Manager provides routine updates of the growth in social media, and steps that she is taking to address

the effectiveness and viability of existing social media channels and the creation of a presence on new ones. Through direct and constant interaction with her, the Marketing and Graphics department not only monitors the shifts in social media, but directly assists in the establishment of SMC's presence in new media.

Public Information Office

The key recommendations to strengthen the PIO's functions from the previous executive summary had to deal with identifying strategies to communicate on a broader scale and in a way that takes into account the disintegration of print media. Also, the establishing of a strong social media presence, a more dynamic interface for the news site for the PIO, and the expansion of the audience for the campus newsletter (then known as "Missed Information") from purely internal to external/internal:

The current Public Information Officer has addressed these issues by:

- Expanding the reach of SMC news through the acquisition of a media database which allows the PIO to get customized media contact lists and target specific outlets based on area of interest.
- Interfacing with Web and Social Media Manager Regina Ip who has established a strong social media presence for SMC across a variety of channels.
- Expanding the audience of SMC in Focus to internal/external – from roughly 2,300 to almost 100,000.
- The PIO is in the process of redesigning the news room site on the current Sharepoint platform, and to migrate content from the defunct site on the www2 server. The site will integrate most current news, an attractive graphic interface, and will link to the SMC in Focus news blog site. It will also include a current press kit (the PIO is awaiting the hire of a new president to include his/her information) and links to program/college brochures.

Web and Social Media

This department was created in 2011 and has not yet been through a formal program review.

Community and Academic Relations

The committee recognizes the many new programs and community building efforts Community Relations has implemented and recommends consideration of the following while understanding the limitations of current staffing:

- Develop strategies to encourage greater participation in the General Advisory Board and the SMC Associates by the internal SMC community.

Greater participation in the GAB and Associates by the internal SMC community has been a strong focus for the department over the past year. The following are efforts to respond to this recommendation:

- Rebranding both groups to have a fresher image and updated recruitment materials. This includes new logos, brochures, marketing banners, webpages, informational video about the Associates, rebranding the flyers/lecture materials, etc.

- District eblasts for each Associates lecture – and branding it as such.
- Emphasizing the podcasts of the lectures so folks who miss seeing the lecture can revisit the information or have others do so.
- Reaching out to new faculty members so they know more about the Associates early in their careers,
- Recruiting recent SMC retirees at the retirement event so they can stay connected through the GAB or Associate’s programming,
- Associates/GAB tables at the institutional flex days to increase awareness,
- Inviting GAB/Associates to the VIP Welcome Day and Flex Days so they see the amazing things that are going on at SMC.

3. Describe any changes or activities your program or service area has made that are not addressed in the objectives, identify the factors (e.g., licensure requirements, state or federal requirements, CCCO mandates, regulations, etc.) that triggered the changes, and indicate the expected or anticipated outcomes.

Marketing

In 2014, there was a reorganization of the Government Relations/Institutional Communication division, which included the new department of the Community and Academic Relations. The Community and Academic Relations department includes the Public Information Officer and the Web & Social Media Manager and the Web Content Developer position has moved under the direction of the Web & Social Media Manager. This department is responsible in developing and delivering institutional communications, web and digital marketing, external and internal public relations programs, and community and academic events and activities. The Marketing Department team and the Community and Academic Relations Department will be working in a joint office at the Bundy Campus to collaborate and support each other’s goals and responsibilities. A weekly meeting is scheduled with The Marketing Design Analyst, the Dean of Community & Academic Relations, and the Web & Social Media Manager to discuss current and new projects.

The Senior Graphic Designer position was vacant after the retirement of the employee at the end of 2012. In the process of filling the position, we updated the job description to include the knowledge of web design to support SMC’s digital marketing efforts and content development for the SMC website and social media. The position was filled in the summer of 2015.

The Web Content Developer position is currently vacant after the retirement of the employee at the end of 2014. Some of the duties have been assumed by the Senior Graphic Designer and the Web & Social Media Manager. The Web & Social Media Manager is in the process of hiring a Web Services Coordinator that will replace the duties of the Web Content Developer who was responsible for preparing and updating the content of the online schedules and course catalogs.

During the 2014-15 FY, provisional designers were hired to assist in some of the duties of the graphic designer, senior graphic designer, and web content developer during their vacancies. Since the Web Services Coordinator position has not been filled and there are increased demand to support web development and social media, provisional designers should be considered again during this transition.

Earlier this year, new equipment was purchased and software programs were updated to meet new technology

growth and standards.

Public Information Office

No change in the activities of the PIO have been influenced by external factors as described in this question.

Web and Social Media

Major changes surround the process of content generation for the web and social media. Changes are largely due to how the responsibilities were divided before 2011, how the program was first established in 2011 and how the program was reorganized in 2014 as noted in A #1, thus impacting how lines of communications were established and flow.

Community and Academic Relations:

Unanticipated challenges to discuss: This department's merger with the Public Information Office, Marketing and the Web has been a positive situation – but logistics have made it difficult for us all to be in close proximity to each other for maximum cohesion. Despite this obstacle, the team has gelled and become cohesive through regular meetings and communication about shared projects and objectives. We truly understand how important each player is in this process and we know we won't be as successful if we don't work together and support one another.

The goal to have us all work together at Bundy in the Marketing suite may become a partial reality in the next few months. After a full 9 months of working with Purchasing to execute a small renovation to the current workspace in the marketing suite, we hope to complete the project and begin the move to join the web/marketing team.

4. If your program received one time funding of any kind indicate the source, how the funds were spent and the impact on the program (benefits or challenges).

This does not apply to any of the departments.

Discuss and summarize conclusions drawn from data, assessments (SLO, UO) or other evaluation measures identified in Section C and indicate responses or programmatic changes planned for the coming year(s) including:

- how the assessment results are informing program goals and objectives, program planning, and decision-making
- specific changes planned or made to the program based on the assessment results

Marketing

With the reorganization of the Government Relations/Institutional Communication division, which included the expansion of the Community and Academic Relations department and daily collaboration with the Marketing Department, a production schedule should be established outlining all the promotional components needed to promote these recurring events and lecture series sponsored by The SMC Associates and Public

Programs to ensure that we meet their advertising deadlines.

Our program goals and objectives are usually evaluated every 6 years during the time of the program review. Programs goals and objectives should be evaluated annually. The planning and strategic efforts of the marketing team should also be documented.

Due to new members and collaborations with other departments, creation of internal comprehensive procedures and guidelines are necessary to maintain operational efficiency and optimize staff performance overall.

Assessments should be conducted and documentation collected to evaluate the effectiveness of specific strategic plans. This will assist in the marketing planning efforts to support specific campaigns and programs in the future.

Public Information Office

The SMC community will perceive the information in the “SMC In Focus” newsletter to be relevant. See attached results for survey.

The PIO will use this annual survey to gauge the campus community's engagement of the newsletter and to design content that meets their information needs. A section in the newsletter, for example, has been renamed based on a recommendation.

Web and Social Media

The first 6.5 months of the Web Content and Social Media program hit the ground running in an effort to integrate digital marketing practices that are in line with current department needs and operations. There has been a significant increase in content generation and interaction, expansion of social media channels, implementation of social media coverage at major events and programs. On the web end of the program, a good number of trainings are taking place to educate users about accessibility and Sharepoint usage. In addition, many webpages are being updated or redesigned. Positive feedback has been received from users. These results are built upon 2012-2013 unit outcomes.

In line with previous outcomes, many of the goals/objectives defined for web content and social media derive from faculty/staff/student requests and suggestions, along with industry trends. There is also limited data available from social media and SharePoint analytics (same as annual report 2012-2013). The objective under Web Content and Social Media is to establish relationships as well as a consistent voice and look & feel for digital communications. This objective requires working hand in hand with the Public Information Office and educating staff/faculty on best practices for information dissemination and event planning.

The objective can be achieved through these action items:

- Work with the Public Information Officer on plans and marketing collateral.
- Continue to meet with internal stakeholders to update and improve content on the website and social

media accounts.

- Continue to fine-tune content on social media accounts by providing relevant, targeted information and visuals.
- Establish Snapchat to engage with students.
- Incorporate social media engagement at all major campus events.
- Continue work on compliance with web accessibility standards.
- Work with the marketing/graphics team on visuals for the college.

Community and Academic Relations

Please go to Community and Academic Relations 2015 Program Review Appendix for full reports. Below are sample student comments and feedback, all from Fall 2015 lectures.

Student comments from a poetry reading by Ernst Padilla, Wil Doucet, and others:

- "This was my first poetry reading. I really enjoyed it and would like to attend more readings/workshops."
- "Inspired me to start writing again."
- "Poetry is liberating and a outlet for many. Kind of inspired to write my own poetry. Alter everyday life."
- "The art of writing being creative, using experience to create writing pieces."
- "I finally found a guide!"

Student comments from Dr. Sion Roy's lecture on Cardiac CT Scanning: An Emerging Imaging Modality in Cardiology:

- "I want to go into radiology, it's my major. So this was a great presentation. The enthusiasm makes me feel like I've chosen the correct major."
- "I've learned different parts of the heart and to distinguish a true heart attack."
- "I was a pre-med student, this lecture added a lot to my knowledge of contemporary techniques/approaches and diagnoses."
- "The graph readings for heart and chest pain that I need to know for open heart surgery because I want to be a cardiologist. Thank you!"

Student comments from a special event with Larry Shiner at LACMA:

- "The symposium and lecture at LACMA this past weekend was so phenomenal that it has definitely changed my life! I have decided to pursue my MA/Ph.D. in Art History, research, and teach! Many thanks to Santa Monica College for sponsoring the event and hopefully the college will be able to sponsor many more symposium like that one."
- "I really enjoyed hearing the speakers perspective of art, especially as an artist myself, it is always nice to see someone bring their vision to life and elaborate in greater detail what that vision entailed. Also, getting to visit the Frank Gehry exhibition was nice as well."

Student comments from Light Girls: Film and Discussion by filmmaker and producer Bill Duke

- "I've learned to think deeper about the global issue of colorism."
- "I learned how racist and judgmental men and women can be."
- "I learned that being ignored for being dark skin happens everywhere on the planet."
- "I am a psychology and social behavior major and I feel that I can apply my knowledge to understanding this issues of colorism. I didn't know that these people experience discrimination with violence associated with this."
- "As a Black American, this touches me deeply..."
- "That all skin color should be appreciated equally."
- "The struggles of light skinned black girls. Also the opinions of men and what they think about women."
- "When I am a mother, my main goal will be to teach my children to love themselves no matter what."
- "I have gained confidence in my complexion. I love myself for my, for my personality."
- "That us women of color should value ourselves more. Don't be ashamed of who you are."

As can be seen from this sampling of comments from the participants, they are having a powerful experience in these lectures and workshops. This type of feedback is encouraging to donors and would encourage them to continue to give to the Associates and hopefully at higher levels.

Objective #1

Objective:

M1. Develop a unified "voice" in communicating SMC's vision and maintaining its brand when delivering specific marketing strategies.

Area/ Discipline/ Function Responsible: Marketing

Assessment Data and Other Observations:

UO Assessment Data

External Factors:

Program Review Committee Recommendation

Timeline and activities to accomplish the objective: Ongoing

Describe how objective will be assessed/measured: We assess effectiveness based on client's feedback, accuracy of information and product, and project completion within its projected timeframe. Our assessment to survey customer satisfaction is measured through our client retention rate, referrals of new clients, and client's satisfaction of current projects and subsequent increase in volume of future projects.

Comments: Implement guidelines in the use of the brand, theme, and message in a wide variety of contexts.

Objective #2

Objective:

M2. Set specific program goals and implement operational efficiency to optimize performance of staff.

Area/ Discipline/ Function Responsible: Marketing

Assessment Data and Other Observations:

UO Assessment Data

External Factors:

Program Review Committee Recommendation

Timeline and activities to accomplish the objective: Ongoing.

Describe how objective will be assessed/measured: We assess effectiveness based on client’s feedback, accuracy of information and product, and project completion within its projected timeframe. Staff is evaluated using the human resources procedures.

Comments: The marketing team sets annual program goals and objectives in the beginning of the fiscal year, devises a plan to achieve these goals, and evaluates the results at the end of the year. This is an annual process to strengthen the program unit. Creation of production manuals and guidelines is helpful in maintaining efficiency and optimizing performance of staff.

Objective #3

Objective:

PIO4. Continue to expand media outreach – print, TV, radio and web. Identify outstanding faculty, student stories, help create a larger, umbrella “institutional narrative”. Help launch marketing efforts in partnership with Marketing, and Web and Social Media Manager to improve enrollment and to drive greater engagement with students and community members. Sync PR efforts with enrollment/other institutional needs.

Area/ Discipline/ Function Responsible: Public Information

Assessment Data and Other Observations:

UO Assessment Data

External Factors:

SMC Strategic Initiative

To enhance student success and enrich the college community by focusing attention on non-cognitive attributes like grit, perseverance, dedication, integrity, thoughtfulness, and engagement.

Other Factors

I3 (Institutional Imagination Initiative)

To envisage a future for the SMC community that—through responsive engagement and increased connection between and among all segments of the SMC community—focuses on fostering, nurturing, and valuing imagination, creativity, and innovation. This initiative will include the exploration of intriguing new pedagogical and structural models and the role of technology to guide the process of preparing students for accelerating change, careers that are yet to exist, and access to educational opportunity.

Timeline and activities to accomplish the objective: Timeline: Annual, ongoing.
Activities: a continual flow of external information (at least 2-3 newsworthy feature/news stories in addition to a number of events/announcements-related press releases, each month); SMC in Focus; pitches to media.

Describe how objective will be assessed/measured: Describe how objective will be assessed/measured: The objective will be measured by success in having the stories covered by media outlets, an increase in the number of outlets that cover SMC stories, and by tracking the success of SMC in Focus via analytics.

Comments: The Division's goals is to be the "communications umbrella" for Santa Monica College and all the above-describes objectives clearly fall under that goal.

Objective #4
Objective:
W&SM1. Establishing institutional voice for the digital communications and provide Sharepoint website training.

Area/ Discipline/ Function Responsible: Social Media Management

Assessment Data and Other Observations:
UO Assessment Data

External Factors:
Other Factors
Unit response to requests for training and guidance from users and other administrative units.

Timeline and activities to accomplish the objective: Begin in 2016. Disseminate web standards, plain language online writing tips, accessibility guidelines and templates for department users structure their webpages. Conduct training sessions.

Describe how objective will be assessed/measured: Disseminate web standards, plain language online writing tips, accessibility guidelines and templates for department users structure their webpages. Success will be measured by whether all webpages will follow these guidelines.

Comments: Basic formatting and training was provided in the past for the website, however, additional structure and fine-tuning is needed to provide unified, consistent web content for students and the public. So far, trainings have included information on a standardized approach and partnerships have been discussed.

Collateral will be created through partnerships with the public information officer and collaboration with subject matter experts for accurate information and collaboration with key department users to understand web needs that support department operations. This objective contains two items because establishing an institutional voice requires not only dissemination of guidelines but also trainings to educate department users.

Objective #5
Objective:
W&SM2. Improved website and social media data/analytics.

Area/ Discipline/ Function Responsible: Social Media Management

Assessment Data and Other Observations:

External Factors:

SMC Master Plan for Education

Timeline and activities to accomplish the objective: Begin in 2016.

Describe how objective will be assessed/measured: Describe how objective will be assessed/measured: Success will be measured based on implementation of new analytics tools that provide helpful data on how to improve the college’s web content and social media efforts. In addition, success will be measured on a steady growth of social media followers and website visitors on both current and newly established digital channels.

Comments: Current analytics tools are limited and require additional analytics tools to understand digital technology trends and usage of our student population and other stakeholders. This was an objective in 2012-2013, however the objective was not completed due to the departure of the previous program manager.

Objective #6

Objective:

W&SM3. Continued compliance with accessibility standards.

Area/ Discipline/ Function Responsible: Social Media Management

Assessment Data and Other Observations:

External Factors:

SMC Master Plan for Education

Timeline and activities to accomplish the objective: Begin 2015 and ongoing.

Describe how objective will be assessed/measured: Level AA conformance with W3C-WAI Web Content Accessibility Guidelines (higher education industry goal) and 508 compliance through web assessment tools.

Comments: Guidelines will be disseminated through trainings and by email. Continue to work with DSPS on accessibility standard compliance. Hiring for the web services coordinator position includes preferred web accessibility experience and duties will focus on accessible content.

Objective #7

Objective:

W&SM4. Improved visual content for web and social media.

Area/ Discipline/ Function Responsible: Social Media Management

Assessment Data and Other Observations:

UO Assessment Data

<p>External Factors: SMC Master Plan for Education</p>
<p>Timeline and activities to accomplish the objective: In progress, continue to implement.</p>
<p>Describe how objective will be assessed/measured: Success will be measured on a steady growth of social media followers and website visitors on both current and newly established digital channels.</p>
<p>Comments: Digital trends dictate that quality graphics, such as static visuals, moving visuals or videos, build engaging audiences. Current resources for photography and budgets are limited or are not compatible with current digital trends. In line with objective 1, the program requires quality, consistent and timely visuals to engage current and prospective students, along with community members and the general public about the services of the college. The program will continue to work marketing/graphics, seek relevant photography/film resources to fulfill its objective, which will indefinitely continue to evolve and expand.</p>
<p>Objective #8 Objective: C&AR3. Operate as the Communication Hub for the college.</p>
<p>Area/ Discipline/ Function Responsible: Community Relations</p>
<p>Assessment Data and Other Observations: Other data or observed trends To accomplish this, we will create an online master calendar of events and opportunities available to faculty, staff and students. The expected result is that the campus will feel more informed and the students will be more connected/informed about the college and support programs/opportunities available to them. Faculty/Staff/Students will feel “satisfied” with the level of communication/information they receive.</p>
<p>External Factors: SMC Master Plan for Education</p>
<p>Timeline and activities to accomplish the objective: In progress.</p>
<p>Describe how objective will be assessed/measured: An annual survey of college programs, departments, and key stakeholders, including faculty and students, will assess the use and effectiveness of the communications, accuracy of information, and user satisfaction.</p>
<p>Comments: The desired result is that the campus will feel more informed and the students will be more connected/informed about the college and support programs/opportunities available to them. Faculty/Staff/Students will feel “satisfied” with the level of communication/information they receive.</p>
<p>Objective #9 Objective: C&AR4. Increase Associates fundraising opportunities and increase membership in the organization through collaboration and partnerships with the SMC Foundation.</p>

Area/ Discipline/ Function Responsible: Community Relations
Assessment Data and Other Observations: UO Assessment Data
External Factors: Other Factors This is a response to new opportunities available from increased staff and direction from the Santa Monica College Foundation, a support unit of the college.
Timeline and activities to accomplish the objective: In progress.
Describe how objective will be assessed/measured: Fundraising amounts and membership totals will be measured against prior years results.
Comments: By joining efforts with the SMC Foundation we hope to create a giving structure that supports the college's fundraising goals while also supporting the Associates' desire to bring distinguished speakers to campus.

In the prompts that follow, please delineate the partnerships you have with the rest of the SMC community as well as those you have with external organizations.

1. If applicable, describe how your department staff members engage in institutional efforts such as committees and presentations, and departmental activities.

Marketing

Admissions and Transfer/Counseling: Marketing members are involved in enrollment growth campaigns, VIP Welcome Day, and Graduation.

Santa Monica Review: Marketing members produce SMC's biannual national literary journal with SMR editor Andrew Tonkovich.

Schedule of Classes for Academic courses and Emeritus College: Marketing Design Analyst works with SMC Information Management to customize program to export data from ISIS to streamline schedule and catalog production for print and web.

Schedule of Classes for Community Education & Professional Development: Marketing Design Analyst worked closely with Community Education and a consultant in developing a customized prototype statement to streamline their schedule of classes production process. To support this process, Marketing purchased a plug-in called InData used with our current graphic design program InDesign. This plugin automatically applied styles and formats to the imported course data generated from Lumens.

Campus Resources: The Marketing Design Analyst collaborates with SMC Purchasing regarding outside printing vendors and with the mailroom in preparing mailing pieces for the College.

Community and Academic Relations: Marketing members are involved the producing all promotional materials for the Associate Lectures Series, Public Policy Institute Program, and the development of the

biannual events brochure.

SMC In Focus Newsletter: Marketing member developed the design and layout with the Public Information Officer. A college press kit is also in development.

Website Development: Marketing members work closely with the Web Content & Social Media Manager to discuss plans for the redesign and reorganization of the SMC website.

SMC Foundation: Marketing members participate in selective committees to support institution advancement campaigns, such as the Center for Media & Design, Holiday Campaign, Emeritus College Legacy Campaign.

Annual SMC Catalog: Marketing Design Analyst and the assistance of a consultant editor work closely with Academic Affairs, Admissions, Transfer and Counseling, and Human Resources in compiling the content for layout production. We also ensure the accuracy and consistency of content to match what is published in the schedule of classes.

Public Information Office

The Public Information Office interacts with every segment of the SMC community: staff and faculty, departments, students, community members. In an effort to find and capitalize on institutional stories that would be of interest to the public and elevate the College's brand, the Public Information Officer meets very often (an average of 4-5 meetings a week) with faculty members, department chairs, counselors, and students on a one-on-one basis throughout the year.

The PIO works closely with the departments that organize events each semester to generate publicity for concerts, plays, exhibits and more. The PIO has also attended and made presentations at department chair meetings and departmental meetings to educate campus constituents about what constitutes a "newsworthy story" and to solicit information about such. The PIO collaborates with Community Relations, Marketing, the Alumni Association, the SMC Foundation, Emeritus College, and others to help shape content for their external communications efforts.

Web and Social Media

- Serve on the following committees: Technology Planning, Accreditation, GRIT, VIP Welcome Day, Homecoming and Public Policy Institute Symposium. Previously during the 2012-2014 Technology Planning Committee and Management Association Executive Committee.
- Frequently attend major campus events to promote on social media as well as community events to build relationships.
- In line with the program in 2012-2014, support departments across campus in promoting their programs/events/services on the web and social media.
- Offer a SharePoint presentation as a Fall Technology Workshop and on Flex Day.

Community and Academic Relations

Santa Monica College campus collaborations and involvement include:

- California State University, Los Angeles: Pathway discussion: Facilitated two day-long discussions with Academic Deans and Faculty at both institutions to solidify partnerships and pathways between the two institutions which would be mutually beneficial for both institutions.
- Office of Community and Alumni Relations: Worked collaboratively with this department to put on campus events, create shared publications and promote alumni messaging to the campus community.
- SMC Foundation: Supported mutual goals through participation in monthly team meetings, support for Celebrate America, Public Policy Institute and other shared programming goals.
- Broad Stage: Promotion of the Broad stage programs and scheduled follow-up meetings with the Department Chairs and Associated Students to find opportunities for collaboration.
- Public Policy Institute: Helped to plan the events in the spring, administer their budget, and assist in the process to clearly outline the duties for the positions.
- GRIT/You +1 program: Administrative support for the You + 1 program (invitations, messages sent, follow-up, etc.). Track the budget and coordinate the speaker series.
- Speakers/Events Planning Coalition: Collaborations with campus stakeholders to bring in speakers/events that have shared interest. Find synergy where possible to be efficient with campus resources.
- Annual Holiday Lunch: Coordinate and promote this important campus wide community building activity to give it a fresh look and feel and tie in more social interaction where possible.
- Homecoming Community Event: Reaching out to the local K-12 schools to invite them to participate in this community-building picnic before the SMC Homecoming football game.
- GAB/Associates invited to the campus spring Professional Development Day – first time to make this opportunity available
- IXD: Interactive Design Bachelors Degree: Part of team who solicited letters of support for the BA program from the community as well as worked to implement the marketing strategy for recruiting students into the program.
- Promotion of SMC Cheer Squad as finalists in the “Show us your DisneySide” competition.
- Dr. Tsang Retirement Event: Worked with a team of key stakeholders to create and host a retirement event for President/Superintendent Chui L. Tsang which honors his legacy and creates an opportunity to celebrate the important role that Santa Monica College plays in our community. This event was highly successful and very well received by all who attended.
- Weekly meetings with the SMC Foundation team to support each other in our fundraising efforts for the college.
- Bi-weekly meetings with Enrollment Development, Outreach, Marketing and web designers to ensure that we’re all working collaboratively to meet our common goals.
- Collaborative communication team regarding SMC accreditation and its importance.

2. If applicable, discuss the engagement of program members with the local community, industry, professional groups, etc.)

Marketing

Suppliers: The Marketing Design Analyst establishes relationships with outside vendors in the printing

industry to stay informed of current printing technology.

Santa Monica Review: Marketing members assist in the promotion of the SMC's literary journal, the Santa Monica Review, at the LA Times Book Festival.

AIGA Professional Association for Design: Senior Graphic Designer participates and volunteers at local events.

Public Information Office

The PIO engages with the local community by providing a constant stream of information to the local papers in Santa Monica and the Westside; and maintaining beneficial working relationships with the members of the local press.

The PIO is a member of the Public Relations Society of America and has participated in two seminars on-ground (PR Bootcamp and Advanced Crisis Communication Strategy) and uses their online materials on an ongoing basis for professional development. The PIO is also a member of CCPRO – the organization of community college PR officers in California (and has attended the annual conference, Spring 2015).

The PIO promotes events for the two community support groups of SMC: The Associates and General Advisory Board and interfaces with organizations such as the City, the Santa Monica Public Library and Los Angeles Public Library, Expo, and Culver City Bus to collaborate on shared projects.

The PIO interacts with her counterparts in the City of Santa Monica, Santa Monica Malibu Unified School District and other PR colleagues in nearby cities and community colleges like Long Beach Community College and El Camino College.

Web and Social Media

- Work with City of Santa Monica, Santa Monica Malibu Unified School District and Big Blue Bus on communications for Metro Expo Light Rail.
- Continue working with Santa Monica Malibu Unified School District to provide STEM tours and activities to local district students and bridge the education pipeline to SMC.
- Continue working with Associates and General Advisory Board to promote events and encourage SMC engagement.
- Continue working with Art's Table restaurant to promote fundraising efforts for the Santa Monica College Foundation Study Abroad Scholarship fund.
- Continue working with SMC's Public Policy Institute to promote symposium events.
- Continue working with Urban Mediamakers West Coast Chapter to provide additional filming/broadcast opportunities to interested students.
- Work with emerging associations/events such as NewCo Los Angeles conference to build community and industry partnerships.
- Work with local public transportation services, such as Big Blue Bus and Culver City Bus, to understand student commuting needs.

- Industry/technology trends on digital communications by attending conferences (Mobility and Modern Web Conference and V3 Digital Media Conference), staying up to date on the latest web/social media news and interacting with users to understand ever evolving needs.

Community and Academic Relations

Community involvement (October 2014 - October 2015):

- Chamber of Commerce: Board Position as of December 2014; Organization of Women Leaders (OWL) Annual Women’s Leadership Conference planning committee member; Education Committee member; Santa Monica High School Career Day support and engagement
- Annual Santa Monica Community Martin Luther King Jr. Celebration- Organize breakfast reception and participate in community resource fair
- League of Women Voters: Student Equity Panel coordination with Trustee Louise Jaffe
- Meetings with JAMS Administrative team to increase collaboration with JAMS, Black Collegians/Adelante Program and STEM program.
- Invited to join the St. Anne’s Student Support Council (SASSC) to collaborate with private K-12 schools in the community who share mutual interest in supporting disadvantaged students in their educational pursuits.
- VITA event February 2015: In coordination with Chairman Jerome E. Horton’s team to offer free tax preparation support for low-income individuals. This has become an annual event now and we’re planning our 2nd event to include student volunteers in the business department who hope to go into accounting as a profession.
- PS1 collaboration: Discussed future collaborations and possibility of stronger connection to our ECE program.
- Breakfast Club Speaking Engagement: Networking with community members who are focused on fund raising to help children from low-income families receive the dental care they need.
- YMCA Breakfast Club Speaking Engagement: Networking with community members
- Lions Club Speaking Engagement: Networking with community members
- Travel and Tourism Summit: Accepted invitation to be in resource fair to showcase SMC as a benefit to the Santa Monica community.

3. Discuss the relationship among program staff and unit engagement with other units or areas of the college.

Marketing

Please see responses to question 1 in the section above.

Public Information Office

As described under question 1 in this section, the nature of the PIO’s role necessitates a constant, organic interaction with every segment of campus: administrative departments, department leadership, committees, faculty members and students. At least 90% of the content published by the Public Information Office is generated by leads provided from other “units or areas” (individuals from those) and 100% of the

content requires constant engagement, a positive working relationship and a two-way flow of information.

Web and Social Media

Please see responses to question 1 in the section above.

Community and Academic Relations

The Community and Academic Relations/Web/PIO group have been very proactive in reaching out to other departments on campus to establish positive relationships.

- Weekly meetings with the Foundation.
- Bi-weekly meetings with Enrollment Services/Marketing/Web/Communications.
- Bi-weekly meetings with our own team.
- Weekly meetings with Community/Web/Marketing to ensure we're all on the same page.
- Bi-Weekly meetings with committees on campus that have a need for social media support (PPI/GRIT/Homecoming).
- Regular communication with Community and Alumni Relations.
- Proactive meetings with Counseling and Department Chairs to promote the needs of our department and to ask them for stories/support from their departments.
- Proactively meet with the MIS department to continue to build the bridge between both areas, which work so closely together.
- Hosted a day long Communications Retreat for key areas on campus to discuss our communication needs and how we can share resources.

The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.

1. Identify any issues or needs impacting program effectiveness or efficiency for which institutional support or resources will be requested in the coming year. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request support or resources through established channels and processes].

Marketing

Marketing Design Analyst position to be reclassified to a classified manager. The Marketing Design has evolved into a managing position that oversees the operation, design production, quality and delivery of product, and supervision of the design team, consultants, and vendors. In addition to the daily responsibilities, the Marketing Design Analyst's presence is needed more frequently to participate and to provide guidelines in specific institutional campaigns.

Reinstate and redefine the position of Director of Marketing to alleviate the marketing responsibilities provided by the Senior Government/Community Relations Director.

We want to encourage the internal college community to utilize the marketing and design services provided by the Marketing Department for their promotional efforts. This will ensure consistency and accuracy of content and unified voice throughout various media.

Additional staff is needed to support increasing demands of service and college growth.

Public Information Office

The expansion of an audience for SMC in Focus (from 2,300 to over 77,000) made it clear that the department needs a dedicated database management specialist to assist with researching potential new audiences, methods of delivery and to provide technical and analytic support to build an even larger audience. This position would also support the office of community relations, which relies heavily on a constantly updated database of contacts for their communications and outreach.

While print media is “disintegrating,” its importance especially in engaging the immediate community (Santa Monica and Malibu residents) whose support is crucial in facilities improvements and other collaborations and cannot be underestimated. Still, the need to develop a strong web presence (develop the newsroom page, possibly increase the frequency of SMC in Focus to once a month) will require more technical support.

Web and Social Media

From 2009 to 2011, responsibilities of the web and social media were spread among the PIO, senior tech specialist, IT staff and the marketing department. From 2012-2014, Web Content and Digital Marketing was a one-person unit, with some responsibilities taken by the web developer at the time and it was suggested that additional staff and budget are needed to meet needs in this area.

As of April 2015, the Web Content and Social program remains primarily a one-person unit. Suggestions from the previous program manager are being taken into consideration through planning budgets, establishing best practices and making a strong effort in hiring a web developer (web services coordinator) to assist with the web. Budgets have been allocated for possible use of third-party tools. In October 2015, a student worker with social media experience and film background was hired quarter-time to assist with Instagram and Snapchat, currently the two most popular social media channels, as well as generation of video content in the next few months. The program is also actively looking to hire a web services coordinator, despite challenges in salary and a competitive market. Also on the social media front, engaging visuals are needed. The program is working with marketing/graphics to meet some of these needs. Photography needs that cater to social media users have not been fully met yet with existing contracts. The program manager is currently taking photos, along with a graphic designer to meet some of these needs.

In addition, the program is experiencing limitations with the current content management system given the depth and breadth of campus needs and as a result, preparations and evaluations are recommended to address the college’s growing needs and accessibility standards.

As technology continues to change, website needs expand and new social media outlets are becoming popular, additional staff will be needed to assist with the college’s digital presence and next iteration of the

college's website. For example, Mt. San Antonio College and Orange Coast College are comparable California community colleges undergoing a web redesign. Both community colleges sport a more robust staff for their web and social media needs. Both have a designated web team in their IT department comprised of approximately 5-7 people while their social media/content operations are under a marketing team made up of a marketing/communications director and several assistants. At Santa Monica College, web and social media duties are handled by a manager with a quarter-time student worker, hopefully a web services coordinator in the near future and a 1-3 IT staff members who are also booked with many responsibilities and multiple projects already. To carry out a successful web migration in a timely manner, the college requires a substantially robust web team composed of programmers, analysts and content creators.

Community and Academic Relations

Staffing for web/social media and marketing graphic designers are needed. The shortage of staff in this area impacts Community and Academic Relations programming and ability to meet deadlines.

Establish a location where we can all work together in one space – in close proximity to campus so we can remain connected to the college.

Space on the main campus is needed to store posters, supplies and easels for events to ease with the set-up for the multitude of lectures hosted.

2. If applicable, list additional capital resources (facilities, technology, equipment) that are needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

Marketing

Continue efforts in updating equipment and software to keep abreast with current technology.

Find technological support in the development of the SMC website.

Public Information Office

N/A

Web and Social Media

In 2012-2014, needs included facilities and technology/equipment. These needs still remain today. Office space is needed to conduct trainings and demos, record tutorials/webinars and to host meetings. A centralized location on campus would be ideal, as web and social media needs should stay on the pulse of the campus. Currently, the program manager travels on a daily basis between the Bundy campus office and main campus for trainings and meetings, with occasional meetings at 2714 Pico.

Given the pace of change in this program, equipment and software is needed to increase video content and create quality photos.

Community and Academic Relations

Identify and designate a department location where all can work together on or near the main campus.

Install video capturing software in the large classrooms used for Associate's lectures/events so that content can be repurposed on the SMC youtube and SMC webpages. This will allow the lecture to be viewable to the entire community even if unable to attend during the activity hour.

3. If applicable, list additional human resources (staffing, professional development, staff training) needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

Marketing

With the expansion of the Community and Academic Relations department under the new reorganization of the Government Relations/Institutional Communication division, the Marketing Department has acquired more responsibilities in the institutional communication to the community and students at large through web and social media.

The Marketing Design Analyst position has evolved into a managing position that oversees the operation, design production, quality and delivery of product, and supervision of the design team, consultants, and vendors. This position should be reevaluated and reclassified to a management level classification.

We need to reinstate the position of Director of Marketing to alleviate the marketing responsibilities provided by the Senior Government/Community Relations Director.

Additional designers and content generated writers are needed to support the reorganization of the Government Relations/Institutional Communication division and SMC's website and social media developments.

Public Information Office

Add a Database/Web Management Specialist available to the PIO and other members of the department, including Community Relations, and additionally available to the SMC Foundation.

Web and Social Media

In 2012-2014, a student worker and/or social media "street team" was recommended. In October 2015, a student worker was hired to assist with social media operations. The program is in the process of looking for a web services coordinator to assist with website needs. As technology continues to change, website needs expand and new social media outlets are becoming popular, additional staff may be needed to assist with the college's digital presence. For example, Mt. San Antonio College and Orange Coast College are comparable California community colleges that sport a more robust staff for their web and social media needs. Both colleges have a designated web team in their IT department comprised of approximately 5-7 people while their social media/content operations are under a marketing team made up of a marketing/communications director and several assistants. At Santa Monica College, web and social media duties are handled by a

manager with a quarter-time student worker, hopefully a web services coordinator in the near future and a 1-3 IT staff members who are also booked with many responsibilities and multiple projects already. To carry out a successful web migration in a timely manner, the college requires a substantially robust web team composed of programmers, analysts and content creators.

Community and Academic Relations

Add a Database Specialist position (shared between Foundation, PIO and Community and Academic Relations).

The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.

1. Projecting toward the future, what trends could potentially impact the program? What changes does the program anticipate in 5 years; 10 years? Where does the program want to be? How is the program planning for these changes?

Marketing

The Marketing Department plays an important role in promoting the College's vision, mission, and goals.

Immediate changes to the reorganization of the marketing team are strongly recommended:

- Reinstatement of the position of the Director of Marketing who will provide annual strategic planning and leadership in meeting the institutional goals and campaigns, create ongoing liaisons with the internal departments to support their programs and services, and develop benchmark criteria to track and assess the efficiency and effectiveness of SMC's marketing efforts, including new programs and initiatives.
- Marketing Design Analyst will be reclassified to a management level and the title changed to Marketing Design Manager. This position manages the design team and consultants, the daily operational workflow, and the execution of the strategic plans and campaigns provided by the Director of Marketing.
- Additional designers and writer will be hired to fully support the growing demands for our marketing and design services due to College growth and community engagement.

Establish all operational and production guidelines to bring efficiency to the department and optimize performance of staff.

Build stronger relationships and communication with the internal College community and develop a department presentation outlining the full range of marketing and design services we provide from the initial strategic plans, design process and production, and the delivery and distribution of product to the target audience.

Successful redesign and implementation of the College digital marketing efforts for the online schedule of classes, catalog, and SMC website.

Establish online presence and constant communications with the College community, high school parents, out of state and international recruitment.

Public Information Office

The decline of print media calls for development of electronic alternatives to delivering SMC news to the world. The PIO is actively collaborating with the Web and Social Media Manager to disseminate news via social media. In five years, the PIO would aim to have increased the audience for the e-newsletter SMC in Focus to at least 300,000 and to increase the efficiency of the medium (raise benchmark for success to at least 25 percent of opens) and pursue the option of developing a dynamic newsroom, which contains multimedia elements and active feeds from social media. The program is already planning for these changes and hopes to begin implementation within the next two years.

Web and Social Media

Digital technology and media is ever evolving. As in 2012-2014, on the web end, mobile device usage is continuing to increase, Chrome is the most popular browser, and open source CMS is now established. These trends signal a step towards the next iteration of the college website that is mobile-friendly, accessible, Chrome-friendly and dynamic to provide students with a seamless digital experience.

On the social media end, Facebook continues to decline for the college's target student demographic but is popular among community members. Instagram and Snapchat are popular social media channels at the moment. Tumblr, Vine and Pinterest are established but not as popular. As in 2012-2013, as the program continues to grow, more resources will need to be invested to curating content for new social media channels and tools to maintain the ever-growing list of social media channels. Currently, the student worker and program manager are curating Snapchat and Instagram in addition to the other social media channels managed in the past. In 2012-2014, it was suggested that resources should be scaled back for channels on the decline. As a result, Facebook is no longer receiving paid outreach, however, Facebook is making changes to stay relevant and the program will continue to track its relevancy. Overall, the social media operations will continue to grow and require more resources for graphics, visuals and third-party tools.

Not in the immediate future, virtual reality is slowly but surely becoming popular and the college should keep in mind this growing technology to engage with students.

Community and Academic Relations

In the next three to five years the department will likely undergo another reorganization to more clearly align the staff who have similar work outcome goals.

Learn when to say "no": The department must decide how to maintain the high level of involvement and service to the community while also being strategic about the use of our human and financial resources.

Collaboration with the SMC Foundation: More collaborations and greater alignment with the SMC Foundation will better support the fundraising goals of the SMC Associates. Once the two departments have

a chance to assess their shared vision and goals, a clearer plan for the next 5-10 years will be more apparent. Early discussions have begun and things look promising. With a greater reliance on having clean and accurate contact information in our shared database, it would be very helpful to have more support (an additional staff position) dedicated to ensuring that the contact information remains accurate and viable. We live and die by the information in our database.

Communication: Communication trends will significantly change in the next 5-10 years and it's important to ensure that marketing for the Associates events meets our target audience through a variety of communication tools. A print version of our materials will remain important on some level so we can stay in touch with our local community. For our current students, it is imperative that we find a marketing tool that communicates the variety of educational opportunities available to students in a digital format. In the future we cannot rely on the flyers, posters and professor announcements to ensure high attendance at our events. We need to meet the students where they are and further investigation will help us determine what that means exactly.

Relationship management: Digital Client Relationship Management systems (CRM's) are available to help the college communicate with students (current and prospective) as well as community members. Further investigation into these tools will help the college have a sense of the options available as we develop a strategic communications plan.

Public Policy Institute: This program is growing steadily and likely will need additional staffing support and possible funding support in the future.

2. If applicable, list additional capital resources (facilities, technology, equipment) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

Marketing

Increase facility space to accommodate the expanding staff in the Marketing Department and Community and Academic Relations Department.

Public Information

Capital resources as required by answer to question 3 below would be needed.

Web and Social Media

In 2012-2014, needs included facilities and technology/equipment. The needs still remain today. Office space is needed to conduct trainings/demos, record tutorials/webinars and to host meetings. A centralized location on campus would be ideal, as web and social media needs should stay on the pulse of the campus. Currently, the program manager travels on a daily basis between the Bundy campus office and main campus for trainings and meetings, with occasional meetings at 2714 Pico.

Given the pace of change in this program, equipment and software is needed to increase video content and create quality photos.

Community and Academic Relations

Provide financial support for an online Calendaring/Communication tool.

Provide financial support for online CRM (Client Relationship Management) tool to help with internal and external communication needs.

Provide financial support for a Video Lecture Capture system to digitally record the many speakers and events that are scheduled for hosting online for future viewing. The Media Services team supports this idea and is hopeful that this will be implemented in the near future.

3. If applicable, list additional human resources (staffing, professional development, staff training) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

Marketing

Acquire more staff to support increasing demands for marketing campaigns and web/graphic design assistance.

- Marketing Design Analyst (reclassified to management level position and rename position title to reflect a managing role.)
- Reinstate the position of Director of Marketing
- Web and Graphic Designers
- Content Writers

Public Information Office

- Database/Web Management Specialist

Web and Social Media

In 2012-2014, a student worker and/or social media “street team” was recommended. In October 2015, a student worker was hired to assist with social media operations. The program is in the process of looking for a web services coordinator to assist with website needs. As technology continues to change, website needs expand and new social media outlets are becoming popular, additional staff may be needed to assist with the college’s digital presence. For example, Mt. San Antonio College and Orange Coast College are comparable California community colleges that sport a more robust staff for their web and social media needs. Both colleges have a designated web team in their IT department comprised of approximately 5-7 people while their social media/content operations are under a marketing team made up of a marketing/communications director and several assistants. At Santa Monica College, web and social media duties are handled by a manager with a quarter-time student worker, hopefully a web services coordinator in the near future and a 1-3 IT staff members who are also booked with many responsibilities and multiple projects already. To carry out a successful web migration in a timely manner, the college requires a substantially robust web team composed of programmers, analysts and content creators.

Community and Academic Relations

Additional support for Database Position to assist the PIO, Community & Academic Relations and Foundation personnel maintain accurate contact information for our constituencies. The accuracy of this information is crucial to the success of all our programs.

4. If applicable, note particular challenges the program faces including those relating to categorical funding, budget, and staffing.

Marketing

N/A

Public Information

N/A

Web and Social Media

From 2009 to 2011, responsibilities of the web and social media were spread among the PIO, senior tech specialist, IT staff and the marketing department. From 2012-2014, Web Content and Digital Marketing was a one-person unit, with some responsibilities taken by the web developer at the time and it was suggested that additional staff and budget are needed to meet needs in this area.

As of April 2015, the Web Content and Social program remains primarily a one-person unit. Suggestions from the previous program manager are being taken into consideration through planning budgets, establishing best practices and making a strong effort in hiring a web developer (web services coordinator) to assist with the web. Budgets have been allocated for possible use of third-party tools. In October 2015, a student worker with social media experience and film background was hired quarter-time to assist with Instagram and Snapchat, currently the two most popular social media channels, as well as generation of video content in the next few months. The program is also actively looking to hire a web services coordinator, with challenges in salary and a competitive market. Also on the social media front, engaging visuals are needed. The program is working with the marketing/graphics to meet some of these needs. Photography needs that cater to social media users have not been fully met yet with existing contracts. The program manager is currently taking photos, along with a graphic designer to meet some of these needs.

In addition, the program is experiencing limitations with the current content management system given the depth and breadth of campus needs and as a result, preparations and evaluations are recommended to address the college's growing needs and accessibility standards.

As technology continues to change, website needs expand and new social media outlets are becoming popular, additional staff will be needed to assist with the college's digital presence and next iteration of the college's website. For example, Mt. San Antonio College and Orange Coast College are comparable California community colleges undergoing a web redesign. Both community colleges sport a more robust staff for their web and social media needs. Both have a designated web team in their IT department comprised of approximately 5-7 people while their social media/content operations are under a marketing team made up

of a marketing/communications director and several assistants. At Santa Monica College, web and social media duties are handled by a manager with a quarter-time student worker, hopefully a web services coordinator in the near future and a 1-3 IT staff members who are also booked with many responsibilities and multiple projects already. To carry out a successful web migration in a timely manner, the college requires a substantially robust web team composed of programmers, analysts and content creators.

Community and Academic Relations

Community and Academic Relations: Challenges: Location off campus, away from our colleagues in our department.

High staff turnover: promotions and the creation of new positions were positive "challenges" that our team faced this past year.

Challenge for the Dean: To focus on Community and Academic Relations and its unique community/departmental needs while also maintaining a high level of support for many other departments that require a great deal of attention.

5. Summarize any conclusions and long term recommendations for the program resulting from the self evaluation process.

Marketing

The Marketing Department plays an important role in promoting the College's vision, mission, and goals.

Immediate changes to the reorganization of the marketing team are strongly recommended:

- Reinstatement of the position of the Director of Marketing who will provide annual strategic planning and leadership in meeting the institutional goals and campaigns, create ongoing liaisons with the internal departments to support their programs and services, and develop benchmark criteria to track and assess the efficiency and effectiveness of SMC's marketing efforts, including new programs and initiatives.
- Marketing Design Analyst will be reclassified to a management level and the title changed to Marketing Design Manager. This position manages the design team and consultants, the daily operational workflow, and the execution of the strategic plans and campaigns provided by the Director of Marketing.
- Additional designers and writer will be hired to fully support the growing demands for our marketing and design services due to College growth and community engagement.

Establish all operational and production guidelines to bring efficiency to the department and optimize performance of staff.

Build stronger relationships and communication with the internal College community and develop a department presentation outlining the full range of marketing and design services we provide from the initial strategic plans, design process and production, and the delivery and distribution of product to the target audience.

Successful redesign and implementation of the College digital marketing efforts for the online schedule of classes, catalog, and SMC website.

Establish online presence and constant communications with the College community, high school parents, out of state and international recruitment.

Public Information Office

I appreciate and recognize the support of the Dean of Community & Academic Relations, the Web and Social Media Manager and the Senior Director of Government Relations and Institutional Communications in helping the PIO accomplish its mission of (and continue to accomplish) the following:

- Increasing public visibility, knowledge and dialogue about SMC through traditional and non-traditional media.
- Supporting SMC's strategic initiatives directly and indirectly through all communications generated.
- Helping create connections and tap into new funding opportunities for SMC in the community/state; and ultimately
- Developing the kind of strong institutional narrative that will drive the College's public relations, marketing and communications efforts going forward.

The College will need to invest in and recognize the value of institutional communications in an increasingly competitive market for community colleges; to increase visibility, knowledge and dialogue about SMC through traditional and non-traditional media; to support SMC's strategic initiatives; to bring more students to our classrooms; and to preserve and enhance the strength of the SMC brand.

The PIO will need to produce content that cuts through the "noise" of the flood of information and news available about higher education, find ways to diversify and reach new audiences and produce more web, mobile-friendly content.

Web and Social Media

Digital technology and media is ever evolving. As in 2012-2014, on the web end, mobile device usage is continuing to increase, Chrome is the most popular browser, and open source CMS is now established. These trends signal a step towards the next iteration of the college website that is mobile-friendly, accessible, Chrome-friendly and dynamic to provide students with a seamless digital experience.

On the social media end, Facebook continues to decline for the college's target student demographic but is popular among community members. Instagram and Snapchat are popular social media channels at the moment. Tumblr, Vine and Pinterest are established but not as popular. As in 2012-2013, as the program continues to grow, more resources will need to be invested to curating content for new social media channels and tools to maintain the ever-growing list of social media channels. Currently, the student worker and program manager are curating Snapchat and Instagram in addition to the other social media channels managed in the past. In 2012-2014, it was suggested that resources should be scaled back for channels on the decline. As a result, Facebook is no longer receiving paid outreach, however, Facebook is making changes to

stay relevant and the program will continue to track its relevancy. Overall, the social media operations will continue to grow and require more resources for graphics, visuals and third-party tools.

Not in the immediate future, virtual reality is slowly but surely becoming popular and the college should keep in mind this growing technology to engage with students.

Community and Academic Relations

Community and Academic Relations will benefit from strategic partnerships with the SMC Foundation.

Improved communication tools are required to promote the events that are happening on campus.

The SMC Associates and General Advisory Board would benefit from more direct attention to their programmatic needs.

6. Please use this field to share any information the program feels is not covered under any other questions.

Marketing

N/A

Public Information Office

The PIO has diversified the office's functions from being a generator/creator of news to assuming a key role in determining the direction of the College's future institutional communications. This consists of identifying themes for communications, setting an imperative for future programs/initiatives (e.g. PR generated for the Bachelor's Degree) and assuming a more collaborative role with marketing.

Web and Social Media

N/A

Community and Academic Relations

Please see the draft organizational chart attached.

Please comment on the effectiveness of the Program Review process in focusing program planning.

This is a very helpful exercise – but there never is a good time to do it. It's always a challenge to get it done but feels very good when you've completed the hurdle.

The only other little bit of feedback is that it would be very helpful if the CurricuNET questions were reflected in the word document that is given out during the prep sessions.

Thanks very much!

These fields to be filled out by the Program Review committee. Reports will be sent to the program and will be available on-line to populate relevant fields in the annual report and the next 6 year report.

Narrative

Program Evaluation

Commendations

Recommendations for Program Strengthening

Recommendations for Institutional Support

Attached Files

CAR organizational chart	
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Community & Academic Relations Appendix	
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