



Administrative & Operational Services

2022 - 2023 Self-Study

Three-Year Program Review Template

Office of Campus Communications

President's Office

Statement of Collaboration



The department/office staff listed below collaborated in an open and forthright dialogue to prepare this Self Study. Statements included herein accurately reflect the conclusions and opinions by consensus of the department/office staff involved in the self-study.

Participants in the self-study

- Lisa McPheron
- Melissa Serrato
- Jazmin Zuniga
- Stephanie Nguyen-Preciado
- Summer Marquardt
- Teresa Perry-White

Authorization

After the document is complete, it must be signed by the Principal Author, the Department Manager, and (when appropriate) the Dean or appropriate Immediate Management Supervisor (IMS) prior to submission to the Program Review Committee.

Lisa McPheron		Director of Campus Communications	1-6-23
Printed name of Principal Author	Signature	Title	Date
Printed name of Department Manager	Signature	Title	Date
Monte E. Perez	 <small>Monte Perez (Jan 6, 2023 15:12 PST)</small>	Interim President	Jan 6, 2023
Printed name of Dean or Immediate Management Supervisor (IMS)	Signature	Title	Date

1.0 Mission and Goals

Mission, Vision, Core Values and College Goals drive all college activities. The Program Review committee would like to understand the connection of your department/office to the Mission, Vision, Core Values and College Goals. Summarize how your department/office supports each area.

Mission:

The Office of Campus of Communications primarily supports the college's mission to "advance student learning and achievement by developing flexible pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We foster a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members," by deploying a comprehensive communications strategy that empowers students with information about the programs and services at the college, engages the community at-large and builds belonging on campus.

The Fullerton College Office of Campus Communications creates and implements communications, public relations, and marketing techniques to enhance public awareness of and participation in the college's many academic programs, student services and activities. Its strategy is to utilize a cross-section of communication tools such as the Fullerton College News Center, website and app development, social media, videos, press releases, print publications, online newsletters, a text/voicemail/email emergency communications system, mass emails, and other methods of communication to keep both the college community and general public informed. More specifically the department utilizes a PESO model to elevate and advance information about the college through paid, earned, shared, and owned communication channels.

This robust communications environment enhances and elevates the college's reputation because there is increased knowledge about programs, services, opportunities and successes by members of the campus community.

The office is also responsible for many special events, large group tours and individual tours of the campus, the Fullerton College Student Ambassadors program and is a direct report to the President's Office often supporting executive communications and advising on sensitive and timely crisis response and communications.

The department works to establish and maintain partnerships with community-based organizations and the local business community. Partnerships with community organizations bolster the college overall, which indirectly benefits the students. The office also works in coordination with district-led public and government relations. Although they are not typical functions for a communications office, this department is also responsible for the Master Calendar facility reservation system and the college's switchboard. Both services are vital to the operations of the campus.

Vision:

The department strives to produce communications that use an asset-based approach to lift up and celebrate the rich diversity of the college community. We honor the culture and programs of the college by accurately using communications to amplify the work they do through lively, vibrant, and inviting content. We don't invent stories, but we do use storytelling to reflect back and celebrate who we are as a college and how we support students. This leads seamlessly to the college's vision to "Fullerton College will transform lives and inspire positive change in the world."

Core Values:

Community – This core value is in everything the department does. The department always strives to add value to the college by promoting and sharing programs, services, activities and accomplishments by the campus community both internally and to the surrounding community.

Notably, the department was commended by ACCJC for creating community engagement. The ACCJC external evaluation report stated, “College Commendation 7: The college is commended for providing frequent communication regarding campus initiatives, activities, and events through effective use of the website and social media, the president’s weekly newsletter, the Fullerton College News Center, press releases, and print publications. These efforts have created strong internal and external community engagement for Fullerton College. (Standard IV.B.6)”

Diversity – Diversity is top of mind. We highlight and promote a diverse cross-section of our students, faculty and staff in all of our publications and bi-lingual advertisements. We aim to hire staff and students of diverse backgrounds for the ambassadors program and provide campus-wide coverage to many cultural, political and social events, and programs on campus.

Equity – We are equity-minded in all our work. We understand what it takes to be effective communicators in a diverse educational environment and enjoy taking an asset-based approach to our work because it helps us produce communications that inspire, empower and direct students to resources that will support them. We are committed to being sensitive and understanding to the varying needs of our students and community-at-large. We understand that a one-size fits all approach to communicating is not equitable, which is why we use a cross section of communication tools to reach our students and prospective students with information about the college and information that will help them be more successful.

Excellence – In our role, we get to amplify the stories of excellence from our college community through many different platforms, such as community outreach events, campus tours, videos, stories, social media, college website, etc. In doing so, we embrace the legacy of 110 years of college traditions for inspiration. To be good communicators on behalf of the college, we take time to understand past practice, tradition, and the effective use of technology in communication.

We strive to create excellent work and have received fruits for our labor. Every year, our work is recognized by the National Council for Marketing & Public Relations (NCMPR) and/or the Community College Public Relations Organization (CCPRO).

Growth – We stay abreast to industry, higher education, political and cultural trends and actively seek out professional development.

Inclusivity – We value being immersed in and responding to the needs of the college, and we work hard to create a friendly and reliable communications department that serves the campus and surrounding community.

There is strong sense of teamwork within the department and each classified professional and manager are valued for their areas of expertise by one another. Classified professionals in the department are encouraged to participate in college committees, Staff Development activities and the Classified Senate.

Innovation – We develop and usher in new communications tools for the college such as the mobile app, digital screens, social media techniques and accessible/responsive web design.

Additionally, our NCMPR and CCPRO awards demonstrate respect by our peers and recognize the innovation in our work.

Integrity and Responsibility – We are given the great gift of amplifying the voice and brand of the college well beyond our internal campus community, and we do not take this responsibility lightly. We are honest, transparent, accessible, thorough, and accountable in all that we do. In the field of communications, we are only as good as our word, and we strive to work with integrity, fairness, and sound ethics in all our projects.

The department manager is often called upon for high-level conflict and crisis management at the college. Integrity, social justice, fairness, equity, and advocacy for our students, and the college are deeply rooted and guide that work.

Partnership – We actively seek out informal and formal partnerships with internal college partners and community partnerships with non-profit organizations, elected officials and the business community. The department actively participates in partnerships and collaborations with groups such as Disneyland Resort, Guild Education, Angels of Anaheim, Cal State Fullerton, elected officials, Friends of Fullerton College Foundation, Fullerton Collaborative, North Orange Chamber of Commerce, high schools, OC United/Love Fullerton, Jolla Scholars, Promise Scholars, City of Fullerton, and more.

Respect – We thrive working in an environment that values shared governance and enables colleagues and students the ability to express their views and have their concerns addressed. This environment helps build respect, trust, cooperation and ultimately helps students, faculty and staff be more successful.

College Goals:

Goal 1 - The Office of Campus Communications literally promotes student success by publishing articles and social media posts about awards and accomplishments of our students. We plant the seed for more success by spreading the good word about these honors and by promoting the many ways students can get involved.

Additionally, the promotes programs and services that have a direct impact on student success. Campus Communications has the unique opportunity and resources to reach more students than any other department through effective communication. The department works with other departments such as Admissions and Records and Counseling to inform students of important registration information, deadlines, activities, and support programs that increase student success.

Goal 2 – We conduct our work through an equity lens, which means as we design events, establish partnerships, develop communications – we do so with the conscious intention of reaching students where there are with information to help them take advantage of opportunities offered by the college. We aim to make the college approachable through clear and concise communications that demystify access to the college and ways to navigate campus life. Social media is a flexible and adaptable way to do this work, as we continue to recalibrate our tactics for incoming Gen Z students.

Goal 3 – The department sets out to strengthen connections with our community by innovating new ways to reach people, like by developing the Fullerton College Mobile App, broadcasting on digital screens, building and engaging with a highly active social media audience and maintaining a hearty network of communication tools to share news and information about the college. Members of the department are active participants in

community-based organizations as representatives of the college and are highly committed to college service by participating in shared governance.

Goal 4 – We are committed to accountability and continuous quality improvements especially in the area of shared governance. This is demonstrated through the creation of publications and websites designed to share information and create transparency in the decision-making process.

Our management of the Master Calendar (online/enterprise software facility reservation system) requires us to be stewards of physical facilities usage and fiscal accountability. We are the only Office of Campus Communications in the California community college system of 115-colleges that takes on facilities management work of this scale. The Master Calendar is one of the few revenue generators for Fullerton College that is not derived from FTES.

2.0 Department/Office /Data & Trends Analysis

2.1 Describe the purpose, components, and staffing of this department/office.

The Office of Campus Communications is a collaborative and supportive team.

The Office of Campus Communications has six full-time employees and up to six student ambassadors, depending on the needs of the college and time of the year.

Director of Campus Communications:

Under the direction of the college president, this position is responsible for managing external and internal communication strategies and projects, including public relations, marketing, media relations, website development, social media, video production, event planning, advertising, crisis and conflict response, crisis communications and community relations. The director is also responsible for management over facility reservations and rentals for the college and the college's switchboard. The director manages department staff and oversees the department budget and project management. The director participates in shared governance having served on several college and district committees. She is also on the board of directors for the Fullerton Collaborative as a representative of the college and co-chairs the collaborative's Homelessness Subcommittee, serving in a community leadership role to help address this important issue that many of our students face.

Web Content Specialist:

The web content specialist performs numerous tasks related to website development, mobile app development, maintenance and digital communications. Website development includes planning, designing layouts, editing graphics and training editors for every site launched. The specialist provides technical support to colleagues throughout the college on a daily basis. The specialist performs regular maintenance of WordPress installations including the multisite, which hosts dozens of sites, the News Center and the main Fullerton College site. The specialist keeps security up to date, editing the themes to keep links/information current, and applying best current practices on security, usability and compatibility. The position also creates content text, graphics, videos and other forms of digital content for the main Fullerton College website and publications. The specialist supports several events throughout the year including Commencement, Angels Night, Major Declaration Day, Convocation, President's Gala etc. by creating graphics for social media, custom emails, presentations, geofilters and

more. The specialist writes about news, events, announcements, achievements and other college-related topics for the campus-wide e-newsletter and online News Center. The position maintains North Orange County Community College District policy and procedures on websites campus-wide and explores new technologies to keep electronic communications on trend.

Communication Specialist (2)

This position is central to implementing a comprehensive, integrated communication strategy and public relations/marketing strategy using print, web, social media, video, emerging technologies, and e-mail in support of the campus communications, outreach, onboarding, marketing, and public relations activities. The position is responsible for hiring, training and supervising student ambassadors. Student ambassadors provide campus tours and attend outreach events and activities to help promote the college’s programs and services. At the discretion of the campus communications director, this person may serve as a contact for media.

Administrative Assistant II (2)

The administrative assistant II duties include serving as the college’s main switchboard operator, maintaining the Master Calendar, providing front office customer service, budgeting, purchasing, travel requisitions, and event planning. As the switchboard operator, this position answers and/or transfers incoming calls, updates system phone numbers and troubleshoots system-wide phone problems with ACT on a strict daily schedule of 8 a.m. – 5 p.m. The front office duties include greeting and assisting anyone who comes into the office. This position also processes all campus division/department/student meetings/events, and, outside rentals (except the campus theatres), handles rental agreements, insurance, invoices and posting payments through the college’s Master Calendar software, EMS.

Student Ambassadors:

Student ambassadors represent the college at various on- and off-campus events including community events, on-campus conferences, and many other events that require assistance or representation. They are tasked with promoting college programs and services at such events and have the unique opportunity of sharing their student perspective with prospective students. They also conduct large group at the request of outside organizations, and provide small weekly tours to individuals who wish to visit the campus.

2.2 Staffing – complete the table below. Please list the total number of personnel in each type of position in the department/office. Within each classification in the first column, please list the position titles. For confidentiality, **do not** include the names of any people in the position.

CURRENT STAFF					
Classification (Include position titles)	# of staff in each position title	Percent of employment	Months per year of employment	Source of funding (General / Categorical)	FTE
Managers					
Director of Campus Communications	1	100	12	GF	
Classified					
Web Content Specialist	1	100	12	GF	

- 2.4 Utilize the data provided in the tables above in a discussion of the appropriateness of the staffing levels of this department/office.

The department is highly efficient and produces a lot of content and support for the college. However, with a college website redesign on the horizon, an upcoming brand study and a need for a comprehensive marketing strategy for the college to help reverse declining enrollment since 2017, the department does anticipate it may need to increase staffing or work with outside contractors to fulfill these needs for the college.

A potential sign that staffing should be increased took place in June 2022, when a Special Projects Manager position with the informal title of Student Services Information Manager, was created in the Student Services Division. The Office of Campus Communications believes that the Special Projects Manager position is conducting the work of its classified professionals and the director, and recommends that a more formal collaborative partnership be established so this work is done in unison with the Office of Campus Communications. The department has had an effective model of collaboration with the past two Career Education Directors.

- 2.5 How does this department/office serve the population of the college?

An Office of Campus Communications must be nimble and creative to the evolving and immediate needs of a college campus.

The Office of Campus Communications creates and implements communications, public relations, and marketing strategies to enhance public awareness of and participation in the college's many academic programs, student services, and activities. Specifically, the department utilizes a cross-section of communication tools such as the Fullerton College News Center, advertising, website development, social media, videos, press releases, print publications, online newsletters, a text/voicemail/email emergency communications system, and other methods of communication to keep both the college community and general public informed. This robust communications environment enhances and elevates the college's reputation because there is increased knowledge about programs, services, opportunities and successes by members of the campus community. Cross-pollination of information shared among the communication tools create consistent messaging about and from the college.

The office is also responsible for special event planning, marketing, high school outreach, group tours of the campus, and the Fullerton College Student Ambassadors program. The outreach efforts by the department offer a first point-of-contact for many prospective students and support enrollment management for the college.

The department also works to establish and maintain partnerships with community-based organizations and the local business community. Partnerships with community organizations bolster the college overall, which indirectly benefit the students. The office also works in coordination with District Public Affairs and elected officials.

Although not a typical function for a communications office, this department is also responsible for the Master Calendar facility reservation system and the college's switchboard. Both of these services are vital to the operations of the campus.

- 2.6 Since the previous Program Review Self-Study what significant changes have occurred that impact the services of this department/office?

Since the last Program Review Study, the department increased full-time staffing by two and the Marketing and Outreach Assistant position was reclassified to Communication Specialist.

A second full-time Admin II was added so the department could properly administer the Master Calendar. Since that position was created the college's reservation processes is fully functioning and client relations are healthy and strong.

The second Communications Specialist gives the department far more reach and opportunity to generate content and increase services to the college.

Project output increased in this last PR cycle with the development and launch of the Fullerton College Mobile App, digital screens, and new events such a groundbreaking, ribbon cutting and investiture quad event. Additionally, COVID-19 required a new comprehensive assortment of leadership and communications support for the college. These details are provided below.

- 2.7 Describe any laws, regulations, trends, policies and procedures or other influences that have an impact on the effectiveness of your department/office.

The department monitors and adheres to laws that require the college to provide information to students such as Title 9 and the Cleary Act. It also adheres to the Brown Act by aiding programs that need to publish meeting agendas and minutes on Fullerton College websites. The department adheres to the digital accessibility standards set by the state. It also adheres to privacy laws such as FERPA and HIPPA. Additionally, staff regularly watch and adopt new trends in social media, website development and cloud-based technology. None of these laws or trends diminishes the effectiveness of the department. If anything, staying abreast to current trends and laws is helpful to the department.

- 2.8 Provide any other data that is relevant to your self-study, for example, if you collected data to assess an outcome.

The Office of Campus Communications operates in a very rich, data-driven environment. The Program Review form became available too late in the fall, for the department to retool all its data to meet the specific design of Program Review. We hope the next 34 pages do not overwhelm but instead shed light on the diverse and complex ways the department provides support and service to the Fullerton College community and community beyond. We enjoy this work immensely and look forward to continually adapting and improving our work.

Media Preference Survey Results Fall 2022 – Selected Data

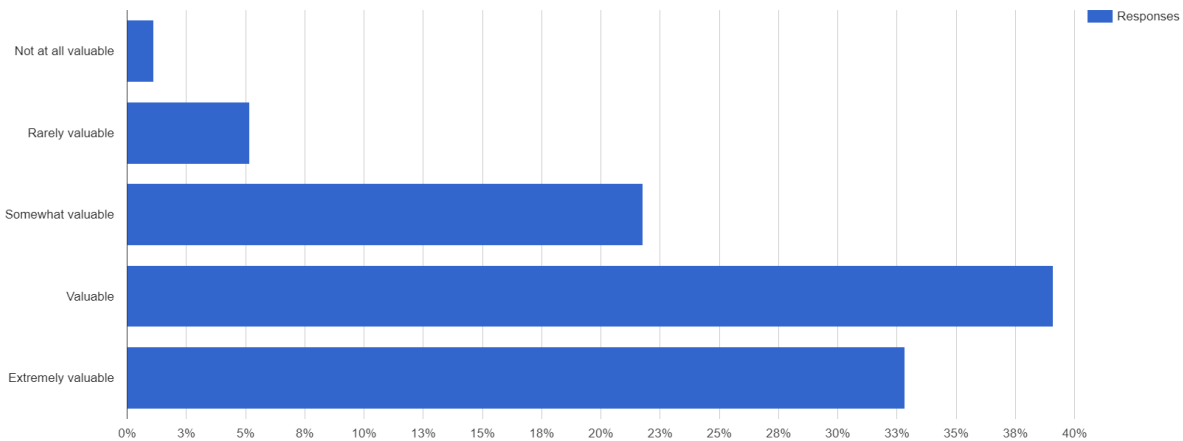
376 Target Sample Size | 779 Surveys Started | 264 Surveys Completed

Of note: This survey is conducted nationally and we have an opportunity to generate localized data every fall.

Overall

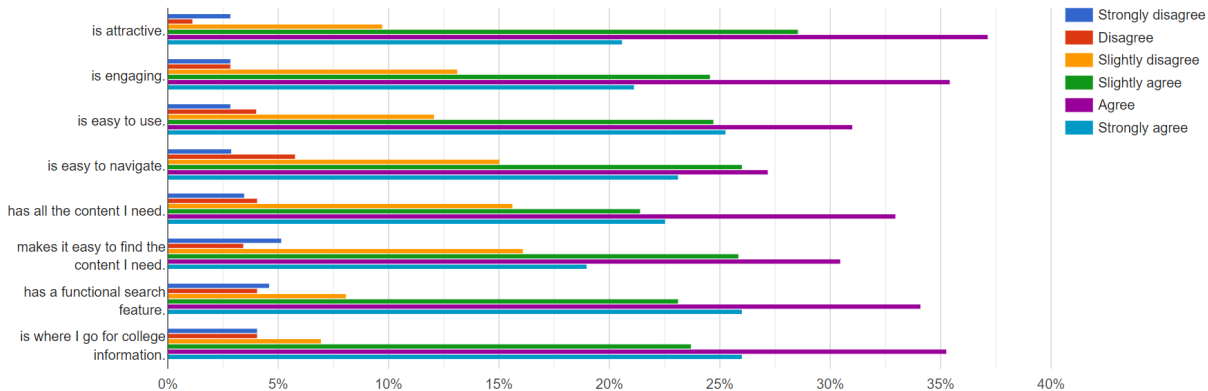
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Custom Questions - How valuable are the communications you receive in providing resources and tools to help you reach your educational goals?



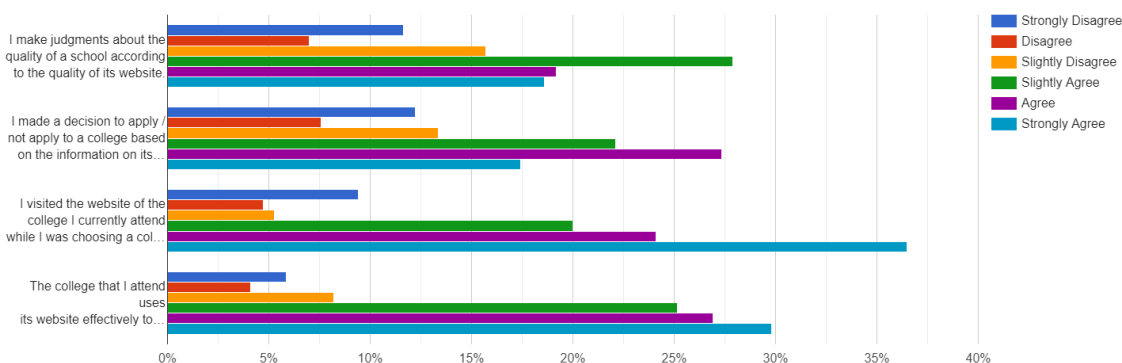
Website

Website Importance - Please rate your level of agreement or disagreement with the following statements. My college website...

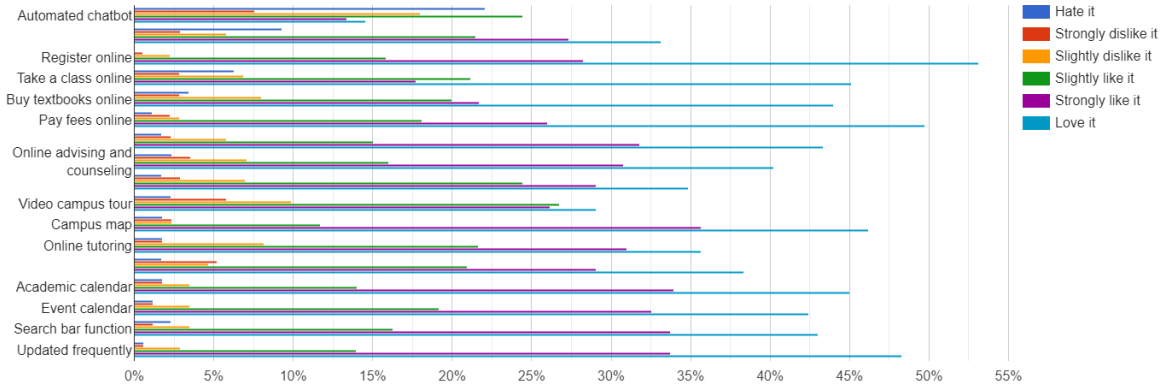


MEDIAPREFS

Website Importance - Rating of web communication statements:

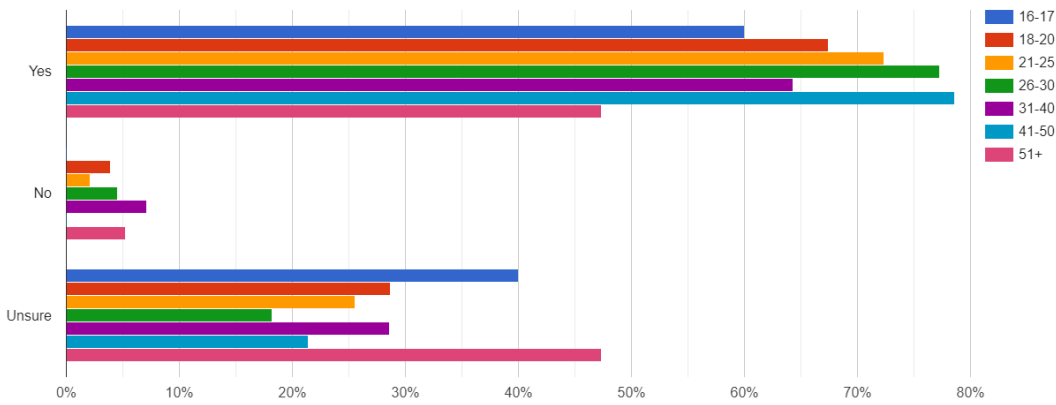


Website Importance - What content/services do you like in college websites?

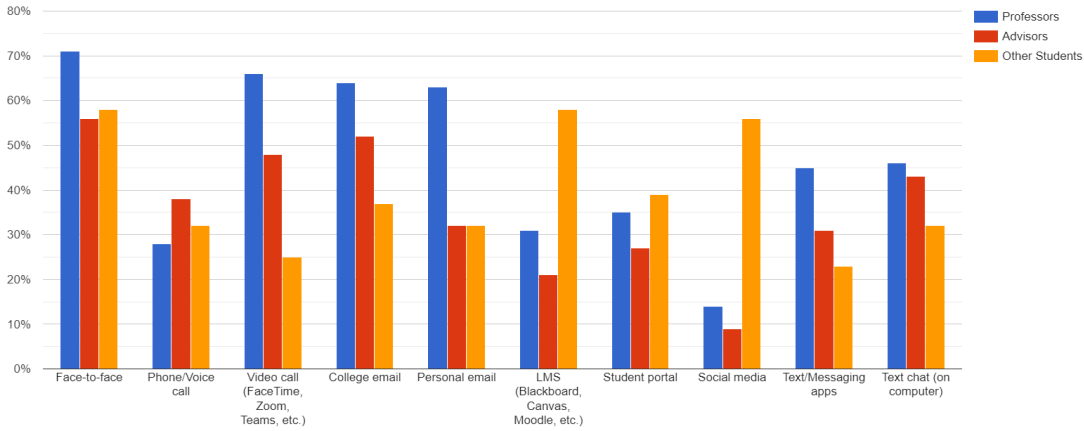


Communications Delivery

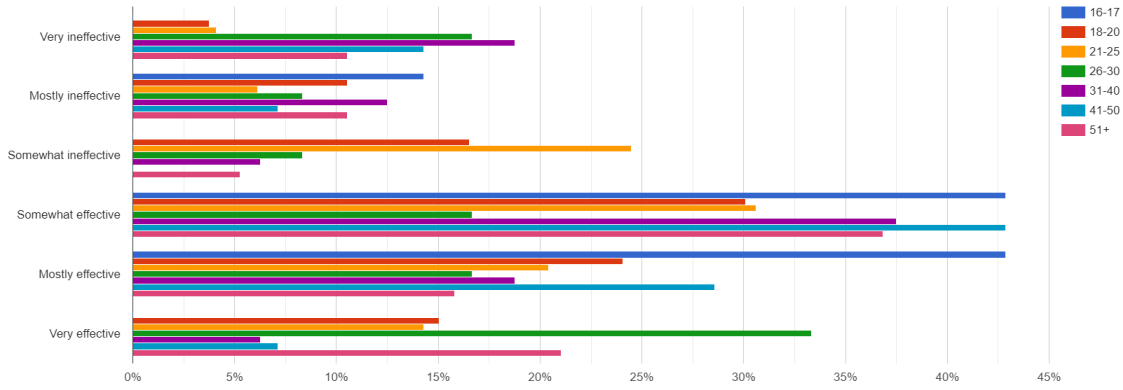
College Communication and Delivery - Does your college have an app?



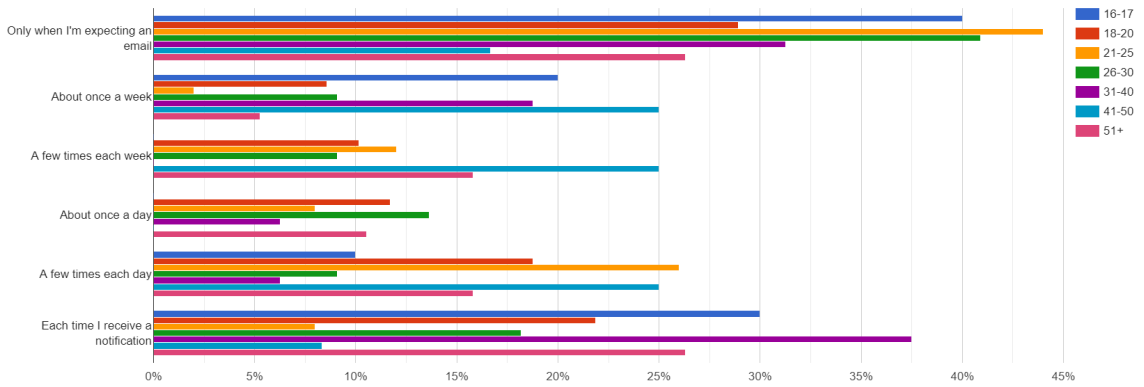
College Communication and Delivery - How do you prefer to communicate with the following groups? (Check all that apply)



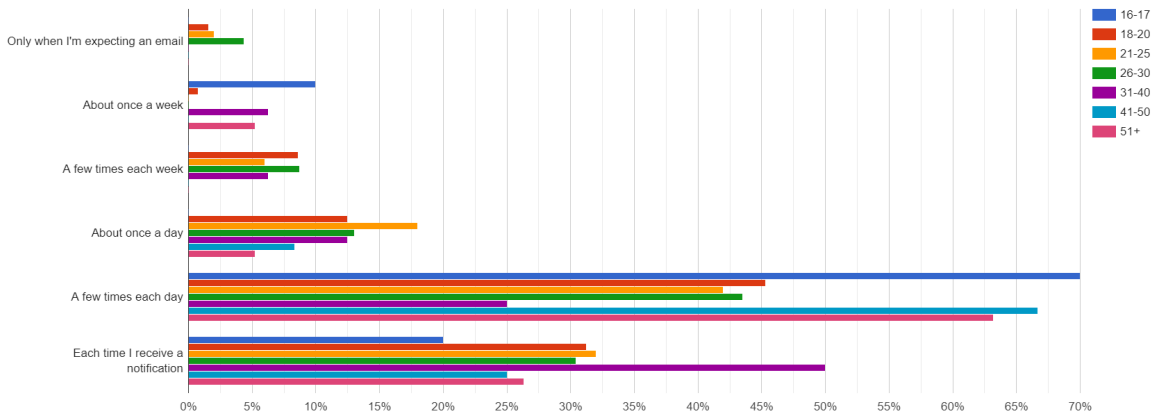
MEDIAPREFS College Communication and Delivery - How effective is your college at communicating which financial aid options are available to you?

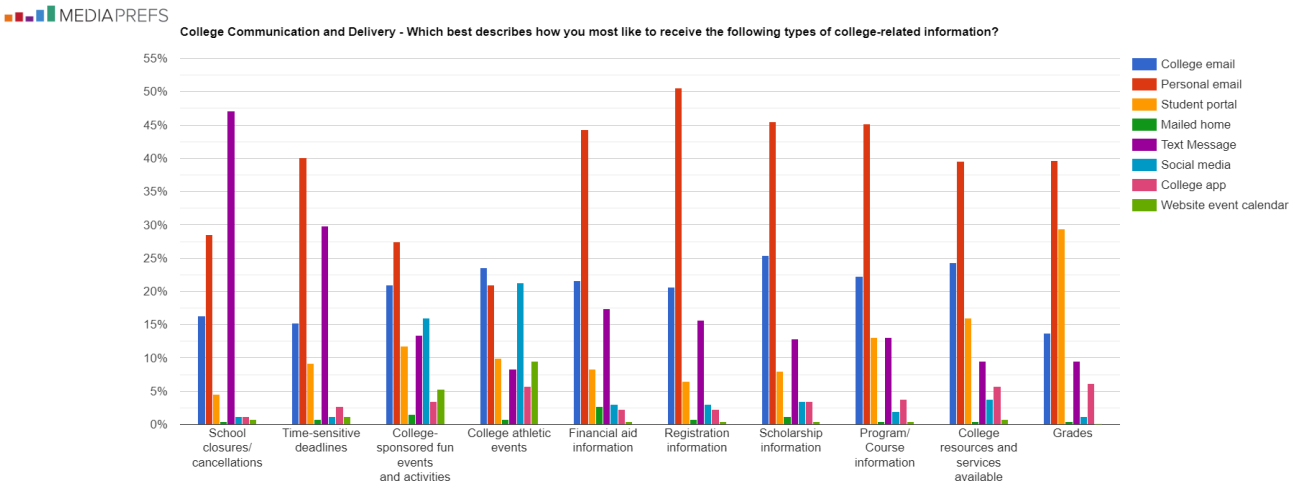
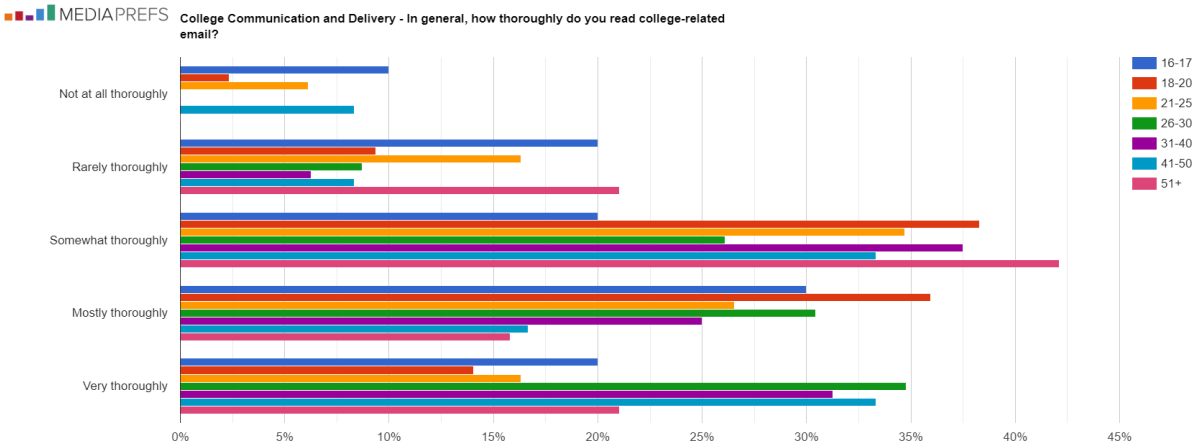
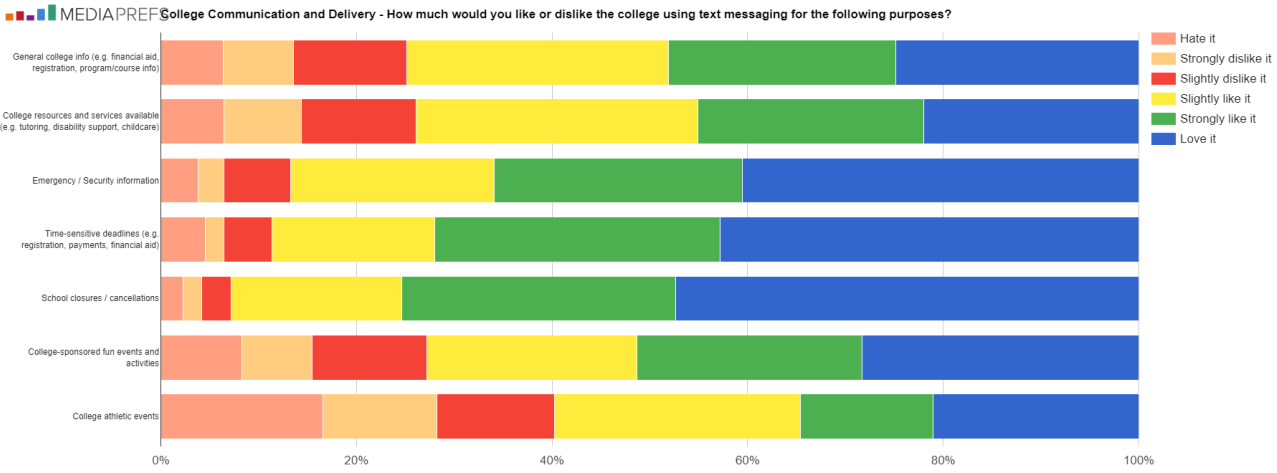


MEDIAPREFS College Communication and Delivery - How many times per day do you check your college email account?

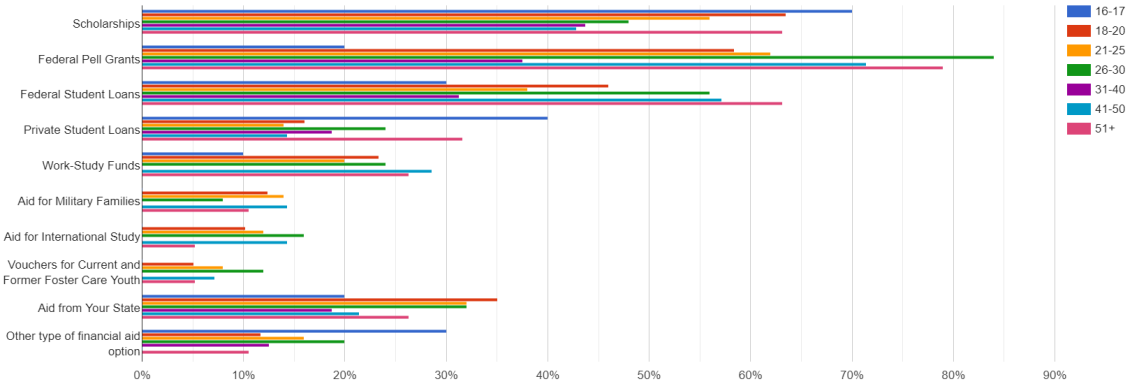


MEDIAPREFS College Communication and Delivery - How many times per day do you check your personal email account?

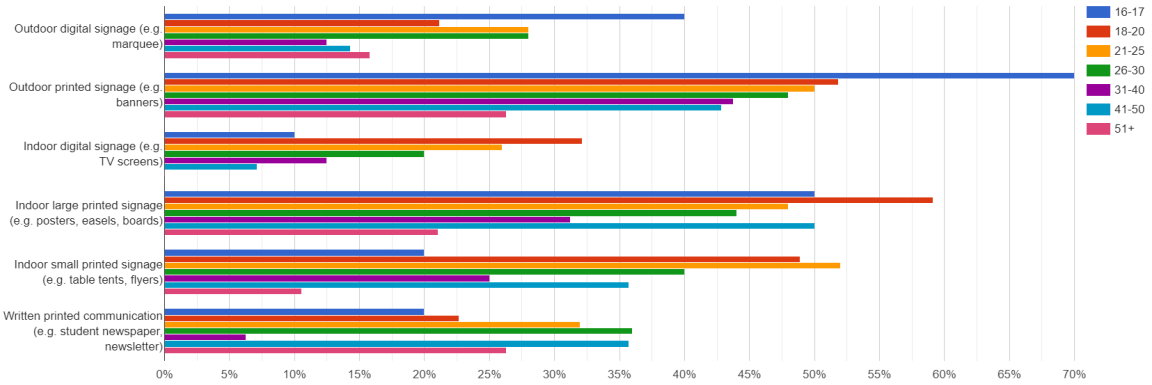




College Communication and Delivery - Which financial aid options are you most familiar with? (check all that apply)

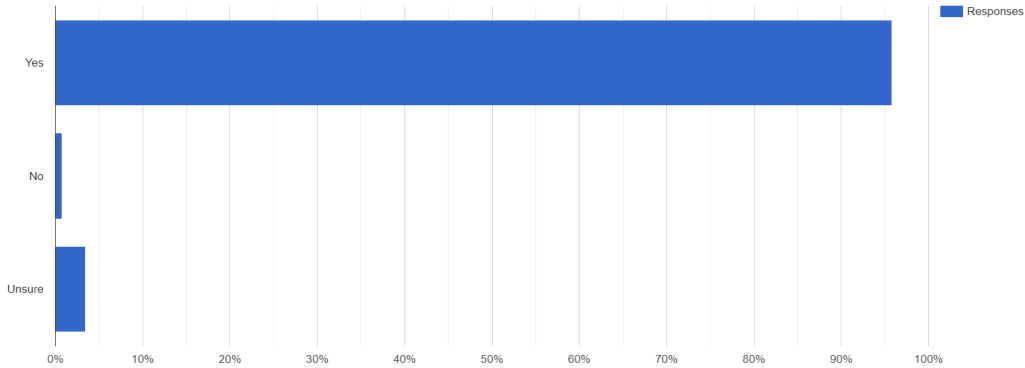


College Communication and Delivery - Which of the following on-campus communication/advertising channels do you notice the most? (check all that apply)

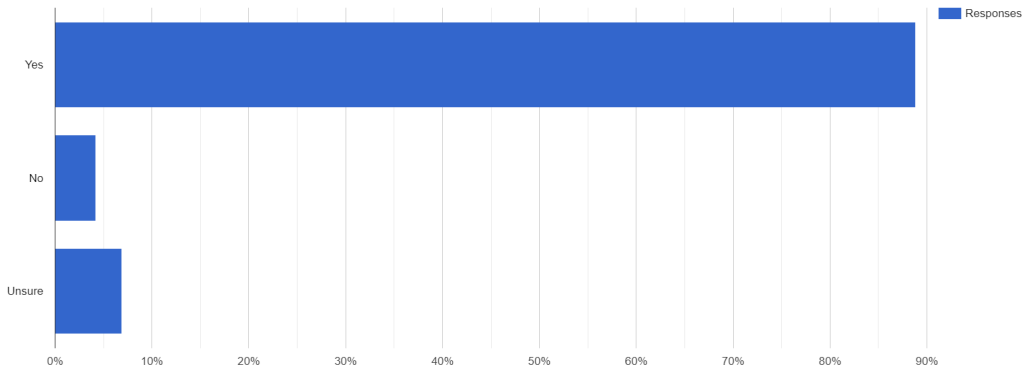


Custom Questions

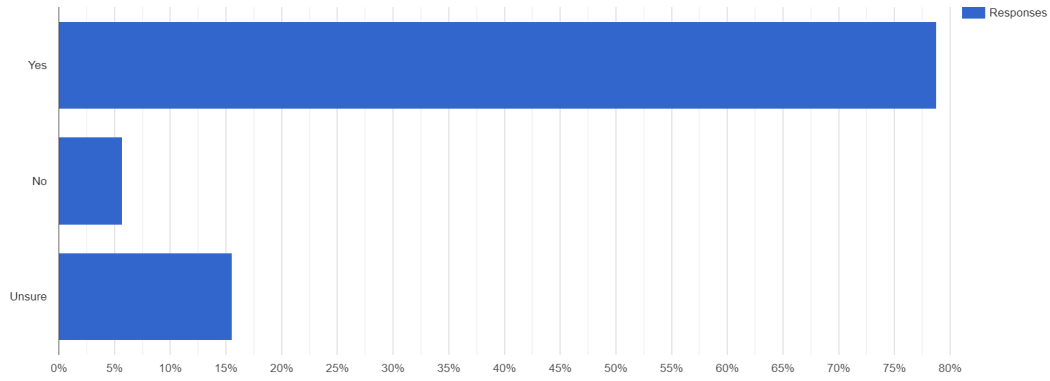
Custom Questions - Do you think that helping more students meet their educational goals is important to your college?



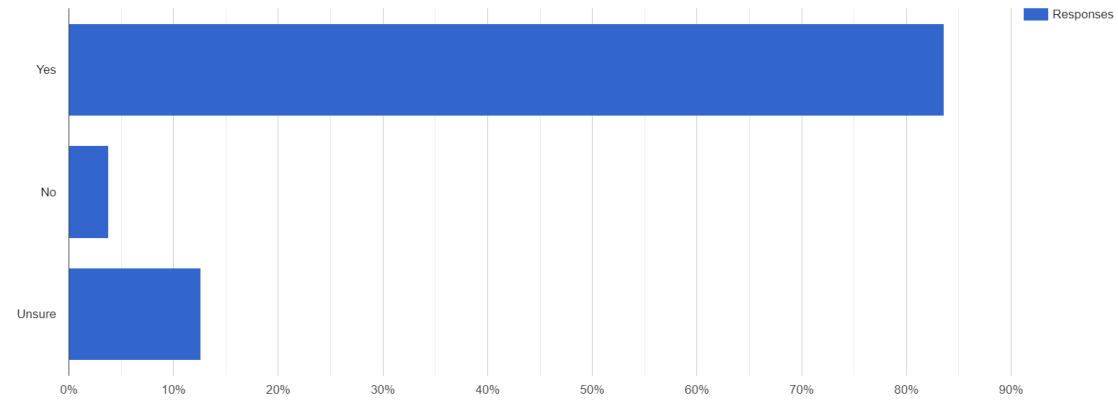
Custom Questions - Do you think that your college is committed to providing all students equitable opportunities to succeed?



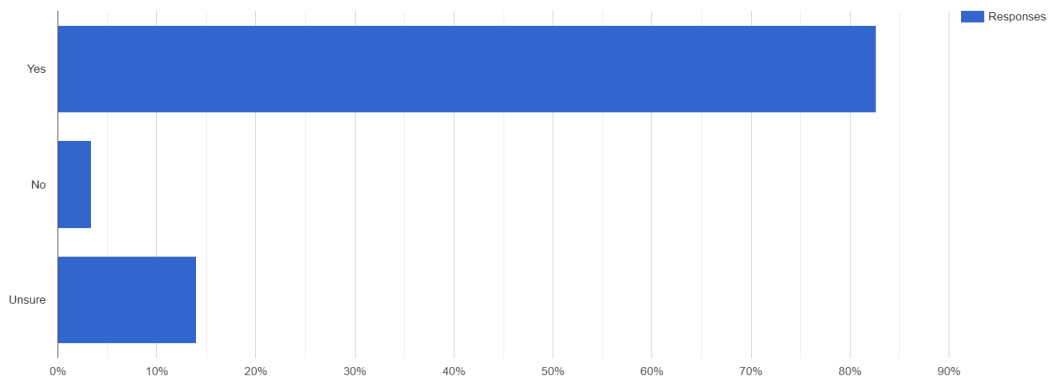
Custom Questions - Do you think your college is making efforts to help students reach their educational goals sooner?



Custom Questions - Do you think your college is working to increase the number of students transferring to UC and CSU?



Custom Questions - Do you think your college is working to increase the number of students who achieve associate degrees, credentials and certificates?



Custom Questions - How often do you have difficulty accessing technology needed to complete your classes?

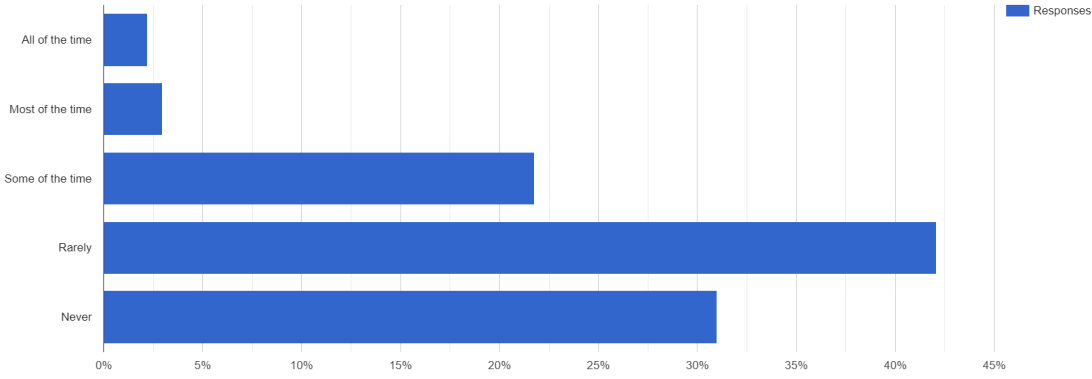


Image and Recruitment

Image and Recruitment - Before you chose to attend this college, did the college communicate or engage with you through the following channels?

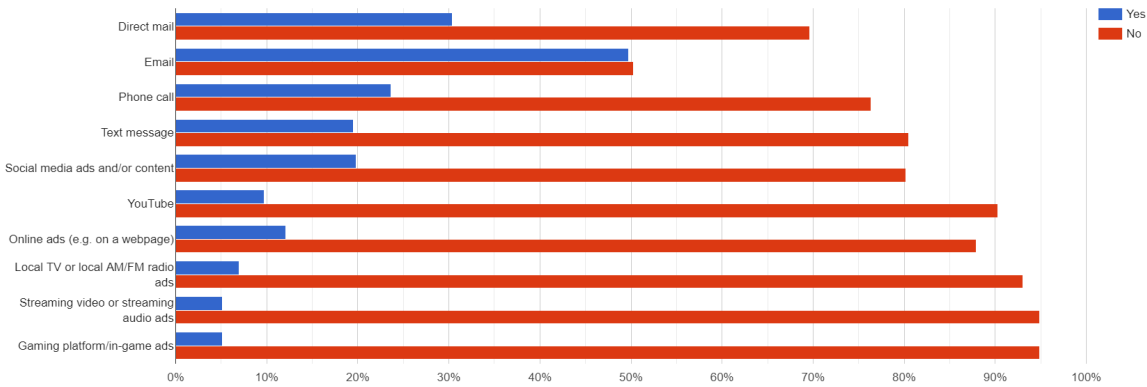


Image and Recruitment - How important were the following factors in your decision to attend this college?

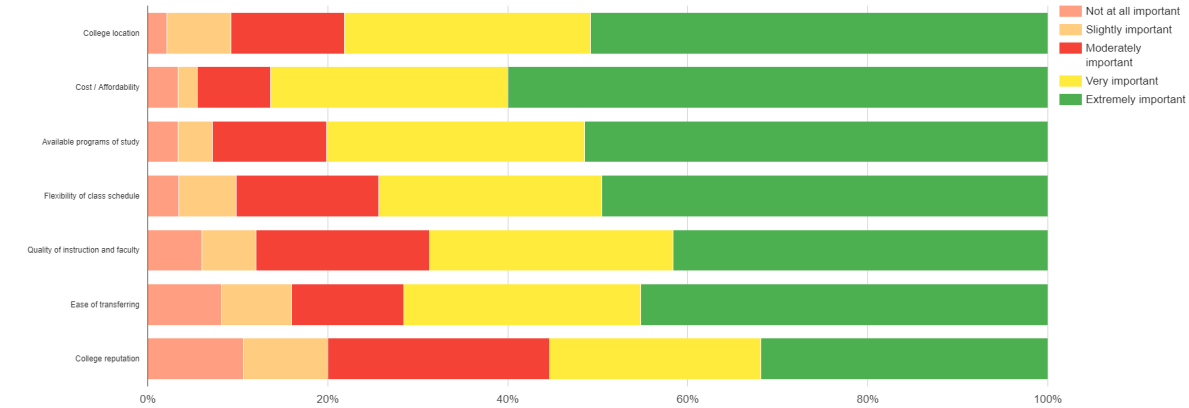
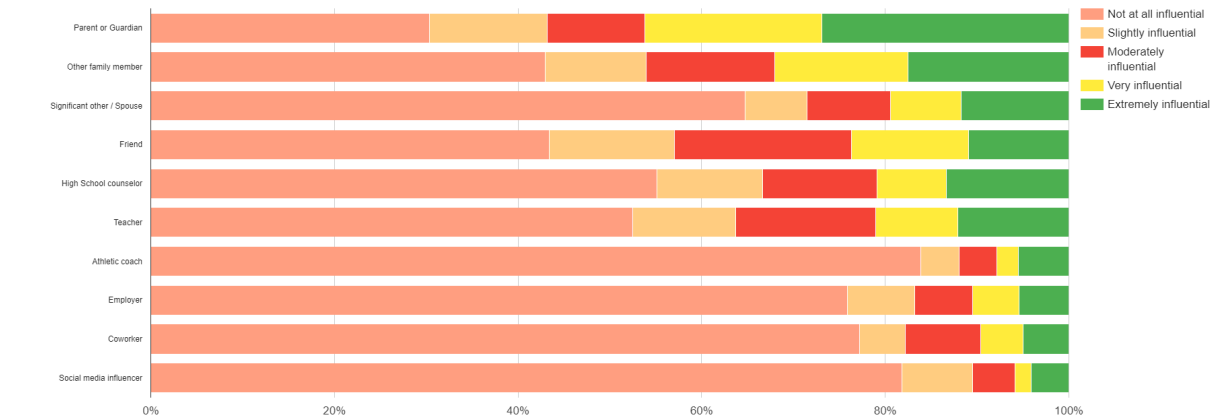
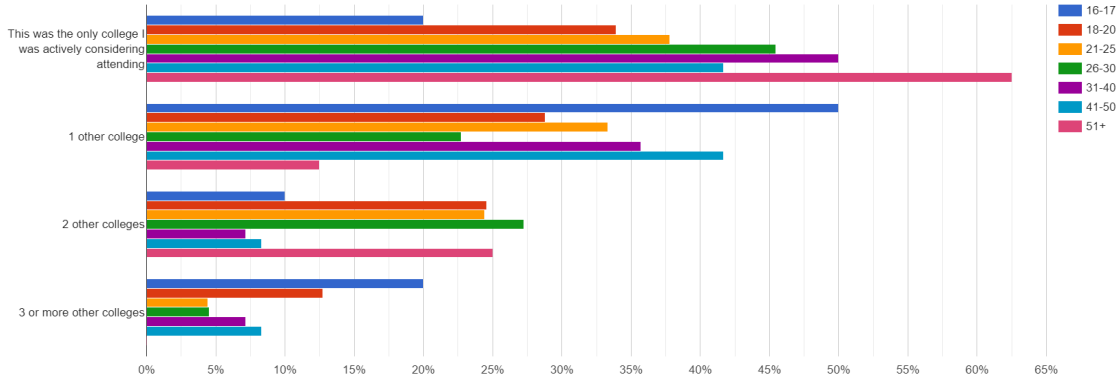


Image and Recruitment - How influential were the following individuals in your decision to attend this college?



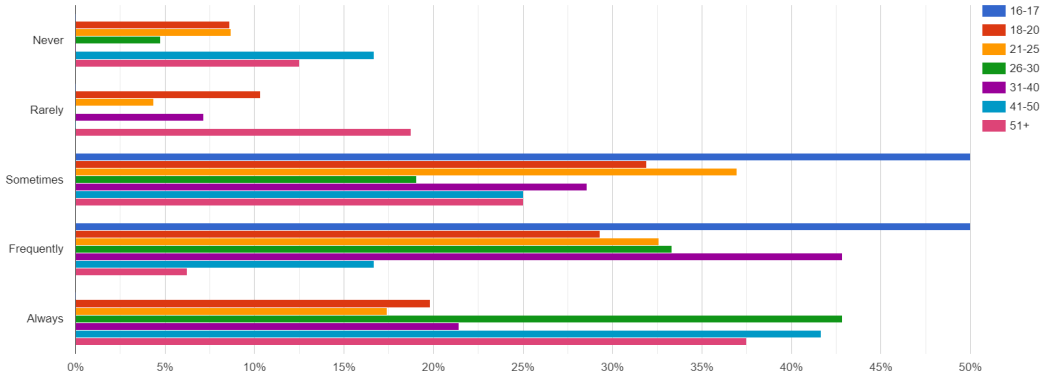
MEDIAPREFS

Image and Recruitment - How many colleges were you actively considering before deciding to attend this college?



MEDIAPREFS

Image and Recruitment - How often do you recommend your college to family or friends?



MEDIAPREFS

Image and Recruitment - Where have you noticed advertisements for your college?

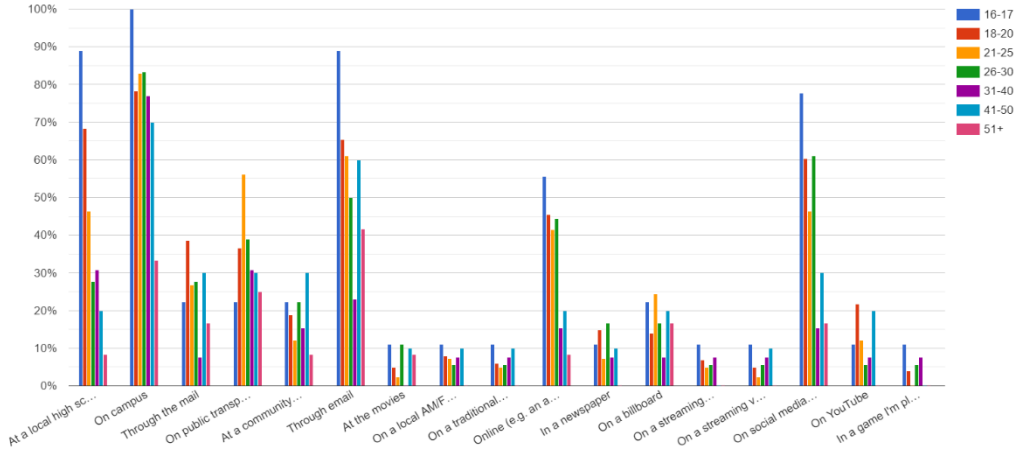


Image and Recruitment - Which advertising method had the strongest impact on you as a prospective student?

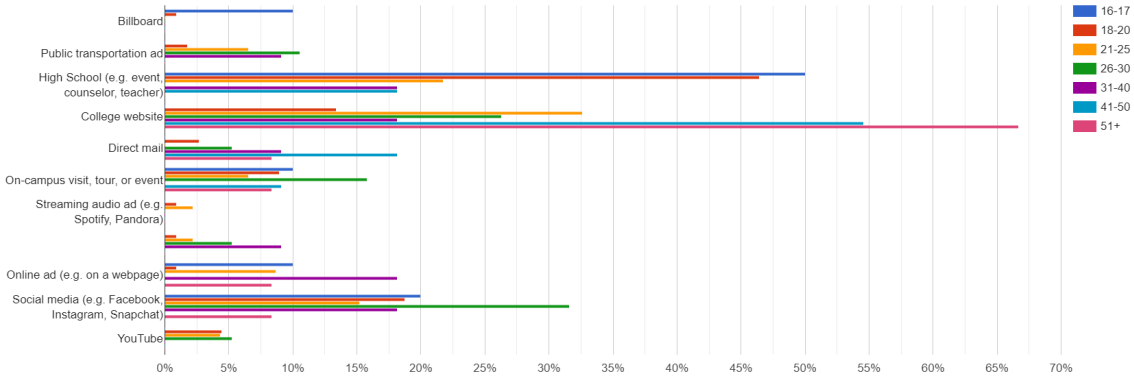
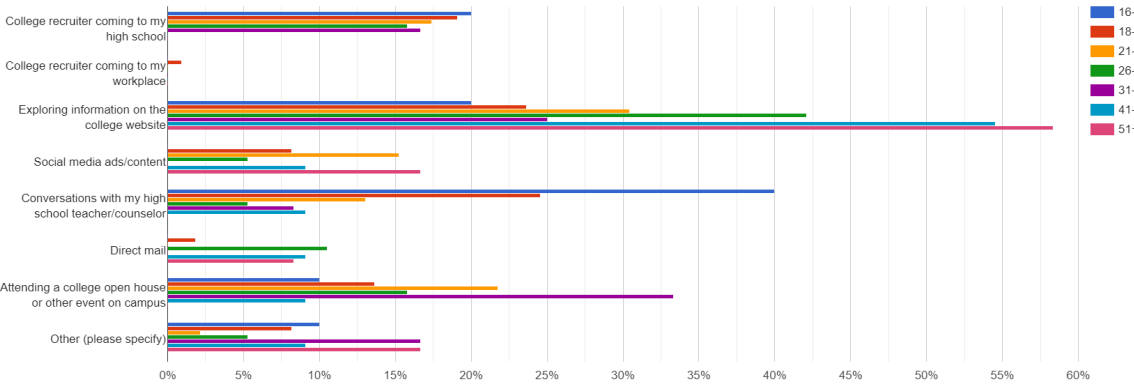
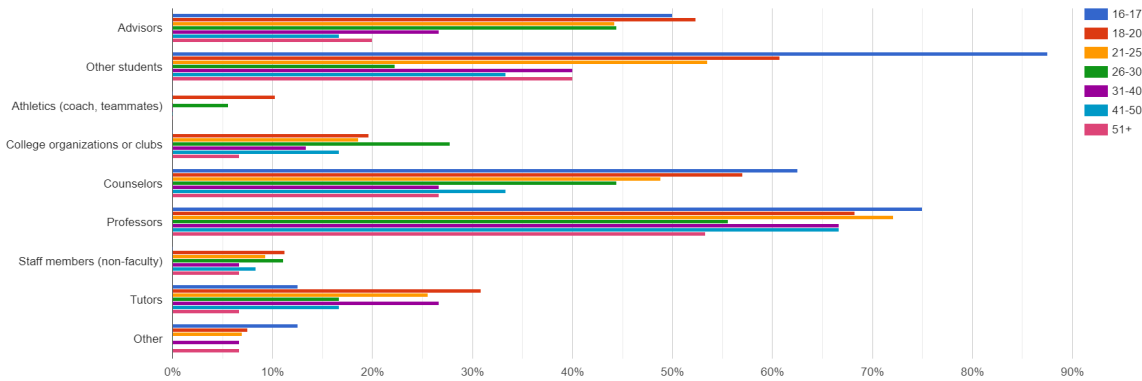


Image and Recruitment - Which recruitment strategy had the strongest impact on you as a prospective student?

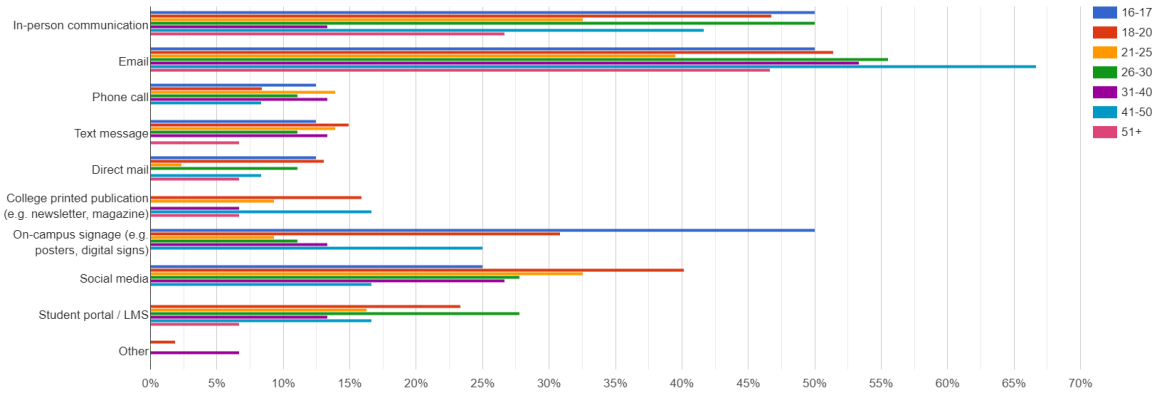


Retention Efforts

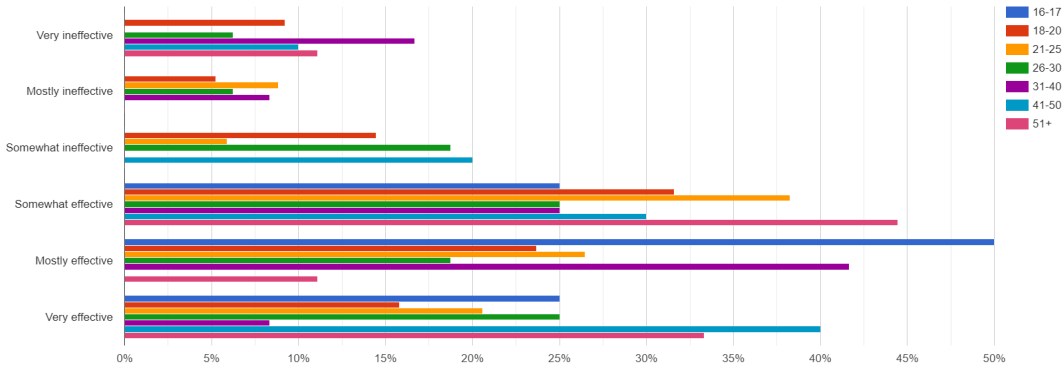
Retention - From whom at your college do you receive support or encouragement? (Check all that apply)



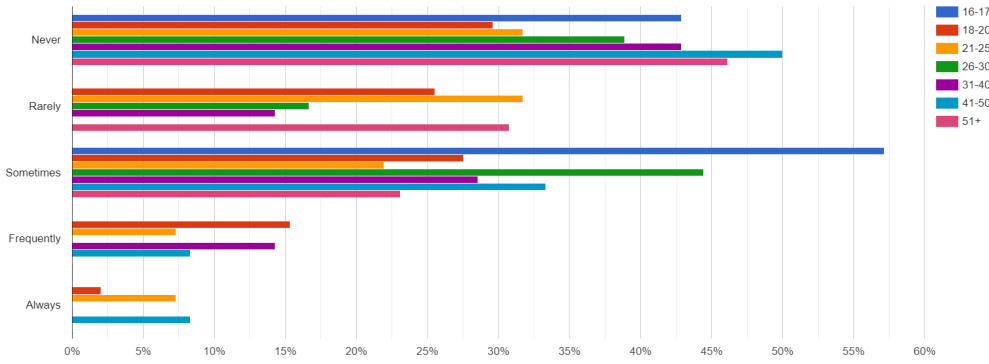
Retention - How do you receive messages of encouragement and support from your college? (Check all that apply)



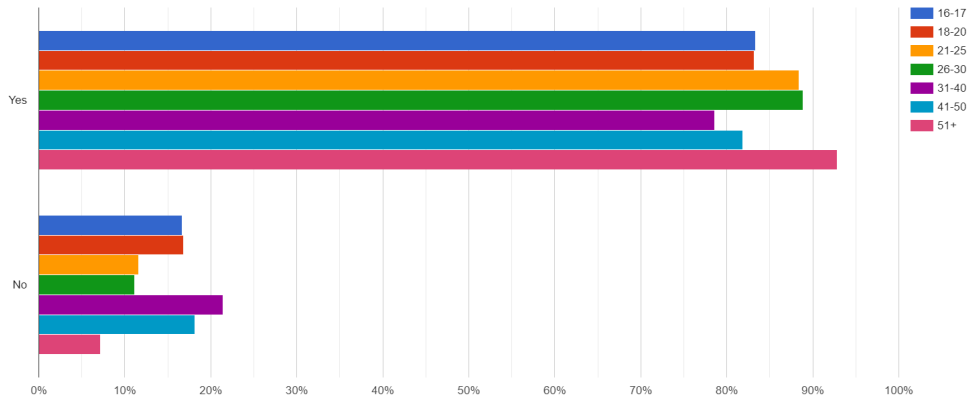
Retention - If you received messages of encouragement and support from your college, how effective was this effort?



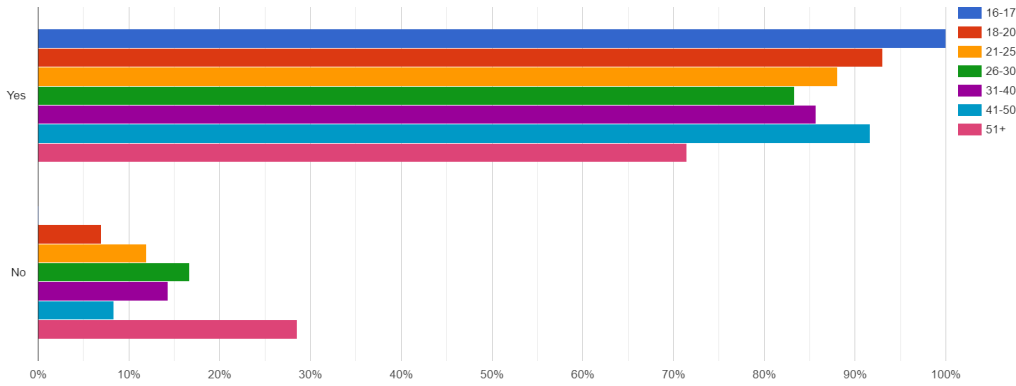
Retention - How often do you receive messages from your college encouraging you to stay enrolled until you graduate?



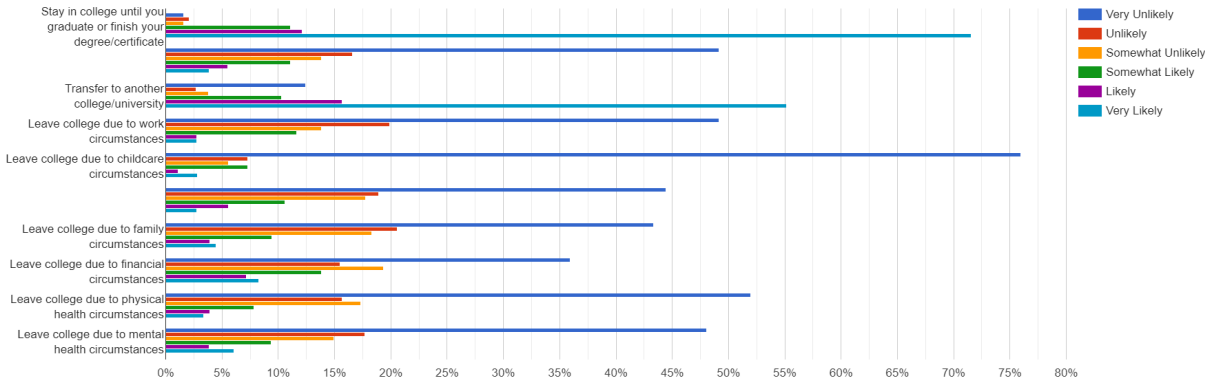
Retention - In general, does your college provide the encouragement you need to stay enrolled until you graduate?



Retention - In general, does your college provide the support you need to stay enrolled until you graduate?



Retention - Given your current situation and what is likely to happen in the near future, how likely is it that you will...



Marketing Plan

(This plan is contingent on funding.)

Goals

Goal 1: Utilize a cross-section of marketing and communications tactics to engage prospective students and re-engage students who stopped out.

Goal 2: Collaborate with key college stakeholders to understand enrollment gaps and target marketing efforts at disproportionately impacted students and programs facing the biggest declines.

Goal 3: Honor the culture and programs of the college by accurately using communications to amplify the work they do through lively, vibrant, and inviting content.

Goal 4: Build from and work in concert with longstanding career education marketing efforts funded by Strong Workforce.

Marketing Strategy: PESO Model

Fullerton College utilizes a PESO model to market the college through paid, earned, shared, and owned communication channels. Paid marketing complemented by long-standing public relations tactics are necessary and efficient to respond to enrollment declines by promoting the college to prospective students,

inclusive of high school, transfer, employed students (back to school to gain employment skills) and students who stopped out, the community at-large and the internal college community.

The PESO Model* takes the four media types—paid, earned, shared, and owned—and merges them together.

- **Paid Media** - Paid media includes traditional marketing such as social media and other digital advertising, sponsored content, radio, print, billboard, and streaming
- **Earned Media** - Earned media commonly referred to as public relations or media relations. It is getting the college's name in print and face-to-face-outreach and partnership building
- **Shared Media** - Shared media includes being published through partner's publications and two-way communications on social media within the college's internal community and external community. This manifests through formal and informal sharing of information between the college, non-profit sector, business community, other government entities and elected officials.
- **Owned Media** - Owned media is otherwise known as content. The Fullerton College News Center, YouTube Channel, President's Weekly, websites, digital screens, Fullerton College Mobile app, mass emails, texting and various printed resources, all fall under owned media.

*[Source](#)

Background

Fullerton College thrived with high enrollment for many years. In 2014, it was considered the fastest growing community college in the country with about 28,000 students. At that size, students often struggled to get the classes they needed; parking was a challenge, and growth was not a priority.

Internal campus-wide communications were virtually nonexistent until early 2015. When the Office of Campus Communications staff grew to three full-time employees, they launched an internal communications strategy that included the Fullerton College News Center, began utilizing ConstantContact to email all students and employees, grew the social media audience tenfold, launched the college's current website's site content management system and infrastructure, and the Fullerton College Mobile app. These efforts were commended by ACCJC in the last accreditation cycle.

In the spring of 2017, the college began to see enrollment declines. When DACA was dismantled, high school enrollment began to dip, and travel restrictions created fear and uncertainty for our international students, enrollment suffered. The college responded with the launch of the free-tuition Promise Program, and directed resources to high-touch student service efforts.

For approximately five years, paid marketing was conducted with Strong Workforce funds and focused solely on career education. A local college campaign adopted a regional campaign and had successful outcomes.

The college did not have a funding allocation for general college marketing and utilized a public relations strategy to elevate and promote the college.

Pandemic Pivot

When COVID-19 exacerbated the enrollment decline, the Office of Campus Communications repurposed its department budget, which typically funds many in-person activities, to launch a paid marketing campaign for the college. Find Your Future at Fullerton College is an active campaign, to help reverse enrollment declines and increase awareness of the college. Since November 2020, the college's efforts expanded from a public relations model to a PESO model by embarking on a digital marketing campaign, complemented by traditional

radio in Spanish and English and some outdoor signage. These efforts are now aligned and in partnership with career education marketing.

Summer/Fall 2022

Fullerton College's summer and fall campaign focused on a General Fullerton Brand Campaign (Main), and a Career Education campaign (CE) promoting general enrollment, career education programs, with media buying being done by Graduate Communications.

The digital campaigns drove traffic into Fullerton College's pipeline by targeting prospective new students via Pay Per Click (PPC), social media marketing, and website retargeting. We have found these tactics to deliver the highest volume and quality of traffic to the Fullerton College website. (Campaign results are available)

The Find Your Future Campaign includes both English and Spanish ads and was done in collaboration with the Office of Campus Communications and the Strong Workforce CTE Director.

Additional collaboration took place with the Office of Campus Communications, Admissions and Records and the Strong Workforce teams to specifically target emails, social media ads, and text messages to students who had missed their registration appointment and encouraged them to access in-person registration support.

Paid media and tactics:

- Cali 93.9 FM
- Spotify
- YouTube
- Facebook
- Instagram
- TikTok
- Website crawling with redirect ads
- Angels baseball game program (print)
- Billboards
- Tactics included:
 - search keyword retargeting
 - lookalike audience targeting
 - website remarketing
 - pay-per-click ads

Earned: Marketing and Public Relations Tactics included:

- Face-to-face outreach through twice-a-week campus tours and community events such as the Fullerton Farmers Market
- Media coverage Disney Aspire Program and Guild
- Face-to-face outreach in partnership with the Fullerton College High School Outreach Team. Career Education visited high school campuses to present about Career Education programs.
- Hosted high school visits to Fullerton College campus and offer program tours
- Hosted virtual information sessions with high schools and present about Career Education programs

Shared Media included:

- Social media provides a growing organic internal audience of 84,500 on the main social media networks LinkedIn, YouTube, Instagram, Facebook and Twitter

- The Disney Aspire Program was shared across all platforms owned by the college, Disney, Guild Education and Cal State Fullerton in collaboration with the Division of Technology and Engineering and Office of Educational Partnerships and Programs.
- The California Community College’s Chancellor Office, Regional Strong Workforce Future Built campaign and Vital Link highlighted the college’s career education programs in their publications and social media
- Other partners with shared content included: Orange County Farm Bureau, Orange County, Orange County Workforce Development Board, Los Angeles Angels of Anaheim, Los Angeles Rams, Network Kinecton, the Fullerton Collaborative and elected officials

Owned Media included:

- An original 10-part video series
- Updated college view book and student resources brochure
- Organic social media posts
- Text messaging and emails focused on registration reminders

News Center and website (Main and CE)

Social Media Performance

Fullerton College social media is utilized to inform students, staff, faculty and the campus community of news, events, activities, and general college information. Content is curated and leveraged for each social media platform. Currently, Campus Communications oversees Instagram, Facebook, Twitter, LinkedIn, and YouTube. There are hopes to establish a TikTok channel to further meet our students where they are digitally.

Fullerton College’s social media channels are also utilized as a two-way communication tool. The Campus Communications team responds to messages and comments posted to their channel. In addition, Campus Communications engages with Fullerton College associated social accounts

The Campus Communications team also keeps a pulse on content being shared that mentions Fullerton College. This allows the Campus Communications team to engage digitally with the FC campus community and provides potential user generated content.

Facebook:

Fullerton College’s Facebook page showcases events and activities as well as accomplishments from the college. Most Facebook followers include campus community members and alumni.

Twitter:

Twitter is utilized to share newsworthy items with the campus community and public. All News Center stories are shared via Twitter.

Instagram:

Fullerton College’s Instagram channel is the main vehicle to communicate with prospective and current students. Instagram is utilized to give a photo/video snapshot of campus life at Fullerton College. The Campus Communications team leverages new tools added to Instagram and incorporates them into their social content planning. For 2022, they leveraged Reels to increase their reach. We expect to the milestone of 10,000 followers this spring.

LinkedIn:

Fullerton College’s LinkedIn followers include staff, faculty, students, FC alumni and folks who have an affinity for the college. LinkedIn has the greatest social media audience and builds brand visibility. The content on this channel includes

college accomplishments and campus community success stories. Most of the content shared on LinkedIn is generated from the News Center. We achieved the milestone of 50,000 followers this fall.

YouTube:

YouTube is Fullerton College’s video archive and livestreaming platform for event coverage. Fullerton College hosted more than 20 videos on YouTube hosts in 2022. Notably, in 2020, we strategically increased subscribers over 1,000 in order to meet YouTube’s audience size requirement to livestream. This was vital during the pandemic.

Social Media Analytics

Data timeframe: Jan. 2022–Dec. 5, 2022

Social Media Audience

Facebook	Twitter	Instagram	LinkedIn	YouTube
16,884	7,239	9,540	50,342	1,410

Total: 85,415

Social Media Posts

Facebook	Twitter	Instagram	LinkedIn	YouTube
249	284	515	53	29

Total: 1,130

Social Media Impressions/Views

Facebook	Twitter	Instagram	LinkedIn	YouTube
3,121,216	182,295	3,609,092	176,768	195,117

Total: 7,284,488

Social Media Engagement

Facebook	Twitter	Instagram	LinkedIn
101,800	6,573	72,829	2,028

Total: 183,230

Messages Received

Inbox Activity Summary		
View key performance metrics for received messages and inbox actions during the reporting period.		
Total Received Messages	Total Actioned Messages	Action Rate
6,219 ↗ 34.7%	5,743 ↗ 49.2%	92.3% ↗ 10.8%

Included in this Report

 @FullColl

 Fullerton College

 Fullerton College Alumni

 fullcoll

 Fullerton College

 Fullerton College

Performance Summary

View your key profile performance metrics from the reporting period.

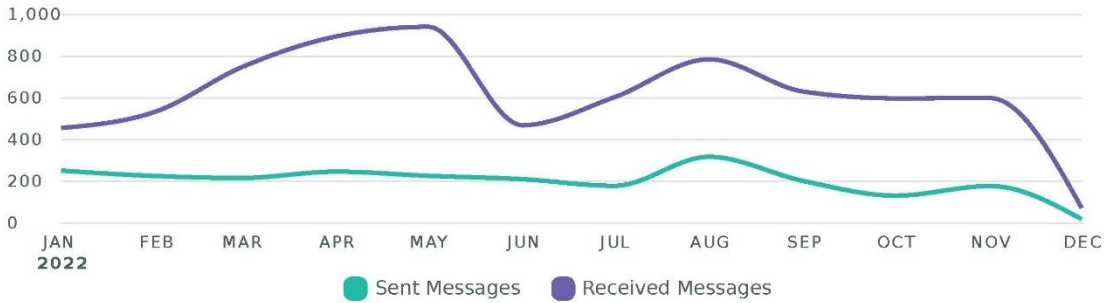
Impressions 6,981,755 ↗80.5%	Engagements 185,071 ↗52%	Post Link Clicks 13,873 ↗21.8%
Engagement Rate (per Impression) 2.6% ↘14.8%		

Audience Metrics	Totals	% Change
Total Audience	84,555	↗3.3%
Total Net Audience Growth	2,587	↘35%
Twitter Net Follower Growth	70	↗566.7%
Facebook Net Page Likes	210	↗45.8%
Instagram Net Follower Growth	1,462	↗91.1%
LinkedIn Net Follower Growth	567	↘80.4%
YouTube Net Subscriber Growth	278	↗47.1%

Message Volume

Review the volume of sent and received messages across networks during the selected time period.

Messages per Month



Sent Messages Metrics	Totals	% Change
Total Sent Messages	2,372	↗58.3%
Twitter Sent Messages	284	↗100%
Facebook Sent Messages	380	↗8%
Instagram Sent Messages	1,662	↗71%
LinkedIn Sent Messages	17	↗21.4%
YouTube Sent Messages	29	↗61.1%

Message Volume

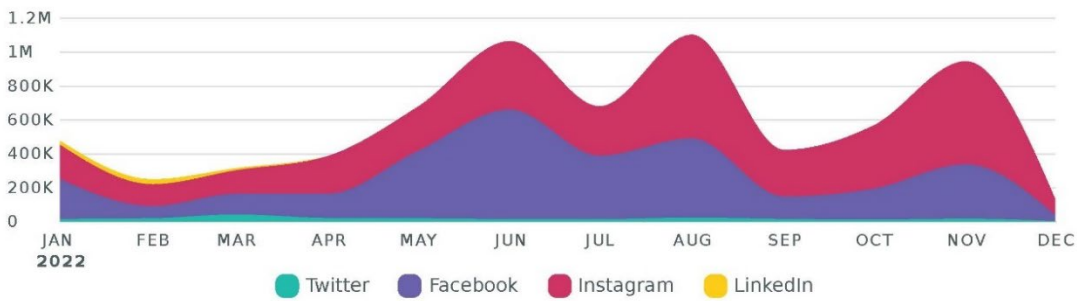
Review the volume of sent and received messages across networks during the selected time period.

Received Messages Metrics	Totals	% Change
Total Received Messages	7,306	↗22.8%
Twitter Received Messages	1,610	↗21.5%
Facebook Received Messages	939	↗17.4%
Instagram Received Messages	4,721	↗24.1%
LinkedIn Received Comments	36	↗71.4%

Impressions

Review how your content was seen across networks during the reporting period.

Impressions, by Month

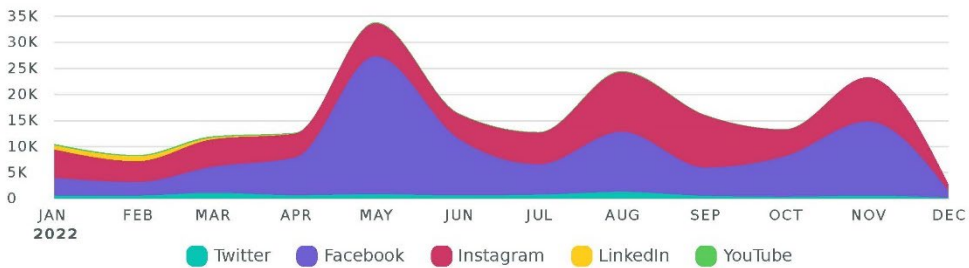


Impression Metrics	Totals	% Change
Total Impressions	6,981,755	↗80.5%
Twitter Impressions	182,295	↘24.1%
Facebook Impressions	3,124,216	↗64.3%
Instagram Impressions	3,609,092	↗136.8%
LinkedIn Impressions	66,152	↘67.2%

Engagement

See how people are engaging with your posts during the reporting period.

Engagements, by Month

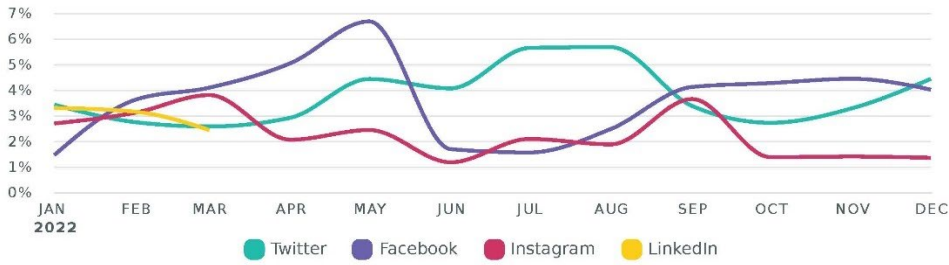


Engagement Metrics	Totals	% Change
Total Engagements	185,071	↗52%
Twitter Engagements	6,573	↗7.6%
Facebook Engagements	101,811	↗96.1%
Instagram Engagements	72,829	↗33.2%
LinkedIn Engagements	2,028	↘68.8%
YouTube Engagements	1,830	↘28%

Engagement Rate

See how engaged people are with your posts during the reporting period.

Engagement Rate (per Impression), by Month

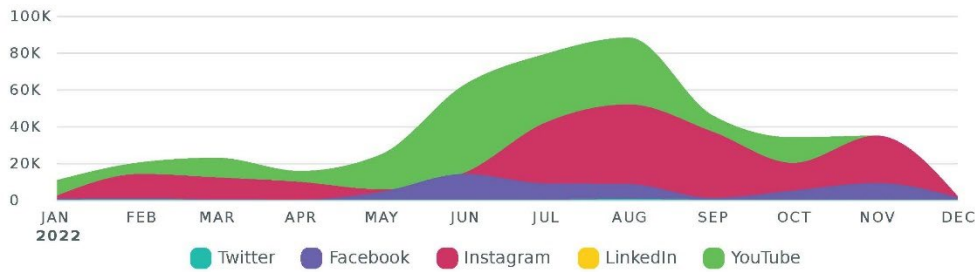


Engagement Rate Metrics	Rate	% Change
Engagement Rate (per Impression)	2.6%	↓14.8%
Twitter Engagement Rate	3.6%	↗41.8%
Facebook Engagement Rate	3.3%	↗19.4%
Instagram Engagement Rate	2.0%	↓43.8%
LinkedIn Engagement Rate	3.1%	↓4.9%

Video Views

Review how your videos were viewed across networks during the reporting period.




Video Views, by Month



Video Views Metrics	Totals	% Change
Video Views	440,896	↗124.9%
Twitter Video Views	763	↓33.3%
Facebook Video Views	52,650	↗416.7%
Instagram Post Video Views	192,366	↗326%
LinkedIn Video Views	—	—
YouTube Video Views	195,117	↗39.8%

Profiles

Review your aggregate profile and page metrics from the reporting period.

Profile ▲	Audience	Net Audience Growth	Published Posts	Impressions	Engagements	Engagement Rate (per Impression)	Video Views
Reporting Period Jan 1, 2022 - Dec 5, 2022	84,555 ↗ 3.3%	2,587 ↘ 35%	1,094 ↗ 66.3%	6,981,755 ↗ 80.5%	185,071 ↗ 52%	2.6% ↘ 14.8%	440,896 ↗ 124.9%
Compare to Jan 27, 2021 - Dec 31, 2021	81,815	3,980	658	3,867,715	121,752	3.1%	196,056
 @FullColl	7,239	70	284	182,295	6,573	3.6%	763
 fullcoll	9,542	1,462	515	3,609,092	72,829	2%	192,366
 Fullerton College	16,877	214	249	3,123,545	101,800	3.3%	52,634
 Fullerton College	48,140	567	16	66,152	2,028	3.1%	—
 Fullerton College	1,390	278	29	N/A	1,830	N/A	195,117
 Fullerton College Alumni	1,367	-4	1	671	11	1.6%	16

LinkedIn Analytics

Jan. 1, 2022–Dec. 5, 2022



Fullerton College

Content admin view

View as member

All Pages

Products

Content

Analytics

Activity 99+

Admin tools

Visitor analytics

Jan 1, 2022 - Dec 5, 2022

Export

Visitor highlights

12,507

Page views

▲718.5%

8,063

Unique visitors

▲720.2%

100

Custom button clicks

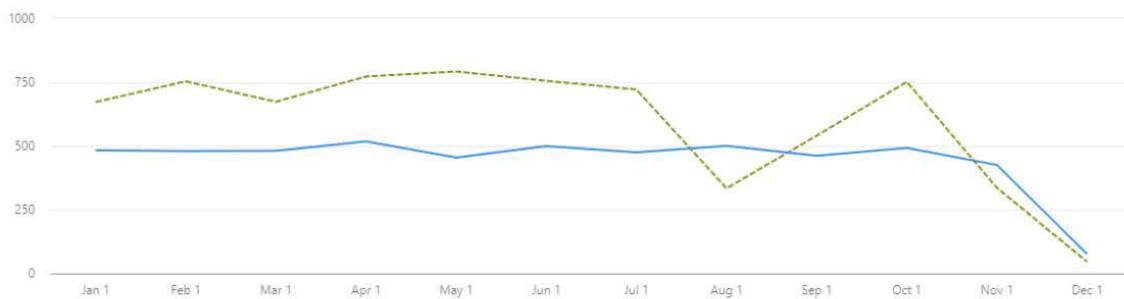
▲170.3%

Visitor metrics

Page views

All pages

All filters



✓ Desktop

5,353

✓ Mobile

7,154

Follower analytics

Jan 1, 2022 - Dec 5, 2022

Export

Follower highlights

50,343

Total followers

5,542

New followers in the last 338 days

YouTube Analytics

Jan. 1, 2022–Dec. 5, 2022

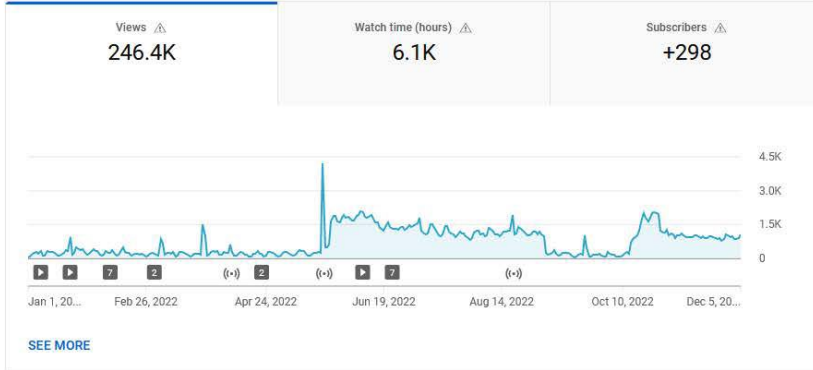
Channel analytics

ADVANCED MODE

Overview Content Audience Research

Jan 1 – Dec 5, 2022
Custom

In the selected period, your channel got 246,400 views



Realtime

Updating live

1,412

Subscribers

SEE LIVE COUNT

1,880

Views - Last 48 hours



Top content

Content	Views
Fullerton College Transfer...	1,127
Find Your Future at Fullerto...	528
Pathway Transformation Initi...	87

SEE MORE

Your top content in this period

Content	Average view duration	Views
1 Fullerton College Transfer Center Feb 14, 2022	0:28 (97.4%)	118,660
2 Find Your Future at Fullerton College Feb 10, 2022	0:30 (96.9%)	49,410
3 Pathway Transformation Initiative - Growth Mindset Apr 7, 2017	2:10 (52.9%)	35,099
4 How To Register for Fullerton College Classes Jul 15, 2015	1:30 (38.3%)	10,294
5 The 107th Fullerton College Commencement May 22, 2022	13:03 (6.5%)	6,769
6 Fullerton College: Anything But Old School Aug 12, 2016	1:25 (50.1%)	6,032

Latest content



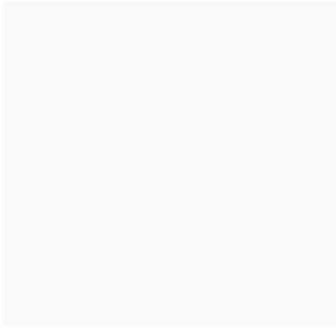
While live (stream ended 112 days 4 hours ago)

Views 507
Average view duration 47:48
Peak concurrent viewers 273

SEE VIDEO ANALYTICS

1 of 10

7		A Conversation about the War Ukraine Mar 8, 2022	1:17 (1.6%)	3,255
8		80th Anniversary Day of Remembrance Mar 2, 2022	1:09 (1.2%)	1,598
9		Fullerton College's Spring 2022 Convocation Jan 21, 2022	6:50 (37.5%)	1,110
10		Fall 2022 Fullerton College Convocation Aug 19, 2022	27:59 (23.7%)	1,003



Content

Channel analytics ADVANCED MODE

Overview **Content** Audience Research
Jan 1 – Dec 5, 2022
Custom ▾

All **Videos** Live

Views ▲

Jan 1 – Dec 5, 2022

Videos	<div style="width: 96.1%; height: 10px; background-color: #0070c0;"></div>	236.9K (96.1%)
Live stream	<div style="width: 3.9%; height: 10px; background-color: #0070c0;"></div>	9.5K (3.9%)

[SEE MORE](#)

Published content ▲

Jan 1 – Dec 5, 2022

Videos	<div style="width: 96.1%; height: 10px; background-color: #0070c0;"></div>	21
Live stream	<div style="width: 3.9%; height: 10px; background-color: #0070c0;"></div>	5

[SEE MORE](#)

Typical views

First 28 days

Videos	40–180
Live stream	—

[SEE MORE](#)

How viewers find you ▲

Views · Jan 1 – Dec 5, 2022

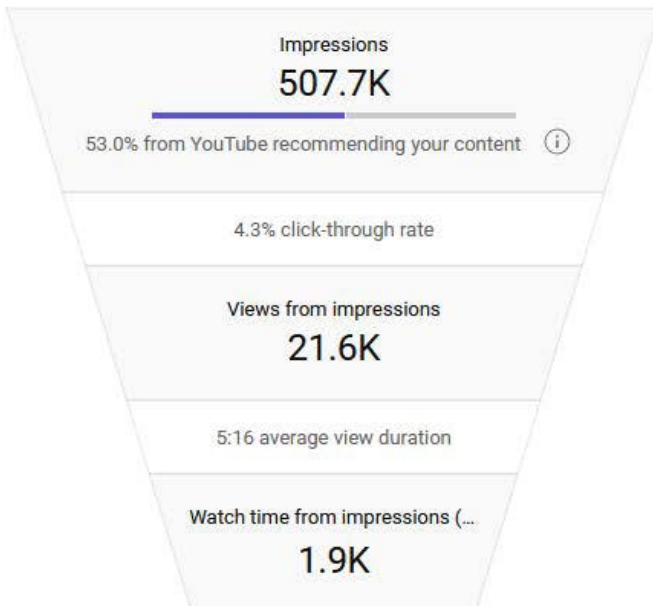
Traffic Sources

YouTube advertising	<div style="width: 68.1%; height: 10px; background-color: #0070c0;"></div>	68.1%
External	<div style="width: 13.2%; height: 10px; background-color: #0070c0;"></div>	13.2%
Suggested videos	<div style="width: 6.6%; height: 10px; background-color: #0070c0;"></div>	6.6%
Direct or unknown	<div style="width: 6.0%; height: 10px; background-color: #0070c0;"></div>	6.0%
YouTube search	<div style="width: 3.3%; height: 10px; background-color: #0070c0;"></div>	3.3%
Others	<div style="width: 2.9%; height: 10px; background-color: #0070c0;"></div>	2.9%

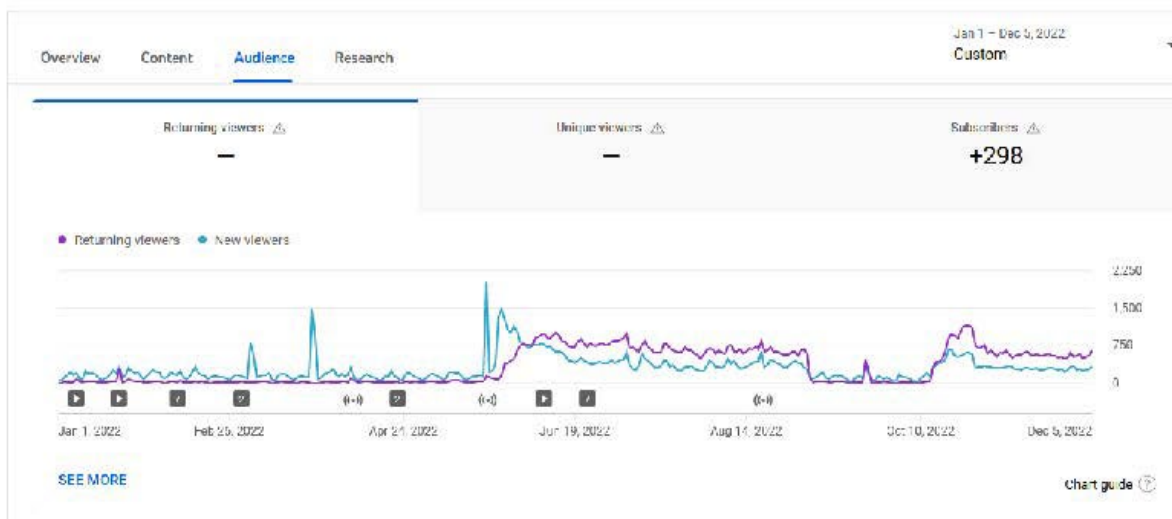
[SEE MORE](#)

Impressions and how they led to watch time ⚠









Data available Jan 1 – Dec 5, 2022 (339 days)



Audience



GIPHY

1		48,870 Views
2		25,781 Views
3		9,566 Views
4		7,633 Views
5		6,276 Views
6		5,154 Views
7		4,266 Views
8		1,690 Views
9		1,054 Views

Website Support

Since January 2022

[Home page](#)

Overall Users and Views

Users	Pageviews	Avg. Session Duration
654,835	3,798,693	00:02:13

Top Page Views

Page Name	Page Views	Unique Page Views	Engagement Time
Fullerton College	1,910,517(50.29%)	1,509,774(47.99%)	00:02:32
Catalog + Schedule	404,487(10.65%)	309,035(9.82%)	00:05:00
Current Students	257,911(6.79%)	222,253(7.06%)	00:01:14
Search Results	241,049(6.35%)	214,488(6.82%)	00:03:06
Future Students	173,218(4.56%)	160,596(5.10%)	00:00:53
Academics	170,913(4.50%)	153,598(4.88%)	00:00:23
Faculty + Staff	154,539(4.07%)	137,029(4.36%)	00:00:49
Visit	109,573(2.88%)	106,089(3.37%)	00:00:25
About	97,646(2.57%)	95,908(3.05%)	00:01:08
Degrees + Certificates	45,154(1.19%)	36,393(1.16%)	00:02:02

Referrals/Sources

Source/Referral	Users	New Users	Sessions
Organic Search	305,508(40.24%)	263,015(41.26%)	813,147(43.26%)
Direct	291,917(38.45%)	285,283(44.75%)	535,569(28.49%)
Referral	111,623(14.70%)	51,039(8.01%)	449,969(23.94%)
(Other)	43,419(5.72%)	32,800(5.14%)	69,328(3.69%)
Social	3,158(0.42%)	2,937(0.46%)	4,108(0.22%)

Social Media Referrals

Social Media Network	Sessions	Percentage of Sessions
Instagram	1,529	37.22%
Facebook	1,082	26.34%
Twitter	893	21.74%
YouTube	212	5.16%
Naver	172	4.19%
LinkedIn	90	2.19%

News Center

Stories posted

100 articles

Missing analytics from March 2022 and on

Overall Users and Views

Users	Pageviews	Avg. Session Duration
3,408	5,795	00:00:51

Top Page Views

Page Name	Page Views	Unique Page Views	Engagement Time
Free COVID-19 Testing Offered Starting Oct.	372(6.42%)	326(6.47%)	0:06:17
Fullerton College News Center	329(5.68%)	276(5.48%)	0:01:09
Transcript Orders Now Available	292(5.04%)	249(4.95%)	0:02:13
mygateway Fullerton College News Center	280(4.83%)	251(4.99%)	0:02:43
Archives Fullerton College News Center	233(4.02%)	206(4.09%)	0:00:49
Submit Your Vaccination Record or Request an Exemption by November 1	206(3.55%)	176(3.50%)	0:04:00
Fullerton College Bookstore Transitions Operations to	169(2.92%)	140(2.78%)	0:01:37
Fullerton College Offers 2 Years Tuition-	163(2.81%)	148(2.94%)	0:03:57
Campus Calendar	159(2.74%)	136(2.70%)	0:00:57
Free COVID-19 Testing Offered Starting Oct. 25	372(6.42%)	326(6.47%)	0:06:17

Referrals/Sources

Source/Referral	Users	New Users	Sessions
Organic Search	1,853(53.57%)	1,651(53.07%)	2,198(54.30%)
Direct	1,154(33.36%)	1,053(33.85%)	1,336(33.00%)
Referral	196(5.67%)	162(5.21%)	227(5.61%)
Social	256(7.40%)	245(7.88%)	287(7.09%)

Social Media Referrals

Social Media Network	Sessions	Percentage of Sessions
Facebook	133	46.34%
Twitter	84	29.27%
LinkedIn	70	24.39%

Websites Launched

- Ethnic Studies
- News Center (redesign)
- NOCCCD APIA site
- Committees website
- Hornet Pathways
- Career Closet

Web Support

Providing campus support with various services including:

Website/Constant Contact help or consulting (frequent)

- This can be minor help from helping with lost log in information or some more in-depth such as adding new features to a website or consulting on best practices
- -mindful growth, transfer center, child dev, CTE, financial aid (HEERF), counseling, socsci, career closet, career center

Website creation (not as frequent)

- Ethnic Studies – worked with department and hired vendor who designed the site. Consulted on how to create a site that worked best with our theme and accessibility practices. Took finished design documents and converted them into a live site on our multisite.
- News Center – Evaluated old site and content. Created outline for how information was organized, made wireframe mockup based on outline. Focused on displaying photos and headlines. Once wireframe was approved, created various design drafts for look and feel of site. Once draft is approved developed theme in php on a local copy of the News Center site. Launched site in March 2022.

Digital Graphic Design Support

Branding creation for programs (starting to use Canva to create kits) (not as frequent)

- Created a branding kit for social media posts, flyers on Canva using previously made branding guidelines. For FYE/Guided Pathways set up a standards guide for badge design using their specifications of badge levels and grouping
- -mindful growth, FYE

Display signage requests (semi-frequent)

- The transfer center is the top requester

Logo creation for departments (not as frequent)

- Mostly when new programs are created or they're working with vendors to create promo items etc, I will provide logos for print use or other specifications.
- -guided pathways, cte, first year experience

Graphics for events for other departments (semi-frequent)

- Graphics for events usually include a digital flyer, news center graphics, display signage graphics, social media graphics etc.
- Hispanic heritage month, FC Day, Commencement

Fullerton College Mobile App Data

Usage

Unique visitors	Logged in users	Returning users
26K	13K	6.76K
Views per session	Time per session	Sessions per user
2.77	64.8	4.52

Engagement

Top Pages

Page	Views	%
Home (<i>home_student/index</i>)	505,989	35.3%
Check In <i>index</i> (<i>wr_workready/index</i>)	179,073	12.5%
Self Assessment Submitted <i>page/form_receipt</i> (<i>wr_self_assessment/page/form_receipt</i>)	178,625	12.5%
Self Assessment <i>index</i> (<i>wr_self_assessment/index</i>)	166,322	11.6%
Self Assessment Form <i>page/form_a</i> (<i>wr_self_assessment/page/form_a</i>)	109,125	7.6%
Sign in (<i>kurogo_login/login</i>)	67,061	4.7%

Digital Screens

- 11 graphics created, 9 graphics curated (mostly transfer center)
- 20 total graphics since launch of displays

Emails Sent

- This includes frequent emails: President’s Weekly, Enrollment Emails, Returning to Campus Emails
- Our email open rates exceed the industry standard in education, which is 36.8 percent. Contrary to popular assumptions, email is not dead.
- (COVID-19 emails are provided in a special section)

Total Emails

Campaigns created	Emails sent	Open Rate Average	Clicks	Click Rate Average
70	993,530	49%	14,560	5%

Enrollment Campaign Emails

Campaigns created	Emails sent	Open Rate Average	Clicks	Click Rate Average
7	24,099	70%	1769	15.88%

President’s Weekly Emails

Campaigns created	Emails sent	Open Rate Average	Clicks	Click Rate Average
29	598,087	44.6%	5,754	.97%

Event Planning

The Office of Campus Communications is responsible for several longstanding events such as two Convocations a year, Classified Appreciation Lunch, FC Night at Angel Stadium and Love Fullerton. Since the last Program Review cycle, new events such as the Humanities Building Groundbreaking and Grand Opening and the Investiture BBQ have been requested from the department.

Partnership Building and Community Relations

The director actively represents the college in the community and maintains many strong and healthy collaborations on behalf of the college. Notably, she serves on the Fullerton Collaborative Board of Directors and co-chairs the Homelessness Subcommittee. She negotiated terms with Guild Education and Disney which allowed for the Disney Aspire Partnership to get established. These negotiated terms, led to collaboration with the Director of Educational Partnerships and Programs and the Dean of Technology and Engineering, who were instrumental in overall program development.

Campus Tours

Large group tours returned to the campus in February 2022, following a long pause during the COVID-19 pandemic. Between February 2022 and June 2022, the department provided 20 scheduled large group tours of campus (three from outside organizations / 17 from individuals who signed up for a tour using the college's website). These tours introduced approximately 179 people to the college.

Large group tours picked up more in Summer and Fall 2022. Between July 2022 and December 2022, the department provided 57 scheduled large group tours (16 from outside organizations/ 41 from individuals who signed up for a tour using the college's website). These tours introduced approximately 740 people to the college.

Outreach & Community Events:

Requests to participate in community events and other outreach tabling opportunities also began to pick up in the Summer and Fall 2022. During this period, the department participated in five community and outreach events, which collectively reached approximately 8,910 people. These events were separate from Promise/HS Outreach events and Welcome days held on campus. Whenever possible these activities are carried out by student ambassadors, under the direction of the communications specialist.

Small Individually requested tours

- Fall 2021- Campus Mostly Closed.
 - Zero scheduled
- Spring 2022 Dates- 3/16 - 5/25 (2 days a week)
 - 17 tours scheduled attended by 54 people
- Summer 2022 Dates- 6/1 – 8/17 (2 days a week)
 - 21 tours scheduled attended by 144 people
- Fall 2022 Dates- 8/30- 12/20 (2 days a week)
 - 20 tours scheduled so far attended by 52 people so far

Large Group Tours

- Fall 2021
 - No large group tours scheduled
- Spring 2022
 - 3 groups scheduled attended by 125 people
- Fall 2022
 - 16 groups scheduled attended by 740 people

Master Calendar

Master Calendar requests in 2019-20:

- The Master Calendar generated \$156,478 in revenue for the college during the 19-20 fiscal year
- Overall, 1,403 events were processed
- 22 campus events included complex activities like Chamber of Commerce Mixer, Foundation Car Raffle, WorldFest, KinderCaminata, Club Rush, Forums, Commencement, Convocation, Classified Appreciation, Transfer Fairs, Marketplace, Art Exhibitions, President’s Gala
- 1,221 internal events, such as division, department, and committee meetings
- Of the 1,403 events that were processed, 160 were outside rentals paying a fee
- 179 campus events were canceled due to COVID-19 campus shutdown.

Master Calendar request in 2020-21:

- Overall, 108 events were processed
- 25 Drive-thru experiences to pick up/ drop off lab kits and an employee appreciation event
- 2 Vaccine Clinics

Master Calendar request in 2021-22:

- The Master Calendar generated \$44,210 in revenue for the college during the 21-22 fiscal year
- Overall, 385 events have been processed.
- Some of the complex events were the 2400 Building Ribbon Cutting and the 8 COVID-19 Vaccine Clinics that were offered along with the 9 Drive Thru events for various departments
- Of the 385 events that were processed, 19 were for outside rentals paying a fee

Master Calendar request in 2022 up to December 30th

- The Master Calendar generated \$48,718 in revenue for the college during the period of July 2022 thru the end of December 2022
- Overall, 539 events have been processed from July to December
- Some of the events that included complex activities were: Classified Appreciation Luncheon, 2022 Convocation, Info Booths, Club Rush, Cruz Reynoso Celebration, Dia De Los Muertos, Thanksgiving Drive Thru and the Investiture of our ninth Chancellor
- Of the 539 events that were processed, 22 were for outside rentals paying a fee

Switchboard

The Fullerton College switchboard provides uninterrupted access to a live person on the phone Monday to Friday from 8 a.m. to 5 p.m. Especially during COVID-19 this was the only reliable phone number with a live person picking up. A new student call center was established in 2022, and that team has been a good partner since it launched. There is an ebb and flow to call volume depending on the time of year. The highest volume is generally during the two weeks before the semester begins and the first two weeks of a semester. We often have two employees managing the switchboard during that timeframe to keep up with the volume of calls received. The first week or two of registration also sees a rise in call volume. When we tested our RAVE system during the Fall 2022 semester, we received over 100 calls in just two hours.

Campus Communications: Pandemic Pivot & Response

When the COVID-19 pandemic first began in March 2020, the Office of Campus Communications was one of the first departments on campus tasked with providing an immediate response and timely communication regarding the campus-wide closure, COVID-19 updates, and resources and support available to the campus community. During this time Campus Communications drafted and sent campus-wide emails, provided updates via social media, and launched the first website in the district dedicated solely to COVID-19 updates and resources. For nearly three years, the pandemic prompted multiple layers of support provided by Campus Communications.

Support from the department ventured far beyond messaging and into crisis management and programming for the college. The director initiated the development of contact tracing protocols, managed the implementation of the digital employee and student check-in processes, was actively involved in the implementation of the NOCCCD vaccination mandate, wrote grading policy memos in partnership with the dean of enrollment services and faculty senate president, and assured traditions such as Students of Distinction and Commencement were honored through complex and award-winning multi-media projects.

To date, no HEERF funds have been reimbursed for these efforts and all costs were drawn from the department's budget.

Communications projects included:

- Website development – Two main websites supported the college during the pandemic. The first website, [Coronavirus.fullcoll.edu](https://coronavirus.fullcoll.edu), provided timely information about campus closure, COVID-19 updates, contact tracing, and resources, while the second website, fullcoll.edu/return, launched in Fall 2021 and was primarily focused on a safe return to campus. *See Appendix for analytics*
- Social media – Campus Communications initially used social media to provide updates regarding the pandemic, but later flipped the model to help nurture a sense of belonging in a virtual environment. Through social media campaigns such as “Hornets Together Apart” and “Hornets at Home,” Campus Communications created more than a dozen social media posts and videos featuring Fullerton College students, faculty and staff sharing messages of encouragement and showing off fun environments from the comfort and safety of their home.
- Switchboard operations – Campus Communications provided continuous access to live support without any interruptions during the pandemic. When the campus closed in March 2020, the administrative assistants were set up within a week to answer all calls Monday through Friday, 8 a.m. - 5 p.m. The Switchboard acted as a helpline, rather than a means to transfer calls, because most departments moved away from answering their department phonelines during the pandemic.
- Publications – Campus Communications maintained digital publications during COVID-19 including feature stories and announcements posted to [News Center](#), [President's Weekly](#) newsletters, and [Fullerton College Magazine](#). Prior to the fall 2020 semester, the communications specialist also worked with district designers to produce the printed New Student Resource Guide which was included in welcome packages to new students at the start of fall 2020. The print publication has continued to be updated each semester and is now in its [fourth version](#).
- Printed signage – Throughout the pandemic, Campus Communications created posters and signage to communicate COVID safety policies, vaccine mandate requirements and other flyers and posters with Return to Campus information.
- Mobile App development – Campus Communications, specifically the web content specialist and the director, developed and launched Fullerton College Mobile (app) in January 2020. The timing proved to be advantageous because it gave the technological backend to launch the COVID safety check-in procedures for the college. The college's check-in procedures for students and employees were developed by the communications director and implemented by the web content specialist with support from ACT. The interim health services director provided content expertise. *See Appendix for analytics.*

- Events/Video – Marquee college events such as Convocation, Commencement, and Students of Distinction were maintained by offering them through creative multi-media projects or livestream productions.
- Marketing / Advertising - When COVID-19 exacerbated the college’s enrollment decline which started in spring of 2017, the Office of Campus Communications repurposed its department budget in November 2020 to launch the first paid marketing campaign for the college. Find Your Future at Fullerton College is an active campaign, to help reverse enrollment declines and increase awareness of the college. Since November 2020, the department’s efforts expanded from a public relations model to a PESO model by embarking on a digital marketing campaign, complemented by traditional radio in Spanish and English and some outdoor signage. The PESO model utilizes paid, earned, shared, and owned communication channels. These efforts are now aligned and in partnership with career education marketing. HEERF funds, nor have FY 21-22 Enrollment and Re-engagement funds have been allocated for marketing.

Data for Pandemic Communications (March 2020-2022)

Websites

Coronavirus.fullcoll.edu

Date created

March 13, 2020

Number of posts

166 posts

Because this site was created as its own subdomain, I don’t have specific view counts for it

Return to the Hive – www.fullcoll.edu/return

Date created

July 20, 2021

Views since January 2022

Page Name	Views	Unique Views	Average engagement time
Return to the Hive Fullerton College	37,846 (1.00%)	32,995(1.05%)	00:01:37
Campus Check-in Fullerton College	16,888 (0.44%)	14,800(0.47%)	00:04:12
Testing Fullerton College	8,955 (0.24%)	7,529(0.24%)	00:04:43
Safety First Fullerton College	5,510 (0.15%)	4,757(0.15%)	00:03:46
On-Campus Services Fullerton College	2,248 (0.06%)	1,974(0.06%)	00:02:14
Student Support Fullerton College	1,859 (0.05%)	1,594(0.05%)	00:02:13
Faculty and Staff Resources Fullerton College	1,764 (0.05%)	1,510(0.05%)	00:02:29
Online Services Fullerton College	1,389 (0.04%)	1,214(0.04%)	00:01:40
Community Partners Fullerton College	222 (0.01%)	195(0.01%)	00:02:04

Number of updates

Number of updates made per page since launch of website

Home page	Campus Check-In	Community Partners	Faculty and Staff Resources	On-Campus Services	Online Services	Other Resources	Safety First	Student Support	Testing
146	57	15	44	73	21	15	80	28	56

535 total updates made for Return to the Hive website

Modo App

The modo app was launched before the pandemic

Number of visitors since January 2021

Unique visitors	Logged in users	Returning users
39K	16.4K	1.77K
+500.4%	+478.7%	

Analytics for health assessment

The health assessment tool was launched on January 15, 2021

Self Assessment Module Views

Module name	Views	Traffic	Change
Self Assessment	836,663	36.3%	-
Home	755,872	32.8%	+713.6%

Assessments Submitted

175,447

Positive Results

1,089

Emails

Emails sent include COVID-19 Updates, announcements, vaccination mandate information, vaccine clinics, etc.

Emails Sent

127

Emails opened (average open rate)

1,030,137 (42.5%)

Clicks (average click rate)

3,587 (.5%)

Giphy

Vaccination sticker:



Views

1,690

3.0 Strengths, Weaknesses, Opportunities, Challenges (SWOC)

3.1 Based on your analysis in 2.1 through 2.8, what are the strengths of your department/office?

Strengths include adaptability and ingenuity in increasing, digital marketing, web development, mobile app development, consistently offering the college strong internal communications, video production, community relations, throughout the pandemic and after the return to campus. Online engagement continues to rise.

3.2. Based on your analysis in 2.1 through 2.8, what are the weaknesses of your department/office?

The greatest weaknesses the Office of Campus Communications are: 1) lack of consistent operational funding for a college-wide marketing plan that addresses enrollment decline, and 2) lack of a current college strategic plan or an enrollment management plan that would include the justification for college-wide marketing/advertising.

We're going to get meta here. Program Review exacerbates a weakness in our department. Let us explain.

In the absence of a current strategic plan or an enrollment management plan, departments across campus have used the Program Review Process to request funds for marketing and communications projects. While the Program Review process empowers departments, it allows for an environment that lacks cohesion and has resulted in the proliferation of communications and marketing projects that potentially compete with one another, which could diminish the brand, and run the risk of confusing students. With the lack cohesion, one-off projects run the risk of wasting resources and falling short of their intended purposes, which would be to recruit and retain students.

A brand study will help, and that work has been delayed by the 18-month leadership transition. It is important to have permanent leadership in place before something as valuable as an institution's brand become subject to a refresh or complete rebrand.

This weakness of non-cohesion was compounded in the Fall of 2021 when President's Staff allocated \$200,000 to the department. The director was advised verbally to use it for advertising but that some of it should be used on Program Review-approved projects. (One billboard on the 57 Freeway could cost \$50,000, so \$200,000 could go fast.)

The director did not spend the entire allocation out of concern that those funds were overpromised to Program Review-endorsed projects, and that by transferring those funds to the department, the department was put into a position of creating a secondary prioritization process for those projects. Projects which had been requested by faculty and endorsed by Program Review and PBSC.

This environment of uncertainty created risk, and some funds went unspent.

3.3 Based on your analysis in 2.1 through 2.8, what opportunities exist for your department/office?

The Office of Campus Communications has laid the groundwork for the college to enter a marketing/advertising space to address enrollment declines if marketing/advertising becomes an priority for the college. Many community colleges in California have invested in this work already with state re-engagement funds. If it's the will of the college, the department is ready to lead the college into a professional and competitive marketing environment to compete with surrounding community colleges.

In the fall of 2020, the department developed the Find Your Future at Fullerton College campaign in-house and repurposed its budget to begin paying for digital advertising. This laid the foundation and acted as a springboard when President's Staff approved funding. Matching Strong Workforce funds bolstered this effort in the spring of 2022 and fall 2022. The department can no longer repurpose its budget now that pre-COVID-19 operating expenses have resumed.

Late in fall 2022, \$200,000 in state re-engagement funds were approved for advertising, and the department is hopeful that those funds will help. However, it should be noted that competing colleges are outspending and outpacing Fullerton College fivefold.

If we want the college to be visible and stand out from our competitors— a long-term strategy and investment are needed.

3.4 Based on your analysis in 2.1 through 2.8, what challenges exist for your department/office?

Our department has thrived for years with a public affairs model that used “free” internal and external communications, in the absence of a marketing budget. The PESO model is relatively new and is contingent on continued funding for paid advertising.

The Media Prefs data shows high engagement, and our work consistently receives awards. We continue to do this “free” work, but our challenge is that we believe we must help steer the college into a paid advertising space if the college expects to compete for enrollment with other colleges.

Enrollment management planning at the college has not yet included the Office of Campus Communications and if Fullerton College wants to address this planning, as our competing colleges have done, the Office of Campus Communications need to be at that table.

4.0 Outcomes Assessment

Note: Sections 4.8 and 4.9 are new. Please review before filling out your outcomes tables below.

4.1 List your outcomes and complete the expandable table below.

	What are your program outcomes?	When was the Assessment completed?	When did you analyze the data?	When were the changes made?	Number of Cycles Completed
1.	Increase student engagement on social media platforms.	Falls: '18, '19, '20, '21, '22	Respective falls	Social media is a highly adaptable space and we	5

	*Source: Annual Interact Media Prefs Survey			make content changes and editorial decisions on a regular basis	
2.	Increase engagement of the Fullerton College Mobile App, website and other internal communication channels. *Source: Annual Interact Media Prefs Survey	Falls: '21, '22	Respective falls	Notably, we launched the mobile app in January 2020 and adapted that tool and the website several times to meet operational needs of the college during COVID-19	2

4.2 Assessment: Complete the expandable table below.

	Intended Outcomes	How will you determine if the outcome is met?	How will you collect the data?	Can this data be disaggregated at the student level?	What will the results show?
1.	Student awareness of programs and services is high	If the majority of students surveyed are aware of programs and services	Utilize existing surveys, inquiry group data, and the Media Pref survey data	It is disaggregated in the Media Prefs survey	The majority of students surveyed are aware of programs and services
2.	Students find communications from the college valuable in helping them reach their educational goals	If the majority of students surveyed indicate valuable or extremely valuable	Utilize the Media Pref survey data	It is disaggregated in the Media Prefs survey	The majority of students surveyed indicate valuable or extremely valuable
3.	Communications help student have a strong sense of belonging by introducing them to the programs and services at the college	If the majority of students surveyed indicate their belonging is high or extremely high	Utilize the Media Pref survey data	It is disaggregated in the Media Prefs survey	The majority of students surveyed indicate valuable or extremely valuable
4.					

	Communications promote a healthy college culture by promoting transparency, accountability, student and employee successes, institutional successes, and DEIA efforts.	If the majority of students and employees surveyed indicate communications help build a healthy college culture	Utilize the Media Pref survey data for students and climate surveys.	It is disaggregated in the Media Prefs survey TBD with the climate surveys	The majority of students and employees surveyed indicate communications help build a healthy college culture
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4.3 How has assessment of outcomes led to improvements in services provided to students by this program?

The data give us a backbone to see longitudinal impact, but frankly assessment and improvements happen in real time. If COVID-19 demonstrated anything more clearly, it is that the Office of Campus Communications moves quickly, efficiently and is a trustworthy resource of information. We assess ourselves regularly through Google Analytics and our social media management tool Sprout Social to understand our reach and adapt our approach.

4.4 How has assessment of outcomes led to improvements in student learning and achievement?

N/A

4.5 What challenges remain to make your department/office outcomes more effective?

We work and adapt well with the public relation tools that we have to reach students effectively with a strong portfolio of “free” internal and external communications.

However, if we are to enter the marketing/adverting space to compete with other colleges, the college needs to prioritize that funding.

4.6 Describe how the department’s/office’s outcomes are linked to [college goals](#).

Please see 1.0 for examples on how the department directly works toward the college’s goals.

4.7 Describe how the department’s/office’s outcomes support the achievement of the [institution level SLOs](#).

The department is encouraged that Communications is the first ISLO, but to fully respond to this item, it would need more data and understanding on how ISLOs map to operational departments (AKA non-instructional, non-student-service) departments at the college such as ours.

4.8 A. What methods are used to assess the department/office’s effectiveness to the population that interacts with your department/office?

Sprout Social media management tool, Google Analytics, Media Prefs survey, inquiry group findings

B. What do the results of the above methods of assessment indicate about the effectiveness of the department/office?

That we rock! Kidding. We enjoy diving into our engagement data and constantly adjust here and there to effectively communicate with students.

C. How were the assessment results used to make improvements to services provided by this department/office? Please provide examples.

As mentioned, we assess and make adjustments on a regular basis. The Program Review form was provided too late for us to fully address this item. We'd like to partner with the Office of Institutional Planning and Research to explore how the best way we can do this.

4.9 At least one outcome listed in 4.1 should address the following:

A. List the outcome that focuses on individual student learning or actions.

Increase engagement of the Fullerton College Mobile App, website and other internal communication channels.

B. Identify methods to assess outcomes in such a way that the data can be disaggregated.

Media Prefs survey provides disaggregated data

C. Identify a process for using outcome assessment data to improve your department's/office's services.

We'd like to partner with the Office of Institutional Planning and Research to explore how the best way we can do this.

D. Identify a process for assessing outcomes and collecting data that can be used to build dashboards (where applicable).

We'd like to partner with the Office of Institutional Planning and Research to explore how the best way we can do this.

4.10 Outcomes Equity Analysis

A. Looking at the one outcome from 4.9, do you find significant differences by race, ethnicity, gender, and other categories? Describe here what the data shows. What strategies will you use to close the attainment gaps among groups of students? What kinds of professional learning would help?

The Media Prefs survey provides disaggregated data which include demographics such as race, ethnicity, gender, and other categories – but we have not had an opportunity to fully analyze that data.

5.0 Evaluation of Progress Toward Previous Strategic Action Plans

5.1 List the strategic action plans from your last self-study/program review.

The previous PR listed one SAP. It is as follows:

“The director will work with college leadership to remove the Master Calendar from the department or find ways to increase staffing to support that service to the college. The Fullerton College Office of Campus Communications is the only communications office in the 114-system that has this responsibility. Fullerton College is among the top 10 largest colleges in the state and with that comes high demand for marketing and communications, the typical responsibilities for this type of department. The Master Calendar function is misplaced and suffers from lack of adequate staff support in the communications office. No funds raised through rentals are provided to the Office of Campus Communications. Rental rates should be increased across the board to support adequate staffing in the department. The timeframe would preferably be a year.”

5.2 Describe the level of success and/or progress achieved in the strategic action plans listed above.

A second Admin II position was approved, and we have enough staffing to properly operate the Master Calendar. The Bursar’s Office staff also processes the invoices now.

The Master Calendar is still misplaced work for an Office of Camus Communications, and we remain the only communications department in the California Community College system that provides this service for its college. Given that misplacement – it continues to detract staff time that could otherwise be on communications support for the college.

5.3 How did you measure the level of success and/or progress achieved in the strategic action plans listed above?

This has been measured by the timely and efficient processes of event rentals.

5.4 Provide examples of how the strategic action plans in the last cycle contributed to the continuous quality improvement of your department/office.

The SAP afforded an opportunity to highlight a liability for the college that then resulted in sufficient staffing levels.

5.5 In cases where resources were allocated toward strategic action plans in the last cycle, how did the resources contribute to the improvement of the department/office?

With a full-time Admin II to support the Master Calendar, the department has not fallen behind in processes reservations.

5.6. If funds were not allocated in the last review cycle, how did it impact your department/office?

6.0 Strategic Action Plans (SAP)

Using the tables below, list the strategic action plans (SAPs) for your program. These plans should follow logically from the information provided in the self-study. Use a separate table for each SAP.

SAPs for this three-year cycle:

STRATEGIC ACTION PLAN # 1		
Strategic Action Plan Name:	Build upon external and internal strategies to increase enrollment and help build a more positive campus climate and culture.	
List College goal/objective the plan meets:	College Goal #:1 Objective #:1 College Goal #:2 Objective #:1,3,4 College Goal #: 3 Objective #:2,3 College Goal #: 4 Objective #:1,2	
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	The Office of Campus Communications would like its portfolio of communication tools to help externally by increasing enrollment and internally, to help build a more positive campus climate and culture. Specific internal strategies would be by increasing visibility of decision making through the shared governance system and operations of the college; student and employee successes; institutional successes; brand awareness and DEIA efforts. This would require efforts by the whole department. Timeframe could be measured and compared year to year.	
What <i>Measurable Outcome</i> is anticipated for this SAP?	Enrollment can be tracked and generate FTES (\$\$). There are marketing tools that can specifically measure what enrollments are generated from those tactics Campus Culture and Climate Surveys can include questions that specific address the impacts of communications	
What specific aspects of this SAP can be accomplished without additional financial resources?	Internal strategies may be addressed with existing staffing.	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies		

Computer Hardware		
Computer Software		
Training		
Other	1.5 year Enrollment Marketing Plan - \$1.11 million	State re-engagement funds, carry over and general fund
Total Requested Amount	\$1.11 million	

STRATEGIC ACTION PLAN # 2		
Strategic Action Plan Name:	Better Demonstrate Impact	
List College goal/objective the plan meets:	College Goal #:4 Objective #:1	
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	The Office of Campus Communications would like to improve communication of its effectiveness with the college community. It proposes to partner with the Office of Institutional Research and Planning to assess its variety of engagement data sources with the goal of demonstrating its impact better to the college community.	
What <i>Measurable Outcome</i> is anticipated for this SAP?	Campus Culture and Climate Surveys can include questions that specific address the effectiveness of communications	
What specific aspects of this SAP can be accomplished without additional financial resources?	All	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount		

7.0 Long Term Plans

Describe the long-term plans (four-six years) for your program. Please consider future trends in your narrative. Identifying financial resources needed for these plans is optional.

7.1 Describe in detail your need for additional resources as listed above (if applicable)

The department is on the cusp of a college-wide brand study that could result in recommendations that lead to a brand refresh or rebrand of the college. The department is also on the cusp of web redesign project, which is a 3-5 year project. Both projects are exciting to begin, but they will require contracted work, professional experts or other modes of a temporary workers.

8.0 Self-Study Summary

This section provides the reader with an overview of the highlights, themes, and key segments of the self-study. It should not include new information that is not mentioned in other sections of this document.

We value being immersed and responding to the needs of our college, and we work hard to create a friendly and reliable communications department that serves the campus and surrounding community. We thrive being part of a college where futures are made, and the personal successes of our students are nurtured. We love that we get to be storytellers, and we do this work with care, consideration, joy, and kindness.

We have established a strong public affairs model for the college and believe that we have now laid the foundation for the college to adopt a PESO model (paid, earned, shared, and owned communication channels) to venture into marketing and advertising spaces. We believe this is a necessary investment for the college to compete in the wider landscape of enrollment declines, and we hope that the college community welcomes and believes in the expertise of our team.

9.0 Publication Review

Fullerton College is committed to assuring integrity in all representations of its mission, programs, and services. As such, during the program review self-study process departments/offices are required to document their publications (websites, brochures, magazines, pamphlets, etc.) that are used to promote programs and services to the campus community and community at-large. This review should specify when the publication was last reviewed, if the information in the publication is accurate, and if the information correctly represents the college's mission, programs, and services.

Information on the college's graphic standards is available here: <http://news.fullcoll.edu/campus-communications/web-help/graphics/>.

In the far right column please provide the URL where the publication can be accessed. If it cannot be accessed via the Internet, please provide a sample of the publication with your program review self-study. If you have any questions about what type of publication should be included, please contact Lisa McPheron, Director of Campus Communications at lmcpheon@fullcoll.edu.

So meta, again! See the chart below.

For publications that you have identified as inaccurate, please provide the action plan for implementing corrections below.

Publication	Date last reviewed	Is the information accurate?	URL of publication
View Book	fall	yes	Print
Campus Tour brochure	fall	yes	Print
Student Resources Guide	fall	yes	Resource Guide
News Center	continuous	yes	Fullerton College News Center
Homepage and landing pages	continuous	yes	Fullerton College website
Fullerton College Magazine	Spring	Yes	Fullerton College Magazine
Fullerton College Mobile	continuous	yes	Fullerton College Mobile App
President's Weekly	continuous	yes	Weekly Archive

Routing & Response Page
Originator à IMS à Program Review Chair à Appropriate President's Staff Member

Originator: *Electronically submit completed Program Review to Division Dean/IMS for review.*

Appropriate Immediate Management Supervisor (IMS): *Select one and provide response if necessary. Forward electronically to appropriate Vice President's Office.*

RESPONSE

<u>Monte E. Perez</u> Printed name of IMS	<u>Interim President</u> Title	<u>Jan 6, 2023</u> Date
----------------------------------------------	-----------------------------------	----------------------------

I concur with the findings contained in this Program Review.


I concur with the findings contained in this Program Review with the following exceptions (include a narrative explaining the basis for each exception):

Area of exception:

I do not concur with the findings contained in this Program Review (include a narrative explanation):

Appropriate President's Staff Member: *Print Program Review, sign, and route both hard copy and electronic version to Program Review Chair.*

ACKNOWLEDGING RECEIPT

<u>Monte E. Perez</u> Printed Name	 <small>Monte Perez Jan 6, 2023 15:12 PST</small> Signature	<u>Interim President</u> Title	<u>Jan 6, 2023</u> Date
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Fullerton College Mission Statement

MISSION

Fullerton College advances student learning and achievement by developing flexible pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We foster a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members.

VISION

Fullerton College will transform lives and inspire positive change in the world.

*Approved by Fullerton College
President's Advisory Council and
accepted by President Schulz
May 2017.*

VALUES

Community

We promote a sense of community that enhances the well-being of our campus and surrounding areas.

Diversity

We embrace and value the diversity of our entire community.

Equity

We commit to equity for all we serve.

Excellence

We honor and build upon our tradition of excellence.

Growth

We expect everyone to continue growing and learning.

Inclusivity

We support the involvement of all in the decision-making process.

Innovation

We support innovation in teaching and learning.

Integrity

We act in accordance with personal integrity and high ethical standards.

Partnership

We work together with our educational and community partners.

Respect

We support an environment of mutual respect and trust that embraces the individuality of all.

Responsibility

We accept our responsibility for the betterment of the world around us.