

College of San Mateo

Community Relations and Marketing – Administrative Program Review – April 2015

I. UNIT DESCRIPTION

1.1 What are the services offered and functions performed?

The Community Relations and Marketing Department supports multiple institutional functions and services for the college. The department has primary responsibility for: publications, advertising, media relations, community outreach/college recruiting, high school relations, the college website including web development, programming, maintenance, implementation and user training and (internal and external) communication services. There are several activities best classified under community relations – including on- and off-campus events. It is important to note that the Community Relations and Marketing department plays a significant role in both recruiting students and elevating the image of the College in the community.

In addition to the responsibilities outlined above, the Community Relations and Marketing Department spearheads other marketing efforts, including occasional efforts on behalf of individual programs and departments, and it serves as the *primary* clearinghouse for information about the College (recognizing that many instructional and student services departments also field and fulfill requests per day via email, phone and mail).

The department director assists with the planning and implementation of multiple college events each year such as, CSM's Athletic Hall of Fame, Connect to College, Family Science Day and A Tribute to Transfer. The department is always represented at KCSM's Jazz on the Hill and is a liaison to other college departments' participation. Lastly the college participates in local outreach at the San Mateo County Fair each year with CSM Presents at the San Mateo County Fair.

The director is also a point of contact for commercial facility rental. Additionally the director is the primary contact for internal inquiries and assists with strategic planning specific to instruction and student services for various institutional initiatives and projects. The director position is an ex-officio member of the Institutional Planning Committee (IPC).

1.1.1 Overview for Outreach and High School Relations *(a program within the CR & Marketing Department)*

College of San Mateo's Outreach and High School Relations team consists of a College Recruiter, 2 student ambassador leads and 10 student ambassadors. The program is a comprehensive outreach and recruitment program designed to provide information to high school students, parents of high school students, high school counselors/teachers/support staff, and all prospective students specific to the educational opportunities available at College of San Mateo.

The Outreach and High School Relations program staff works closely with all of aspects and programs within student services to support and promote the enrollment of high school students (includes Concurrent Enrollment Program, Priority Enrollment Program as well as other programs and services for non-traditional or returning students.)

Primary Services:

- College Nights/fairs
- Community College/CSM Presentations
- CSM/SMCCD Application Workshops
- Career and Educational Planning Workshops
- Meetings, calls and email communication with students and parents
- Concurrent enrollment (Summer, Fall, Spring)
- Campus Tours
- Information Desk and Operation Welcome Mat (Summer, Fall, Spring)
- Connect to College (information night for high school seniors and their parent/guardian(s))

Notable accomplishments since last review (March 2014):

Digital Communication & Marketing

In general the statistics for website training, event calendar listings, digital monitor, electronic sign and portal ad images are consistent with last year. There is a decline of event listings of 400 this is due to a change in the methodology for used for reporting this year. Previously repeating events were in included in the total count (multiple times) this year repeating events were only counted once. This will be the process for the future. (If we had counted repeating events this year the number would be 1698 events compared to 1656 reported for 13/14.)

March 1, 2014 – February 28, 2015

# Trainings	48
# Event Calendar listings	1010
# Student email (GWAMail)	100**
# Digital Monitor images	202
# Electronic Sign images	251
# Portal Ad images	7

****Note the representation of 101 student emails for 2014 report was an error it should have been 81. With this correction the resulting increase over last year is 19%. The increase from 2013 to 2014 was 35% rather than the 54% reported last year.**

New websites:

Umoja
Supplemental Instruction
Vice President of Instruction Office
Group Fitness
First-Year Success Initiative
Learning Communities website – updated and refreshed landing page
VPI

Web & Web Programming projects:

- Launched CSM mobile app with district ITS.
 - Provided mobile accessible event calendar listing
- Program review online application; progressive changes from user’s feedback
- Fitness pre/post assessment updated to mobile friendly version allowing faculty and students to complete assessments on mobile devices in classes
- Created Facebook photo albums (MANA, Operation Welcome Mat, Jazz on the Hill, Commencement, etc.)
- Created Flickr photo albums for CSM campus and transfer events

Communication

- Internal listserv communications – 60
- Communications are sent monthly to local community newsletters: Sugarloaf and Highlands and San Mateo Credit Union. This represents 72 communications annually specific to sharing CSM on campus events and activities.

Print/Design

- Launched and managed CSM Instagram account; 153 followers as of 4/15/15
- Designed new homepage design and launched

- Built out new comprehensive seasonal homepage slide archive to allow for monthly updates that coincide with current print schedule stories, events and features.
- Refreshed CSM Visual Style Guide (including bulldog reference section)
- Project Change header design and marketing collateral production (brochure, flier, etc.)

Outreach

Notable differences from 2014 outreach is the increase in tours/attendees. Tours provided **increased by 33%** with attendance **approximately doubled** (1004 attendees in 2014 and 2000 in 2015). Community College Presentations for 2015 are consistent with 2014.

# Tours/attendees	133/2000
# HS College fairs	20/1590
# Application Workshops	24/950
# Concurrent Enrollment	4/150
# Community College Presentations	16/1780
# Community College Days	3/250
# Community College Nights	10/1045
# Job Fairs	1/200
# Career Inventory Workshop	1/40
# served at College Center Student Ambassador Counter for 14/15	850
# served OCW Fall14, Sum 14 & Sp 15	1200

These events are new requests for 2014/15.

Total Students Served **10,005**

In addition to the CSM Outreach teams activities the president presented at eight high schools and two middle schools in spring 2015 covering all parts of the County – north, central and south.

Other

CR&M worked with Student Services and A&R to improve the college phone system specific to customer inquiries being served in a timely manner. New recordings were done by the college recruiter and the phone tree was greatly slimmed down to less than 10 major choices. Along with this change it was agreed by the director to have the CR&M department serve as an ‘out’ option for all areas; this being that the caller could reach someone live. This is the first year with this in production and the department did serve **275 phone call inquires** with over **50% being student services related; approximately 6% of the calls were actually for CR&M.** This has been manageable and it will continued to be monitored to ensure that we’re meeting the needs of the community while not over stretching our staff resources.

1.2 Who are the recipients of the services performed?

The populations served by the Community Relations and Marketing department are broad and include: faculty, staff, students, administrators, members of the local and greater bay area community along with the global community.

1.4 Institutional Student Learning Outcomes

Though the department does not have student learning outcomes as a direct output of our work the department does contribute to Institutional (General Education) Student Learning Outcomes. The department does this in the delivery of consistent messages to all audiences of the excellent educational and dynamic services CSM provides to the community.

II. EVIDENCE OF UNIT'S EFFECTIVENESS

2.1 Administrative Unit Strengths

The Community Relations and Marketing greatest strengths is its dynamic team and the ability the team has to deliver services in a professional, timely and comprehensive manner. The department staff is customer service oriented in their delivery of professional services to all audiences.

Our strategy for delivering improved services is to always strive to provide time to ask the important questions, research, plan, and test assumptions prior to final implementation. Whether the final implementation is a print marketing piece, online advertising campaign or the launch of a new website, the department's approach is based in this systematic methodology.

Included in this team is the CSM Student Ambassador program. The students in the program work hand in hand with the department on many aspects of the work. Providing the department staff direct student feedback on the implementation of materials and content as well as student resources when developing ideas and concepts for marketing, communication, outreach and recruitment.

Evidence that demonstrates our success has been communicated to us from both our on campus and off campus customers. Below is just a sample of that evidence:

- Student Ambassadors (In Reach): *"Thank you so much for taking the CRER 120 class on a tour of the CSM Campus! (I'm embarrassed for not extending my thanks and gratitude sooner.) The feedback I've heard from students are universally positive – "saw parts of the campus I've never been to," "Ambassadors were great, funny, helpful, etc." "They know a lot about CSM." Congratulations on your professionalism, and I hope I may call upon you all again."*
CSM Counselor
- Department website: *"My president has been bugging me to set up a Marketing and Public Relations website on our school's website, and I gave my basic structure/plan to my staff to consider and tweak. My graphic designer did a survey of all the Marketing and P.R. college websites in Northern California, and selected YOURS as the absolute best. I reviewed it and concur! We'll be setting ours up in a similar fashion, although we don't work on quite the broad range of duties you do (Outreach for us is a minor relation and we don't have anything to do with our student ambassadors per se). Just wanted to know to let you know that your 'fabulousness' continues to be noted — and emulated!"*
Mission College, Director for Marketing & Public Relations

- **Web Programming:** *“My thanks to you as well. It is projects such as these that help to make the workload more manageable which can then also ultimately lead to enhanced services to students.”* Henry Villareal, Dean, Enrollment Services (Online Certificate/Degree Application)
- **High School Outreach:** *“On behalf of all the SMUHSD students who attended today's field trip, may I thank you for the warm welcome you gave to our students and the important information you shared with them. As you know, two of the biggest questions facing our students are where they will go to college and what they will study. Your advice was thoughtful, relevant, and critical to this group of students, most of whom will be the first members of their family to attend college in the United States.”* School to Career Coordinator/SMUHSD.
- **Print Publication (SMAC/PE Brochure):** *“Love it!!!!!!”* Ron Galatolo, Chancellor, San Mateo County Community College District
- **Print:** *“Just wanted to tell you what a great job David did on the DgMe 235 posters for the open house. He got everything done on time, kept me updated on what was needed and when work was finished, and the prints looked beautiful! Nice to be able to work with such a professional. So thank you to both of you for all the support for the DgMe department!”* Digital Media Faculty
- **Web/video:** *“Having done similar videos for CSM and other colleges, I can say that you and your team did an outstanding job on the videos. Wow! I'm impressed.”* Community member/student

We continue to strive to improve the delivery of our services to the college campus and community. Specific to the campus community we provide periodical email communications reminding staff of our services and upcoming activities and directing the campus to our website for more detailed information about all our services. In support of our external community we enhanced our online tours form with additional features to improve the tour request process for small and large groups.

2.2 Improvement Areas

Staff development – most of the department staff continue to participate in at least some aspect of staff development:

- Director: CCPRO, Community Involvement – Thrive (Alliance of Non-profits for San Mateo County); Connect14 Conference (San Mateo County leaders embracing technology)
- Webmaster – annual OmniUpdate Conference; Connect14 Conference (San Mateo County leaders embracing technology)
- Visual Communication Coordinator – opportunities are provided for targeted local workshops specific to photography and graphic design.
- College Recruiter – attended ‘Ensuring Transfer Success’ (May 2014).

I believe that continued provision of the above opportunities and other targeted staff development are ‘key’ in ensuring the staff is up to date on the latest professional strategies and resources specific to the work we perform.

Work to improve services – ongoing review of department website content, department/division informational presentations (check-ins) once a year to all other units. General call outs to employees for assessment of services (registration debrief; event debriefs: SMC Fair, HOF, and Connect to College.)

Improvements – more dedicated resources for administrative support and web/print writing and editing.

III. VARIABLES AFFECTING UNIT

3.1 Operational Mandates

n/a

3.2 Accreditation Concerns

n/a

3.3 Resources Evaluation

a. Are current facilities adequate to support the unit? Explain. - Yes

b. Is available equipment adequate to support the unit? Explain – see resource needs.

c. Are the financial resources adequate to support the unit? Explain – generally yes.

d. Are the staff resources adequate to support the unit? If applicable, describe any opportunities for professional development for unit staff.

Improvements – more dedicated resources for web technical support as well as web/print writing and editing (Communications Manager Position unfunded in 2009). Also, as we continue to enhance the technology of the college website with customized applications it is critical that we have full time technical support; currently we have a part-time web programmer. A full time web content position is a critical resource requirement to ensure all content and applications are maintained and supported sufficiently.

As operation functions continue to grow it is recommended that a consideration be made to provide support for a part-time office assistant to support the director, college recruiter and other department staff and students.

IV. GOALS, ACTION STEPS, AND OUTCOMES

4.1 What are the Goals, Objectives and Action Steps for the unit?

Each year we develop specific goals and objectives for the department. All staff submit individual goals and objectives which in turn are rolled up to departmental goals and provided to the President. Below are the major goals and objectives for 2013-14.

a. Identify unit's annual goals, objectives and action steps. Goals should be linked to Institutional Priorities: 2008-2016 and/or Educational Master Plan, 2008.

b. What are the expected measurable outcomes? If applicable, describe what performance indicators from the College Index, 2009-2010 or from the Comprehensive Listing of Indicators and Measures, 2009-2010 will be affected by the goals.

c. Describe progress in achieving the unit's goals and objectives. Are there external and internal factors that affect the unit's ability to meet its goals?

d. If applicable, describe specific, documented accomplishments that support and facilitate the achievement and assessment of student learning outcomes, including measures employed to evaluate program effectiveness in achieving such outcomes.

1. **Expand Explore CSM website video gallery.** (*Institutional Priority 3*)

Action steps:

- Continued in reach with faculty and administration to develop targeted videos showcasing the college programs and services.
- Develop 'targeted' student testimonial videos in support of new programs. Example, Project Change student video (April 2014)
Target: Ongoing activity

2. **Career and Educational Planning Workshops** - pilot implementation of the online Career and Educational Planning Inventory (CEPI) tool with the local high schools. (*Institutional Priority 3*)

Action steps: continue to offer and rollout this online resource to the high schools (2 high schools participated in 2014/15).

Target: Spring 2016

3. **Student Ambassador Leadership Conference** – host a conference facilitated by the outreach coordinators and recruiters at College of San Mateo, Skyline College and Canada College. (*Institutional Priority 1 and 3*)

Action steps: meet with student life and other student leadership groups on campus to design the model.

Target: Fall 2015

4. **Create an accompanying (guide/tour) piece** to showcase the pictorial historical display in College Center. (*Institutional Priority 6*)

Action steps:

1. Research the current pictorial displays and confirm the associated descriptive content available for each picture displayed.
2. Correlate the descriptive content to the pictures with a location indication (i.e. College Center 2nd floor display).
3. Review content derived and draft initial piece. Currently we're thinking we'd create a small two-fold or tri-fold pamphlet that would be available next to each display and contain complete information for all displays.
4. determine distribution for print piece and placement on CSM website

- Target: tbd (resource dependent; may pursue as a 'student internship' opportunity in 2014/15).*
5. **Continue to expand and integrate the role of the Outreach Advisory Council members** with CSM Outreach. *(Institutional Priority 1 and 3)*
Action steps:
1. Look for opportunities to include/invite members to outreach events
 2. Provide quarterly updates on CSM outreach to the advisory council
 3. Assign all outreach advisory council members active roles for Connect to College
- Target: Ongoing Activity*
6. **Develop an enhanced interactive campus map utilizing 'google' technology.**
Action steps:
1. An initial prototype has been developed. Implementation is 'on hold' until the completion of parking lot construction at campus. Additionally the current web programmer analyst leading the design/implementation has resigned as of 5/1/15.
- Target: Spring 2016 or sooner.*
7. **Create new (web) landing pages for: Future Students, High School Students and Student Experience.** *(Institutional Priority 1 and 3)*
Action steps:
1. Initial designs completed Spring 2015
 2. Refine and finalize designs
 3. Implement and launch
- Target: Summer 2016*
8. **Expand the Student Experience print poster project** to include targeted student posters within other campus buildings. *(Institutional Priority 1 and 3)*
Action steps:
1. Prioritize and confirm the next on campus location for posters; this will need to be done in hand with Cabinet as there is financial dependencies for implementation.
 2. Determine appropriate stories for the specific college area/building where posters will be showcased.
 3. Order poster frames and implement.
- Target: No action to start at this point but continuing to derive new stories to be ready for further expansion to other buildings when needed.*
9. **Develop on-going collaboration and support with all CSM recruiting units** to ensure marketing messages, materials and online tools are in-line with the student and community needs. Increase faculty/staff participation at outreach/recruitment events such as: Operation Welcome Mat, Hillsdale Shopping Center and Connect to College.
Action steps: Continued communication/outreach to internal college groups for participation in specific career, college and community outreach.
Target: longer term continuing activity

10. Provide a collaborative and supportive environment with the CSM college community to educate CSM employees on the services and work supported by CR & Marketing. (Institutional Priority 6)

Action steps: Provide the CSM internal community with enhanced tools (online) to support their interaction with current and potential students.

Target: longer term continuing activity

4.2 Results of Previous Program Reviews

- 1. Expand/update Explore CSM website with a video gallery.** *Currently the Explore CSM video gallery houses 8 videos. Limited progress has been made in populating this site primarily due to no dedicated resources to produce videos and limited financial funding.*
- 2. Career and Educational Planning Workshops.** *The college recruiter did pilot the online career inventory with two high schools in spring 2015. The sessions were well received and student participants felt the sessions increased their understanding of their career and educational goals. We will continue to roll this online inventory resource to high schools in 2016 and assess future feedback.*
- 3. Continue to expand and integrate the role of the Outreach Advisory Council members with CSM Outreach.** *Multiple members of the advisory council contributed to the CSM student ambassador scholarship allowing for the continued award of two student ambassador scholarships for 2015/16. Also, more advisory council members volunteered to assist with Connect to College this year; assisting with food service, reception, and contributing raffle items.*
- 4. Create a style guide for the use of the CSM Bulldog (currently being trademarked).** *This item was completed and implemented in all 2014.*
- 5. Update existing writing style guide to create a comprehensive writing style guide that includes writing for the web.** *The writing style guide has been updated and will continue to be reviewed, edited and updated annually.*
- 6. Develop an online 'how to' section for routine Omni Update (web editor software) process.** *This has been developed and will be reviewed and updated as needed.*
- 7. Continue to explore developing alumni programs, events and communications in collaboration with the SMCCC Foundation.** *The SMCCCD Foundation has hired a full time alumni manager. We have already begun collaboration and will continue to do so.*
- 8. Research what CSM desktop web content can be made mobile friendly. Referencing Google analytics and the underlying technology involved (i.e. IntelliResponse). Focus on CSM website content.** *We launched a college mobile application this January in conjunction with the district ITS staff. We will continue to collaborate with the district in deploying mobile friendly content.*
- 9. Develop on-going collaboration and support with all CSM recruiting units to ensure marketing messages, materials and online tools are in-line with the student and community needs.** *Significant progress has been made in support and collaboration from all employees over the last few years.*

V. SUMMARY OF RESOURCES NEEDED TO REACH GOALS

5. 1 Describe Resources Requested

Discuss the resources needed to proposed goals and action steps and describe the expected outcomes for program improvement. Specifically, describe the potential outcomes of receiving these resources and the programmatic impact if the requested resources cannot be granted. (Resources include personnel, supplies, equipment, facilities, staff development, institutional research support etc.)

In the matrices below, itemize the resources and briefly describe the expected outcomes.

Positions Requested	Expected Outcomes if Granted	Expected Impact if Not Granted
Full time Web Content Coordinator.	Adequate support for CSM's web services. Demand for digital communication services, social media and optimization of existing web content contents to grow. It is time to add additional permanent resources to maintain the day to day workload. With additional full time support we will be able to maintain the day-to-day workload requirements while continuing to be current with technology, support the future demands and transition content to be mobile accessible.	Less support and production for web services day to day operation. Lack of resources to maintaining the current environment. Potentially falling behind on work requests and/or delay implementation. No ability to drive innovation, stay in tune with technology or move the institution forward with mobile accessibility. As a college we are committed to continue expansion of digital marketing, maintaining a state of art college website, social media communication and mobile accessible web technology we need to have the appropriate resources to support!
Office Assistant II (+/- 20 hours per week)	Lightening the workload (hours) currently put in by the Director to maintain adequate administration and support for the department. Improved Community Outreach and High School Relations. Much of the day to day supervision of Community Outreach performed by the Student Ambassadors must be provided by the Director during 'peak times'. Adequate front desk support for the	Inefficient use of Director's time to back up College Recruiter (who is out of the office 50+% of the time) to ensure student supervision, day-to-day email/phone call coverage as well as service for internal/external department inquiries. Delay of core function deliverables. Impacts the Director's ability to provide adequate administration and management support for staff as well as planning/advisory

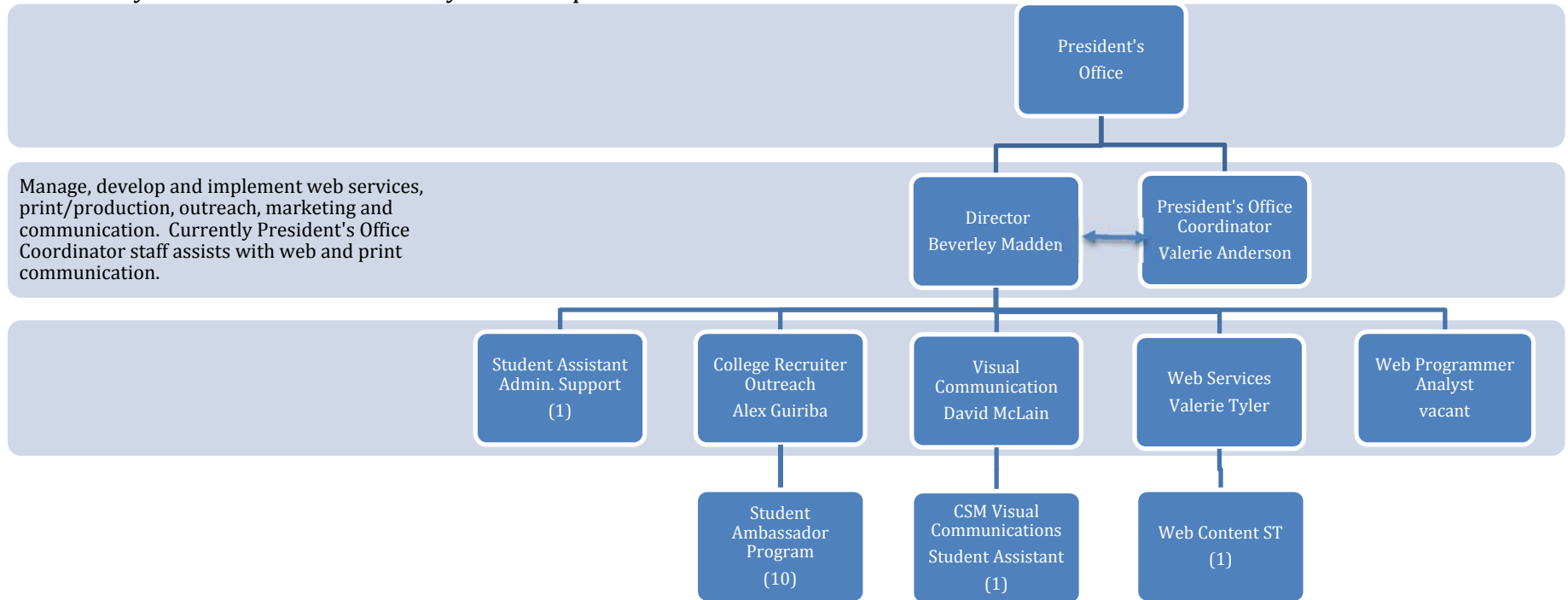
	<p>department for internal and external visitors; thereby not pulling the Director or professional staff from their priorities.</p> <p>The position will assist the college recruiter with the load of over 3,000 clients per year who include students, high school staff/faculty, parents/guardians, and community organizations.</p>	<p>support for the institution and senior administration.</p> <p>College recruiter will continue to be stretched to support all high school outreach requests – some requests and high schools will not be served appropriately. This lack of resources <i>impacts the college's success rate and ultimately our goal to provide 'high touch' support to our students.</i> Potentially will result in lost opportunities to recruit interested students.</p>
--	---	--

For Non-personnel Requests:

Resources Requested	Expected Outcomes if Granted	Expected Impact if Not Granted
<p>Item: computer replacements/upgrades Number: 2-3. Vendor: n/a Unit price: ITS to provide. Total Cost: \$3,000+ est. Status*:not ordered.</p>	<p>Secure support for Visual Communications Coordinator production/design, Webmaster, website support, training, maintenance, etc. and College Recruiter support for outreach, presentation development and day to day workload.</p>	<p>Significant delays on publication, production and design work specific to the Visual Communications Coordinator's responsibility and same issue for the Webmaster specific to digital communication, website updates, training, social media etc. College Recruiter potentially unable to support day to day operational workload in a timely manner. Bottom-line impact: computers are heavily used in CR&M and specific to the above noted staff they're all in need of upgraded computers.</p>

5. 1 Community Relations and Marketing – Reporting Structure

The director for College Business Development, Marketing, Outreach and Communications has institutional responsibility for all marketing, publications/production, internal and external communication, community outreach and relations (including the student ambassador program), development and planning of web services and is the communication officer for EOC. Additionally the director assists facility rental inquiries for external commercial rentals.



VI. PROGRAM REVIEW PARTICIPANTS AND SIGNATURES

Date of Program Review evaluation: April 2015

Please list the department's *Program Review and Planning* report team:

Primary program contact person: Beverley Madden
Phone and email address: ext. 6538; maddenb@smccd.edu
Administrators: President Michael Claire

5/1/2015

X Beverley Madden

Beverley Madden
Director, College Business Development, Marketi...
Signed by: Madden, Beverley

Primary Program Contact Person's Signature *Date*

Other Participant's Signature *Date*

Other Participant's Signature *Date*

Other Participant's Signature *Date*

Other Participant's Signature *Date*

VI. PROGRAM REVIEW PARTICIPANTS AND SIGNATURES

Date of Program Review evaluation:

Please list the department's *Program Review and Planning* report team:

Primary program contact person: Beverley Madden
Phone and email address: ext. 6538; maddenb@smccd.edu
Administrators: Beverley Madden

Primary Program Contact Person's Signature

Date

Description of Community Outreach/College Recruitment Services:

College Nights/fairs

Representing CSM at the local college fairs, and on numerous occasions, representing CSM, SMCCCD, or the CCC system at off Campus College Night events is critically important to the recruitment process and in being successful at creating awareness of the many the unique enrollment opportunities and benefits of enrolling in colleges like CSM. As you can see below, just one College fair, can produce an unbelievable opportunity to make great connection with potential students. Historically, CSM has always been active participants at community events like College Nights & College fairs and the College is considered a go-to resource for the community for all things community college related.

Community College/ CSM Presentations

Whether it is presenting at a local high school college night or during the day presenting in front a senior class, it is a critical function of outreach program that we do everything we can to inform student and parents about the wonderful opportunities which are available at local community colleges like CSM. This activity goes far beyond the enrollment generated from this recruitment activity, because it is really about reeducating a local population to appreciate and value the unique enrollment opportunities available at their local community college; that they will carry this renewed appreciation for many years that their sons or daughters are enrolled in high school, and that they will “tell a friend” about their new and positive perspective they now have about the community college system, and the great opportunities that are available to them. Examples of such special opportunities include the College Connection Program. Historically, we have always taken an active role in making Community College/CSM Presentations at high school and other special scheduled events.

Phone/E-mail/and individual meetings with students

Provided information regarding applications, enrollment, prerequisites, important dates, placement testing, and matriculation steps to thousands of high school students, parents, and high school counselors

Student Ambassador Program

Student Ambassadors serve as liaisons between the College and local high schools, give campus tours and assist with on campus activities such as Operation Welcome Mat and Connect to College; they also represent the College at community events and mentor students at local high schools on a weekly basis.

Student Ambassadors represent the diversity of College of San Mateo and major in various disciplines including Engineering, Chemistry, Sociology, Psychology, Philosophy, Economics, Computer Science, Administration of Justice, and more.

Ambassadors have received associate's degrees and certificates and have transferred to schools such as the UC Berkeley, UCLA, UC Davis, UC San Diego, UC Santa Cruz, San Francisco State University, Cal State East Bay, San Jose State University, the University of Texas-San Antonio, and the University of Southern California.

8-10 Student Ambassadors is ideal for outreach coverage and the ratio to staff is manageable in this range.

