

College of San Mateo

Community Relations and Marketing – Administrative Program Review – March 2012

I. UNIT DESCRIPTION

1.1 What are the services offered and functions performed?

College of San Mateo provides universal access to a premier education for students transferring to a four-year university, mastering basic skills, or pursuing a career or technical education. Additionally, the college is a vital community asset providing opportunities for personal enrichment. CSM's marketing efforts are meant to highlight the excellent education and dynamic services it provides to the community, and ensure the College's growth, prosperity and future.

Since April 2007 the Community Relations and Marketing department supported the goals of the College and several individual programs through a wide variety of activities. The department's most notable accomplishments include the launch of a new award-winning website, an enhanced presence at the San Mateo County Fair, roll-out of an online advertising campaign based on statistical analytics, Contact CSM (on-line question answering service), a comprehensive event calendar, an interactive career programs site, an automated tour site, and most recently the launch (Spring 2010) of the Explore CSM site featuring an interactive campus map and virtual tour (launched Spring 2012).

The outreach activities to be directed at CSM's various constituencies fall mainly in the areas for which the Community Relations and Marketing Department has primary or sole responsibility, including: publications, advertising, media relations, community outreach, high school relations, the college website and staff relations (internal communications). 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, though it is not often involved in the development of college programs and services.

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's work links to the goals and objectives outlined in the 2008-2013 College of San Mateo Strategic Plan with specific marketing strategies and objectives to be implemented by the department. The College's *Strategic Plan*, *Educational Master Plan (EMP)*, and *Program Review* form the core of CSM's planning efforts and the *Community Relations & Marketing plans* draw heavily on data and recommendations from both the *CSM Strategic Plan* and the *EMP*.

1.2 What is the “philosophy” guiding the unit’s operations?

The Mission of College of San Mateo’s Community Relations & Marketing Department is to effectively create design and communicate promotional and other important information to the public and campus community through carefully selected electronic, print and personal means. All efforts are based on targeted research and done in support of and in conjunction with the College’s constituencies.

1.3 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. I believe the department does this in delivering the consistent message 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 it dynamic team and the ability the team has to deliver services in a professional, timely and comprehensive manner. Whether it is quickly providing appropriate messaging on the website in the case of an emergency (example Spring 2011 power outage); providing professional project management/marketing and promotion services on short-notice (2011 first inaugural Athletic Hall of Fame); meet the day to day needs of students and faculty for all types of immediate inquiries and needs. The department staff always works on providing professional and customer service oriented delivery of 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 approach is based in this systematic methodology.

Included in this team is the CSM Student Ambassador program. The students in the program work hand and 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.

2.2 Improvement Areas

Staff development – Currently most of the department staff participates in at least some aspect of staff development:

- Director: CCPRO, Community Involvement – Thrive (Alliance of Non-profits for San Mateo County);
- Webmaster – annual OmniUpdate Conference;
- Visual Communication Coordinator (currently enrolled in completing a 4 year degree) - provide opportunities for targeted local workshops specific to photography and graphic design.
- Program Services Coordinator Outreach – annual recruitment conference with Student Ambassadors.

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, Connect to College.)

Improvements – more dedicated resources for event planning and web/print communication and editing. Re-examine the Director's role in supporting (point person) commercial facilities rental specifically for commercial endeavors, photo/video/film shoots; determine most efficient way to support and deliver this service for the institution.

III. VARIABLES AFFECTING UNIT

3.1 Operational Mandates

n/a

3.2 Accreditation Concerns

n/a

3.3 Resources Evaluation

Improvements – more dedicated resources for communication, event planning and web/print communication and editing. Full time Communications Manager was unfunded in 2009. This has added to an already full load for the Director position; currently the President's Coordinator assists with communication. This level of support will need to continue. Full time web analyst programmer and part-time administrative support position is needed.

As operation functions continue to grow it is recommended that a consideration be made to provide support for a part-time administration position to assist the department. Additionally, a 48% staff assisting the Visual Communication Coordinator would greatly advance the workload

currently on this staff. Also, consideration is requested for the provision of a part-time or shared communications position to help with the expansion of community features for the Schedule of Classes in addition to other written communication.

3.4 Reflective Assessment of Internal and External Factors

	INTERNAL FACTORS	EXTERNAL FACTORS
Strengths	<p>Dynamic team. 4 full time staff including Director represents a diverse and complimentary set of skills. Ultimately the Director backs up all positions. There is some redundancy of skill set between the Webmaster and Visual Communication Coordinator. The Program Services Coordinator position can be backed up by the Director when needed. The Webmaster can provide backup to the Web Programmer Analyst and vice versa. The students in the Student Ambassador program provide direct input/feedback for the department’s work as well as providing student support, mentorships for students and student career learning.</p>	<p>Director’s involvement in community organizations and relationships. Currently Treasurer for Thrive (Alliance of Non-profit for San Mateo County); part of Thrive’s Executive Board. Member of the board for CCPRO (California Community College’s Public Relations professional organization). On the Executive Board for HCA (Highlands Community Association); currently co-vice president. Director has lived in San Mateo since 1982 and provides both professional and community connections and commitments.</p> <p>CSM Outreach Advisory Council strengthens the college’s reach to the community.</p> <p>Targeted outreach to the community such as CSM Presents at the SMC Fair and tabling at Hillsdale Mall.</p>

	INTERNAL FACTORS	EXTERNAL FACTORS
Weaknesses	<p>Since the Communications Manager position was unfunded the department has no full time dedicated support for written communication. Currently the President’s Office Coordinator provides invaluable assistance with written communication, editing and support. The Director provides oversight and editing of all content. The President’s Office Coordinator’s assistance is of extreme importance. Still this area is vulnerability in regards to expansive written communications development.</p>	<p>Community Relations and Marketing supports all mediums of communication (web, print, in-person). This function primarily resides with the Director. Customer service and communication to the public is highly important in confirming the academic excellence, student service support and more of the institution. It is a constant challenge to support all external audiences and needs.</p>
Opportunities	<p>Student Ambassador program. The students within this program gain leadership skills, improved confidence and a network of work related skills. The program provides exceptional opportunities for career and personal growth to students. This year the program obtained its goal of 10 students.</p> <p>Continued promotion and acknowledgment of the work CSM student ambassadors perform provides opportunities for future CSM students.</p>	<p>Community relations noted above as strengths are also opportunities. Already there have been new relationships and opportunities built from within the Advisory Council. The Advisory Council is only in its second year and there will be continued opportunities for collaboration and support between the organizations. This strengthens the outreach to the community for the college and builds the CSM brand.</p> <p>As the CSM student body continues to become more diverse consideration should be given to develop content (web & print) delivery in other languages. Provides better support to some targeted populations.</p> <p>Continue to leverage the college’s online social networking websites such as Facebook, YouTube and Twitter to attract the “Generation Y” and “Generation Z”.</p>

		<p>Conduct focus groups of high school students to gain a deeper understanding of how CSM is perceived by high school students and what more we can do to attract recent high school graduates.</p> <p>Expanded communication to the community. In the last year the department has extremely expanded its event communication messaging (source CSM Event Calendar) to include messages on CSM building monitors, electronic boards, postings to local online publications such as, San Mateo Patch, Zvents, SMCU monitors, local newsletters and more. This provides increased opportunities for community participation and awareness.</p>
<p>Threats</p>	<p><i>See weaknesses.</i> The Director position is often stretched to the maximum in supporting primary, as well as backup work function such as, department leadership, management, administration, communication to internal and external audiences as well as providing conceptual development for new projects with the team. Also, ad-hoc support for commercial facilities rental needs specific to video/film/photography. The Visual Communications Coordinator’s position has changed over the last 4 years. Currently this position provides invaluable support for design, vision and production for print development. Additionally this position leads</p>	<p>State of California budget and ultimate outcomes related to staff, resources and support for community colleges.</p> <p>Continued demands from the public resulting in the department having to support more operations functions without additional support.</p>

	<p>photography production and compilation. Components of this work can be supported by other staff but the design work and photography would require outsourcing.</p> <p>Demand for video development, consulting, production and implementation. Without dedicated resources to support.</p>	
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IV. GOALS, ACTION STEPS, AND OUTCOMES

4.1 What are the Goals and Objectives for the unit?

Each year we develop specific goals and objectives for the department. All staff submits 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 2011-12.

1. Develop and implement a staff/faculty portal (web). Completed 12/22/11
2. Create an online virtual tour that supports navigation of the college campus while showcasing the institution. Completed 2/12/12
3. Expand Outreach Advisory Council to 8 members.
4. Integrate student experience testimonials, quotes and photos throughout the CSM website.
5. Develop a transfer view brochure.
6. Develop CSM historical displays in College Center.
7. Explore developing alumni programs, events and communications.
8. Continued conversion and rollout of new CSM identity across all web/print projects. Includes specific conversion on new print templates, refinement of existing major publications such as, schedules and catalog. Strengthen relationship with bookstore purchases to ensure seamless transition to new CSM identity.
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.
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. Provide the CSM internal community with enhanced tools (online) to support their interaction with current and potential students.

b. Describe the actions steps the unit will take to meet its goals.

Goals 1, 2 completed.

- 3. Expand Outreach Advisory Council to 8 members. Currently we are in discussion with a CSM alumni (business leader) specific to joining the council in Fall.** Our primary action step in achieving this goal has been the Director reaching out to colleagues, alumni and other community members and the CSM Outreach Programmer doing the same. Additionally we've asked the current Advisory Council members to suggest candidates that might be interested.
- 4. Integrate student experience testimonials, quotes and photos throughout the CSM website.** This is an ongoing project for the department and has taken significant time to research, derive and draft student stories in the appropriate context and format. Additionally work has been underway to standardize the pictures to meet our web layout as well as print requirements. It has taken significant time to get to an organized process while meeting some immediate needs for student experience stories/presence on the web and in print. The student profiles have gone through many reviews and refinements. This Spring we were able to complete our first student profile posters displays in College Center. It is our plan to update these profiles annually (more often as possible).
- 5. Develop a transfer view brochure.** This goal has changed. We had an initial meeting to discuss content, layout etc. early Spring semester. In reviewing the discussion with the President it was determined that we'd first work with a small group in support of the transfer initiative development and from there we'd move on to marketing collateral as needed.
- 6. Develop CSM historical displays in College Center.** This project is well underway. The current historical print banners in College Center were referenced for their location and content. The Director and Visual Communications Coordinator both researched class act, old year books and the CSM Archives (meetings with Bill Rundberg) to determine target photos and themes. A concept was presented to Cabinet and approved. Target is for the content/layout to be completed Spring semester and added off to district facilities for implementation in College Center.
- 7. Explore developing alumni programs, events and communications.** The CSM LinkedIn Alumni group was setup over two years ago and is currently a closed group (individuals have to ask to join). Continued conversations are conducted with the Office of Student Life and other college staff to explore alumni development. The Director administrates the CSM Alumni LinkedIn group providing topical content specific to college activities and opportunities. An example of an outcome from the LinkedIn group is a potential new advisory council member (electronics alumni who expressed interest in being part of the council as a result of a call out to the group for members.)

8. **Continued conversion and rollout of new CSM identity across all web/print projects.** Includes specific conversion on new print templates, refinement of existing major publications such as, schedules and catalog. Strengthen relationship with bookstore purchases to ensure seamless transition to new CSM identity.
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.
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.** Provide the CSM internal community with enhanced tools (online) to support their interaction with current and potential students.

c. **Assessment of goals.**

3. Ongoing review and evaluation is part of building the **CSM Outreach Program**. The Program Services Coordinator and Director evaluate the effectiveness of outreach as part of an annual review and building of the next year's goals and objectives.

CSM's College Index 3.6 and 3.7 provide results and targets for outreach efforts. These will continue to be evaluated and assessed in conjunction with outreach goals.

Specific to the goal of adding additional members to the advisory council the assessment will be the effectiveness of the council. This will be assessed by the Director in reviewing goals and objectives for CSM Outreach.

Lastly, for larger in-reach and outreach activities (such as, CSM Presents at the SMC Fair, Operation Welcome Mat, etc.) a debrief is held to evaluate and assess the effectiveness of the event to targeted outcomes.

4. **Student Experience** – ongoing review and evaluation of student profiles; targeted stories and effectiveness of delivery. (Feedback received is direct from staff, faculty, students and community.)
5. **Transfer Initiative** – no action at this time but it remains a goal in development for the department.
6. **Historical display** – similar to student experience in the assessment/evaluation will be provided by the targeted audiences viewing and feedback. This is a targeted project once completed the change out would be scheduled for a +/- 5 year period. Assessment and evaluation would be based on campus and external community feedback.

7. **Explore developing alumni programs, events and communications** – current assessment is based on the responsiveness and engagement of members of the CSM Alumni LinkedIn group.
8. **Continued conversion of the CSM Brand/strengthen relationship with the college bookstore** – CSM brand conversion (to new CSM brand) is approximately 90% complete. Bookstore assessment is performed annually. The director and visual communications coordinator meet each summer with bookstore staff to evaluate the roll out of the CSM brand, review new products/ideas and plan future collaborations.
9. **Ongoing 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.** Assessment and evaluation of events, tracking participation, results; much of this is already built into annual review and department goal and objective setting.
10. **Provide a collaborative and supportive environment with the CSM college community etc.** - ongoing assessment of CSM employee satisfaction via direct feedback to the department, focus groups (as applicable) and potentially surveys (as deemed appropriate).

4.2 Results of Previous Program Reviews

n/a

V. SUMMARY OF RESOURCES NEEDED TO REACH GOALS

5. 1 Describe Resources Requested

Positions Requested	Expected Outcomes if Granted	Expected Impact if Not Granted
1. Full time Web Programmer Analyst 2. Part time or contracted Communication staff (+/-20 hrs) 3. Part time or contracted Event Planning staff (+/-20 hrs)	1. Permanent and consistent support and maintenance for web programming to meet institutional needs. 2. Maintaining the current support for all communication needs. 3. Permanent staffing and support for event planning. Currently resides with President's Office Coordinator and CR & Marketing dept.	1. Limited support for web programming needs and demands for maintaining, developing and creation of web programming. Provision of a lesser quality CSM website and functions. 2. The request is stated to ensure the current support is maintained; with pending personnel changes to

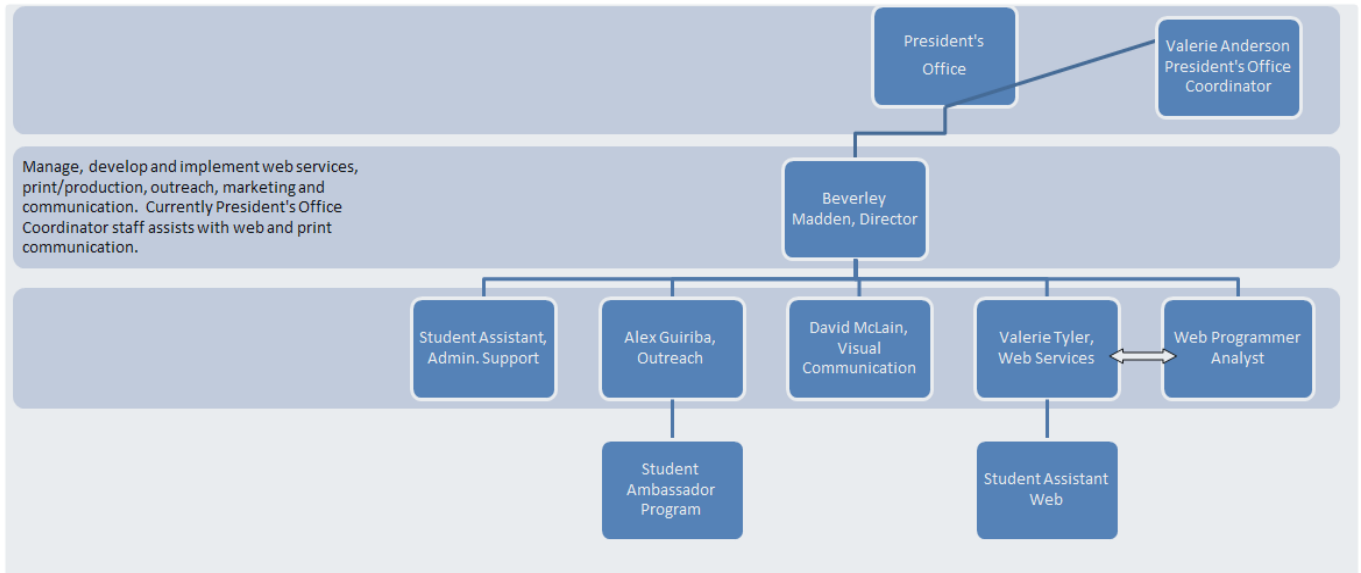
		<p>the President's Coordinator position. Without this support the department would be dependent on other department resources to provide feature content for schedules and community publications. The Director would continue to provide assistance with development of content and editing. Net result would be less written content.</p> <p>3. Without event planning support the college would have to be very strategic in determining events and form other internal resources for planning and implementation. The CR & Marketing would continue to provide support and leadership but would have to limit how many events could be supported.</p>
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For Non-personnel Requests:

Resources Requested	Expected Outcomes if Granted	Expected Impact if Not Granted
<p>Item: Audio equipment. Total Cost: est. \$1,500-\$3,000 Status*: researching exact needs.</p>	<p>Continued production and support for video/audio development. The most recent production of the CSM Virtual tour was done with 'borrowed' audio equipment.</p>	<p>No audio ability for video production.</p>

5. 1 Community Relations and Marketing – Reporting Structure

Currently the Director for College Business Development, Marketing, Outreach and Communications has institutional responsibility for all marketing collateral, internal and external communication, and oversight for community outreach (including the student ambassador program), development and planning of web services and is the communication officer for EOC.



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
