College of San Mateo

Community Relations and Marketing – Administrative Program Review – March 2013

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 or sole responsibility for: publications, advertising, media relations, community outreach, high school relations, the college website (includes web development, 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).

Also, the department director assists with the planning and implementation of multiple college events each year such as, CSM's Athletic Hall of Fame, Jazz on the Hill (new this year), Connect to College and A Tribute to Transfer (new this year). The director is also a point of contact for commercial facility rental.

Since our last program review (March 2012) the department's most notable accomplishments are:

Web

- New web programmer staff on board July 2012
- Launch of CSM's first virtual video tour (*won NCMPR Gold Medallion award in 2012*)
- Honors project website - new
- Puente project website – new
- Campus Copy Post website - new* (includes online order process)
- Advisory Council website – new
- Emergency Preparedness website - new

- CSM Theatre refreshed/redesigned landing page

- PRIE website transition to more standard CSM look and updated functionality

- Distance Education enhanced updated website

- Refreshed CSM homepage layout
- Launch of 'Ask the Bulldog' (in conjunction with Admissions & Records)
- Student experience database completed and implemented; created archive administrative functions as well as integrated 'standard' feed into multiple website locations

- Implementation of an AA/AS online degree/certificate application with SLO survey integration

- Expanded communication responsibility with the delivery of event calendar content to multiple building digital monitors

- Conducted 58 user training sessions (OmniUpdate – web editor software)

Print
- Development and implementation of pictorial historical display in College Center
- Implementation of SMAC/KINE marketing piece
- Implementation of Student Experience posters in College Center
- Design and implementation of Hall of Fame banners for Bulldog Plaza
- Implemented Veteran's Center brand design
- Transitioned in-house business systems to CSM's Campus, Copy & Post*
- 50/90 year logo design and development

Outreach
- Expanded Student Ambassador program (8 – 11)
- Expanded responsibilities taken on by the Program Services Coordinator specific to High School Enrollment. Includes added responsibility for PEP, College Connection (Concurrent Enrollment), application workshops and day-to-day support for incoming high school students and parents

Other
- Google Interior mapping incorporated with street view
- CSM Bulldog trademark implementation
- Development of 90/50 Marketing Campaign ; print & web implementation
- Co-chair (director)College Open House for 50 years on the hill/Jazz on the Hill event (upcoming 6/1/13)
- Event planning and marketing for the second Athletic Hall of Fame
- Implementation of new college mission/value statement (director with other CSM staff)
- Assist faculty planning committee chair with the development and planning of first transfer celebration (Stepping Up: A tribute to transfer!)

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. 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 it 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.

This year the departments' communication responsibility was greatly expanded specific to the repurposing of CSM Event Calendar content. The web team has put in place a very efficient system whereby they derive the content from the calendar and within a week (or less in many cases) create electronic messages for display on the building monitors in College Center Building 10 and Health & Wellness Building 5 as well our external electronic digital board. This systematic approach has further enhanced our ability to provide event content quickly and efficiently for the college and to the community.

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 departments 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 on January 28th! (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);
- Webmaster – annual OmniUpdate Conference;
- Visual Communication Coordinator (currently enrolled in completing a 4 year degree) – opportunities are provided for targeted local workshops specific to photography and graphic design.
- Program Services Coordinator Outreach – annual recruitment conference with Student Ambassadors. San Mateo, Belmont, Hillsbourgh and Foster City Leadership program.

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 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

Improvements – more dedicated resources for web/print writing and editing. (Full time Communications Manager was unfunded in 2009.) Currently the President's Coordinator assists the director with written communication, print/web review and editing. 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 administrative/clerical position to assist the director and staff. Also, consideration is requested for the provision of a part-time or shared communications position (writer) to assist 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	Dynamic team. 4 full time staff (includes director) and one part-time staff 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 vise 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. Working directly with the Office of Admissions and Records, Office of Counseling Services, Financial Aid, DSPS and EOPS to promote enrollment in Concurrent Enrollment and the Priority Enrollment Program (PEP). Implementation and delivery of (55 since last review) student email communications provides efficient college communications to our students.	Director's involvement in community organizations and relationships. • Treasurer, Thrive (Alliance of Non-profit for San Mateo County); part of Thrive's Executive Board. • Northern District rep. CCPRO (California Community College's Public Relations professional organization) • Co-Vice President, Executive Board for HCA (Highlands Community Association). CSM Outreach Advisory Council strengthens the college's reach to the community. Targeted outreach to the community such as CSM Presents at the SMC Fair, monthly submittals to local community newsletters (Sugarloaf, Highlands Community), banner displays and postings City of San Mateo. Event listings in local community online publications such as the San Mateo Patch. Participation in college fairs/nights, college presentations, application workshops, Concurrent Enrollment Information Nights, CSM high school career days, and Career & Educational Planning Inventory presentations. Delivery of college schedules, concurrent enrollment forms and

	As mentioned previously in this program review we have created a very systematic process for repurposing CSM Calendar events. This has provided greater on and off campus awareness of all college events and activities. July 1, 2012 - June 30, 2013	related materials to county high schools and local community businesses. Regular meetings with feeder high school counselors and career staff. • Over 6,000 high school students/parents served in 2012. • More than 35 Community College/CSM Workshops conducted in 2012. • Conducted 23 application/PEP workshops and 3 Concurrent Enrollment Information Nights each year/each semester.

# Event Calendar listings	1262
# Digital Monitor images	147
# Electronic Sign images	223
# Portal Ad images	12

	INTERNAL FACTORS	EXTERNAL FACTORS
Weaknesses	There are no dedicated resources (staff) for administrative support to the director and staff. Currently this is provided by a student assistant. In our current situation we have a very experienced student. In the absence of this experience there would be significant workload impact specific to administrative support, schedule distribution/coordination and general office support. There are limited dedicated resources 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 a vulnerability in regards to	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.

	expansive written communications development. With the growth of the student ambassador program and increased outreach responsibility for the Program Services Coordinator this has created a bit of an overreach resulting in reduced supervision of the students. This provides less opportunity for student leadership development and training. Though not a weakness of the outreach operation it is a concern that needs to be stated and that is the collaboration and cooperation needed college wide for successful outreach and recruitment of high school students and underrepresented groups. Of great importance are the partnerships with Admissions, EOPS and Financial Aid.	
Opportunities	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 meet its goal of 10 students participants with 1 student lead resulting in a total of 11 student ambassadors. Continued promotion and acknowledgment of the work CSM student ambassadors perform provides opportunities for future CSM students.	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. This strengthens the outreach to the community for the college and builds the CSM brand. (This year we incorporated a member of the Advisory Council as a participant on our planning committee for Connect to College.) As the CSM student body continues to become more diverse

	As of **March 2012** we have just under **5,000 Facebook fans**. Over **230** members in the **CSM Alumni LinkedIn** group along with **800 Twitter followers.**	consideration should be given to develop content (web & print) delivery in other languages. Provides better support to some targeted populations.

Continue to leverage the college's online social networking websites such as Facebook, YouTube and Twitter to attract the "Generation Y" and "Generation Z".

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.

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.

As of **March 2012** we have just under **5,000 Facebook fans**. Over **230** members in the **CSM Alumni LinkedIn** group along with **800 Twitter followers.** |
| Threats | *See weaknesses.* 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 photography production and compilation. Components of this work can be supported by other staff but the design work and photography would require outsourcing. Demand for video development, consulting, production and implementation. Without dedicated resources to support.	

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 2012-13.

1. Expand/update Explore CSM website with a video gallery.
2. Create an accompanying (guide/tour) piece to showcase the pictorial historical display in College Center.
3. Continue to expand and integrate the role of the Outreach Advisory Council members with CSM Outreach.
4. Create a style guide for the use of the CSM Bulldog (currently being trademarked).
5. Update existing writing style guide to create a comprehensive writing style guide that includes writing for the web.
6. Develop an online 'how to' section for routine OmniUpdate (web editor software) process.

7. Continue to explore developing alumni programs, events and communications in collaboration with the SMCCC Foundation.
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.
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. **Expand/update Explore CSM website with a video gallery.** Create a new page for a video gallery and add to the Explore CSM website. Initially populate with the following videos: athletics, film, biology, etc. We will continue to showcase targeted videos of the college via this gallery. Initial planning and content has been developed. *Target implementation*: June 2013
2. **Create an accompanying (guide/tour) piece to showcase the pictorial historical display in College Center**. Step one will be to confirm the associated descriptive content available for each picture displayed. The descriptive content will be correlated to the pictures with location indication (i.e. College Center 2nd floor display). 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. *Target implementation*: late 2013
3. **Continue to expand and integrate the role of the Outreach Advisory Council members with CSM Outreach**. This is an ongoing goal with the continued development of the advisory council, their role and their participation with CSM Outreach. The director and the Program Services Coordinator for Outreach work directly with the council to introduce outreach and in-reach activities as well as promote their input and ideas specific to CSM Outreach. *This year we have multiple members who have contributed to the CSM Student Ambassador Scholarship, one member participating on the Connect to College planning committee, and multiple members attending Connect to College as well as OWM.*
4. **Create a style guide for the use of the CSM Bulldog (currently being trademarked).** Utilizing our work to date with the development of the CSM Bulldog design and trademark process this will be a project led by the Visual Communications staff to clearly define rules for proper usage of the CSM Bulldog logo/design. *Target implementation:* late summer 2013
5. **Update existing writing style guide to create a comprehensive writing style guide that includes writing for the web**. This project is already underway with a 'draft' document in place. This documentation will be reviewed annually and updated as new

processes and procedures are put into place. *Target implementation*: final draft late summer 2013

6. **Develop an online 'how to' section for routine OmniUpdate (web editor software) process**. This project is already underway with a 'draft' document in place. This documentation will be reviewed annually and updated as needed. *Target implementation*: final draft late summer 2013

7. **Continue to explore developing alumni programs, events and communications in collaboration with the SMCCC Foundation**. The CSM LinkedIn Alumni group was setup over two years ago and is currently a closed group (individuals have to ask to join) with 238 members as 3/30/13. Continued conversations are conducted with the Office of Student Life and other college staff to explore alumni development. The CR&M director administrates the CSM Alumni LinkedIn group providing topical content specific to college activities and opportunities. This June 2013 the SMCCCF will be joining the college as we celebrate 50 years on the Hill with an alumni outreach booth to further develop/reach alumni. This is an ongoing activity.

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.** This is an ongoing activity conducted in conjunction with the district ITS department. In 2013 a district-wide survey was conducted to derive staff, faculty and student interest in mobile apps and specific preferences to the type of content they'd like to have mobile accessible. In-house we're looking at our own content and where it makes sense doing the analysis to determine any proposed web content that can be made mobile friendly.

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, Career/College outreach and Connect to College. This is an ongoing 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**. Provide the CSM internal community with enhanced tools (online) to support their interaction with current and potential students. This is an ongoing activity.

C. *Assessment of goals*.

1. **Expand/update Explore CSM website with a video gallery.** Expected outcomes for this project are an increased awareness of CSM's academic programs. By providing targeted videos you give potential students/community members an opportunity to access visual information about CSM remotely. The video gallery complements our in-person outreach, on campus reach and enhances our website information.

2. **Create an accompanying (guide/tour) piece to showcase the pictorial historical display in College Center**. Expected outcomes are an increased knowledge of CSM's history. Contributes to our continued positive reputation and pride in the community.

3. **Continue to expand and integrate the role of the Outreach Advisory Council members with CSM Outreach**. Expected outcomes are a richer experience for our advisory council

members, continued community contribution and awareness to the CSM Outreach program.

4. **Create a style guide for the use of the CSM Bulldog (currently being trademarked).** Expected outcomes are an increased understanding and knowledge of the appropriate usage of the CSM Bulldog logo/design. Consistent usage of the brand provides a better brand image for the institution, the campus and the community.

5. **Update existing writing style guide to create a comprehensive writing style guide that includes writing for the web**. Expected outcome is a comprehensive understanding of College of San Mateo's writing style that will provide consistency in our on campus and community messaging. Consistency in our written messaging strengthens and supports the brand of the institution to all audiences.

6. **Develop an online 'how to' section for routine OmniUpdate (web editor software) process**. Expected outcome is improved understanding by CSM website updaters and content owners on how to edit their websites. Provides consistency in the web content for all viewers and reflects a positive strong image of the institution.

7. **Continue to explore developing alumni programs, events and communications in collaboration with the SMCCC Foundation**. Expected outcome is an increased connection between the college and alumni that contributes to continued outreach (additional ambassadors for the college), enrollment and strengthens the image of the institution.

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.** Expected outcome is to stay on the leading edge of technology as it relates to our educational offerings. Meet our users where they need to be and present online and mobile access where it meets the demands. This supports and enhances the image of the college as an institution in tune with the technical needs of their students and community.

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.** Expected outcome is a clear understanding by our students and community of the mission of the college (no matter who they contact at the college). Assessment and evaluation of events, tracking participation and outcomes is built into annual review and department goals and objective setting.

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**. Expected outcome is a clear understanding by our staff on all the services and work supported by CR & Marketing. Increased understanding and usage of our services will support and hopefully streamline college employees work load. We are here to assist the institution overall and invite feedback from staff via department presentations, email communication and one on one conversations.

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 staff for written communication (+/-20 hrs.) 3. Part time administrative staff (+/- 20 hrs.)	1. Permanent and consistent support and maintenance for web programming to meet institutional needs. 2. Maintaining the current support for all written communication needs. 3. Dedicated administrative support to the director and staff. Lightening the workload (hours) currently put in to maintain adequate administration and support. Improved opportunity for program and services development. Student supervision and campus service support.	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 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. 3. Currently a portion of this work is supported by a student assistant. This particular student assistant has many, many years of marketing experience.

		That would not always be the case in a student assistant. In the absence of this experience there would be significant workload impact to administrative support, schedule distribution/coordination and general office support. 4. Without this dedicated support there would be additional workload added on to the director and staff. Different priorities would need to be setup and ultimately impact deliverables of work.

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.
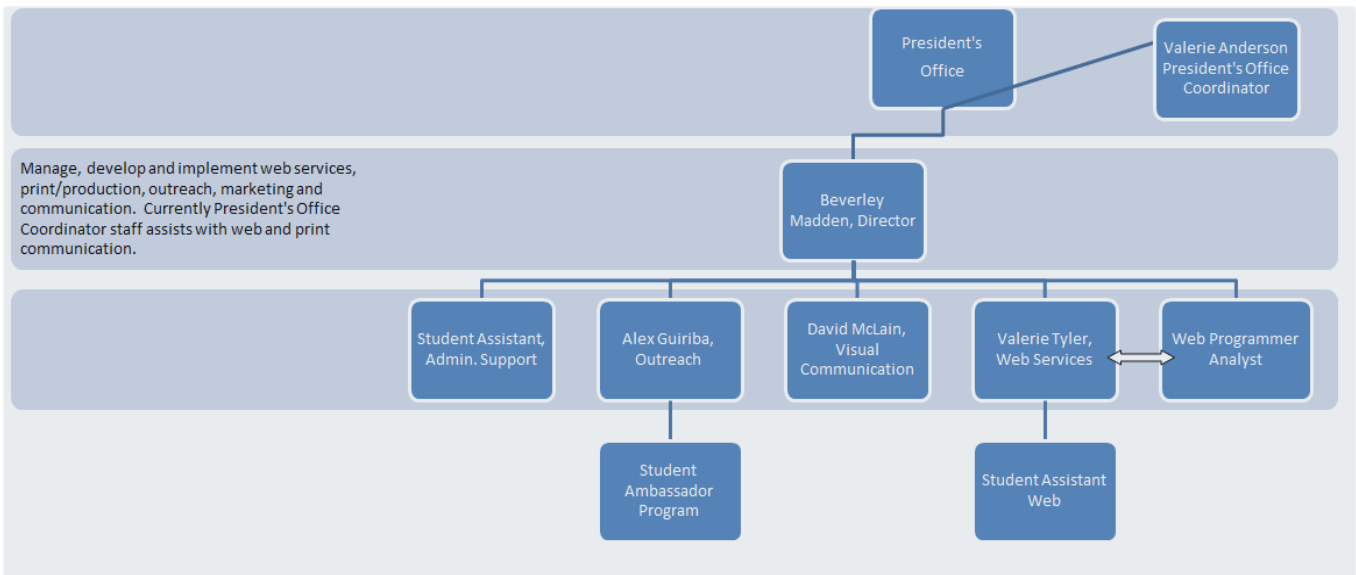
VI. PROGRAM REVIEW PARTICIPANTS AND SIGNATURES

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

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Primary Program Contact Person's Signature   *Date*

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