

Golden West College

NON-INSTRUCTIONAL PROGRAM REVIEW

Spring 2016

Department Name: Marketing and Creative Services

Department Contact Information:

<i>Division/Department Manager</i>	<i>Phone #</i>	<i>Office Location</i>	<i>E-mail Address</i>
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NON-INSTRUCTIONAL PROGRAM REVIEW PROMPT

PROGRAM INFORMATION: Marketing and Creative Services

Assume the reader doesn't know anything about your program/department. Briefly describe your department and how your department supports one or more of [Golden West College's mission and goals](#). **This description will likely be used on your department's website.**

Marketing and Creative Services consists of three departments: College Promotions, New Media, and College Support Services. Our mission is to promote the college in an effort to meet enrollment goals and to expand awareness of Golden West's academic quality and value to the community.

The department staff implements the college's Marketing Plan, developed by a college-wide Marketing Committee, which includes our creative team. The department is also responsible for maintaining the integrity of the college brand by establishing and enforcing the GWC Graphic Standard Guidelines.

We provide a wide variety of services in-house, including: graphic design; web design; video production; print and digital publications and ads; event collateral and support; printing and mailing services; publicity; photography; print and digital signage; and original artwork.

Program Contributions: Describe how your department contributes to the campus. Consider areas such as diversity, campus climate, student success, campus processes, student support, and other college goals below.

Marketing and Creative Services contributes to the campus by supporting all departments with their promotional, instructional, and/or communication needs.

Student success is highlighted and the diversity of our student, faculty and staff are evident in the promotional materials, articles, publicity, photography and videos that are produced by the department. Marketing and Creative Services contributes indirectly to most of the college goals, and contributes directly to several goals.

Goal 3: Resources

c. Technology - *GWC will leverage technology resources to facilitate student learning, campus communication, and institutional effectiveness.*

- The department's marketing efforts contribute to the college enrollment goals and institutional effectiveness.
- College Promotions aids in campus communications by maintaining the staff and student bulletin pages, MyGWC RSS feeds, intranet home page, and newsroom website.
- New Media offers faculty the opportunity to produce instructional videos to enhance student learning.

Goal 4: Participatory Governance and Leadership

b. District Collaboration - *GWC will proactively engage in participatory governance activities with sister colleges and district offices to better serve our students and community while maintaining college autonomy.*

- Department manager and staff serve on the District Marketing Committee, and relevant task force teams that involve design, branding, marketing efforts and advertising resources for the District.

Goal 5: Community Engagement

a. Community Relations - *GWC will actively seek additional opportunities to serve as the educational center for its local community.*

- Marketing and Creative Services supports Community Relations by providing community awareness of Golden West's educational quality and value through publicity, advertising, and participation in community events.

b. Business, Industry and Governmental Partnerships - *GWC will utilize systematic processes for building partnerships with local businesses, industries and governmental agencies to promote contract education, student internships, faculty externships, and fundraising.*

- New Media, in partnership with the Criminal Justice Training Center, contracts with the State of California Peace Officers Standards and Training (POST) to produce *Legal Update*, an annual training video for police officers. New Media/CJTC also produces its own monthly production of *Legal Updates*, which provides training for over 30 law enforcement agencies, through membership subscriptions.
- College Promotions provides extensive support for all GWC Foundation fundraising efforts.
- College Promotions and New Media are willing to provide internships, when they become available, to GWC Digital Media and GWC Digital Arts students.

College goals (check all that apply):

Institutional Mission & Effectiveness

Instructional Programs

Student Support Services

Library and Learning Support Services

Student Engagement

Student Equity

Human Resources

Facilities & Campus Environment

Technology

Fiscal Resources

Planning Processes

District Collaboration

Community Relations

Business, Industry, Governmental Partnerships

External Requirements: Indicate any requirements that are imposed on your program/department by the state, federal regulations, or other external accrediting bodies (If applicable).

The college must comply with Section 508 of the Rehabilitation Act of 1973. Compliance standards requires federal agencies to provide software and website accessibility to people with disabilities. When websites are 508 Compliant, they are accessible to all users. This can mean that they are compatible with assistive technology, such as screen readers. This regulation affects the department by requiring closed captioning for all videos, and accessibility design requirements for the college website. All websites that are linked from the college site must also be 508 Compliant when the college logo or name is used on that site. This involves a cost for closed captioning videos, and a cost for a service to scan and monitor the websites on a regular basis.

REVIEW OF LAST CYCLE PROGRAM REVIEW

Provide assessment of your previous program review initiatives. Summarize any accomplishments that your program/department achieved. (2 pg limit) [Link to Previous Program Review Reports](#)

The department accomplished, or partially accomplished, three of its four objectives in the 2013-14 Program Review cycle.

1. Objective: Improve department's customer service by providing online job ordering and job status tracking. We successfully accomplished this objective:
 - Built a Sharepoint site on the GWC Portal, which included a form to submit a job request and a page that lists all jobs, who it was assigned to, and the status of the job: In process, On hold, or Completed.
2. Objective: Collaborate with sister colleges and District office to leverage marketing resources and Outreach efforts. We successfully accomplished this objective:
 - Produced a commercial that included all three colleges, and was aired on Time Warner Cable using District Marketing funds.
 - Contributed to District-wide publications: Compass Magazine, and Navigator Magazine
 - Combined resources to pay for a shared stock photography subscription
 - Participated in the US Open of Surfing using District Marketing funds and staffing by all three colleges.
 - Presented to High School classrooms with OCC and CCC.
3. Objective: The Department will seek a partnership with the Center for Social Entrepreneurship (CIELO). This objective was not accomplished for several reasons:
 - CIELO opened later than originally scheduled.
 - College Promotions lost its ability to provide internships to Digital Arts and Digital Media students due to a decision by the CTE Dean, so we could not provide services to the Center.
4. Objective: Cross train staff to provide an opportunity for advancement and insure uninterrupted services. Provide staff with training to stay current with software and trends. We partially accomplished this objective:
 - The Graphic Designer cross-trained with the Webmaster, but we were unable to cross train other staff because the Webmaster resigned. However, since the graphic designer had been trained, we were able to continue with web services during the vacancy.
 - Lynda.com was provided to staff and used frequently to stay current with software used for publications, web development, video production as well as time management, and photography. This service is now provided District wide.

Other Program Changes and Considerations:

Outreach was moved to the Enrollment Management Department in Fall 2013.

The Switchboard was moved from College Support Services to the Enrollment Center's Call Center.

The funding source for New Media was drastically reduced due to the cancellation of *Case Law*, a long-running contract with POST.

SWOT ANALYSIS

Strengths:

- Department has highly experienced staff.
- We provide excellent customer service.
- Staff produces top quality work in all areas of production.
- Department receives dozens of compliments every year for quality and service.
- College Promotions staff is cross-trained to provide uninterrupted services.
- Campus participation level is high among managers and staff members

Weaknesses:

- The college website is in need of a complete re-design. Staff shortages have prohibited the completion of the project.
- The New Media Studio is under-utilized by campus faculty and staff.
- We are unable to promote New Media's services due to the lack of permanent staffing. The department is in immediate need for a full-time video production specialist.
- New Media does not have back-up personnel trained in the event that its only staff member becomes unable to perform his duties. We were unable to cross-train in this department due to staff changes.

Opportunities

- With the addition of two graphic designers, College Promotions has the opportunity to complete the new college website, and to begin training in the New Media Studio to learn basic operations.
- There is an opportunity to help fund the New Media department through rental income from the KOCE studios, with the assistance by the New Media engineer.
- The New Media department, in partnership with the Criminal Justice Training Center, is in the process of growing its memberships for its Legal Updates program, and an opportunity to earn income for the department.

Threats/Challenges

- College Support Services (Graphics and Mail Operations) will be moving to a new location due to construction. Adequate space will be a challenge and may cause a reduction in services.
- The New Media department's funding has dropped below the basic cost of operation due to the cancellation of an external contract, which was its primary funding source.
- The New Media Studio has equipment, which is approaching "end of life" and will be in need of replacement by next year.

PROGRAM DATA AND ANALYSIS

Measures of Scope of Program (Who does your department serve? How many do you serve?)

College Promotions completed **8,056** work requests from July 2013 – March 2016

- Student Number of Students Served: we do not directly serve students
- Faculty Number of Faculty Served: unknown
- Staff Number of Staff Served: unknown
- Managers Number of Managers Served: unknown

Measures of Effectiveness/Customer Satisfaction?

- What type of data did you use to measure customer satisfaction? Provide your analysis of the data.

We do not have data in the past, but we will be measuring customer satisfaction with surveys during the next cycle.

- What type of data did you use to measure departmental accomplishments? Provide your analysis of the data

We do not have data in the past, but we will be measuring customer satisfaction with surveys during the next cycle.

Measures of Efficiency/Productivity

- What type of data did you use to measure improvements in efficiency and productivity? Focus on:
 - o **Time**
 - o **Personnel**
 - o Other Resources

Review of Budget/Expenditures

Provide a breakdown of your allocated budget and actual expenditures

(Please summarize here and provide excel spreadsheet of your budget as an attachment)

The College Promotions budget is sufficient for the department's operating expenses. We are able to replace our computer equipment as needed on a regular basis. We set up a cycle to replace only one iMac per year, with each computer on a 5-year cycle. Camera equipment is upgraded on a year when a computer is not needed.

New Media, as stated in this review, is underfunded. For the past 3 years, the POST contract for the *Case Law Today* show paid for 50% of the full-time employee's salary and \$25,000 per year for basic operating expenses and licenses. The annual POST contract of the *Legal Update* show does not generate the profit to cover our expenses. The New Media/CJTC *Legal Updates* monthly show only pays the daily rate for four days per month. (Baseline Operational Funding for New Media document is attached).

College Support Services Program Review and budget spreadsheet is included in the folder.

PROGRAM PLANNING

What does your program want to accomplish in the next three years?

1. Complete the History Project and archive photos, videos and documents.
2. Collaborate with District IT to build faculty web pages in a public SharePoint site
3. Year one, establish a baseline for program data and analysis. Years two and three, collect data.

What areas does your program plan to improve?

1. Improve user experience with the college website
2. Improve department's communication with campus
3. Improve workflow efficiency and productivity within the departments
4. Improve planning to distribute workload throughout the year

What specific actions will you take to improve upon those areas?

1. Build a new website using WordPress platform
2. Move Wavelength to SharePoint to allow department bulletin posts
3. 3a. Develop a file sharing system and photo/video asset libraries
3b. Build Job Request workflows across all three department's SharePoint sites
4. Establish a cycle for department publications and recurring projects and events

How will you assess whether your program has accomplished those goals?

1. Use focus groups to test website for user-friendly navigation and appealing content
2. Website analytics for SharePoint usage and number of bulletins posted
3. Upon completion of every project, send a "completed" email with a link to a very short customer satisfaction survey

RESOURCE ALLOCATION

In order to accomplish those goals, what resources do you need? You will need to fill out the resource request forms and include them with your Program Review Report. [Link to resource request form.](#)

- **Staffing – resource request form attached**
- Facilities
- Technology
- Equipment
- Funding for Professional Development

Program Updates Checklist

- (x) Department Contact Information is up to date: Department Chairs, full-time faculty, classified
- (x) Organization Chart: Verify that it is up to date: (q:\college information\org charts) Report necessary changes to the Director of Personnel

Program Manager and VP Review

Complete this section after reviewing all program review information provided. Mgr and VP are to separately indicate the level of concern for the program that exists regarding the following Program Vitality Review (PVR) criteria. Add comments for any item marked with a 1 or 2.

(Scale: 0 – No concern at all, 1 – Some concern, 2 – Serious Concern)

Mgr/VP

- (0) () a. Significant declines in the quantity and/or quality of services from over multiple years
- (0) () b. Precipitous decline in participation in the program
- (0) () c. Significant change in facility and/or availability and cost of required or necessary equipment
- (0) () d. Scarcity of qualified faculty, staff, or management
- (0) () e. Incongruence of program mission with current college mission and goals, or state mandates, etc
- (0) () f. Budgetary issues that warrant significant change in services provided
- (0) () g. Negative impact on other programs caused by the organization or management of this program
- (0) () h. Other _____

Signatures, Individual Comments

Department Head: Debbie Bales

Date: 5-2-16

Comments:

President:

Date:

Comments:

() No further review necessary

() We recommend this program for Program Vitality Review

Justification:

I have read the preceding report and accept the conclusions as an accurate portrayal of the current status of the program.

(mark (X) as a signature and type names)

(x) Debbie Bales

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