



Program Review

Purpose

“Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices” – Academic Senate for California Community Colleges

Data Driven Decision Making

*Continual improvement
Evaluation of program resource needs
Fiscal stewardship and transparency
Culture of evidence*

Reporting Cycle

Program Review will be conducted every two years beginning Fall semester 2021.

Reporting Cycle Activities	Timeline
Program Review forms posted on the Program Review website :	August 22, 2023
Data is available on the ORPIE website:	
<ul style="list-style-type: none"> Instructional Program Review Dashboard 	Available now
<ul style="list-style-type: none"> Student Services Program Review Dashboard 	Coming August 28, 2023
<ul style="list-style-type: none"> State comparison data may be found on Data Mart or Cal-Pass Plus 	Available now
Program Review Office Hours and Data Support offered in a hybrid format in the Language Arts (LA) Room 115 and by zoom.	See the Program Review website schedule information.
Program Review draft due via Dynamic Forms.	Friday, October 6, 2023
Review and Feedback Steps to Finalize Program Review:	
<ul style="list-style-type: none"> Step 1a: Technical Review by IEC (for all) and Academic Senate (for any that include a faculty request). See the technical review rubrics. 	Friday, October 6, 2023
<ul style="list-style-type: none"> Step 1b: Content Review by Deans/Director. Feedback due to author. 	Friday, October 6, 2023
<ul style="list-style-type: none"> Step 2: Completed Revisions submitted by author for final approvals by Deans/Manager and Vice Presidents. Final draft will address technical and content review feedback. 	Friday, November 3, 2023
<ul style="list-style-type: none"> Step 3: Final Program Review Approvals by Deans/ Manager, Vice Presidents, and IEC. ORPIE will post final draft to the website. 	Friday, December 1, 2023
<ul style="list-style-type: none"> Step 4: Funding Requests proceed through governance structure. 	
<ul style="list-style-type: none"> Depending on the request either the Vice President or the IEC will assign the Program Review to the appropriate committee(s), including Planning Council for prioritization. 	Friday, December 1, 2023
<ul style="list-style-type: none"> Committees forward recommendations to the Budget Committee 	Friday, December 1, 2023

• Faculty Hiring timeline:	
• Academic Senate Q&A	Tuesday, November 14, 2023
• Senator Ratings due	Friday, November 17, 2023
• Academic Senate – Special Meeting to Review Rankings	Tuesday, November 28, 2023
• Prioritized requests for faculty positions will be provided by the Academic Senate to the Executive Team	Wednesday, November 29, 2023
<ul style="list-style-type: none"> President makes final faculty decisions and reports to Senate at Special Meeting. Based on approved faculty positions, faculty submit search committee membership and supplemental questions to HR and the Academic Senate. 	Tuesday, December 5, 2023
• Hiring committee participants appointed by the Academic Senate.	Tuesday, December 12, 2023
• The Budget Committee forwards all recommended non-faculty requests to the Executive Committee	Tuesday, December 12, 2023
• President announces all funded recommendations campus-wide	Monday, April 1, 2024

AUTHOR INFORMATION

Employee ID (E# or C#): First Name Last Name
Wing Email Address Office Phone

Dean/Manager First Name Last Name Email
Vice President First Name Last Name Email

Program Review - Draft

*Program Review - Marketing and Outreach.docx

Program Review - Final Submission

This Program Review includes the following:

Pick all that apply.

Faculty Request

Facilities, Technology, Equipment Request

Classified Request

This Program Review includes the following:

Pick all that apply.

Faculty Request

Facilities, Technology, Equipment Request

Classified Request

Faculty Requests (up to 3)

One upload per request

Faculty Upload1

Faculty Upload2

Faculty Upload3

Faculty Requests (up to 3)

One upload per request

Faculty Upload1

Faculty Upload2

Faculty Upload3

Facilities, Technology or Equipment Draft Requests (up to 5)

FTE Upload1

FTE Upload2

FTE Upload3

Facilities, Technology or Equipment Update Requests (up to 5)

FTE Upload1

FTE Upload2

FTE Upload3

FTE Upload4
FTE Upload5

FTE Upload4
FTE Upload5

Classified Personnel Draft Requests (up to 3)
One upload per request

Classified Upload1
Classified Upload2
Classified Upload3

Classified Personnel Updated Requests (up to 3)
One upload per request

Classified Upload1
Classified Upload2
Classified Upload3

Supporting Materials (Optional)

Upload1
Upload2
Upload3

Supporting Materials (Optional)

Upload1
Upload2
Upload3

...3539303333

Andrea Langno

10/11/2023

Author - Draft Signature

Date

Author - Final Signature

Date

Dean/Manager Draft Feedback

We will work together to define goals for next year

FileUpload2

IEC Feedback

All areas are complete and contain thoughtful responses. No requests or additional materials attached.

FileUpload4

Program Review Rubric Upload

Academic Senate Executive Board Feedback

FileUpload1

Program Review Rubric Upload

Dean/Manager Final Feedback

FileUpload2

Dean/Manager Signature

Date

Vice President Feedback

FileUpload3

Vice President Signature Date

Downloaded to the following Committee Teams folder on:

IEC Signature Date

Academic Senate Signature Date

Dean/Manager - Feedback Signature	<input type="text" value="Electronically signed by Meridith Randall on 12/05/2023 7:37:55 AM"/>
Academic Senate: Technical Review Signature	<input type="text" value="Electronic Signature Pending"/>
Author - Final Submission Signature	<input type="text" value="Electronic Signature Pending"/>
Dean/Manager Signature	<input type="text" value="Electronic Signature Pending"/>
Vice President Signature	<input type="text" value="Electronic Signature Pending"/>
Academic Senate Signature	<input type="text" value="Electronic Signature Pending"/>
IEC: Technical Review Signature	<input type="text" value="Electronically signed by Jill Kiefer on 10/19/2023 8:53:23 AM"/>
IEC Signature	<input type="text" value="Electronic Signature Pending"/>



Program Review Request

Administrative Services – Marketing & Outreach

Program Review Purpose

“Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices” –Academic Senate for California Community Colleges, 2009

DATA

Number of outreach campaigns:	2
Number of click-throughs on social media:	671 (485 between 2/1/23 and 7/1/23)
Number of prospective students who completed an information request:	396
Describe other data used to understand what efforts were implemented:	Social media analytics via Hootsuite, project requests via Lytho, leads generated via Slate

KPIs: Include data for 2022-2023 and goals for 2023-2024

Enrollment count:	25,021
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<p>List the Administrative Service Outcomes (ASOs) for Marketing & Outreach: <i>If you have not defined your ASOs, please describe how you will define them in 2023-2024.</i></p>	<p>The Marketing and Outreach departments were recently combined under one supervisor, and as such we will need to define ASOs during the upcoming year. We plan to define our ASOs during regular department meetings each month where we will carve out time to discuss measurable goals for the upcoming year. Some of the items we'll be discussing include: realistic expectations for marketing request completion, making use of technology to be more efficient in generating leads, and a marketing strategy that outlines annual advertising campaigns well in advance of the academic year.</p>
<p>Describe how you assessed your ASOs this year? (e.g., survey, document review) <i>If you have not assessed ASOs, describe your plan to assess in 2023-2024.</i></p>	<p>The Marketing and Outreach department are now utilizing several tools to help us asses our ASOs. The first is Marketing's project management software, Lytho, which allows us to measure number of requests, how often we are meeting deadlines, and what areas of the College we provide services to. For Outreach, we have just begun utilizing the Coast District's CRM Slate, which allows us to track how many students submit Request Info forms, how many students we are engaging with during outreach events, and how many leads become conversions (i.e. a successfully enrolled student). Slate also allows us to drill down into data even further, including determining which local high schools yield the biggest</p>



Program Review Request Administrative Services – Marketing & Outreach

	return on our investment (i.e. our time) so that we can be more efficient with our scheduling given our limited staff.
What were the findings of your ASO assessment?	N/A
How do you plan to strengthen practices/policies to improve your outcomes?	We plan to utilize data as much as possible to determine whether or not our efforts are yielding results.

Outside of hiring new faculty or staff, please discuss the data trends above, and your plans for serving more stakeholders (students, employees) or improving your outcomes.

We plan to fully utilize Slate in order to ensure that we are being efficient with our time and limited staff. We plan to focus more effort on digital outreach, which requires less labor. We also plan to use one-time funding for large-scale marketing projects so as not to affect regular marketing operations. We plan to utilize Federal Work Study and LAEP funding to revive our Campus Tours via student workers. We plan to utilize one-time funding to build a Welcome/Outreach Center where prospective students and their families can receive that first "touch" or impression of campus. We plan to work closely with Counseling in order to strategically utilize counselors in our outreach efforts in local high schools that generate a high number of leads or which have potential to generate a high number of leads.

PROGRAM-SPECIFIC QUESTIONS

Describe the functions of Marketing & Outreach?

Marketing and Outreach have separate functions which sometimes overlap. Marketing is a service-oriented area whose primary function is to "brand" the College targeting both internal and external audiences (internal = students and employees, external = potential students and the community). Marketing's secondary function is to promote the college, including programs, events and services. Promotion of the College is the primary function of Outreach, which is where overlap occurs. Outreach primarily serves high school students and their families - as well as any prospective student, parent/families, guidance counselors and community partners - by providing information about Golden West College education and career training programs. Outreach's secondary function is to provide direct support to students with completing the GWC application and onboarding process and accessing various support services on campus.

What does fiscal services Marketing & Outreach do exceptionally well?

Marketing and Outreach do a tremendous job of promoting the College and building relationships with key stakeholders. The marketing team works closely with campus stakeholders to promote and brand various programs and services with both printed and digital artwork, photography, video and a web presence. Outreach works closely with local high school partners to obtain access to prospective



Program Review Request

Administrative Services – Marketing & Outreach

students via classroom presentations, outreach events (such as College Night hosted on GWC's campus), and large on-campus tour groups.

How does Marketing & Outreach help GWC meet its mission?

Golden West College provides an intellectually and culturally stimulating learning environment for its diverse student population. The College provides enriching and innovative programs that help students: transfer to four-year institutions, earn associate degrees, complete certificates in career and technical education, advance their careers, and demonstrate college readiness. The College is committed to continuous assessment and improvement of student learning and institutional effectiveness.

Marketing and Outreach helps GWC meet its mission by recruiting a diverse population of students to attend the College. We achieve this by promoting the College's programs and services to our local feeder high schools, as well as non-traditional returning adult students.

How can Marketing & Outreach adapt to handle the increased volume in programs requiring additional tracking and reports?

Marketing and Outreach has already begun to adapt its processes to meet an increase in demand for tracking and reports. We utilize a project management software that helps us track our output and efficiency, and we utilize a CRM via the Coast District that helps us generate leads, engage in follow-up drip campaigns, and track a student all the way from first contact with the College through completion of a degree or certificate.

What are the most impactful changes in processes to the Marketing & Outreach that can improve service to students and the campus community?

Marketing and Outreach can continue to become proficient in our Districtwide CRM, Slate, so that we can tap into the full scope of the software. For example, we would like to create unique QR codes for all outreach activities (including high school visits, college fairs, on-campus events, etc) so that we can get a full picture of what areas/schools yield the highest results in leads and conversions.

What are the biggest challenges facing the Marketing & Outreach in completing its role?

Like many departments, our biggest challenge is limited staffing. We currently only have one full time outreach specialist who is tasked with overseeing recruitment efforts for more than 20 local high schools. This limits our ability to fully dig into digital outreach opportunities, like Slate and other mediums, as well as offer regular on-campus outreach, like campus tours. Ideally we would be able to expand our Outreach team to include some part-time counselors, student workers, and more staff who are focused on digital outreach.

GOALS AND REQUESTS FOR FUNDING

Requests – If you are requesting any of the following, they MUST be addressed within your goals. These forms must be submitted separately from the Program Review.

- Faculty



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Administrative Services – Marketing & Outreach

- Equipment, Facilities, Technology
- Support Staff

GWC Strategic Plan Goals Legend

1. **Enrollment:** GWC will increase credit and noncredit enrollment while providing efficient academic programs and student services.
2. **Equity and Success:** GWC will support, enhance, and develop equity-minded services and academic programs that lead to student success.
3. **Completion:** GWC will ensure students' timely completion of degrees and certificates by providing high quality academic programs and student services.
4. **Workforce Preparation:** GWC will support student success by developing and offering academic programs and student services that maximize career opportunities.
5. **Facilities:** GWC will provide flexible, accessible, and sustainable learning environments that support the success of students, faculty, staff, and communities.
6. **Professional Development:** GWC will support the success of all employees by providing professional development opportunities that focus on the achievement of the College Goals.
7. **Communication:** GWC will effectively communicate and collaborate within the College and its communities.

GOALS FROM PREVIOUS PROGRAM REVIEW CYCLE

Please refer to your previous Program Review cycle and summarize all outcomes for each goal.

Summary and Outcomes of Previous Goals (from the last Program Review) including resource requests and if they were funded or not.

Marketing and Outreach were previously two separate departments. The Marketing department last completed a program review in 2016 and its goals were to improve the College's website, improve workflow efficiency and productivity, and improve communications with the campus as a whole. To my knowledge no funding was requested for these goals. The Marketing department was able to achieve all of these goals. The Outreach department last completed a program review in 2021, and its goals were to expand the outreach team with more staffing, increase student applications by 10% and increase professional development for existing outreach staff. The Outreach department was able to achieve these goals. The hiring of additional outreach staff was funded using temporary one-time funding to hire a digital outreach specialist in August 2023.

GOALS FOR CURRENT PROGRAM REVIEW CYCLE

Current goals should be connected to GWC's Strategic Plan Goals.

GOAL 1 (Required)



Program Review Request

Administrative Services – Marketing & Outreach

Description of goal:

Improve Awareness of Golden West College Brand

What actions will be taken to accomplish the goal?

- Establish clear brand identity for GWC
- Survey local community to establish baseline understanding of brand awareness and perception
- Establish branding strategy for all communication platforms (i.e. social media, e-newsletters, on-campus signage/displays, website, etc.)
- Produce GWC Branding Guidelines to be distributed by Fall 2024

What metric will you use to measure your goal?

We will use survey results and any analytic data that is available via digital platforms like social media, website clicks, and click-thru rates on e-newsletters)

Which of the College's missions and goals does this goal support? (check all that apply)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

GOAL 2 (Required)

Description of goal:

Expand Reach and Scope of Outreach Team

What actions will be taken to accomplish the goal?

- Partner with GWC Counseling division to enlist both full time and part time counselors to give presentations at local feeder high schools and out outreach events.
- Use one-time funding to hire digital outreach specialist (we have already done this but we'd like to continue funding this position). This position would primarily focus on digital outreach efforts such as social media, e-newsletters, as well as assist with web content and digital advertising.
- Hire 6-10 student workers to serve as "Student Ambassadors" who will attend local outreach and recruitment events, as well as lead on-campus tours. Our goal is to identify strong "leads" among our student workers who can take the lead in onboarding additional student workers who are cycling onto the team.



Program Review Request

Administrative Services – Marketing & Outreach

- Expand outreach programming with smaller on-campus events and digital campaigns that help generate interest in the College
- Use Slate to track unique data for every outreach/recruitment event or activity, so that we can continue to fine-tune our strategies and use our limited resources wisely.

What metric will you use to measure your goal?

We will use Slate to determine how many leads we are generating per outreach event or activity. We will also use Slate to determine how many outreach activities we were able to attend or host.

Which of the College's missions and goals does this goal support? (check all that apply)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

GOAL 3 (Required)

Description of goal:

Attend at least two professional development events annually

What actions will be taken to accomplish the goal?

- We will encourage our staff to attend at least two professional development conference, workshop, webinar, etc. per year.
- We will join professional development organizations that align with our goals, such as the National Council for Marketing and Public Relations and Community Colleges Public Relations Organization.
- We will host an annual 2-day department retreat each summer to strategize and plan for the upcoming year, troubleshoot any challenges we are having, and connect as a team.

What metric will you use to measure your goal?

We will keep track of how many professional development events we have attended annually

Which of the College's missions and goals does this goal support? (check all that apply)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation



Program Review Request

Administrative Services – Marketing & Outreach

- Facilities
- Professional Development
- Communication

OTHER INFORMATION

What additional information would you like to share about your program?

The Marketing and Outreach department is newly combined, but the combination makes a lot of sense and there's a lot of potential for improving the College's overall brand and messaging, which helps to drive enrollment.

Submitter's Signature: *Andrea Rangno*

Date: 10/6/2023

Supervisor's Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments: [Click or tap here to enter text.](#)

Supervisor's Signature: [Click or tap here to enter text.](#)

Date: [Click or tap to enter a date.](#)

Vice President's Signature: [Click or tap here to enter text.](#)

Date: [Click or tap to enter a date.](#)