

**INSTRUCTIONAL PROGRAMS AND AREAS  
PROGRAM REVIEW/PLANNING AND EVALUATION PROCESS**

**QUESTIONNAIRE FOR NON-INSTRUCTIONAL PROGRAMS**

**INSTRUCTIONS:**

Complete all sections as instructed. Click the shaded sections to type your answer. When completed, please save your file and e-mail as an attachment to tanya\_hanton@westvalley.edu.

**A. INTRODUCTORY QUESTIONS:**

1. Program Name: ***Marketing and Advertising***

2. Person(s) completing the questionnaire: *Fred Chow, Carl Jones*

3. Date of completion: *November 5, 2007*

4. What are the primary purposes of the program? Check all that apply.

- WVC Degrees and Certificates
- Transfer Courses
- WVC General Education
- Lifelong Learning/Life Enrichment
- Occupational / Vocational Courses
- Student Support Services
- Academic Support Services
- Administrative Functions

5. In one paragraph, how does the program further the College's mission and goals? (only new information need be added)

*The function of the West Valley College Marketing and Advertising efforts is to help the college reach its annual student enrollment goals. The decision and overall direction is the responsibility of the College Marketing committee. These efforts often synchronize and complement other college outreach efforts including those of the Outreach Department, EOPS, ET, Financial Aid, Career Programs and others. Stable enrollment helps to generate the maximum level of State apportionment funding necessary for the continued smooth operation of the College and its services. The Marketing Committee also makes sure that the College's marketing and advertising materials reflect and promote the diversity of our student body, as well as that of the greater community we serve. Our marketing materials promote West Valley College's academic and career programs, as well other special programs and services designed to help students towards the goal of academic success. Marketing also advertises new programs and services as they become available. Marketing significantly influences the college public image.*

6. In one paragraph, what significant events have affected or impacted the program since the last program review?

*Prior to the '06 Fall Semester, headcount enrollments had steadily declined at West Valley for four consecutive years. Beginning with the '06 Fall Semester, the trend of declining enrollments began to reverse. Since then, the college has realized sustained gains in enrollments. This includes increases in enrollments for the '07 Spring Semester, '07 Summer Session, and '07 Fall Semester. The gains have been both in headcount and WSCH. Some of the gains in enrollments may be due in part to outside factors such as the \$6 reduction in per unit fees which occurred on January 1, 2007, the local economy, fluctuations in area high school graduation rates, and other*

demographic shifts. However, the college also increased its outreach and marketing efforts beginning with the '06 Fall Semester and more significantly beginning in early January '07.

West Valley College, Mission College, and the WVMCCD Office of Public Information, made a request to the Land Corp during late November of '06 for one-time marketing funds to advertise more aggressively through remainder of the '06-'07 school year. The funds were to be used to increase Spring Semester and Summer Session enrollments. The Land Corp made one-time funding allocations of \$120K per college and \$80K for the District Public Information Office available for enhanced marketing efforts. West Valley's allocation, \$120K, was also in addition to the \$61K West Valley College had already budgeted for marketing. As a direct result of this additional funding, the Marketing Committee had a very significant increase in the resources it needed fulfill its mission last year. The increase in funding was timely and critical because the Colleges and District were at risk of losing base apportionment funding if we did not achieved the enrollment goals for the 2006-07 school year.

## **B. DATA ELEMENT ANALYSIS SECTION (ANALYSIS AND RESPONSE)**

1. In analyzing any available program data concerning student use of services:

- a) What significant trends are revealed in the data?
- b) What conclusions do you draw from this analysis that could form the basis for an action, objective or request for resources?

*Given the increase in funding that occurred in last fiscal year, the college was able to launch four focused advertising campaigns: '07 Spring Semester, '07 Mid-Spring classes, '07 Summer Session, and the '07 Fall Semester. Our advertising and marketing strategies included developing enhanced '07 Spring Semester and '07 Summer/Fall '07 Class Schedules, Channel 104.9 and KYLD 94.9 radios spots, an enrollment contest which included prizes, Valley Fair and Oakridge Mall display ads, student focus groups, newspaper ads, direct mail, and outreach booths at community events such as the Campbell Oktoberfest, and Channel 104.9 Day on Meadow.*

*The increases in headcount enrollments occurred as follows:*

- '07 Spring Semester increased by 2.7% relative to '06 Spring Semester
- '07 Summer Session increased by 21% relative to '06 Summer Session
- '07 Fall Semester increased by 4.3% relative to '06 Fall Semester

*(note: need to verified enrollment increases)*

2. In analyzing any available program data concerning student demographics (e.g. gender, age, ethnicity):

- a) What significant trends are revealed in the data?
- b) What factors might contribute to any program differences compared to college-wide data? See attachment for college-wide statistics.
- c) What conclusions do you draw from this analysis that could form the basis for an action, objective or request for resources?

*The primary purpose of the Marketing Committee is to develop ad campaigns that result in attracting students to the college. Last year, West Valley College targeted three groups of potential students in its marketing efforts. The first group was "everybody", or the general public; the second group were traditional students, those aged 18 – 24; the third group was enrichment learners, those aged 25 and older. Our marketing materials were created to attract, reflect and affirm the diversity of our student population. According to the data provided, very little demographic shift has occurred in the ratios or percentages of gender, age, and ethnicity within the past five years, with one exception - the college experienced a 10% drop in the number of Asian students attending between the '06 Fall Semester and the '07 Fall semester. To increase the diversity of our enrollments, more ethnically targeted marketing is needed. This would also require more resources to expend with than we currently have at our disposal.*

3. In analyzing any available program data concerning program "satisfaction" (e.g. extent of services available, timeliness of appointments, effectiveness of service, follow-up opportunities, referral process to other services, contribution to personal or academic development):

- a) What significant trends are revealed in the data?
- b) What conclusions do you draw from this analysis that could form the basis for an action, objective or request for resources?

*The question has been more than once, "What results are we getting from the money we spend on advertising?" At this point we do have some soft data that addresses this question. When it was determined that West Valley College had an enrollment problem last fall, there was little time to plan. We had to react immediately. The Marketing Committee quickly built an ad campaign and our message went out through many venues: movie theater ads, radio, the internet, postcards and direct mail, newspaper ads, mall displays, and through a "word of mouth" enrollment contest. We do know that many people saw the "My Space" ad because it was possible to count the "click through" rate. We know that students signed up for our Mid-Spring classes after seeing the ads in the Community Newspapers because certain classes were not advertised any other way. The Dean of Instruction took a formal survey and she determined that many students signed up for classes last spring because they saw one of our ads. We do know that advertising increases our enrollment, but which approach is the most effective is at times unclear. It is possible to scientifically measure the results of specific advertising, but this requires significant resources and expertise to develop, administer, score and evaluate the results.*

4. In analyzing available program data concerning success measures (e.g. transfer rates or AA degrees, retention rates for students, course completion, and/or contribution to student learning):

- a) What significant trends are revealed in the data?
- b) What factors might contribute to any significant differences from the College averages? See attachment.

*See answer in section 2*

5. Are there any data or factors (e.g. integration of technology; college, district, or state expectation or mandates) concerning staffing in the program, that suggest a need for increasing or decreasing program staff (e.g. permanent and associate FTE, permanent and hourly classified staffing or administrative staffing)?

*About 20 years ago, there were at least seven positions to handle the creative services needed by the college. These positions included a Public Information Officer who also handled marketing, a Media Specialist, a Desktop Publisher/Computer Operator who coordinated and produced college publications, forms, reports, the college catalog and produced the schedule of classes; a Photographer, two Graphic Designers, and a part time hourly Graphics Assistant. Presently, the Public Information Officer, Media Specialist, College Photographer, Computer Operator/Desktop Publishing and part-time hourly Graphics Assistant positions have been eliminated. There was also an administrative assistant, under Printing Services who managed and tracked all work orders and projects at one time. The Media Specialist position was replaced by the Distance Learning Coordinator position. Also, a Webmaster position was added about 10 years ago to manage the college's web presence.*

*The Graphics Department (the two Graphic Designers) now handles much of the college's creative services needs. This includes the creative side of the class schedules (cover and enhanced pages), banners, flyers, posters, copy writing, photography, marketing coordination, publications, print media advertising, brochure development, signage, print set-up and coordination and other assignments as needed. The college generates many projects throughout the year. With the addition of Winter Session and Summer Session, the college is in year-around operation and there is no "down time".*

*To state what is apparent, there are currently fewer people to handle the workload. Meeting the college's creative service needs in an efficient and timely way is not only a challenge, but occasionally due to competing priorities, some important projects do not completed on time. An example of this was the Accreditation Report, during August of this year.*

*While it is unrealistic to expect that the above deleted positions will be restored in the near future, it does need to be stated that the Graphics Department needs more resources to get its job done. The most pressing need is that of a full time assistant, to help ease the workload and get projects completed on time. This past year, the Graphics Department has had the benefit of a work-study student who holds a degree in Graphic Design from Iran. She is a student at the college as an ESL student. She has been a tremendous asset. However, due to the limitations of work-study grants, she can only work for three months each semester and only 15 hours per week. Also, it takes time to train a work-study student. At the point they are trained and useful, they generally leave for better pay and more secure employment.*

### **C. STUDENT LEARNING OUTCOMES (ANALYSIS AND RESPONSE)**

1. Considering any program level Student Learning Outcomes that have been developed:
- What relevant findings have been derived through the SLO assessment process?
  - What changes have been implemented, or are planned, based on the findings since the last program review?
  - What conclusions do you draw from this analysis that could form the basis for an action, objective or request for resources?

**NOTE: Please contact LeAnn McGinley (741-2402), Assessment Coordinator, with any questions concerning SLOs.**

*This question is not applicable to Marketing*

## D. EXTERNAL INFLUENCES SECTION (ANALYSIS AND RESPONSE)

1. If applicable, considering the effect of external influences on the program's purposes and goals:
  - a) How do accreditation requirements, government regulations, advisory boards, labor market demand, transfer institution articulations or other external factors affect the program?
  - b) How might these influences form the basis for an action, objective, or request for resources?

*How the Marketing Committee functions: we meet at least twice per month throughout the year, and meets on an "as need" based between terms. The Marketing Committee functions as an advisory group to the creative staff. The composition of the Marketing Committee is balanced between representatives from the faculty, staff, students and administration. Each member provides expertise with regard to specific programs, instruction, student services, matriculation, recruiting, student issues, community needs, legislation, target markets, advertising/media trends, enrollment trends, advertising media, technology, and Internet services. Decisions are based on member input, data, and consensus. The larger college community is also free to contact the chair or any group member and provide input.*

*What the Marketing Committee lacks at present is a "Data Scan". That is, a formal service area survey or study that provides focused information regarding the demographics of who the college serves and what they need. If we had this information, it would help the college to better market to and reach potential students. The information could also be used to develop new programs, change what we offer, or when we offer it. This information could be used make informed choices and to improve our services to the community. There are companies such as Claris that provide this service for a fee. The resources to fund a community study do not currently exist in our budget.*

## E. STUDENT FACTORS SECTION (ANALYSIS AND RESPONSE)

1. What program changes or initiatives has the program implemented since the last program review to meet the needs of its student population?

*The Marketing Committee had considerable resources at its disposal during the first half of 2007. This was due to the large infusion of Land Corp funds. The funds were one-time funds that had to be expended by July 1, 2007. West Valley College had a total of \$180K to spend for the 2006-2007 school year on its advertising and marketing. For, 2007-2008, the college will have 91K to spend on its marketing and advertising. The Marketing budget was augmented by 30K this year, so even though there is less money to spend than there was during the last school year, the College marketing budget did realize a 50% increase in its standing budget. We are going spend a greater share of our budget on advertising for the '08 Summer Session and '08 Fall Semester than for the '08 Winter Session/Spring Semester. This is because the College is focused on achieving its enrollment goals for the 07-08 school year. A large Summer Session enrollment will be needed to reach next year's goal. We are currently employing many of the same advertising strategies we used last year because they were successful.*

## F. SUMMARY AND CONCLUSIONS SECTION:

### 1. General conclusions and summary statement.

*The college must continue to maintain and grow its student population each year to remain fiscally solvent. This can be done in a variety of ways: by adding new programs and class offerings, increasing class offerings in high demand areas such as online courses, adding more sections within certain G.E. core areas, and by improving evening and weekend class offerings. However, in order for the community we serve to take advantage of what it is we offer the potential students must be made aware of our services on an ongoing basis. This is where marketing and advertising plays a key role.*

*West Valley now operates as a year-around college. Consequently, the College must advertise and recruit students for four terms each year: Fall Semester, Winter Session, Spring Semester, and Summer Session. In addition to this, the college also advertises its late-start fall and mid-spring classes. An annual budget of \$91K allows West Valley College to maintain its current level of enrollment. However, if the college wants to increase its enrollment, additional augmentations to the marketing budget would be needed. Restoring the advertising budget to the previous level \$180K would be quite desirable. This may not be realistic given the current budget uncertainties, but each incremental increase does allow the college to reach more people through a more integrated mix of advertising media.*

*The historic advertising budget of \$180K allowed the college to reach a broad audience through a wide variety of strategies. The college generated larger enrollments when Marketing had a larger budget to work with. The current level of budget funds newspaper advertising, limited direct mail, mall advertising, limited radio spots, and college collateral materials. It does not fund other strategic marketing tools such as Comcast television spots, broader radio coverage, and additional direct mail pieces, Internet advertising, and advertising targeted to specific types of potential students or ethnic communities.*

*The issues are these:*

- 1. By how much does the college need to grow its student base?*
- 2. What level of funding would be required to achieve the goal?*
- 3. Where will the resources come from to do this?*

### 2. Program Strengths:

*The committee is made up people who are passionate about the college and its students. The composition of the Marketing Committee is intentionally diverse: students, instructors, administrators, and classified staff participate. We are different ages, genders and ethnicities. All members of the committee have input into how the college markets itself and what we spend our advertising dollars on. As individuals, we do not always see things the same way and that is our strength. We collaborate and tackle complex issues related to our marketing and college image. We produce solutions that have proven to be successful. The recent enrollment trends bear this out. There is a lot expertise within the group regarding marketing and outreach "know-how".*

### 3. Program Challenges:

*The challenges are in two areas.*

- 1. As stated above, the College's creative services personnel supports the Marketing Committee's assignments and they are stretched very thin. A full time Graphics Assistant is needed to help shoulder overflow of projects.*
- 2. The College's Marketing budget has more than doubled since the '05 – '06. This is very positive, however it is still 50% below where it was six years ago. Further augments are needed if the college wants to increase the likelihood of meeting its annual enrollment goals in the future.*
- 3. De Anza College. We are out-staffed and out-spent by them. Competition from De Anza is significant and relentless.*

## G. ACTIONS AND OBJECTIVES SECTION

Based on the foregoing analyses and findings in Sections A. through F., what are the program's intended actions or objectives for the next three years?

*The mission of the Marketing Committee is to develop advertising strategies and materials that attract students to the college and increase enrollments.*

*The Marketing Committee has developed and approved a short-term advertising plan for this fiscal year. This plan included a late summer mailer, enhancements to the class schedules, placing large banners on the front lawn area at Allendale and Fruitvale prior to each semester, advertisements in the Community Papers, the SJSU Spartan Daily, Wave and Metro, display advertising in the Valley Fair and Oakridge Malls, radio spots on Channel 104.9FM, participation in local community events, the production of College collateral materials and recruiting packets that will be mailed out to 12,000 graduating high school seniors this Spring.*

*Under construction is a long-term, 3-5 year Strategic Marketing Plan. This plan will incorporate our successful past practices. Examples include newspaper ads, radio, and mall advertising. The long-term strategic plan will also employ other advertising strategies that demonstrate potential. Examples include outdoor advertising, internet advertising, Career Focus Magazine, and more specific targeted marketing such as advertising on Hispanic radio stations or with ethnic Yellow Pages. It will also include a recommendation to complete a community assessment/study "data scan" to better understand the demographics and needs of our regional area.*

### Timelines

Over the next three years, what are the program's timelines (in terms of predicted initiation and completion dates) for the stated actions or objectives?

*This year's short-term plan has been approved and is currently being implemented. The long-term strategic plan will be completed by the end of the '08 Spring Semester.*

Which of these actions or objectives would be initiated and completed within the coming year, given adequate resources?

*The Marketing Committee would have to discuss and then decide how to best spend additional resources should they become available. One priority of both the Marketing Committee and the College Administration is to fund an issue of Career Focus Magazine. Most likely this endeavor would most likely be a shared with Mission College. This publication focuses on career education and specific college programs. It has been used very successfully used to increase enrollments at many other colleges across the U.S. Career Focus Magazine is visually appealing, informative, interesting, cost-effective to print and mail, and useful a tool to potential students considering certain career and vocational programs.*

*It has also been discussed that launching a highly visible outdoor advertising campaign would give the College better name recognition. It has been suggested by many the advertising on the VTA Busses would be a good way to do this. We should expand our internet and radio advertising as well.*

*The college would also benefit from a "data scan" study as discussed earlier.*

**H. RESOURCE REQUESTS 2006-2007**

1. Please indicate if any of the resource requests identified in the previous program review were funded through one or more of the various WVMCCD resource allocation processes that were available in 06 – 07 (e.g. FTE allocation, classified staff, one time funding, budget augmentation, facilities, Land Corporation):

Please complete the following table (leave blank if the answer is not applicable):

FUNDED by WVMCCD?

Full-time faculty FTE:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Associate faculty FTE:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Classified Staff FTE:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Classified Hourly (in dollars): <i>1 Work-study student</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Partially
Administrative Staff FTE:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Facilities (brief narrative description):	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Equipment (brief narrative description with estimated total cost):	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Supplies (brief narrative description with estimated total cost):	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Staff Development (brief narrative description):	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Other (please specify): College budgeted \$61K for advertising during the '06-'07 school year. A one-time funding of \$120K was added to enhance enrollment. The Market budget was also augmented by \$30K for the '07-'08 school year.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially

2. What have you been able to accomplish as a result of the resource obtained?  
 (e.g. improved retention success and persistence, improved equity, new SLOs, higher enrollment, new online or satellite campus classes....)

NOTE: The Program Review Committee realizes that in some cases, accomplishments and changes resulting from resource acquisition are too recent to be measurable. The current Program Review process is only one year old. Future reviews of funding requests will focus on accomplishments and change occurring over a two-year period.

Through the efforts of the Marketing Committee, creative staff, and support of certain college administrators, we not only met the '06-'07 enrollment goals for West Valley College, we exceeded them.

## I. RESOURCE REQUESTS 2007-2008

Please complete the following table (leave blank if the answer is zero or none):

Full-time faculty FTE 0

Associate faculty FTE 0

Classified Staff FTE: 1

Classified Hourly: \$20,000 could fund two part-time assistants.

Administrative Staff FTE:

Facilities (brief narrative description):

Equipment (brief narrative description with estimated total cost):

Supplies (brief narrative description with estimated total cost):

Staff Development (brief narrative description):

Other: The College has budgeted \$91K for advertising during the '07-'08 school year. Additional budget allocations would be needed to fund an issue of Career Focus Magazine (40K-60K), expand radio and internet advertising (\$15K - \$30K), or do an outdoor advertising campaign (\$20K – \$40K) and perform a community study (\$\$\$ undetermined).

When completed, please save your file and e-mail (using the File: Send To menu) to tanya\_hanton@westvalley.edu