

Program Review Report

Year :

2018-2019

Program :

Communications/Marketing/Print Services

Program Information

Program Review Authors (include names and campus locations):

Marketing & Communications Team: Marty Coelho, Erin Jones, Brian Van Pelt, Jesse Wiedel, Guy Talpai, Meggan Smith, Monique Desir, Anna Gaines, Rachel Callahan - Eureka Main Campus

Program Director's Signature: Marty Coelho Date:11/5/2018

Vice President's Signature: Keith Snow-Flamer Date:11/5/2018

Primary Function:

The Marketing & Communications Team is comprised of branding, communications, graphic design, marketing, website build-out & support, printing services and fundraising/Foundation support for the District. This program influences internal and external perceptions of the College, the recruitment and retention of students, as well as garnering funds and gifts-in-kind.

State briefly how the program functions support the [college mission](#)

The Marketing & Communications Team is aligned to promote College of the Redwoods as a leading source of academic and career technical education. We continue to rebrand the College to message that CR is a college where anyone and everyone can succeed. If you want to pursue your education, CR`s faculty and staff will do everything possible to help you achieve your goals. Efforts to strengthen the brand will have a positive influence on overall student enrollment and retention. Improvements in overall campus communication will ensure students, staff and faculty are aware of the College`s support programs and activities. Reestablishment of the CR Foundation will garner funds that will support the College`s overall mission.

State briefly program highlights/accomplishments:

Development and rollout of the North Coast Homeless & Housing Insecurity Summit with 310 registrants in partnership with HSU.

Development and branding of the Venture Collaborative, a community collaborative group to promote student entrepreneurship. This group was comprised of College of the Redwoods, Humboldt State University, the Humboldt County Office of Education, the Small Business Development Center, and Blue Lake Rancheria.

The securing of \$25,000 of entrepreneurship grants.

Career Education outreach to 3,550 students and 336 counselors/faculty/staff.

Completion of CR` s first branding guidelines packet and rollout of the new District logo.

Development of the new Athletics Program logo.

Graduation rebrand with a new backdrop and banners.

Redesign and rollout of the new CR homepage.

Rebranding of CR` s Community Education trucks.

Creation of the Career Education Booklet.

Creation of the Career Education television and movie theater commercial.

Creation of the Career Education video for the website.

Completion of our first student through the Sequoia Orchids and Redwoods Internship Program.

Creation of five Crescent City student success commercials.

Promotion of 35+ student events.

Rebranding of Community Education trucking program and partnership with Green Diamond and local trucking companies, securing \$1,000 for promotion of the class.

Promotion of the new Auto Body Repair Program through Community Education and securing \$2,500 from auto body shops to promote the program.

Development and promotion of the Dash of Color, Science Night, Women in Construction, Redwood Days, and the annual Sports Dinner & Auction.

Promotion of the College Access Program including ads online, print, radio, and TV.

Press Releases 70+

Facebook/Twitter Posts 347

Scholarships Awarded 278 \$140,571

Radio ads 28

Television ads 8

Movie Theater Ads 3

Online Ads (Video/Banners/Ticker Tape Ads) 2.1 million impressions

Critical Reflection of Assessment Activities

Assessment Data

2.0 Administrative Area Outcomes

Administrative Area Outcomes are clear and concise statements about the impact of the work performed by your program. They include events that occur outside of the classroom that complement academic programs and enhance the overall educational experience of students.

Here are examples from a marketing, information technology, and institutional research program:

"The community is informed about opportunities available to them...."

"Faculty are provided with the resources necessary to effectively deliver online courses..."

"Administrators will have the data they need to effectively schedule classes and"

List your Administrative Area Outcomes:

The Marketing/Communication team's role is to support Institutional Goals 3 & 5, by increasing community support, and the recruitment and retention of students. Marketing/communications purpose is to create an environment that leads to customer attraction and retention.

Marketing/communications works by creating a "marketing mix" of various actions (advertising, public events, media coverage, etc.) that help influence customer behavior. The more important the purchasing decision – such as where one goes to college – the more likely the decision making is influenced by a multitude of factors, rather than one specific marketing action (i.e. one television commercial leads to someone registering for college.)

The key is to build awareness, knowledge, product trial to drive a customer into considering a given college in their educational decision making. The public's perception of the institution's level of quality, its campus culture, its involvement in the community, its ability to influence a student's success - academic or career - builds the institution's brand image in a community. A strongly respected brand image creates customer pride (bragging rights) in a student or parent saying they/their child is going to College of the Redwoods.

The Marketing/Communication team's strategic goals are to:

1. Build the District's customer base through developing brand relevancy, respect, and pride. Create emotional affinity for College of the Redwoods. Have the college viewed as relevant, quality focused, success driven, in a learning environment open and supportive of all individuals.
2. Recruit students – through outreach and enrollment campaigns.
3. Retain students – promote community building and a fun social environment: promote special events, athletic events, multicultural center events, and department/program events.
4. Build business and organizational partnerships with local industry, seek to meet business and organizational needs by developing classes, offering trainings
5. Generate ongoing resources – dollars and products.

The Marketing/Communication team works to achieve these goals by employing the following strategies:

- Utilize an Integrated Marketing approach to tell the CR story.
- Tell student/alumni success stories.
- Tell faculty/program success stories.
- Engage in community issues.
- Utilize our Career Education programs and Adult/Community Education as platforms to engage with local business/industry.

Assessment Plan and Results.

Provide an explanation of how you evaluated your Administration Area Outcomes last year. Describe the results of these evaluations.

1. Build the District's customer base through developing brand relevancy, respect, and pride. Create emotional affinity for College of the Redwoods. Have the college viewed as relevant, quality focused, success driven, in a learning environment open and supportive of all individuals.

- **Completion of CR's first branding guidelines packet and rollout of the new District logo.**
- Development of the new Athletics Program logo.
- Graduation rebrand with a new backdrop and banners.
- Redesign and rollout of the new CR homepage.
- Rebranding of CR's Community Education trucks.
- Creation of five Crescent City student success commercials.
- Development and promotion of the Dash of Color (350+ participants), Science Night (3,000+ participants), Women in Construction (200+ participants), Redwood Days (1,300+ participants), and the annual Sports Dinner & Auction (500+ participants).

2. Recruit students – through outreach and enrollment campaigns.

- Career Education outreach to 3,550 students and 336 counselors/faculty/staff.
- **Creation of the Career Education Booklet.**
- Creation of the Career Education television and movie theater commercials.
- Creation of the Career Education video for the website.
- Creation of five Crescent City student success commercials.
- Promotion of the College Access Program including ads online, print, radio, and TV.
- Yearly marketing efforts:
 - o Press Releases 70+
 - o Facebook/Twitter Posts 347
 - o Radio ads 28
 - o Television ads 8
 - o Movie Theater Ads 3
 - o Online Ads (Video/Banners) 2.1 million impressions

3. Retain students – promote community building and a fun social environment: promote special events, athletic events, multicultural center events, and department/program events.

- Promotion of 35+ student events.
- Promotion of the College Access Program including ads online, print, radio, and TV.
- Dash of Color

4. Build business and organizational partnerships with local industry, seek to meet business and organizational needs by developing classes, offering trainings.

- Development and rollout of the North Coast Homeless & Housing Insecurity Summit with 310 registrants in partnership with HSU.
- Development and branding of the Venture Collaborative, a community collaborative group to promote student entrepreneurship. This group was comprised of College of the Redwoods, Humboldt State University, the Humboldt County Office of Education, the Small Business Development Center, and Blue Lake Rancheria.
- Completion of our first student through the Sequoia Orchids and Redwoods Internship Program.
- Rebranding of Community Education trucking program and partnership with Green Diamond and local trucking companies, securing \$1,000 for promotion of the class.
- Promotion of the new Auto Body Repair Program through Community Education and securing \$2,500 from auto body shops to promote the program.

5. Generate ongoing resources – dollars and products.

- The securing of \$25,000 of entrepreneurship grants.
- Dash of Color 350 participants, \$10,000 raised
- Sports Auction & Dinner 500 participants, \$100,000 raised
- Scholarships Awarded 278 \$140,571
- \$3,500 in advertising donations for Community Education Programs

2017-18 loss of Fort Bragg applications/enrollment/FTES

	2015-2016	2016-2017	2017-2018
Applications	7,083	8,019	7,354
Enrollments	33,067	32,198	30,689
Resident FTES	3,636	3,966	3,636
Total FTES	4,077	4,115	3,799
Retention Rate	88%	88%	89%
Persistence Rate	55%	53%	54%
Success Rate	74%	73%	74%

Users 307,062 364,072 451,580 428,319

Sessions 914,181 1,047,457 1,121,698 1,056,192

Pageviews 2,851,950 3,124,672 3,100,838 294,4920

Social Media loyalty figures continue to rise showing a strong brand affinity for CR, an indication that branding efforts are continuing to have an impact.

Facebook Followers

2013-14 3,982

2014-15 4,537

2015-16 5,184

2016-17 5,728

2017-18 6,011

Twitter Followers

2012-14 348

2014-15 382

2015-16 609

2016-17 791

2017-18 945

Instagram Followers

2016-17 392

2017-18 989

LinkedIn Followers

2017-18 7,801 followers

Overall Take-Aways

- We have a consistent daily presence in local and online media, making us relevant in educational discussions and decisions within the community.
- We have a strong quality brand presence from media efforts, weekly press releases, and special events.
- While website traffic seems to have somewhat dropped, our social media presence continues to rise.

Describe any improvements that you plan to make this year as a result of these assessments.
Be sure to include these actions in the planning section.

- In order drive website traffic continue with overhaul of website design and architecture with a marketing focus on new customers.
- In order to expand student enrollment (both from within northern California and outside), build community presence, and leverage overall brand image market Athletic Program with an emphasis on our student athletes and their respective majors and where they are from.
- Continue with student success stories to personalize the CR student experience, impacting recruitment and retention.
- Rollout new athletic logo through the District, utilize in a new CR online store - to help foster community pride and financial support.
- Install new directional signs and marquee to improve overall campus image in Eureka, Crescent City, and Hoopa.
- Update signs in the Bayshore Mall with new logo and fresh images.
- Develop new District booklet and associate degrees for transfer flyers, update service brochures to ensure consistency of messaging in print materials and the website.
- Continue promotion of FREE TUITION College Access Program.
- Assist Multicultural Center in promotion of events, and development of their website to build community and encourage enrollment.
- Continue CR`s focus on housing and food insecurity issues with joint conferences, and indentification and delivery of resources for students.

Evaluation of Previous Plans

3.1 Describe plans/actions identified in the last program review and their current status. What measurable outcomes were achieved due to actions completed? Include the impact of completed and uncompleted plans. Action plans may encompass several years; an update on the current status, or whether the plan was discarded and why.

Number	Program Plans	Current Status	Describe Impact of Action
1	Establish annual agreements with television and radio entities to promote enrollment, and ensure story telling branding initiative across the District.	Annual	Continued maintenance of low media per spot costs.
2	Recruit students and alumni for CR Success Stories for use on television, radio, CR`s website, social media, and online advertising.	Ongoing	Five spots created of Del Norte students promoting CR. Diverse stories by our stories, creating a relatable face for the college.
3	Ensure ongoing improvements to the website based on customer feedback from online support forms, surveys, and/or customer chat.	Ongoing	Website continues to be upgraded in architecture and design.
4	Replace directional signs on Eureka Campus, and the Crescent City, Hoopa and downtown sites	Still in progress, due to challenges with the Student Union and the moving of respective offices.	In progress.
5	Brand Eureka main campus with lightpole banners. Assess Crescent City and Hoopa sites for using lightpole banners.	Still in progress, awaiting the completion of a new Athletics logo and union approval to hire photographers to take needed photos for the banners.	In progress.
6	Finish build out of CR branding guide, post to CR Website, provide to bookstore, and local retailers.	Done.	Posted branding guide to website. Use of CR's new master logo has been consistent.

7	Continue building out of CR photo library for use online, on print materials, etc.	On hold awaiting a MOU due to union negotiations.	On hold.
8	Creation of CR drone videos to help promote CR. Use on TV, online, in theaters.	Done.	Utilized in movie theaters, television commercials, and social media.
9	Update website, print materials, etc. with the new CR logo.	Ongoing.	Consistent branded look for the District.
10	Promotional materials and branded tabling displays for outreach teams in Crescent City, Eureka, and Eureka CTE.	Moved to 2018-19 for funding.	Moved 20 18-19 for funding.
11	Continue updating of department and program websites.	Ongoing.	Continued fresh look to site, and continuous improvement of design and architecture.
12	Continue branding in the community - Bayshore Mall, etc.	Done.	Signs updated in Bayshore mall.
13	Promotional items for CR community events: Science Night, I've Been Admitted to College, Dash of Color, etc.	Done.	Branded items used to promote the Colloge at respective events.
14	Continue to build CR's sense of "community" for all populations at CR. Promote and support CR campus events and activities including the Multicultural and Diversity Center, ASCR, clubs, welcome back events, etc.	Done.	50+ campus events promoted brining opportunities for the campus community to meet and interact, as well as the greater community to visit CR.
15	Overhaul CR's use of print materials - rebrand, refine purpose and tools, update, etc.	In progress.	Content collected for Career Education print materials and website, based on a marketing driven customer focused approach. CE booklet created, along with rebuilding of CE websites.
16	Continue ongoing efforts to market CR's Community and Adult Education Programs	In progress.	Community Education classes continue to grow in number and in attendees. Adult Education underwent program issues and will be working with mkt/comm in 2018-19.

3.2 Describe how resources provided in support of the plan(s) contributed to program improvement:

Resources provided have ensured that CR has an active brand presence in our District. This has helped in ensuring application and enrollment rates are stabilized and growing. When having conversations with various community partners, it is common that they bring up that CR is once again out in the public eye. We need to stay visible year around with a strong reputable brand presence so we will be in the choice set of various customers who are looking to attend a College for academic or career training.

Planning

4.1 Program Plans

Based on data analysis, student learning outcomes and program indicators, assessment and review, and your critical reflections, describe the actions to be taken for the next academic year in order of importance (from #1 at the top = highest priority and down from there).

Please be specific. This section and section 6 should include a detailed justification so that the resource prioritization committees understand your needs and their importance. Plans should be actionable, measurable and not just resource requests.

#	Program Plans	Related Institutional Planning Goals	Relationship to Previous Assessment	Expected Impact on Program/Student Learning	Resources Needed
1	Continue overhaul of website design and architecture to improve marketing focus on new customers, and for better use on mobile.	Goals 3, 5	Continuing efforts to increase enrollment and build retention.		No
2	In order to expand student enrollment (both from within northern California and outside), build community presence, and leverage overall brand image - market Athletic Program with an emphasis on our student athletes and their respective majors and where they are from.	Goals 3,5	Continuing efforts to increase enrollment and maintain community branding presence.		No
3	Continue with student success stories to personalize the CR student experience, impacting recruitment and retention.	Goals 3,5	Continuing efforts to increase enrollment and maintain community branding presence.		No
4	Rollout new athletic logo through the District, utilize in a new CR online store - to help foster community pride and financial support.	Goals 3,5	Continuing efforts to increase enrollment and maintain community branding presence.		No
5	Install new directional signs and marquee to improve overall campus image and safety in Eureka, Crescent City, and Hoopa.	Goals 3,5	Building pride in campus, and overall branding.		No
6	Continue development of new District booklets for outreach and associate degrees for transfer flyers, update service brochures. Ensure consistency of messaging in print materials and the website.	Goals 3,5	Continuing efforts to increase enrollment and maintain community branding presence.		No
7	Continue promotion of FREE TUITION College Access Program.	Goals 3,5	Continuing efforts to increase enrollment and maintain community branding presence.		No
8	Assist Multicultural Center in promotion of events, and development of their website to build community and encourage enrollment.	Goals 3,5	Continuing efforts to increase enrollment and maintain		No

			community branding presence.		
9	Continue CR's focus on housing and food insecurity issues with joint conferences, and identification and delivery of resources for students.	Goals 3,5	Continuing efforts to increase enrollment and maintain community branding presence.		No
10	Continue community partnerships around housing and food insecurity.	Goals 3,5	Continuing efforts to increase enrollment and maintain community branding presence.		No
11	Continue promotion of weekly campus events in order to build community on campus.	Goals 3,5	Continue to improve retention efforts by ensuring activities for students are well promoted.		No

The vision for success goals are institutional planning priorities for the next several years. You can find the full Vision for success document at this link ([Vision for Success Goals](#)). Please comment on how your area is planning to address the following during this academic year:

1. Increase the number of completers (including AA-T degrees, AA/AS degrees, and certificates)
2. Decrease the number of average total units a student must take to complete (For example, a discussion of Guided Pathways work in your area might be appropriate here, or larger efforts your area is undertaking to decrease total units to completion)
3. Equity (What is your area doing to promote equity across student groups?)
4. Increase the number of students finding living-wage work in a related field of study (CE areas only need to complete this section)

Ensuring the relevance of the College of the Redwood's brand will continue to build institutional pride within students, faculty, staff, alumni, and the community as a whole. This will strengthen overall retention rates as CR is seen as a respected, valued college - the community's college. All of the marketing communications efforts are designed to support this goal.

Resource Requests

5.0 Planning Related, Operational, and Personnel Resource Requests. If required by law, mandate or ACCJC accreditation, please explain.

Requests must be accompanied by an action plan in the previous section.

Requests should include estimated costs. Submit a support ticket if you do not know the estimated costs.

If you are requesting personnel resources, you must also include the 'Request for Faculty or Staffing' forms, located at <https://www.redwoods.edu/program-review/> Submit one form for each request.

Author Feedback

Provide any constructive feedback about how this template or datasets could be improved.

How much do you agree with the following statements?

This year's program review was valuable in planning for the ongoing improvement of my program.

(select one) ▾

Analysis of the program review data was useful in assessing my program.

(select one) ▾

PRC Response

Section 1: Program Information

Exemplary: The committee recognizes that the information in this section is identical to last year's. Members appreciate the detailed enumeration of "highlights/accomplishments" and comments the area for its work on housing insecurity and entrepreneurship. Program mission aligns with the mission of the college; Scope and reach of function is present -- however, recommend focus on district communication in place of "campus communications" -- and consider a program self-evaluation on the role that providing and funding internal marketing has in supporting communications.

Section 2: Data Analysis

N/A

Section 3: Critical Reflection of Assessment Activities

Satisfactory: The area has several specific outcomes, but doesn't seem to have a way to measure the degree to which it is attaining those. For example, outcome #2 specifically involves student recruitment. In the "Assessment Plan and Results" section, there is a list of what the area has done to recruit students, but there is not an evaluation of the impact of these efforts. Similarly, outcome #3 involves student retention but in the "Assessment Plan and Results" section, there is only a list of events that the area promoted, without any data on how those efforts contributed (or not) to actual student retention. Committee members recognize that there are complex sets of variables associated with these outcomes, some of which lay outside this specific administrative area, but there must be a way to gauge the effectiveness of the area's efforts with respect to the specific outcomes. In other words, it's clear to the committee what the area is doing to try to meet its outcomes but it's not entirely clear the degree to which those efforts have met with success or not.

The Committee recommends that program authors provide executive level summary of assessment findings.

Section 4: Evaluation of Previous Plans

Satisfactory: There is adequate explanation of the impact of actions that were carried out, but there isn't a significant amount of date in the "impact" section (there is some anecdotal information in 3.2—"conversations with various community partners"). It's clear that there has been a lot of effort to "rebrand" the college, but it's not so clear what the specific impact of this "rebranding" has been on recruitment, retention and completion because data is lacking in this regard. Program plans specify actions relevant to the college mission and program function, but the "Impacts of Action" listed are descriptions of the actions taken, not a specification of the effect these actions are to have in meeting specific goals/outcomes of the program.

Section 5: Planning

Satisfactory: All of the area's plans refer to institutional planning "Goals 3, 5" but it's unclear from which specific plan these derive. Area personnel indicate the need for these plans with respect to "efforts to increase enrollment and build retention" and "maintain community branding presence," but these don't seem to be assessment results. For example, is there any specific data that members of this area could bring that indicates that "student success stories to personalize the CR student experience" positively impacts student "recruitment and retention"? The committee would like to encourage members of this area to try to assess the effectiveness of their efforts with respect to the area's specific outcomes and then use that data to inform future planning actions.

