

## PROGRAM REVIEW: Planning and Evaluation Process

### Questionnaire for NON-INSTRUCTIONAL Programs: Career Education, Work Force Development, or Info/Tech Services

#### INTRODUCTORY QUESTIONS

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

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

3. Date of completion: 10/20/2008

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

WVC Degrees and Certificates

Occupational / Vocational Courses

Transfer Courses

Student Support Services

WVC General Education

Academic Support Services

Lifelong Learning/Life Enrichment

Administrative Functions

5. How does the program further the College's **mission** and **goals**?

Click on URL to see mission and goals: [http://westvalley.edu/mission\\_and\\_goals.html](http://westvalley.edu/mission_and_goals.html)

*The West Valley College Marketing Committee functions to help the college reach its enrollment goals. These efforts synchronize and complement other college outreach efforts including those of the Outreach, EOPS, ET, Financial Aid, Career Programs, Research 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 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's public image. Marketing Committee defines the approaches through which the college communicates its message and offerings, and services to our community. The Marketing Committee also determines how to budget and fund the College marketing initiatives from West Valley's standing marketing budget and any special Land Corp funds.*

**DATA ELEMENTS SECTION**

1. In analyzing any available program data concerning use of services, what significant trends are revealed in the data?

*Prior to the '06 Fall Semester, headcount enrollments had declined at West Valley for a period of four consecutive years. Beginning with the '06 Fall Semester, the trend of declining enrollments reversed. Since then, the college has realized sustained enrollment gains. While the gains have not been dramatic, they have been steady. During the past two years, West Valley has been proactive and aggressive in its marketing efforts. The funds available for advertising were substantially increased in order to meet the enrollment challenges during the past two years. Augmentations were made to the Marketing budget and additional special Land Corp funding was made available to enhance marketing efforts. Enrollment grew from 9,688 students in Fall of 2005 (first census) to 10,648 students in the Fall of 2008 (first census). This represents a gain of 9.9% over a three-year period.*

*The HBA audit conducted during Fall of 2007 had a profound impact on both colleges. With the loss of 1800 FTES, it was suddenly apparent that we needed to quickly "grow" our enrollments to avoid fiscal calamity. The District had previously determined to use the '07-'08 school year as a "recovery year". The HBA audit changed our ability to do this. The State determined to use the '07-'08 school year to calculate our base apportionment. The colleges were caught off-guard and were not seeking to aggressively grow enrollments at that time (mid-January, 2008). It became suddenly evident that both colleges needed to quickly grow Spring and Summer enrollments in order restore fiscal health to the District, which resulted in designing and placing advertisement at the last minute.*

2. In analyzing any available program data concerning users' 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?

*The HBA audit results and subsequent penalty brought significant implications for marketing. West Valley's Marketing Committee responded immediately and worked quickly to produced marketing campaigns for Spring, Mid-Spring, and Summer Session. Spring enrollments rose modestly above that of the previous year due to the late start of the ad campaign. However, Summer Session enrollments rose more substantially. We had enough lead-time to put an effective marketing campaign in place.*

*The increases in the headcount occurred as follows:*

- '08 Spring Semester increased by 2.1% relative to '07 Spring Semester
- '08 Summer Session increased by 11% (approx) relative to '07 Summer Session
- '08 Fall Semester increased by 3.6% relative to '07 Fall Semester

For college-wide data, click on:

[http://www.westvalley.edu/documents/faculty\\_resources/Program\\_Review/2008-2009\\_Academic\\_Year/](http://www.westvalley.edu/documents/faculty_resources/Program_Review/2008-2009_Academic_Year/)

### *Enrollment Trends and Targeted Advertising*

*Our marketing materials are created to attract, reflect and affirm the diversity of our student population. A long-term shift has occurred in the demographic composition of the college. Within the past 10 years, the number of Latino students is up 37.9%; Asian students are down 4%; White students are down 7%; African-American students are up 33.3%. Some of this is due to countywide demographic shifts. West Valley is also drawing more and more enrollment from outside district boundaries. At this point, 56.6% of West Valley's students come from other college districts. Another influential factor may include a conscientious effort to represent all ethnicities in our marketing materials and create a welcoming atmosphere for all students. However, with the increasing Latino and Asian populations in the valley, it would make strategic sense to do more targeted advertising to these respective communities.*

*Students seem to be enrolling in fewer classes than in past years. This may be due in part to factors such as an increased number of concurrently enrolled high school students on campus and more SJSU students who enroll in just one or two classes during the semester. A greater number of enrichment and professional development students may be taking classes at WVC also. As this trend continues, the college will need to recruit larger number of students to make base enrollment.*

*Last year, Marketing targeted six types of potential students:*

- 1) "Everybody", meaning the general public*
- 2) Traditional students (aged 18 – 24) who enroll to earn an AA/S Degree and/or transfer to 4-year institutions*
- 3) Enrichment learners who take classes for enrichment or professional growth*
- 4) High School students who "concurrently enroll"*
- 5) Career changers or those seeking career training*
- 6) San Jose State students who can't get certain classes needed to meet major or GE requirements*

- 3. In analyzing any available program data concerning program "satisfaction" (e.g. extent of services, effectiveness, follow-up, referrals) and / or "success" (e.g. completion, achievements, retention, transfer rates, degrees):*

*Through the augmentations to the Marketing budget and one-time Land Corp allocations, West Valley was able to employ a greater variety of advertising venues this year than in the past. These included retaining a consulting firm to assist with advertising media development and certain placements. Our consulting firm, Interact, also deployed two survey instruments. The first surveyed students regarding their "media preferences". This instrument gathered information about favorite radio stations, TV shows, websites, and other types of media entertainment they consume. Over 1000 students responded to the survey. The Media Preferences Survey results will be available in early December '08. The Marketing Committee will make use of the data in its considerations of strategic advertising placements. A second survey, "The Gap Survey" will be conducted from October 13 through October 26. The Gap Survey will gather and analyze student feedback about their "total experience" at West Valley. The goal of the survey is learn more about our students in order to understand how their needs are or are not being met. The data will also help the Marketing Committee to better shape advertising campaigns around the realities of our students and their world.*

*Other Marketing venues for fiscal year '07-'08 included newspaper advertising (including high school newspapers), advertising on the radio, in popular shopping malls (Valley Fair & Oakridge), high school senior mailing, sending an "off-campus classes" postcard (Campbell, Leigh High School) to residents in those areas, a late-summer mailer, and included internal some marketing (placing posters and flyers around campus promoting mid-semester and off-campus classes).*

*Within the current school year, the college continues to market aggressively. West Valley held a special "Registration Madness" event during mid-August. The event proved to be labor-intensive and costly, however students responded very positively. The event was a success, with 256 people attending.*

*Marketing is considering doing this type of event again, but reducing the cost and labor factors.*

*Other Fall '08 advertising included TV commercials on popular stations, radio spots (104.9FM, 98.5FM), continued shopping mall advertising (Great Mall of America, Valley Fair, and Oakridge), web/Internet placement and "search" advertising, newspaper advertising (SJSU Spartan Daily, Metro, Wave, The Community Newspapers, and the "EYE" section of the SJ Mercury).*

*Future planned advertising for Winter/Spring includes additional TV spots (January '09), web/Internet placement and "search" advertising, Fall and Spring placements in local high school newspapers, advertising in the SJSU Spartan Daily and other local newspapers, continued mall advertising in January and also from May '09 - August '09, Winter/Spring and Summer/Fall class schedule magazine wraps, ads in a several local movie theaters, and potentially advertising on VTA busses (January '09).*

4. Based on the above analysis of available data, what conclusions do you draw that could form the basis for an action, objective or request for resources?

*While it is difficult to determine the precise effectiveness of each of our advertising endeavors, there were some informally measurable responses. Our Medical Assisting and Commercial Music Program realized large increases in enrollment that were attributable to our TV spots. Career Program Information Day experienced an increased attendance of over 50% above the previous years' event. This can be attributed to promotion of the event in the mall display ads, ads in Wave Magazine and the "EYE" section of the Mercury News. The college had a good turnout for the Registration Madness Day. This event was advertised in a variety of ways: Community Newspapers, malls, club cards, posters, radio spots, and through a graphic on the college homepage. We asked those who attended how they learned about the event and we were able to determine which ad venue was most effective in drawing people. A student focus group was just conducted on October 16 in one of the Business classes to solicit feedback regarding what students think of West Valley's advertising efforts and where they've seen or heard our ads. In addition, the two survey instruments we've employed will provide us with more formal data regarding our ad placements and their impact.*

5. Based on the above analysis of available data, what conclusions do you draw that could form the basis for an action, objective or request for resources?

*The college has lacked formal data for a longtime regarding the effectiveness of our advertising placements, designs, and communications. We are currently working with Interact to gather this information through the two survey instruments as previously mentioned. We do know that our markets are shifting in many ways: demographics, media consumed, part-time vs. fulltime status, etc. What's needed is data to quantify this and determine how to get the most value out of our Marketing funds by spending those funds strategically.*

*The college needs to determine to where its future enrollment will come from. Marketing needs to determine how best to reach our future students and determine which venues are best suited to reach them (news media, transit buses, malls, mail, TV, web, email, text messaging, phone radio, and other methods?)*

*It's important to the note that Marketing is not the complete answer to the college's enrollment issues. Even with highly effective ad placements and communications, the college must meet demand where it occurs. Getting more students on campus doesn't help if they can't get into the classes they need. This also includes online classes as well.*

**TARGET POPULATION SECTION**

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

*There will be fewer students graduating from high schools in our area in the years to come. With over 56 % of our enrollment coming from outside our service area, the college depends on students who are willing to commute from other areas of the county. This percentage will have to increase in the years just ahead as the local schools will not be "feeding" West Valley as many graduates as in years past. This trend implies that the college needs to do more targeted marketing to populations outside our service area, while developing closer ties with schools inside our service area. We should also focus specifically on attracting enrollment from the Asian (especially Vietnamese), and Latino communities because these populations are increasing around the county and will compose more of our future enrollment. On some level, it may make sense to synchronize marketing efforts with Mission College. Our combined efforts could be complimentary and produce the needed enrollments district-wide.*

**EXTERNAL INFLUENCES SECTION**

1. What significant factors are currently affecting the program? Check all that apply.

- Accreditation Requirements
- Advisory Boards
- Articulations
- Changes in Technology
- Other External Factor: *Demographics shifts in area populations; employment rates, the higher costs of 4-year institutions in a "down economy"; Bond construction projects – some students may have opted to enroll at other colleges this fall because of the construction and general disarray of the campus.*
- College, District or State Mandates
- Government Regulations
- Labor Market Demand
- Transfer Institution

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2. How might these influences form the basis for an action, objective, or request for resources?

*The Internet has had a profound effect on everything, including education and advertising. If students are spending many hours a day on the web, don't read their email, are no longer listening to radio, channel surfing the plethora of TV stations, no longer read newspapers (or don't read much at all), then some of the ways we've advertised in the past are most less likely to be effective today. Simply shifting our advertising to the Internet is not the simple answer either. There exist an infinite number of websites on the internet, some local, and millions everywhere else. The challenge is getting in front of our potential students and reaching them with a relevant message. This means we need to learn more about their web use habits. It's is a complex issue, one that we discuss frequently at Marketing meetings. Part of the answer is to seek direct, periodic feedback from our students. We have done this through focus groups occasionally and need to continue to obtaining information directly from our student population.*

*The labor market trends also influence demand for particular career programs and classes at WVC. Recessions tend to increased enrollment within community colleges. But not within every discipline. For example, enrollment in the Real Estate classes has declined due to trouble in the housing sector. Enrollment in Medical Assisting is up because of job opportunities in the field. It may also occur that West Valley becomes more attractive to families who would otherwise send their student to 4-year universities due to the soft economy and the value proposition that community colleges offer.*

## **SUMMARY AND CONCLUSION SECTION**

1. What general conclusions do you draw about your program's strengths and challenges?

*A key strength of the Marketing Committee is the expertise that exists within the committee. We have been meeting on a bi-monthly basis for a long period of time. We work well together and can get things done quickly.*

*One of the challenges faced by Marketing are the budget gyrations from year-to-year. In some years there has been as little as 40K to fund the marketing efforts. During other years when there are enrollment shortfalls, significantly more funding has been made available. What's lacking is a consistent, year-to-year budget in which a longer-term strategic marketing plan can be carried out. It would be wise consistently fund Marketing with the required resources in order to avoid future enrollment shortfalls. It is almost impossible to increase enrollment on short notice.*

*Based on future area high school graduation rates, achieving base enrollment will be a continuing challenge for the college in the years ahead. A coordinated effort between Marketing, Outreach, Research, and the college administration, is needed to identify where the future enrollment will come from and which populations we should market to. It is necessary to employ the most effective marketing and outreach strategies. Fortunately, we will now have data to work with in the planning process. Funding could be problematic in light of the pending budget cuts. Although Land Corp money was made available to fund a wide variety of marketing initiatives this fiscal year, our standing budget reverts back to 60K next year (and even that amount might be questionable). It will be a difficult to grow next year's enrollments without adequate resources for marketing.*

## **ACTIONS AND OBJECTIVES SECTION**

1. Based on your analyses and findings in the previous sections, what are the program's intended actions or objectives for the next three years?

*In the most general sense, based on the mission, function, and needs of the college, Marketing will continue to work towards increasing college enrollments. Marketing will identify optimal, cost-effective strategies to achieve this goal. Marketing will also utilize data gained through the survey initiatives in making advertising and media placements. We will seek the feedback of our students to validate (or redirect) our marketing efforts and communications to make sure that we are "relevant". We will also consult with our students for new ideas and creative approaches towards our marketing efforts.*

*In addition, we need to make progress to clearly define the Marketing, Outreach and PR roles/responsibilities at the college, as well as the District. Currently, the college Marketing efforts are being directed by committee (implemented by two graphics designers), the Outreach efforts are coordinated by a talented student services classified staff member, and college PR efforts are left to a District resource.*

2. Of these stated actions or objectives, which ones will be initiated and/or completed by the end of Fall 2009, given adequate resources?

*Our Winter/Spring advertising campaign will be in place by the end of the Fall term as well as key Summer Session ad placements. The advertising initiatives include SJSU and high school newspaper advertising, malls, movie theaters, TV commercials, internet ads and sponsored internet "search". We will begin the data analysis of the responses obtained from our surveys. We are still discussing bus ads and other print media ads – but these will also be in place later in the semester.*

3. Which actions or objectives identified in the previous Program Reviews were initiated and/or completed?

*The college still lacks a written long-term marketing plan. Since January of this year, Marketing and graphics has been very busy in response to the HBA situation and need to grow enrollments. We have developed and executed three advertising campaigns and are currently working the next two. Completed campaigns include Spring Semester '08, Summer Session '08, and Fall Semester '08. The next two campaigns are Winter/Spring '09 and Summer/Fall '09. Our primary goal has been and still is increase headcount West Valley, and progress is being made towards that end.*

### 2008 – 2009 RESOURCE REQUESTS

1. Briefly describe **new or additional** resources required to accomplish the stated actions and objectives?

**Please complete the following table :**

Full-time faculty FTE (Full Time Equivalent): *None*

Associate faculty FTE (Full Time Equivalent): *None*

Classified Staff FTE (Full Time Equivalent): *None*

Classified Hourly (in dollars): *One part-time student hourly worker*

Administrative Staff FTE (Full Time Equivalent): *None*

Facilities and Room Furnishings: *None*

Equipment, Hardware and Software (with estimated total cost): *None*

Supplies (with estimated total cost):  
*\$500 per year for various graphic artists supplies*

Staff Development (with estimated total cost): *None*

Other (with estimated total cost):  
*60K standing budget with augmentation of an additional 60K for a total annual budget of 120K. Plus Land Corp funding depending on the District's need to "grow" back the loss of FTES.*