Program Review Report

Program Description and Scope:
1. Program Review Title: College Advancement
3. Review Type: President's Office
4. Program/Departments: College Advancement (67101)
5. Authority Code: 12-Director, College Advancement; Public Information
6. External Regulations: Yes__ No X
7. Provide a brief narrative that describes the services provided.
   College Advancement provides the functions of marketing, public information, media relations, web site management, college publications, and handles internal communications to the college community. The director also oversees government relations, reporting directly to the president of the college. College Advancement is closely aligned with the Foundation, participating interdependently in maintaining the public face of the college and in creating and maintaining consistent and positive branding of the college to the community.

8. Describe how the program specifically serves students, faculty, staff, or other.
   College Advancement supports the enrollment management plans of the district through advertising, publicity, and media placements. We distribute information to students, to the College, to the community and to the media through advertising and publicity about events, activities, and offerings at the College. In addition, through the use of social media we engage students in discussion about current college happenings, building a sense of community among students, as well as providing some outreach to alumni.

9. Describe how the program or service needs are addressed (how the program/service accomplishes what it's supposed to do.) How are current technologies applied?
   Our office engages in its activities through all available technologies and media in order to reach multiple audiences and to reach them through multiple media. We conduct advertising and information distribution using Ohlone’s web page, class schedules, broadcast media (primarily radio), webcast media, social networking media (such as Facebook and Twitter), billboards, print publications, direct mail, email, QR codes, Internet advertising, community mailers, as well as presence at community outreach events (such as Fremont Arts & Wine Festival or Newark Days) and onsite locations (such as the local mall and Indian cinemas), and including hispanic bi-lingual radio and newspapers, Chinese language newspapers and radio, and Indian/English language newspaper.
Use of current technologies include use of Ohlone web page, advertising on various media outlet web pages, social media, including Ohlone's FaceBook, Twitter accounts, and external media email blasts. However, we continue to use traditional media outlets, such as local newspapers, in order to reach a broad segment of our target audience(s) and to have a strong impact through use of multiple media and locations with maximum exposure.

10. Discuss the impact of the program on the college and/or other programs. Highlight any services, reports or functions supplied, in whole or in part, by this service area that supports state or federal compliance mandates for the College.

**Impact on the College:**

**Assist in managing enrollment:**
We work with guidance from the Divisions of Academic Affairs and Student Services, maintaining enrollment numbers during the registration period to inform current students and new students about registration information or changes regarding state policies such as enrollment fees. We develop annual and semester or term marketing campaigns, including all advertising and publicity and enact the campaign throughout the year. We remain flexible and responsive to changing needs especially regarding enrollment numbers.

**Programs/Departments:**

**Student Services:** We coordinate marketing and publicity for Transfer Day and transfer center events, Freshmen Days, writing and designing high school recruiting brochure, and coordinating advertising and developing marketing materials for Welcome Day.

**Instruction:** Create marketing materials for instructional programs, including Athletics, Psychology Club, WEX, Nursing faculty recruiting event, and others.

**International Programs:** Create brochures and flyers for international programs and services and assist with inserting translated text into brochures.

**Ohlone for Kids:** Create Ohlone for Kids cover, assist with creation of ads and help develop marketing campaign.

**Smith Center Marketing:** we do the annual brochure and develop and run the marketing/publicity campaign for all Smith Center Events. We hold weekly marketing meetings with Smith Center staff and the Dean, approving all content and expenditures. We create, publish and disseminate all marketing materials with the goal of driving audience attendance, both among students and the public. Monthly activity reports are kept at [http://www.ohlone.edu/org/collegeadvancement/reports.html](http://www.ohlone.edu/org/collegeadvancement/reports.html)

11. Discuss the impact of the program on the community and the impact of the community on the program.

**Marketing:** Notify public of important information related to the college, such as dates, costs, changes in programs and distribute news about the college. Enrollment numbers determine much of our marketing efforts. Over the past several years as the college's enrollment has been cut, our department has been involved in continuing to inform the public about the college, maintaining the college's good image, but not trying to increase enrollment numbers.

**College Mission**

1. **Mission Statement**

The mission of Ohlone College is to serve the community by offering instruction for basic skills, career entry, university transfer, economic development, and personal enrichment for all who can benefit from our instruction in an environment
where student learning success is highly valued, supported and continually assessed.

2. *Vision Statement*

Ohlone College will be known throughout California for our inclusiveness, innovation and superior rates of student success.

3. *Core Values, Goals & Objectives:*

**College Core Values**
- We provide life-long learning opportunities for students, college personnel and the community.
- We open access to higher education and actively reach out to under-served populations.
- We promote diversity and inclusiveness.
- We maintain high standards in our constant pursuit of excellence.
- We value trust, respect and integrity.
- We promote team work and open communication.
- We practice innovation and actively encourage risk-taking and entrepreneurship.
- We demonstrate stewardship for our human, financial, physical and environmental resources.

**College Goals/Objectives**

1. Through innovative programs and services, improve student learning and achievement.
2. Support the economic vitality of the community through educational programs and services that respond to identified employment needs.
3. Promote continuous, needs-based, learning and professional development opportunities for all district personnel.
   - By 2012, establish a process whereby all classified staff may access professional development identified in the professional development plan.
4. Use human, fiscal, technological, and physical resources responsibly, effectively, and efficiently to maximize student learning and achievement.
   - Annually sustain the fiscal health of the district.
5. Lead and educate the community in environmental sustainability.
   - By 2015 educate students, staff and community about the value of sustainability using the framework of the California Smart Growth Initiative as a model and having 75% of the Ohlone employees annually sign the college’s green pledge.
6. Enhance college-wide interaction with, and acceptance of, diverse peoples, cultures, arts, and perspectives.
7. Increase access to higher education of under-served and under-represented demographic groups in the District and local communities.
   1. By 2013, increase the enrollment of under-represented groups to approximate the demographic percentages of the district population.

8. Engage all members of the college community in active, continual institutional improvement.
   3. By 2011, pursue potential areas for partnership and collaboration with the community.

4. Briefly describe how the program supports the college mission, vision selected college values.

   College Advancement is directly involved in student success in that we support the college mission of providing open access to all students who are able to benefit by sharing information about the college, its programs and the availability of the educational opportunities throughout the community. We support the Vision Statement because we are actively involved in spreading the information about the college throughout the state in professional organizations and through the media. We are innovative, inclusive and carefully spend our budget to maximize exposure for the college despite rising advertising costs. Over the past five years we have maintained our advertising exposure in the community without significant increases in our advertising costs due to careful negotiation, changing strategies to meet new media opportunities, and establishing good relationships with vendors that maximize our budget.

5. Briefly describe how the program supports selected college goals.

   Our department is indirectly involved in all the goals related to student learning and achievement, and providing educational programs for the community in that we provide information to students and the community about the educational offerings at the college. We have been actively involved in spreading information about our environmental efforts in construction and operations. We also are actively involved in assisting fee-based programs in developing advertising campaigns and materials, which also helps to support wise use of fiscal resources. Regarding goals pertaining to fiscal responsibility, promoting staff development, connecting with diverse populations, reaching out to underserved populations, and promoting continuous improvement, our office is actively engaged in these processes within our own staff and in support of the College's efforts in these areas.

6. Briefly describe how the program supports selected college objectives.

   3.3 By 2012, establish a process whereby all classified staff may access professional development identified in the professional development plan.
   On behalf of my own staff, in addition to supporting HR's Flex Day programs, I have instigated participation in a number of professional development activities including attending webinars, attending conferences, and one on one teaching to
improve job skills with one of my staff to improve performance. This is one of our PIOs, which is in year three of enactment.

4.1 Annually sustain the fiscal health of the district.
As described above, in addition to good management of our expenditures on advertising, we also support all the programs that bring revenue into the college, namely Ohlone for Kids, International Student Programs, Smith Center in helping them to develop their marketing campaigns and materials to a level of professionalism which not only helps them to be successful but which also accurately represents the college brand in the community.

5.2 "Lead and educate the community, students and staff about the value of environmental sustainability."
--College Advancement is integral in helping to spread the message about the college’s stand on environmental sustainability, especially promoting our LEED certified buildings, within the community and with our sister colleges throughout the state through the printed publications and electronic communications and materials prepared and disseminated regularly.

7.1 "By 2013, increase the enrollment of under-represented groups to approximate the demographic percentages of the district population."
-The Office of College Advancement regularly directs marketing efforts to underserved populations and to the diverse cultures living in the district and regularly develops innovative and more effective ways to target marketing efforts more effectively. We work with the Raza Day Program to develop materials for the event, create a video each year, develop their web site and create marketing materials to send out to the schools. We also are working with the Puente Program and Club to recruit students into the next year's program, increasing interest and understanding of the benefits of the program to students and to their families.

8.3 “By 2011, pursue potential areas for partnership and collaboration with the community.”
--College Advancement works with the president to improve communication internally and to increase effective communication to external publics in our community. In addition, the director engages in legislative advocacy at the state to promote legislative issues at the state and national level that will be beneficial to Ohlone and to community colleges.

- **Student Learning Impacts**
  1. Student Learning Impact -

    Our office does not have a "measurable impact on student learning. Rather our impact is indirect. We communicate with current and potential students to let them know about the programs, events and opportunities available at the College. We use a variety of communication styles from mass "appeal" messages to encourage people to think about the benefits of attending college, targeted information sharing such as informing people about changes in policy or procedures, providing dates, times and "how-to"processes, and individualized responses to questions via social networking, emails, phone calls or personal visits. In addition, we use social media to build community among students through the College's Facebook page.
a. Enter assessment results for "Student Learning Impacts" and analyze student success.

Much of the mass communication we use to share information to the community is based on anticipated need, determined many months in advance. We create a marketing plan and enter into contracts with media providers. The nature of media placement means we can't "turn on a dime" to make last minute changes as enrollment numbers go up or down daily. We work with direction from Academic Affairs and Student Services to moderate the message we transmit via mass communication outlets, however, essentially it serves the purpose of attracting the early birds in the case of lower course offerings and still maintaining the college's public image. Using more targeted communication, we can continue to keep students up to date regarding quick changes, including changes in student fees, messages regarding lower course offerings, or urgent notifications.

b. Future Action

- Program Achievement
  1. List area-specific outcomes.

Below is a list of all the marketing activities of our department. This data shows the amount of effort that goes into generating advertising for the college and for the various departments.

Reports on Facebook activity for the previous two weeks:

**Ohlone College: week of 12/12/2012**

<table>
<thead>
<tr>
<th>New Likes</th>
<th>New Check-ins</th>
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<tbody>
<tr>
<td>18</td>
<td>52</td>
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</tbody>
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**Talking About This** **Weekly Total Reach**

<table>
<thead>
<tr>
<th>Talking About This</th>
<th>Weekly Total Reach</th>
</tr>
</thead>
<tbody>
<tr>
<td>182 +12.3%</td>
<td>8,031 -21.8%</td>
</tr>
</tbody>
</table>

**Ohlone College: week of 12/5/2012**

<table>
<thead>
<tr>
<th>New Likes</th>
<th>New Check-ins</th>
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</thead>
<tbody>
<tr>
<td>16</td>
<td>69</td>
</tr>
</tbody>
</table>

**Talking About This** **Weekly Total Reach**

<table>
<thead>
<tr>
<th>Talking About This</th>
<th>Weekly Total Reach</th>
</tr>
</thead>
<tbody>
<tr>
<td>139 +23.0%</td>
<td>9,237 +44.4%</td>
</tr>
</tbody>
</table>
Social Networking for 2012 compared to 2011:

"Likes" for 2012: **3171**  Average likes/mo: **264** (in 2011 91/mo)  
# of likes increased since 2011 by: **2078**

Twitter 2012 followers **564**  Growth since 2011: 155 followers added

Articles printed from press releases: 80 (average=7 per mo.)
Other articles about Ohlone: 115 (average= 10 per mo.)
Articles about arts and athletics: 348 (average=29/mo.)
Press releases generated: 40

Advertising responses (email, phone, or mail in): 143
Lead generators: 194

Ongoing General College Marketing:
- Ads at 12 Bus Stop Shelters in Fremont and Newark (+2 at Ohlone)
  - 6 Full-size lighted signs at Newpark Mall
  - Advertising Kiosk at Newpark Mall
  - SJ Merc & Argus Web Header (Monthly)
  - Chamber Link online advertising
  - Fremont Chamber of Commerce
  - Number of Ads designed for 2012: 64

Fremont Festival of the Arts, two full days
Newark Days, one full day

Ongoing Departmental Marketing:
- Full Marketing Campaign Consultations 22
- Independent services to different departments 299
- Design projects 184
- Writing projects 89
Departments Regularly Served:

Smith Center: Season of the Arts, Summer of the Arts –
Foundation: Citizen of the Year, Golf Tournament, HOSTS –
Student Services: Transfer Day and Transfer Center, Welcome
Day, Freshmen Connection, Raza Day –
Academic Affairs: STEM/CNET Workshops, Psychology Club
Speaker Series, Music, Theater and Dance Departments, Deaf
Studies Division, Environmental Studies –
OFK, Health & Wellness Center, Contract Ed –
CBOC, Board, Human Resources, President's Office

2. Identify internal and/or external benchmarks and regulations.

External Benchmarks

Our office stays current with the most effective communication strategies based on
best practices, current trends, solid communication theory and research, skill based
on years of experience in the field.

We participate in several peer reviewed competitions for community college
marketing departments each year and consistently receive awards for the work we do.
These awards are for our marketing campaign strategies, brochures or other
marketing pieces we write and design, and for publicity we generate. We submit items
to three different competitions, a state group where we compete against all 112
CCCs, where a single winner receives a gold, silver and bronze in each of several
categories, a western states region where awards are given in multiple categories and
again, a single winner receives a gold, silver or bronze award, and a national
competition. In the national competition, more than one winner can receive Platinum,
Gold, Silver, Bronze and Honorable Mention, as long as they meet a certain threshold
of quality.

For 2012 we received:

State: Two Gold, One Silver
Regional: One Gold, One Silver, one Bronze
National: Didn't enter this year, but have won Gold and Platinum awards in years past

We don't have external regulations other than restrictions on advertising within our
district boundaries and not crossing over into other districts.

3. Enter assessment results for area-specific outcomes and analyze trends.

The data provided above demonstrates that our office is very productive, that we
satisfy the needs of a large constituency of departments, that we provide good
service, that we generate good quality work, highly professional, with strong aesthetic
and emotional appeal, that fits the image of the college as it relates to advertising.
Right now there is less "trackable data" regarding legislative updates and
constructions updates, although those are two additional facets of what our office
does. Currently, because we've been doing marketing and public information for
almost 10 years compared with about one year for the legislative and internal
communication functions, it is easier to gauge outcomes and analyze trends. There
aren't really any trends yet for the legislative updates, nor is there a smooth process
that has blended in with the remaining workflow. The construction update function, for
lack of a better term is fitting in better, there are regular forums to go to and meaningful ways to share information that fit in the schedule better.

4. Analyze program budget trends and expenditures. Comment on how the program can best use budget resources.

Since 2010, College Advancement has had relatively little change in the budget allotted to us by the college. We have made only a few changes in how we allocate our budget, since the majority of our costs goes to outside vendors. I've attached a copy of our summary report that shows our total expenditures for the past three years and actuals for the current year.

5. Analyze the program's current use of staff, equipment, technology, facilities, and/or other resources. Comment on how the program can best use these resources.

Our department has made shifts in the use of our resources by altering the use of staff time. First, there has been a focus on training to stay ahead of communication trends. In addition, the above mentioned shift in focus, especially over the past two years, in the use of social media to connect with students has changed the way our office uses our time. In looking at a five year trend in communication shifts, the changes in newspaper ownership and coverage of city versus regional coverage has changed the way we advertise and write press releases. We actually focus our time on local, weekly papers or on large media outlets depending on the nature of what we are covering. The daily paper that covered our city and college is now a regional paper that rarely covers college news and has become part of the larger media conglomerate. Other changes in technology have made changes in deliver of web information. As more and more hand held device formats become available our web site has to be compatible with multiple formats and that is part of the goal of current modifications to our web site. We continue to use college resources such as the TV and radio stations as well as other broadcast outlets in the area for advertising and traditional display advertising in order to have a broad reach. This still takes the same amount of staff effort and resources from our office as before, although costs are always fluctuating, and contrary to what might be assumed, costs do not always go up. It seems that everything is negotiable. So with the same budget we have had for several years, we still manage to have the same reach into the public that we are used to. And with the same staffing we still seem to accomplish more given the new communication technologies available.

6. Describe any additional notable program achievements(optional).

7. Additional Program Table Data
   Budget Reports 2010-2013

8. Future Action
   Current levels of achievement indicators maintained.

- Program Analysis
  After assessing student learning outcomes/impacts, student/program achievement, and the status of previous program improvement objectives (PIOs), analyze the data and any identified trends, and summarize you findings. Use these data and trends to prioritize, revise, or develop new PIOs
    1. Describe program achievements and successes.
The Office of College Advancement communicates information to students and the community about the opportunities, programs and events at the college that allow them to take advantage of the educational opportunities available at Ohlone. This includes vital information such as dates, costs, class offerings, ways to register and pay for college, workshops and training, and special programs and services available that meet individual needs. The information assists students in getting into school, getting information to help them with problems or concerns, getting assistance on how to complete their program successfully and how to move to the next level. We don't provide the services directly, but we provide the information so the students can access the services. We also help the Divisions of Academic Affairs and of Student Services to manage enrollment in marketing the college to potential students, and to manage the public image of the college and the administration.

2. According to the evidence, what are the areas needing improvement?

Our department can deliver information more efficiently as a greater demand for current information on wayfinding will arise as construction increases on the Fremont campus. Information on how to proceed safely and swiftly to class or other destinations as well as comprehensive information about projects helps to relieve stress over the disruption caused by construction and can instill a more positive attitude towards the work if schedules are coordinated with normal campus activities.

Our office uses technology and related communication means, such as social networking to an extent in keeping with restraints such as budgets or staffing. For instance, with a larger staff with more content changes on the website, mobile phone apps, virtual tours, more content on Facebook, more electronic ads with QR codes that had fun activities at our end. There are endless capabilities if we had endless resources. However, with the resources we have, we can make better use of our time so that we can accomplish some of those things and stay up to date. Work on mobile phone applications, for instance, has to be done in conjunction with IT, so it has to move in conjunction with their schedule as well, but it is possible to accomplish. We can generate more content for social network sites if we have a better organized campaign, for which we need a better organized work team. Those are
all within our capacity without increasing our budget or staffing.
Last, there is a need to improve the event calendaring system, which is still underway, but hasn't quite gotten off the ground.

- **Program Improvement Objectives:**
  1. **Objective:**

     Update the look and feel of the Ohlone College web site to modernize appearance of page, make it flexible to match multiple mobile devices, address communication expectations of a web site in the face of social media revolution that has taken place since last web site design, and better address the needs of faculty, staff, students and the community regarding what information should be available on our web pages.

     a. **Action Plan**

        **Year 1:**

        Create a task force with representation from all parts of the shared governance structure. Develop a schedule of items to be discussed over the course of the work period. Review other web sites for best practices, determine what the college's needs are from a web site, conduct a study of our web site to determine what still meets the needs of all college audiences and what should be added or changed, and develop a timeline for how to implement the changes.

        Develop a Guidebook of Principles and Standards that will guide use of the new web design that will provide some flexibility for future developments in technology but will give direction to the college regarding the use and purpose of the web site.

        **Year 2:**

        Somewhere in the end of year one or beginning of year two a developmental version of a new web site might be presented to College Council for comments and suggestions.

        A "test" version of the web page should be launched to allow people to try it out and give comments.
Before the end of year two, the web site, with comments and suggestions implemented should be live and operating.

Year 3:
Continue to run the new web site and see how it functions, add improvements as they are needed.

b. Staffing
Year 1:
During the year of development and implementation a substitute web publisher will be needed part time to continue doing web updates while the web designer is working on the web site redesign project. This person will be part time, on call. We already have someone who knows the current web site and software that is available.

Year 2:
Unknown whether we will continue to need the substitute web update person, but unlikely.

c. Technology (Include items that fit under IT budget codes)
Year 1:
Probable purchase of new software, but that has yet to be determined, pending discussion of task force.

d. Assessment Plan: List Assessment Strategies
Year 1:
Test web pages for the new web site on a development server to get opinions from as many users as possible. Gather opinions, weigh their validity, and implement those that have value.

Do a trial run with College Council and collect their opinions before rolling it out to the College.
Year 2:

The users at the College will provide feedback. There can be a users opinion box that allows people to give feedback about the new web page immediately. This can be balanced against the set of standards and principles established by the committee to see whether the comments or recommendations should be implemented.

e. Which college goal(s) does this program improvement objective work to achieve? Clearly describe how your PIO will help achieve one or more of the college goals and objectives, has impact beyond the particular department, and contributes to student learning/success.

4. Use human, fiscal, technological, and physical resources responsibly, effectively, and efficiently to maximize student learning and achievement.

Rationale:

It's been almost twelve years since the web site was first designed with a set of guiding principles and software standards, visual appearance and expectations regarding content. The web site has been robust, is well designed and well managed. The college has received many compliments from people seeking information about the college. In general there is nothing to complain about other than age regarding our web site. In the interest of improvement, of changing technology, of progress in the area of social media which has revolutionized communication habits of students as well as staff and faculty, and changes in graphic design for web sites, it is time for the College to upgrade and improve its web site.

2. PIO Assessment
   a. Future Action

1. Objective:

PIO #2 Construction Alerts

To provide up to date information to the campus community regarding changes to facilities due to construction or facility
failure (such as elevator or power outage) to reroute movement across campus and to provide advance warning so people can plan for changes.

a. Action Plan
   Year 1:

   1. Attend meetings to get regular updates on when construction will occur that will cause disruptions in the flow of traffic, either pedestrian or vehicle
   2. Provide email notices as frequently as necessary with sufficient advance warning to keep the Ohlone community aware
   3. Provide portable signage that can be distributed around campus to redirect traffic
   4. Put notices on Electronic Messaging Board
   5. Coordinate with Security, Monitor, ASOC and other entities that will help communicate to staff, students or community

   Year 2:

   1. Coordinate detour signage, fencing, banners and electronic signage with construction companies as part of the projects to redirect traffic and communicate information about projects.
   2. Expand sign purchases if warranted by projects. (A few signs have "gone missing".)

   Year 3:

   1. Continue as above, refine the process as warranted by assessment.

b. Equipment (Include items that fit under department budget codes)
   Year 1:

   Equipment should be provided by construction companies as part of the scope of the project as bid.

   Year 2:

   Our office purchased a large number of portable white board A-frame signs that can be posted on the Fremont and Newark campus.

   Year 3:

   Unrelated to my office in terms of additional resources, but worth mentioning here is a new scheduling software program that will be implemented by the bond program manager will
be implementing that will also allow access to information on construction schedules. This will benefit me in terms of getting up to date information about upcoming work to be done.

Year 3:

This scheduling software program, mentioned above, has not been put into place to my knowledge.

d. Assessment Plan: List Assessment Strategies
   Year 1:

Over the course of the first year, feedback on emails has been consistent in providing assessment about whether enough information is being provided, whether it is clear, or whether there are questions.

Monitor Reporters and ASOC officers have been alerted to contact me with concerns and Don Eichelberger and I attended a forum for students to provide them with updates on construction plans, from which we received positive feedback.

Year 2:

The Measure G/CBOC website is under construction now. This web site has more than one feedback link as well as contact information for CBOC members to allow the outside community to contact me to let us know about concerns related to construction. This increases the availability of communication outlets for the community which will increase the ability to ease stress and concerns.

Year 3:

Measure G website is in place and running. We have received one or two comments from the public through the public comments on that web site, but they did not pertain to Measure G or have anything to do with construction on campus. However, that avenue of communication was clearly open.

After the mid-year 2012, the below grade water intrusion construction project was completed. This project had necessitated major disruptions to the campus. During summer and into the early part of fall, some of the quick fix projects also required campus alerts, but not to the level of intensity that were required in the earlier project.
e. Which college goal(s) does this program improvement objective work to achieve? Clearly describe how your PIO will help achieve one or more of the college goals and objectives, has impact beyond the particular department, and contributes to student learning/success.

4. Use human, fiscal, technological, and physical resources responsibly, effectively, and efficiently to maximize student learning and achievement.

Rationale:

Students and faculty need to be able to park and maneuver their way around campus to get to class safely and on time. With the amount of construction that will eventually be taking place, they will be dependent on advance information about construction and detour signage to quickly deliver information to them about where to park and how to get to their classes quickly. Staff need to be able to get to their offices quickly and safely and to cross campus to complete business or attend meetings. Providing sufficient and timely information helps to reduce the stress that accompanies construction work and alleviates some of the frustration of being redirected because of pathway closures.

2. PIO Assessment
   a. Enter assessment results with analysis.

   This PIO has been in operation in my department for the past three years. Although the level of activity comes and goes depending on the amount of construction taking place, it has fit in well with the functions of my office.

   At the present time, with a major project, BGWI completed for several months now, and only minor projects underway, the level of activity in this area has been slight. This will pick back up as more and more projects come on line.

   b. Describe how PIO achieved one or more of the college goals and objectives, had an impact beyond the particular department, and contributed to student success/learning.

   This particular function had what I would call an "unintended consequence" that ended up benefiting students and the rest
of the college. In the process of attending construction project meetings to get information on upcoming construction blockages that would affect campus pathways, I was able to share information to and from the administration and the construction team about possible negative consequences of construction plans and how they would affect classes. Also, clearing building one in order to most effectively complete the construction work for the BGWI project happened as a result of my participation in the construction meetings.

c. Analyze the impact of reallocation or addition of resources. If money or resource was not used, give rationale.

While I was attending the construction meetings it took a large amount of time out of my week. I attended meetings for an hour every Monday and for 3 hours every Wednesday. It significantly impacted my workload. However, there was a lot of information sharing that wouldn't have taken place otherwise.

d. Future Action
Completed.

1. Objective:

PIO #3 Calendar of Events

Improve efficiency for Ohlone community or web sit traffic to view online information about Ohlone College events. Increase awareness of and attendance at Ohlone events. Improve efficiency of adding, updating and viewing events on an online calendar.

a. Action Plan

Year 1:

1. Research, select, purchase, install, configure and customize and implement a new online events management system ("Online Events Calendar") that meet objectives determined during research.
2. Provide training as needed for staff.
3. Configure: Provide ability for mobile devices to read, for user to download and import, register for events, to post public and private events, post events to multiple calendars at once, let web manager embed lists of events on web pages; ability to view in a variety of formats, by category, multiple calendars or receive RSS feeds; allow various departments to manage their own calendars, own their individual calendars; improve quality/value of event information.
4. Transition from old events calendar system to new calendar system. Possibly import information electronically but most likely it will be manually.
5. Make new events Calendar "Live" and eliminate old events calendar.
**Year 2:**
Continue to train and encourage staff in other departments to use and update calendar.

**Year 3:**
This action plan has been modified because of a calendar program purchased by IT for the purpose of scheduling facilities for activities and events. This calendar program should have a module that allows the web publisher to extract event information and import it to an online calendar that lists events for students or staff to view. While not as robust as the calendar system described above (as it was described to me) it can still replace the system that is currently in use.

The current action plan calls for the purchase of the new module that is part of the calendar program purchased by IT which was implemented over the past year with all departments that schedule facilities around campus.

b. **Staffing**
   **Year 1:**
   No new staffing required—training will be for current staff

c. **Technology (Include items that fit under IT budget codes)**
   **Year 1:**
   If the Events Calendar software is managed in house, it will require a robust server (hardware, server operating system, such as Microsoft Windows 2008 Server, database (such as Microsoft SQL Server and a programming language such as .NET, PHP Perl) The vendor will specify the necessary requirements for the system. Web Designer makes two suggestions for online events management systems: Active Data Calendar (Active Data Exchange) or EMS Master Calendar (DEA) See attached file at the end.

   **Year 3:**
   Purchase the new module that is part of the existing calendar software program that was recently purchased by the IT department.
d. Facilities (Include items that fit under the Facilities budget codes)

Year 1:

If managed in-house, space in the IT Department's server room will be needed. Otherwise, there are no facilities needs at Ohlone.

Year 3:

No additional space is needed in the server room. The program is accommodated on the current servers.

e. Other (Include other resources needed)

Year 1:

Training for Staff in using Software

If the Events Calendar software is managed in-house, its server and the back-end needs of the software will be managed by a Systems Administrator in the IT Department, and training may be required. Web Designer will have administrator access for front-end management (look and feel, calendar management, events management.) TBD: IT or Web Design oversee user account management. May need a users guide provided by vendor or written by Web designer or other appropriate staff who manages some aspect of the program.

Year 3:

Staff will need training on the new software once it is purchased and installed.

f. Assessment Plan: List Assessment Strategies

Year 1:

The Event Calendar application's reporting capabilities would need to be used to assess the improved efficiency of viewing and tracking event information by site visitors. However, to determine whether increased viewing translated into increased attendance would need to be assessed by the staff members coordinating those events by comparing attendance rates at previous events. The amount of time spent by the Web Designer should decrease once events are no longer manually entered, deleted and updated on multiple pages. That can be tracked by that staff person.

Year 3:
The event calendar needs to be populated with information in order to be accurate. Under the current system the web publisher has to actively seek out information and manually enter it into the calendar program that she uses. The idea behind the use of the new scheduling/calendar system is to eliminate the manual searching for information and inputting it into the calendar. It requires each of the departments that generate events to input their information into the main schedule in order for accurate and complete information to populate the events calendar. If the information is not put into the calendar on a regular and timely basis, it will require that duplicate, manual effort on the part of the web publisher.

g. Which college goal(s) does this program improvement objective work to achieve? Clearly describe how your PIO will help achieve one or more of the college goals and objectives, has impact beyond the particular department, and contributes to student learning/success.

1. Through innovative programs and services, improve student learning and achievement.
Rationale:

Students can get information about transfer center events (workshops, university rep visits, college fairs) in a new events calendar. This will allow them to sign up for those events online rather than go to the physical location of the transfer center to register. Attending those events will help them with transferring to UC, CSU and other colleges and universities.

The events calendar can provide information about events related to student success (orientations, financial aid workshops, science seminars) and student activities in a new events calendar. Students will be better informed and able to make choices that can improve their academic performance, increasing the number of students likely to set and reach the goal of receiving a degree or certificate.

2. Support the economic vitality of the community through educational programs and services that respond to identified employment needs.
Rationale:
By providing the Community Education department access to an individual Community Ed events calendar they may add some or all of the classes they offer, possibly including those on the master events calendar. The Ohlone community and surrounding community will have access to additional methods to gain information (RSS feeds, mobile devices, subscriptions). This would also apply to classes or workshops offered through grant funded programs (such as Biotechnology Workshops for Professionals) or the One Stop Center.

4. Use human, fiscal, technological, and physical resources responsibly, effectively, and efficiently to maximize student learning and achievement.

Rationale:

This new events calendar maximizes the Ohlone community's access to information about what is happening on campus. The events it covers can cover a wide range from student activities, performing arts events at the Smith Center to science seminars, Athletic department events, speeches and forums by the College President. The events that take place on campus balance out the academic side of a student's life and enrich their learning experience.

2. PIO Assessment
   a. Enter assessment results with analysis.

   After IT purchased a different type of scheduling program that has a calendaring module, the scope of this PIO changed quite a bit. The length of time involved in acquiring the software module has been stretched out in order to allow IT to work with the other departments that needed to work on implementing the initial program for scheduling facilities. The new module for calendaring has not been budgeted for yet, and I don't know the current status other than it is being talked about.

   b. Describe how PIO achieved one or more of the college goals and objectives, had an impact beyond the particular department, and contributed to student success/learning.

   Nothing significant has happened on this PIO, so there has
been no impact.

c. **Analyze the impact of reallocation or addition of resources. If money or resource was not used, give rationale.**

No resources have been allocated at this time because the module has not been purchased yet.

d. **Future Action**

1. **Objective:**

   PIO #1 Professional Development

   **Increase opportunities for staff development in their professional skill area to remain current with rapidly changing technology and techniques in their fields.**

   a. **Action Plan**

      **Year 1:**

      **Action Plan:** List action steps needed to complete the PIO, including “How” the PIO may be completed in one, two, or three years.

   Y-1 Document participation in webinars or videoconferences

   When feasible, (i.e., depending on career field) arrange for at least once yearly participation in statewide or regional conference

   Alt.: Arrange for course of study to learn new technique or software or develop new tool. Arrange to have this taught to other staff and implemented office-wide.

   Ex.: In the past two years, social networking has taken off as an inexpensive tool to use for marketing. All three of the people on my staff (I include myself in that number) have participated in multiple webinars, drive-in seminars, and online training courses to become more familiar with how to
effectively use social networking.

Year 2:
1. Allow attendance at one professional conference per year for staff.
2. Participate in more collaborative discussions regarding implementation of new technologies. Ex., QR codes and Mobile device compatibility.
3. Develop strategies for better content development for social network marketing.

b. Equipment (Include items that fit under department budget codes)
   Year 2:
   Mobile Phone with "Smart Phone" capability to read QR codes, check website applications

c. Other (Include other resources needed)
   Year 1:

   Year 2:
   Annually: Conference & Travel related expenses: approx $1500.

   Year 3:
   Annually: Conference & Travel related expenses: approx. $1200.

d. Assessment Plan: List Assessment Strategies
   Year 1:
   Annually:
   1. Track and submit professional development activities (Classified staff should submit to HR to file in their personnel folder)
   2. Track changes in office practices due to training in new
3. Track user participation (See College Advancement’s monthly activity reports)
http://www.ohlone.edu/org/collegeadvancement/reports.html
4. Track user satisfaction as part of survey data collection
For Ex.: User participation for our Facebook page grows each month, while our MySpace page has leveled off. This tracks with industry numbers which show that MySpace has fallen off in popularity in comparison to Facebook. If we conduct another student survey regarding marketing awareness we could determine effectiveness of Facebook as a communication devise for students.

Year 2:

Annually:
1. Track and submit professional development activities (Classified staff should submit to HR to file in their personnel folder)
2. Track changes in office practices due to training in new techniques
3. Track user participation (See College Advancement’s monthly activity reports)
http://www.ohlone.edu/org/collegeadvancement/reports.html

Annually:
1. Track and submit professional development activities (Classified staff should submit to HR to file in their personnel folder)
2. Track user participation (See College Advancement’s monthly activity reports)
http://www.ohlone.edu/org/collegeadvancement/reports.html
3. Track use as part of data collection process using Google Analytics to track use of mobile device applications, increase in Facebook "Likes", hits on QR codes

e. Which college goal(s) does this program improvement objective work to achieve? Clearly describe how your PIO will help achieve one or more of the college goals and objectives, has impact beyond the particular department, and contributes to student learning/success.
4. Use human, fiscal, technological, and physical resources
responsibly, effectively, and efficiently to maximize student learning and achievement.

Rationale:

Social networking, the example used, is an efficient use of resources in that it does not cost the district money to place information in that particular medium. It is also currently in pervasive use. By learning about and making use of the latest communication trends our department is staying ahead of innovation curves and maximizing the college's resources to deliver information to students that is meaningful to them in a way that they will receive it the fastest.

8. Engage all members of the college community in active, continual institutional improvement.

Rationale:

HR has given staff opportunities to have professional development that improves job performance generally as well as increasing morale. In my department, I'm better able to assess specific skills that are necessary to improve skills required to perform tasks specific to the job descriptions of my staff and to keep up with changing trends and technology in our field. Our office needs to constantly upgrade skills in order to communicate efficiently with students and peers and to remain creative and cost efficient.

2. PIO Assessment

a. Enter assessment results with analysis.

This past year my department paid for the Marketing Lead to attend a professional development conference. In addition, there has been more participation in free webinars put on by the state list serve for PIOs that discusses social media and other current topics. Those educational opportunities, combined with unusual circumstances in our department where more active participation in social media was of necessity thrust upon us, has brought about a revolution in our use of FB and to a smaller extent, Twitter. These factors have caused student and alumni participation to grow extensively compared to the growth of the previous year and growth takes place each week. The numbers cited earlier in
the program review show the amount of growth, but the level of participation can only be demonstrated by the amount of traffic, types of comments and posts, and new participants and viewers.

b. Describe how PIO achieved one or more of the college goals and objectives, had an impact beyond the particular department, and contributed to student success/learning.

We are working on Goal #4, using "human, fiscal, technological and physical resources responsibly, effectively, and efficiently to maximize student learning and achievement" by offering training to make staff more effective in their work. But ultimately, it is so we are serving Goal #1, to "...improve student learning and achievement."

We try to use optimal ways to communicate with students as well as provide maximum exposure so they collect information from multiple sources. Right now social networking is a good way to reach students. Email is a less-used form of communication these days. (Word of mouth continues to be the most effective and most elusive means of communication.) We're trying to stay ahead of trends while continuing to use every means of communication available so that students who actively seek information, such as checking a Facebook page, or who passively encounter information, such as reading an electronic marquee board or poster, will pick up on important information and will be persuaded to act, such as registering in a timely manner so they're not too late to get the classes they need. Hopefully, by reaching out to them in a variety of communication venues, important information about transfer, workshops, financial aid, registration, tuition changes, will be delivered and will benefit the students.

c. Analyze the impact of reallocation or addition of resources. If money or resource was not used, give rationale.

The main change in our operations over this past year was in reallocating attention to Facebook posting. I don't know how to place a value on that. Facebook doesn't have any actual cost associated with it, other than the minor amount of time put into discussion around thinking about what to post or how to answer questions or how to build more rapport among students and get more feedback.

d. Future Action
Completed.

- **Outside Review Results 02/23/2012**
  1. List each team members name and title.
     None.
  2. Discuss key feedback provided by team and how it was incorporated into the report.
     None.

- **Attached Files**