

## 2022-23 Program Review Template

### Office of Communications, 06/01/23

**Directions for Lead Writers:** Please use this template to complete your Unit's Program Review for this cycle. Instructions for submitting your completed template at the end of the spring semester will be provided in a few weeks. Click [here](#) to view our Glossary of Terms.

Other Resources:

[Program Review Handbook](#)

[Acronym Dictionary](#)

[Resource Link Library](#)

[Mesa 2030](#)

[Program Review Archives](#)

**DEI Discussions:** as part of your reflection with your unit, a workgroup has developed a Diversity, Equity, Inclusion, and Accessibility Discussion Guide. Please use this in your unit-level discussions as we move toward becoming more diverse, equitable, inclusive, and accessible through intentional and ongoing campus-wide reflections and revisions of policies and practices.

View the guide [here](#). Have reflections or feedback to share? Click [here](#).

<i>Program Information &amp; Executive Summary</i>		
Prompt	Guidance	Program Response
Describe the successes and challenges your unit has faced since the last comprehensive review.		<b>Overview:</b> The Mesa College Office of Communications provides public relations, community engagement, social media, web development and support, graphic design, event promotions, photography, videos and other marketing and communications support to the campus community. We additionally serve in a liaison capacity with the District, the region, elected officials, community and industry groups and the greater San Diego region. Office of Communications office staff are skilled in their areas of expertise, and have won industry awards for writing, social media, web, photography, video, graphic projects, and printed publications. We embrace new challenges and direction with positive spirit. We improve our skills through training, webinars and independent research. We work diligently to provide services, solve issues and create better processes for the College and better access for students. The office engages in open and constant communication which is maintained with and by all members - including those that work part-time.

		<p>The team works well together and has been instrumental in taking on new tasks, learning new skills, and embracing new communication tools and platforms. Via the newly implemented Project Request system, staff are able to track projects, meet deadlines, offer creative solutions, and uphold the college branding guidelines. The Office of Communications is customer oriented, and maintains contact with internal and external clients. We enjoy working with our campus clients and vendors to create materials and assist with events and programs that promote and create conditions for students to succeed. Based on a variety of feedback, the staff are well-regarded by district colleagues and campus clients, as well as vendors, the Foundation, members of the community, the media and other college partners.</p> <p><b>Successes:</b> Successes in the past year include: Deployment of new academic program and academic and career pathways webpages, providing photography and video support at over 100 events, including major events such as the Equity &amp; Excellence fundraising event, and annual events such as the Scholarship Awards Ceremony and Commencement. Annually, we have successfully produced the Annual Report, the Faculty &amp; Staff Handbook, as well as promotional and support materials, for nearly 60 events. We implemented – in conjunction with Regional, District and Mesa partners - enrollment marketing campaigns (in both English and Spanish) for Fall 2022, Spring 2023 and Summer 2023, resulting in meeting and/or exceeding enrollment targets. We produced videos for Strong Workforce programs, Commencement, academic programs, Pathways, the Career Launchpad Guidebook and athletics. We also supported enrollment and participation in specific programs and events such as Allied Health applications, the Promise Program, CRUISE and JumpStart. Despite a 4 month vacancy in the Digital Communications Specialist position, and with the assistance of categorical funding and a consultant, we were still able to increase our social media engagement and reach by nearly 10%. We arranged and conducted multiple successful media events for fundraisers, art exhibitions, athletics, grand openings, and events including elected officials. We have shared, written and posted nearly one hundred stories highlighting campus, student, faculty and staff successes. We have participated in committees for scholarship, commencement, pathways, canyon classroom, enrollment management, program review, PCAB, information technology, strong workforce, advancement, DEI, LatinX Alliance, AANAPISI, BSU, professional development, Mesa2023, regional marketing, district marketing and outreach, and have served as liaisons for a variety of community groups. We have contributed to and promoted multiple college-wide initiatives including equity, pathways, and basic needs.</p> <p><b>Challenges:</b></p> <p><b>Staffing:</b> Currently, digital engagement is increasing. Website and media traffic has increased by over 35%. As engagement, traffic and users increase, workload, production needs and marketing maintenance increases. This creates a cycle where we do not have the capacity to improve our efforts or keep pace with demand. For example, in the past year, the Office has provided support for over 200 events – both on and off campus (in-person and on-line) . As the number</p>
--	--	--

		<p>of campus events continues to rise, so does the need for event support. Communications staff has provided logistical support, materials creation, web page updates and event photography as well as promotional support (public relations and social media promotions) for the majority of events both on and off campus. Currently the office is limited in its ability to respond and serve campus needs. We are frequently reactive, with very little opportunity to be pro-active. In the next 3-5 years, we anticipate increases in social media usage, and with the implementation of new technology and webpages, the need to train more faculty and staff on communications methods. Additional staff would allow for increased workflow to fulfill multiple requests made for services which would increase productivity, and provide much-needed additional support in the areas of content creation for promotions and priority initiatives. Otherwise, the Office of Communications would continue to function as is, with a reduced capacity to fully fulfill the needs of the campus community.</p> <p><b>Budget:</b> Our Office is currently funded at \$25,000 per year. This is less than \$1.00 per student per year. According to a 2019 SimpsonScarborough survey, 4-year educational institutions frequently spend <a href="#">between \$429 and \$623 per enrolled student</a>, per year, on marketing. As a result of the pandemic, and the changing digital landscape, new and more frequent methods of marketing and communications are needed to reach both younger (HS pipeline) and older (return to college) prospective students. Generation Z has been dubbed as “digital natives” and they do not engage in the same way or display the same psycho-graphics and behaviors as generations before them. New modes and methods – and more frequent – marketing and promotions are needed. In the past year, the Office of Communications has been able to take advantage of categorical funding for advertising, and we have seen increased correlation with our KPIs to include engagement, attendance at events and enrollment. This demonstrates that our office needs an updated, appropriate and increased budget (at least \$5-10 per student per year) that will allow us to increase marketing and promotions in the broader community and to a greater variety of stakeholders across multiple demographics, regarding Mesa courses, programs and services. We feel that it is imperative to keep an active and engaged pipeline of interested incoming students, and to increase and impact enrollment trends.</p>
<p>If applicable, describe any major curricular or service changes your unit has engaged in and the impact of those changes since the last comprehensive review.</p>	<p>Optional</p>	<p>With growing demand to implement and promote new programs and services, the office is still challenged with serving our campus clients and protecting the campus brand. We are working to streamline and improve how we do business, and trying to find solutions when there are capacity and bandwidth issues.</p>
<p>If applicable, describe the impact of any new resources (human, fiscal, etc.) on the unit and/or action plan</p>	<p>Optional</p>	<p>In the past year, the Office of Communications has been able to take advantage of categorical funding from Pathways, Strong Workforce, HEERF and the Block Grant. This has increased our ability to hire part-time staff and consultants to support our work in the areas of web development/design, social media, event support, news, photography and marketing. It has</p>

implementation.		also allowed us to place paid advertising across multiple channels such as television, radio, digital streaming platforms, social media and web. Preliminary analytics on enrollment trends confirm that this additional infusion of resources (PT staff, consultants and budget) has correlated directly with increased the effectiveness, reach and therefore success of our efforts in the areas of engagement and enrollment.
Please confirm that the department has reviewed the Course Learning Outcomes listed in CurricuNet for each course and verify accuracy.	Select One	<input type="checkbox"/> Reviewed and accurate <input type="checkbox"/> Reviewed not accurate, update in progress <input type="checkbox"/> Reviewed not accurate, need support <input checked="" type="checkbox"/> <i>N/A for our administrative unit</i>
<i>Data Reflection</i>		
Prompt	Guidance	Program Response
Describe the trends you see in your program/service area's data.	<p>Service/Admin Area</p> <p>Data you may consider - service usage, service access, demand for services, student service/administrative unit outcomes, types of services offered and used, headcount of services usage, trends in reason for service use, other data relevant to your unit's work</p>	<p><b>In the past year, the Office of Communications has:</b></p> <ul style="list-style-type: none"> <li>Received over 700 work requests, from over 200 unique clients.</li> <li>• This is a 14% increase since last year, and a 17% increase since 2021, and more than twice the amount of requests we were receiving just 5 years ago.</li> <li>• This is an average of 63 request each month.</li> <li>• During every month, there were over 100 requests in the queue each month.</li> <li>• During 5 of those months, there were over 200 project requests in our queue at one time, with 3 month having over 250 request at once</li> <li>• Over 500 of the 700 requests included more than one element, such as design, photography, social media and/or PR requested at one time.</li> <li>• Project Request completion can take anywhere from 1 - 60+ days, depending on the project components, availability of assets, prioritization, and requested/required due dates.</li> </ul> <p>Office of Communications engagement impacts:</p> <ul style="list-style-type: none"> <li>• Website: <b>Over 7 million</b> total pages views, and 35% increase in the past 2 years</li> <li>• Photos: Added over <b>50 albums</b> and over <b>15,000 photos</b> to Flickr (62,000 photos and counting)</li> <li>• News: Issued over <b>65 news stories</b>, media advisories and articles, and been <b>mentioned over 250 times in local, regional and national news and trade publications.</b></li> <li>• Social Media: <b>Over 53,000 followers</b> across all platforms</li> <li>• Radio and streaming (local radio and Pandora): <b>Over 2,600,000 impressions</b> to promote Spring/Summer 2023 enrollment</li> <li>• Video: Streaming and cable: <b>Over 115,000 Impressions</b> to promote Spring/Summer 2023 enrollment.</li> </ul> <p>Committee work: Office staff have/are participating in nearly 20 committees, task-forces and work-groups across campus, the district and the region.</p>

Describe any equity gaps you see in these data. Are there differences and/or patterns observed by demographics (e.g. race/ethnicity, gender, age, etc.)?	Equity gaps refer to disparities in educational outcomes and student success metrics across race/ethnicity, socioeconomic status, gender, and other demographic traits and intersectionalities.	Although the Office of Communications does not/cannot collect demographics in our advertising analytics (GA), we remain committed to providing equity in all of work, and creating content that reaches multiple and diverse audiences, and is culturally responsive. We work actively with academic and student support services (such as Ethnic Studies, HSI, AANAPISI and LGBTQ+) to promote programs and services designed to close any equity gaps revealed in the data. For example, upon reviewing the Equity Analysis for Scholarships with the Office of Institutional Effectiveness and Student Affairs, we immediately adjusted the way that we promote and advertise scholarship opportunities, which resulted in the closure of multiple equity gaps. Prominent support and publicity for our Dreamers, FAST, BSU, and Pride Center, along with Basic Needs and other equity initiatives, has allowed more students to become aware, and take advantage of those services, and feel included and supported.
Describe the discussion(s) that took place about the unit's learning outcomes assessment data.	Department Outcomes Coordinators (DOCs) facilitate a department wide discussion on learning outcomes data each year during "Outcomes Across Campus".	The Office of Communications has been actively engaged with the Regional and District efforts to gather new data on students' needs since the pandemic. We have reviewed our own office goals, in order to crosswalk them with the goals in Mesa2023. We have also conducted analysis of recent enrollment trends, as well as marketing strategies and tactics that may be more effective than those used previously. These are ongoing discussions in our unit, as we believe in pursuing the best course that can reach and assist students.
<i>Practice Reflection</i>		
Prompt	Guidance	Program Response
Describe current practices your unit has engaged in that you believe impact the above data trends and equity gaps.	Items to consider: new actions specifically focused on issues of equity, major curricular changes, professional learning, policy or process changes, data-informed unit dialogue, community outreach.	In addition to supporting campus equity initiatives as stated above, Internally, we review and analyze our own processes and methods to achieve equity, such as having information available online and via digital means which has shown success in removing many barriers for our students. Our goal is to continue to provide strategies and implement tactics using online and social media platforms, as well as traditional methods that best fit the needs of our students. Ultimately, the ability to provide more information and resources will be reflected in our ability to be more equitable and serve more students - particularly those that have been traditionally underserved. Providing digital assets and universal access helps removes economic barriers for students – and makes accessing materials and information easier and more streamlined. Students at Mesa have utilized on-line textbook resources and collectively saved millions of dollars. We have seen a similar trend in website access and usage; students are accessing the Mesa College website to get the information they need when they need it – and from wherever they are.

<p>What other factors (internal or external) might also impact the above data trends and equity gaps?</p>	<p>Items to consider: legislative changes, fiscal changes, staffing changes, recruitment, hiring, and retention practices.</p>	<p>Both internal and external factors will impact trends and our ability to close equity gaps, including legislation, new and emerging technology, programs offered by competitors, staffing and budget (see above), and increased requests to support new District and college-wide initiatives, activities of the Mesa Foundation and new grants.</p>
<p><i>Unit Goals and Action Plans</i></p>		
<p>Prompt</p>	<p>Guidance</p>	<p>Program Response</p>
<p>Unit Goals</p>	<p>Goals should connect to Data and Practice Reflections. Goals should be Specific, Measurable, Attainable, Relevant, and Time-bound.</p>	<p><b>Goal 1:</b> Conduct a variety of communications, marketing, advertising and promotions to increase awareness of Mesa College.  <b>Goal 2:</b> Fulfill the communications needs of campus clients and the District in a timely manner.  <b>Goal 3:</b> Serve as communications subject matter experts for campus clients.  <b>Goal 4:</b> Implement (where feasible) new, effective and efficient methods of communication.</p>
<p>Mesa2030 Roadmap Strategic Objective (SO) Alignment</p>	<p>Review <a href="#">Mesa2030</a> and the <a href="#">Roadmap to Mesa2030</a>, only link to SO's that your goal clearly and intentionally is meant to contribute to, each goal should link to 1 or more SOs</p>	<p><b>Goal 1: Conduct a variety of communications, marketing, advertising and promotions to increase awareness of Mesa College</b>  SO: Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes.  SO: Develop and implement frameworks to create communities that can provide more targeted delivery of educational resources and support services.  SO: Increase community engagement, experiential learning, integrated career planning, and workforce training to prepare students for future careers</p> <p><b>Goal 2: Fulfill the communications needs of campus clients and the District in a timely manner</b>  SO: Develop pathways that provide students with clarity about degree, certificate, and transfer requirements.  SO: Support students' access to resources to mitigate the impact caused by technological and basic needs insecurity.  SO: Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups* and inclusion.</p> <p><b>Goal 3: Serve as communications subject matter experts for campus clients</b>  SO: Develop and implement frameworks to create communities that can provide more targeted delivery of educational resources and support services  SO: Evaluate and improve Diversity, Equity, and Inclusion practices in classroom environments, campus activities, departments, schools, and administrative units</p>

		<p><b>Goal 4: Implement (where feasible) new, effective and efficient methods of communication</b>  SO: Develop and implement technologies, including website redesign, that will make pathways information available to students so that they can effectively utilize this information in their educational and career planning  SO: Use technology to improve communication and accessibility across campus.  SO: Support processes and initiatives that prioritize environmental sustainability and reduce Mesa College's impact on climate change.</p>
<p>Identify specific actions your program/service area will engage in to accomplish this goal.</p>	<p>Examples may include: policy or practice changes; unit initiatives, curricular changes, etc.</p>	<p><b>Goal 1: Conduct a variety of communications, marketing, and promotions to increase awareness of Mesa College and close equity gaps.</b>  1. Promote course offerings, initiatives, events, activities, programs, and services to drive enrollment  2. Work with departments and offices to analyze equity trends and provide focus in needed academic and student support areas  3. Promote accomplishments and manage community engagement</p> <p><b>Goal 2: Fulfill the communications needs of campus clients, the District and the region.</b>  1. Provide support with graphic design, photography, event planning/execution, multimedia (web and social media).  2. Serve on committees and liaise with colleagues  3. Issue news releases and stories to support Mesa, District and regional public relations/media.</p> <p><b>Goal 3: Serve as communications subject matter experts for campus clients.</b>  1. Provide training and guidance to increase administrators, faculty and classified professionals knowledge of marketing and communications best practices.  2. Monitor current trends and strategies (via Professional development, research, conferences, etc.) to maximize the success of college promotional efforts.</p> <p><b>Goal 4: Implement (where feasible) new, effective and efficient methods of communication.</b>  1. Building and leveraging digital infrastructure for both internal and processes via the website.  2. Research, recommend and implement updated/emerging social media, digital promotions and web applications.</p>
<p>Does this Action Plan require resources</p>	<p>if yes, complete resource request form</p>	<p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p>

Lead Writer and Manager Information	
Lead writer Name(s)	Jennifer N. Kearns
Name of Program/Unit	Office of Communications
Manager Name	Ashanti Hands
Submission Date of Program Review Draft to Manager for feedback	
Submission Date of Program Review Final Draft to Office of Institutional Effectiveness	6/2/2023 3:57:57 PM