INFORMATION & MARKETING SERVICES PROGRAM REVIEW

PROGRAM REVIEW TEAM

Program Administrator: Jamie McNinch, Director, Information and Marketing
Program Faculty and Staff: Linda Hipol-Rollings, Michelle Peltier, Steve Yingling, Suzanne Pipho
Supervising VP: Mark Ghan
PARC Chair: Richard Stewart
External Reviewer: Kate Kirkpatrick TMCC
Internal Reviewer: Deb Conrad, Assistant to the President

College Mission	Program Mission
Western Nevada College inspires success in our community through opportunities that cultivate creativity, intellectual growth and technological excellence, in an environment that nurtures individual potential and respects differences.	Information and Marketing Services strives to uphold the college mission while providing quality marketing along with printing, information and online services to inform students, faculty and the community about the college.

College Strategic Goals	Program Goals and Outcomes
Student Success -WNC students graduate with a degree or certificate. -WNC students engage in the college experience **Institutional Excellence** -WNC is the educational institution of choice in western Nevada -All academic programming is of the highest quality -All support programs and services meet the needs of the WNC community -WNC has an exemplary system of governance and management. WNC strives for institutional sustainability **One College Serving Many Communities** -WNC promotes access to higher education in western Nevada -WNC serves as a catalyst for personal and community enrichment -WNC promotes community connections	**Alignment with Mission and Goals:** Marketing plan and initiatives support the college mission and goals (strategic plan). **WNC Publications and Graphics**: IMS maintains a process for monitoring and upholding the WNC brand. **Public Relations/Social Media**: WNC PR and Social Media represents the college in a positive manner. **Copy Center Operations:** The copy center saves the college money by providing copy services to college departments at an affordable rate. **Information Desk:** Staff represents the entire college in a positive and supportive manner.

DESCRIPTION

Information and Marketing Services (IMS) provides marketing, public information, advertising and design services to the college community in an effort to deliver a consistent and compelling college voice, maintain brand awareness and support enrollment within our service area. The IMS team works collaboratively to maintain the following responsibilities and services for WNC:
-Marketing/advertising campaign planning, development and implementation for WNC, its programs, initiatives and activities
-College graphic identity and brand management
-Public Information/public relations development and implementation
-Copy Center operation/printing services
-Information Desk operation
-Publication and marketing material development and design
-Social Media management
-Web content support

SUPPORTING DOCUMENTS

Information and Marketing Plan: https://prezi.com/sfeql_f9_31v/information-and-marketing-plan/

UNIQUE CHARACTERISTICS

-Marketing and advertising are continually evolving. Technology expands the opportunities for reaching our community, but it also creates information congestion, making it more difficult for messages to be noticed and acted upon. The needs of the college are also continually evolving. In response, IMS must continually update its approach, its tools and its resources to meet the changes and demands.
-In fall 2016, Jamie McNinch became the Director of IMS, after seven years as the Publications/Project Manager. The former director served in the position for nearly 30 years. This change brings a new dynamic to the department and has resulted in a significant amount of change for the department, in a short period of time.

CONCERNS OR TRENDS AFFECTING THE PROGRAM/SIGNIFICANT CHANGES OR NEEDS IN THE NEXT FIVE YEARS

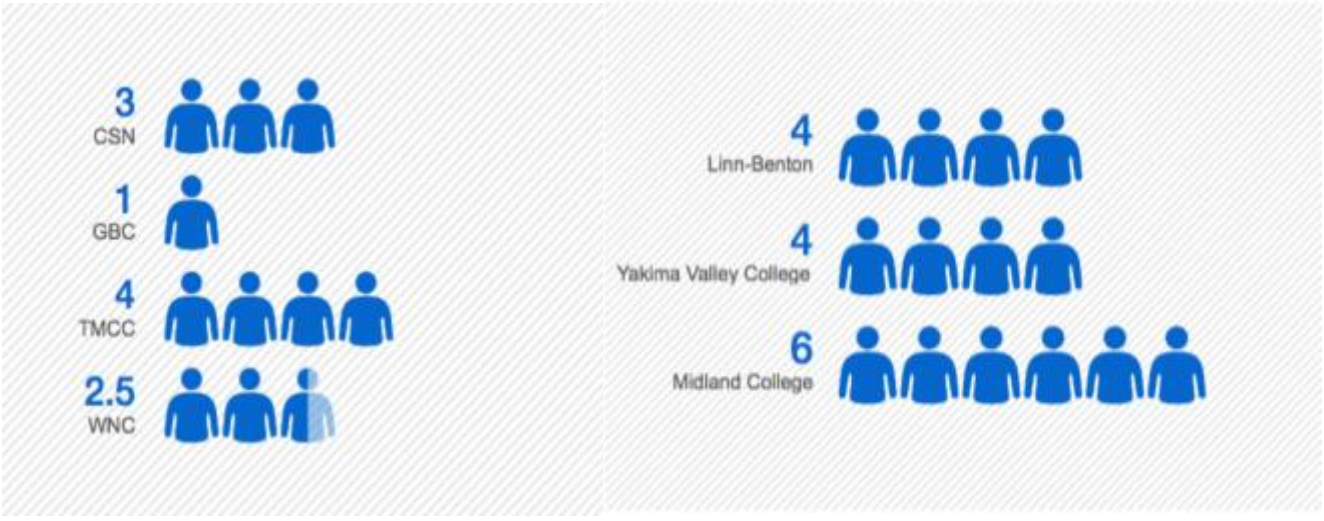
Ever-Changing Technology

-Technology-driven marketing opportunities, particularly mobile and social are continually evolving, therefore it's difficult to know what the future brings, or what the next hot platform will be.
-Everyone's a designer: With advancement in computer software, there has been an increase in college departments exercising their inner designer. This has presented a challenge with maintaining the college brand, and in response, IMS is continuing to work on identifying enhanced graphic standards and self-serve solutions to strike a balance in regards to this issue.

Staffing/Workload

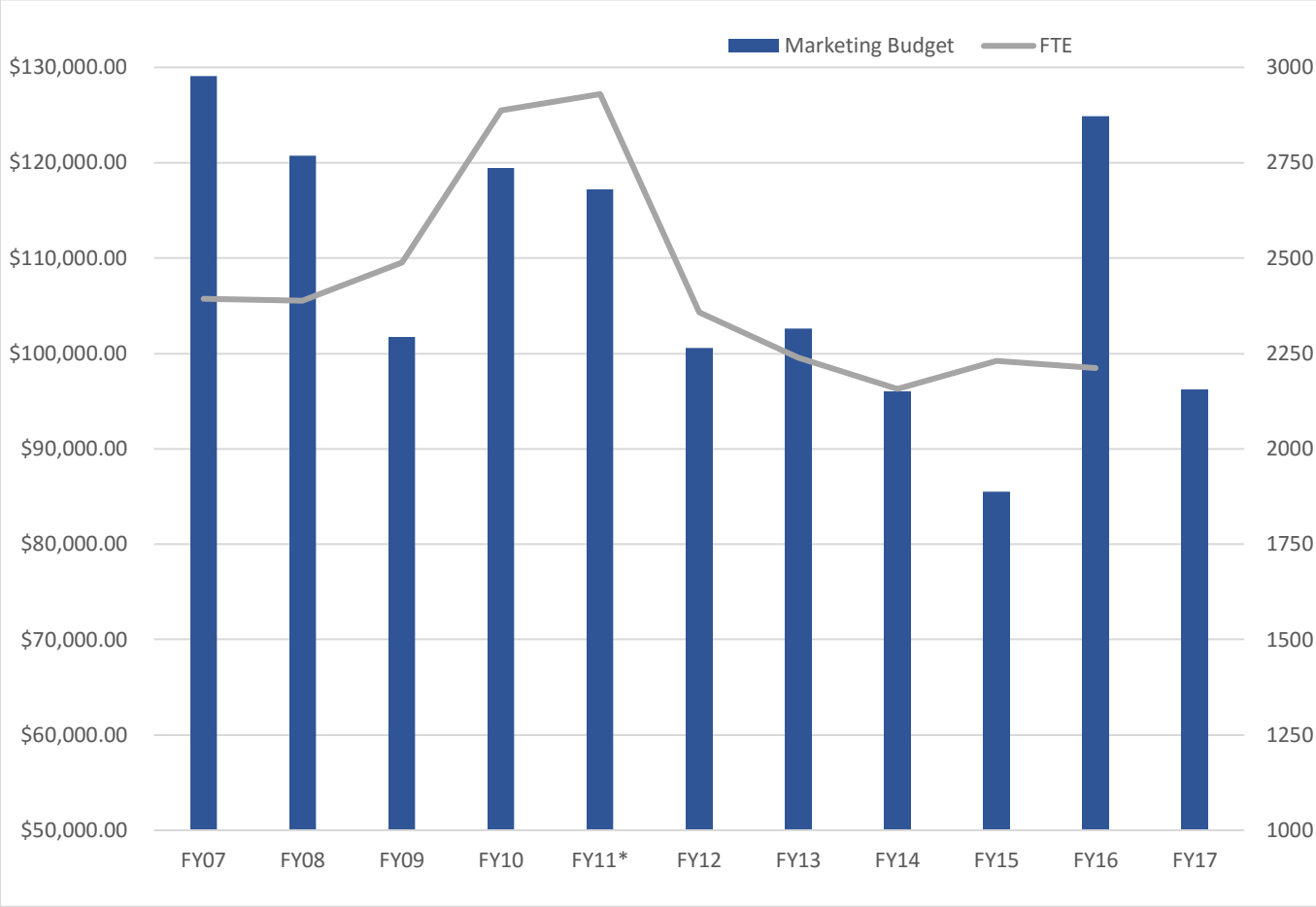
-In 2010, the webmaster position became vacant, and was not replaced full-time until 2012. When the position was replaced, it was realigned with Computing Services. Due to this change, assessment items related to the website are not represented, and department functions that this position supported (photography, video, campus TV kiosk management, social media) were left to be maintained by existing IMS staff.
-In 2011, the full-time graphic designer position was eliminated, and replaced with a part-time LOA.
-Information Desk Admin. Asst. Linda Hipol-Rollings will retire in 3-5 years, and will require replacement of a long-term team member
-Designer Michelle Peltier will fully retire in 3-5 years, which will require replacing the graphic designer, at which point a full-time position will be requested to respond to growth in design work.
-Workload continues to increase. To respond with these increases, staffing will need to be evaluated in the coming years
-The Publications Development/Project Manager position remains vacant.

Staffing Comparison to Peer and Sister Institutions. You can see that when you look at us in comparison to our in-state sister institutions, we are about average, however it's when looking outside our state that the staffing variance is magnified.

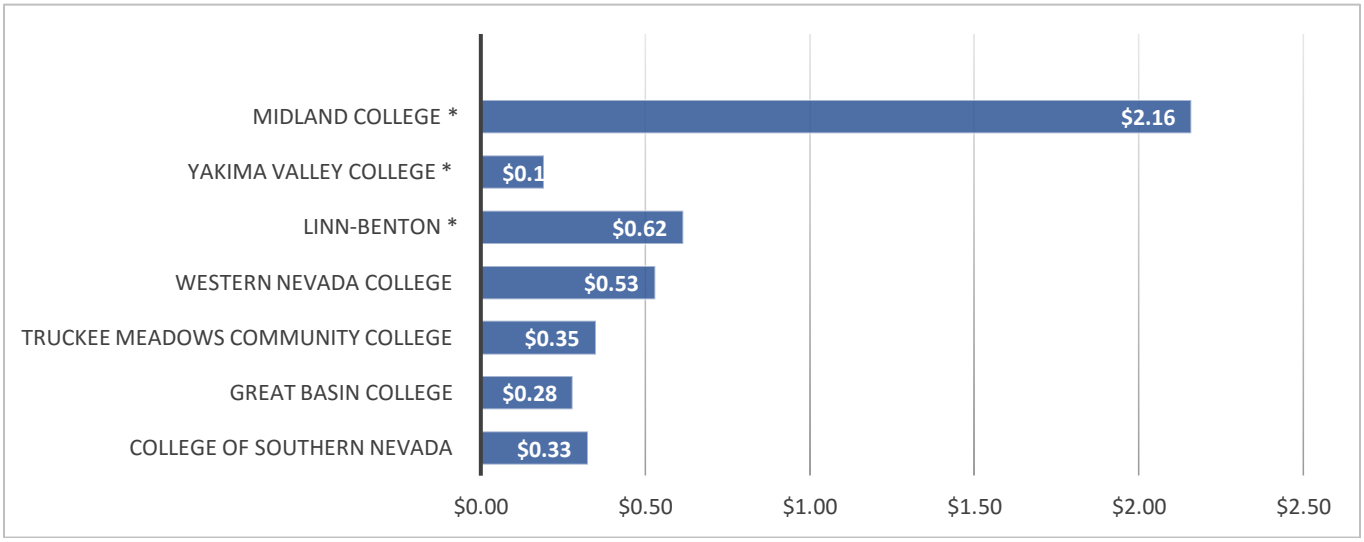


Budget

-The college budget has declined since 2007. Meanwhile, opportunities for marketing/advertising, cost of goods and congestion in the marketplace have increased. According to the US Small Business Association, an average business should spend 7-8% of its budget on marketing and advertising. Presently, WNC spends 3% of its budget on marketing. According to www.universitybusiness.com, online colleges will spend as much as 15% of their budget on marketing.



INSTITUTIONAL COMPARISONS - BUDGET TO POPULATION



*Peer/Aspirational Institutions as Identified by President

NICHES IN THE COMMUNITY THE PROGRAM SERVES

Information and Marketing is not only charged with representing the college as a whole, it must also represent WNC's many individual programs and initiatives. Provided is a snapshot of key clients and recent projects:

Career and Technical Education (CTE)

The boom of manufacturing in northern Nevada, and a nationwide focus on preparing individuals for jobs in career and technical education, have spurred a rise in marketing for WNC's CTE offerings in most recent years.

Grants

Outreach and marketing for CTE and other programs are often funded by grants such as Carl Perkins, the Trade Adjustment Assistance Community College Career Training grant (US Department of Labor) and CareerConnect. These projects have increased the funding for CTE materials, but put strain on IMS staff, which has not grown to meet this increasing demand.

Jump Start College

WNC's dual credit program for high school juniors and seniors has gained significant momentum regionally since its inception, and recently grabbed the national spotlight as well. IMS has supported this initiative with letters, postcards, press and a multitude of promotional materials.

Clubs and Departments

Needs of clubs and departments fluctuate year to year, but IMS aims to support the initiatives of clubs and departments with standard marketing tactics (posters, TV kiosk, press). There is a great opportunity to provide autonomy to these groups for their marketing, however, there is a risk of brand integrity being compromised. IMS continues to investigate template solutions for this group.

Foundation

The WNC Foundation has increased its activity over the past year, with more events and activities. In support of its needs, IMS has created materials ranging from 16-page programs to invitations, to event fliers and more.

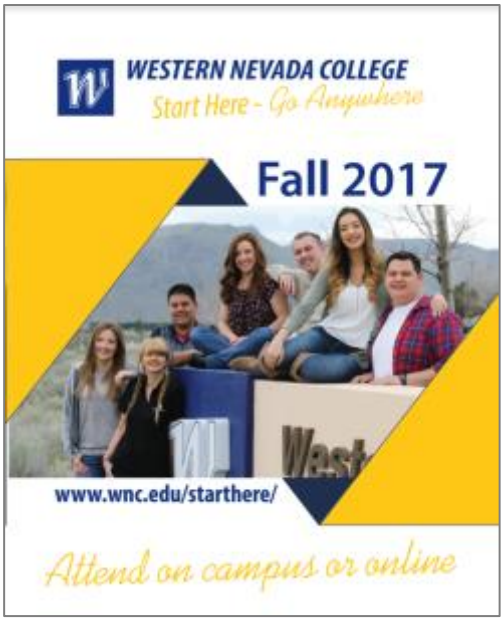
Enrollment and Retention Ad Hoc Committee

IMS has been charged with delivering the following as a result of the enrollment and retention committee.

-Hybrid Schedule for Mail Distribution
-Email Communication Plan to existing students
-Advertising for Online Degrees

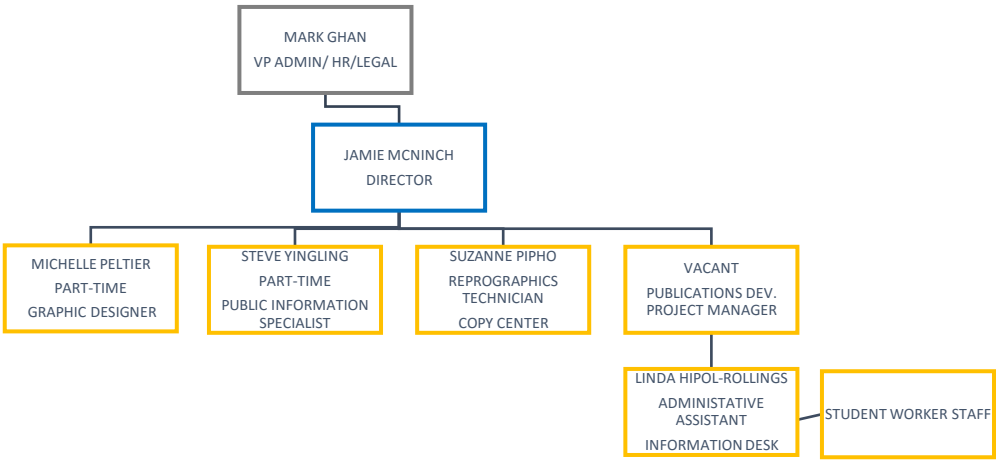
Advertising/Media Buying

Advertising also fluctuates year to year depending on a variety of factors. Samples of recent ads, as well as the most recent advertising plan are provided.



QUALITY OF PROGRAM

FACULTY AND STAFF



Jamie McNinch, Director (At WNC since 2009)
AA, Education, Illinois Valley Community College, Oglesby, IL
BA, English, Illinois State University, Normal, IL
More than 15 years of marketing, communication and leadership experience for a range of regional and national corporations, including resort/retail, banking/finance, and education.
At WNC since 2009.
-Manages the development of all college publications from start to finish
-Serves as the college media representative, seeking out media coverage and answering inquiries
-Oversees internal and external communications of all constituencies across campus
-Researches and strategically implements college media plan including social media and advertising
-Serves as college emergency public information officer
-Maintains the college brand identity through logos, editing, and approval of college publicity, maintenance of style guides
-Supervises staff, information desk, and copy center operations
-Manages department budget and purchasing

Michelle Legras Peltier, Part-time Graphic Design Specialist (At WNC since 1990)
AA, Liberal Arts - Sierra Junior College, Rocklin, Calif.
BA, Fine Arts - UC Davis, Davis Calif.
BA, Graphic Design - Academy of Arts College, San Francisco, Calif.
More than 40 years of experience in art, printing pre-production, graphic design, photography and creative direction for a variety of industries, including small print shops, design firms and corporate entities.
-Completes design projects including brochures, catalogs, magazines, books, advertisements, digital/electronic or web site presentations, instructional materials, and other printed and promotional materials.
-Uses Adobe Creative Suite to set size specifications, typography, pagination and other graphic elements; develop a visual concept that is aesthetic and practical using creativity, imagination, and illustrative skills to communicate ideas; determine appropriate placement of text, photos and illustrations, copy-fitting and other related graphic elements in keeping with project goals and target audiences
-Coordinates design details, assignments and projects by collaborating with staff members and management to meet specified deadlines; proofread final copy for general grammatical and spelling errors, and submits finished draft to produce press-ready artwork

Steve Yingling, Part-time Public Information Specialist (At WNC since 2012)
BA, Journalism; minor in Business Administration, Oregon State University
More than 30 years of journalism experience as a writer, editor and photographer. He's served as an editor at two newspapers, the Curry Coastal Pilot in Brookings, Ore., and the Tahoe Daily Tribune in South Lake Tahoe, Calif., and as a copy editor for the Reno Gazette-Journal in Reno. Currently serves as a copy editor for SEC Country and DawgNation, online sports websites owned by Cox Communications.
In addition, his freelance writing and photography has appeared in Sports Illustrated, the New York Post, the Sporting News, The Oregonian, Dallas Morning News, The Star-Ledger, The Green Bay Press-Gazette, the Kansas City Star and the Cincinnati Enquirer.
-Writes news releases, coordinate and script public service announcements, and research and author articles for publication and/or to inform the public of activities or items of interest; organize, draft and edit material for printing or publication and distribution.
-Develops internal and community relations publicity designed to build agency morale, community support, and a positive agency image and identity; prepare agency newsletters or brochures; draft and edit articles
-Determines the need for photos and takes photos
-Edits advertisements and campus publications. Assists with Web and other marketing projects

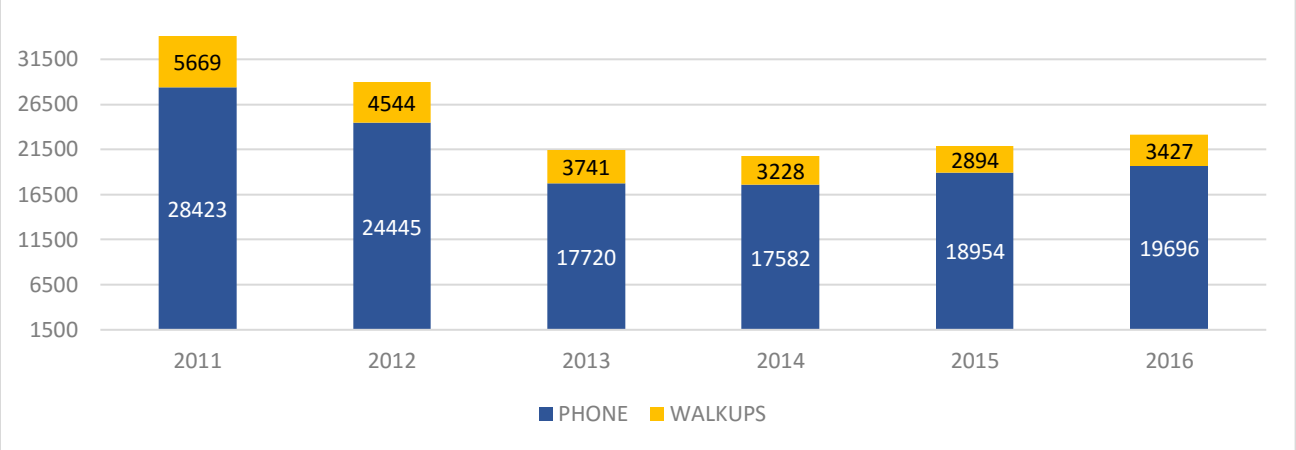
Linda Hipol-Rollings, Administrative Assistant II (At WNC since 1998)
More than 25 years Clerical and Administrative experience
-Receives calls, responds to requests for information; defuses irate clients/callers
-Assists students and campus visitors by providing standard and routine information concerning major and minor requirements, core curriculum requirements, and institutional policies and requirements; assist students in completing online registration forms and online applications.
-Maintains procedures for tracking news stories and media coverage.
-Updated media contact information for the purpose of disseminating press releases of athletic progress, events and up to date college information. Maintains the college's inclement weather lists and flow charts.
-Recruits, interviews and hired student workers for the information desk. Works closely with the financial aid office to complete contracts and collect student award information. Sets expectations, directs and trains work-study students.
-Plans organizes and maintains the activities and operations of the office or unit; establishes and implements procedures and desk manual.

Suzanne Pipho, Copy Center Technician (At WNC Since 2017)
AAS, Graphic Communications, Western Nevada College
BS, Business Administratiion, California State University, Chico
Professional experience in a variety of fields, including technical writing, instruction, office management and graphic design
-Maintains and operates college copy center functions and equipment.
-Upholds WNC's brand standards and product quality for all projects.
-Manages, creates, and maintains financial records of business transactions pertaining to the print shop/copy center and IMS department.
-Maintains inventory and supplies, and works with vendors for various projects.

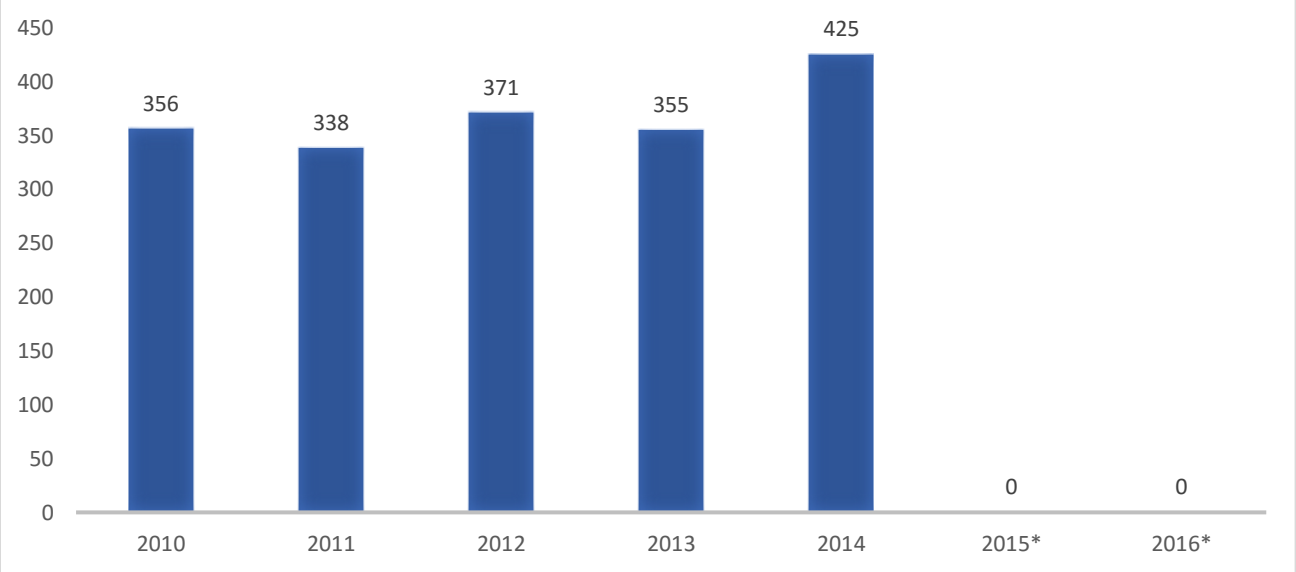
IMS AWARDS AND RECOGNITION	
Information and Marketing Services is a member of the National Council of Marketing and Public Relations for Community Colleges (NCMPR) and has been recognized annually for various projects and initiatives.	
2011	Paragon (National) Award: Radio ads
2012	Medallion: Theatre Ads
2013	Medallion (Regional) Awards: Fall schedule; Academic Program Guide; e-Happenings, Observatory 10th Anniversary Celebration
2014	Medallion (Regional) Award: Commencement Photography
2015	Medallion (Regional) Awards: Suicide Awareness March photography; Start Here, Go Anywhere TV ads
2016	Medallion (Regional) Awards: Electronic Class Schedule; Veterans Resource Center Video Series; Information Kiosk
2017	Medallion (Regional Awards): Revised Class Schedule, e-happenings newsletter, Foundation Scholarship Program

EFFECTIVENESS OF PROGRAM

INFORMATION DESK STATS

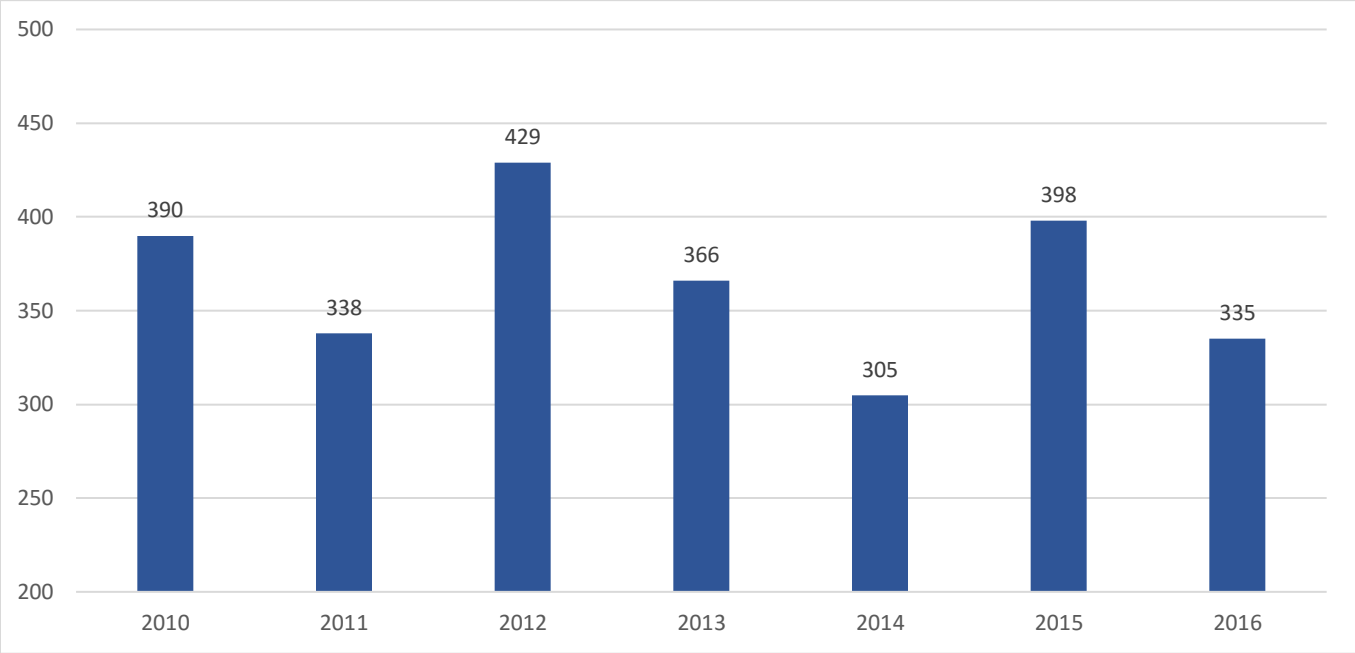


COPY CENTER STATS

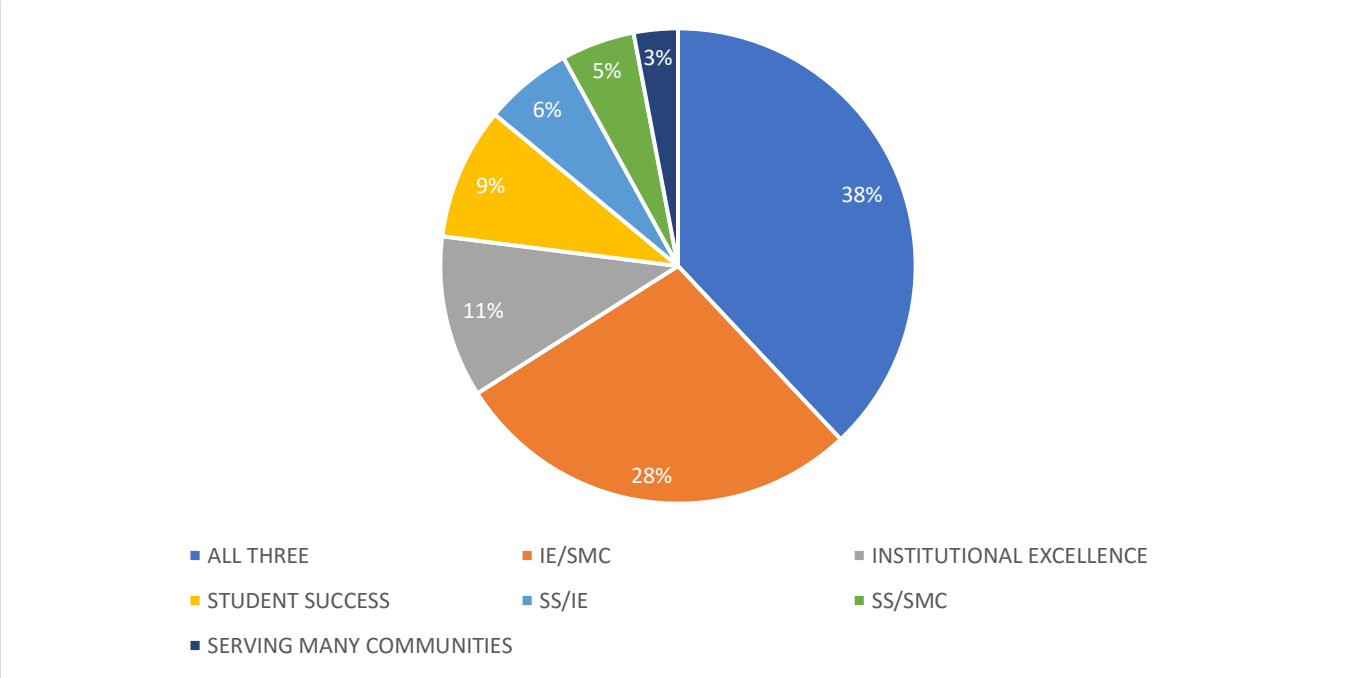


**Tracking was not maintained by the previous copy center manager. Placeholder for FY17 trend.*

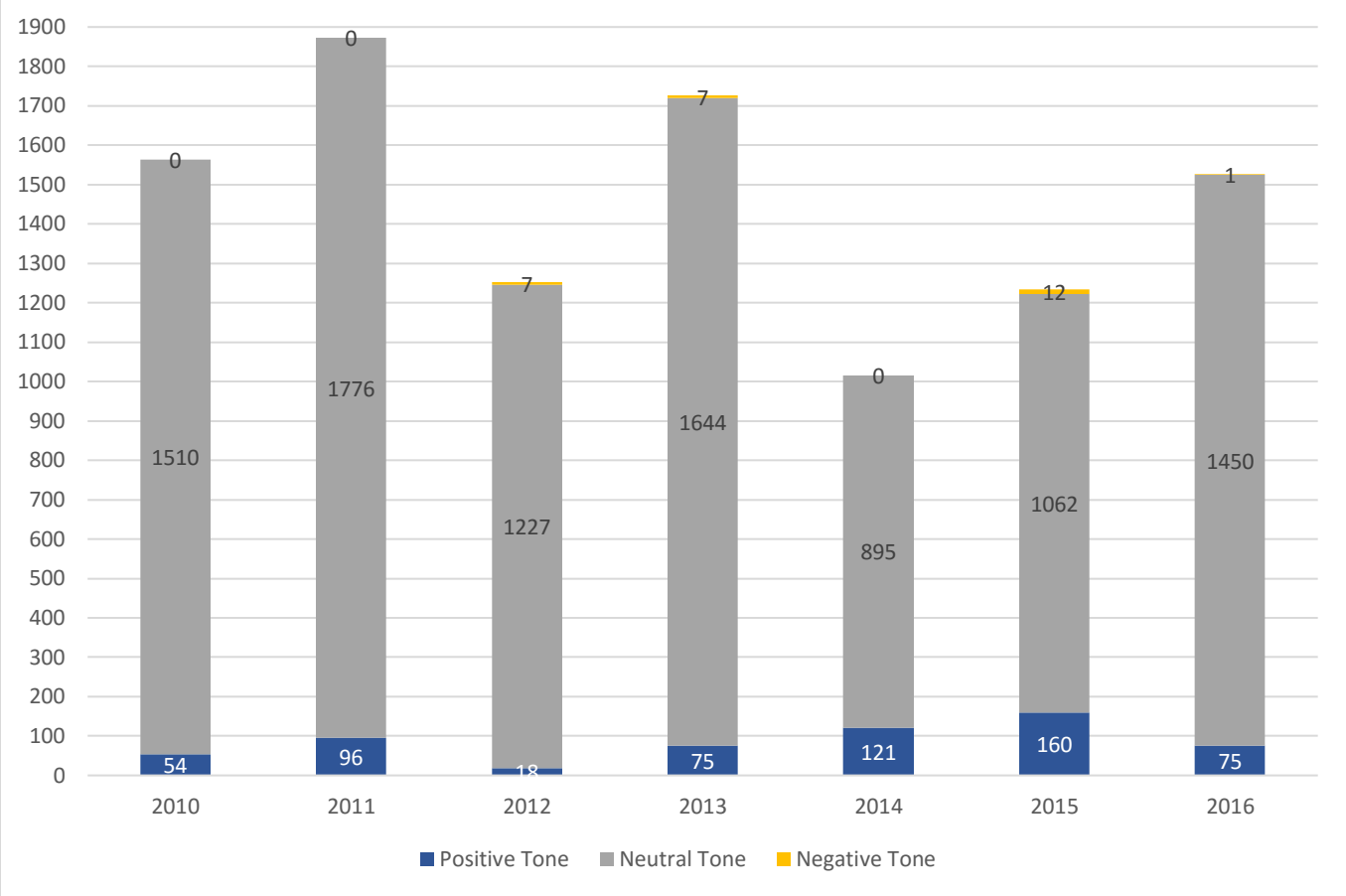
DESIGN PROJECTS



DESIGN ALIGNMENT TO STRATEGIC GOALS 2017

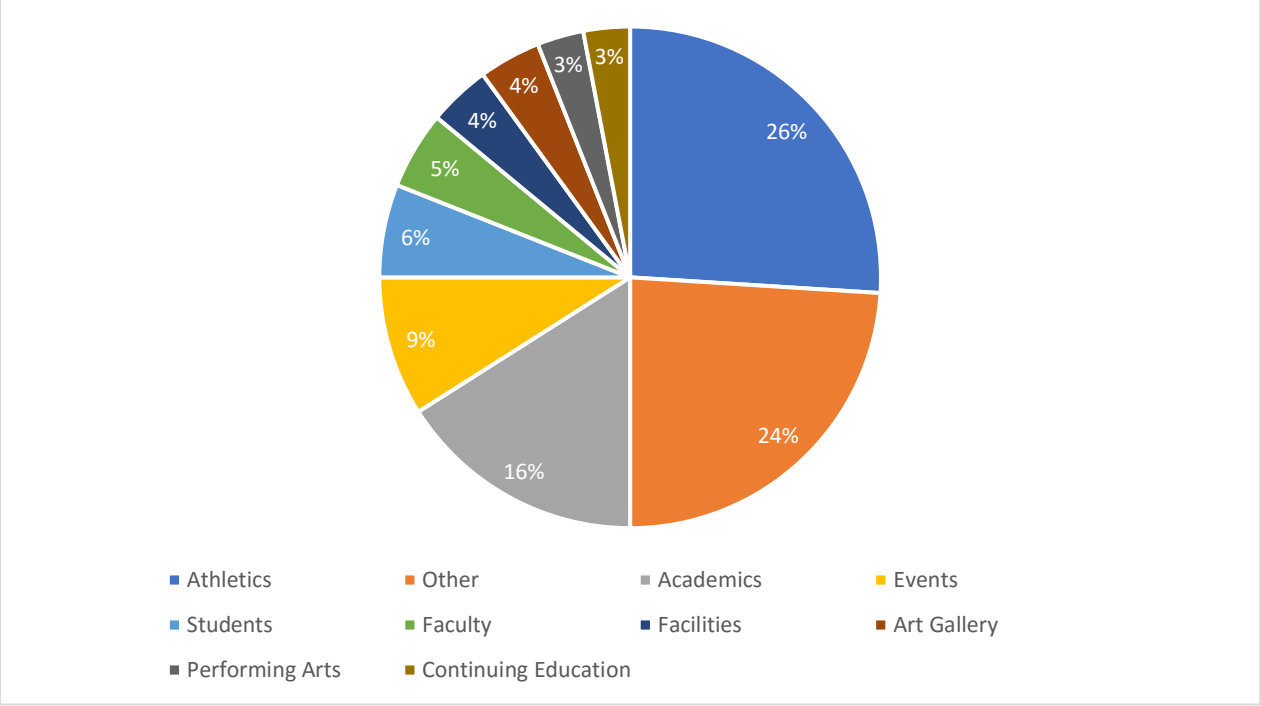


PUBLIC RELATIONS/MEDIA

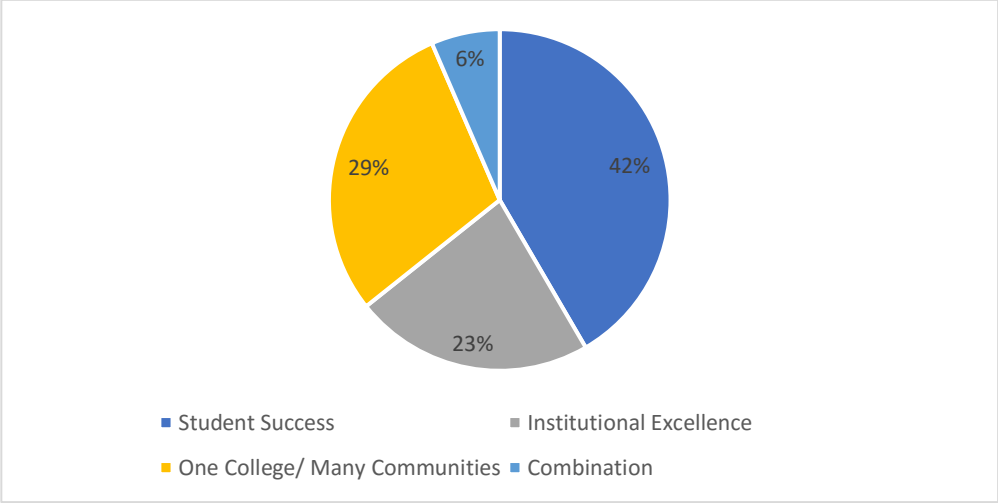


Note: 2012 Sexual Harassment Claim; 2013 President Lucey Resigns/Budget; 2015 Announcement of End of Athletics

PUBLIC RELATIONS/MEDIA BY TOPIC



PR ALIGNMENT TO STRATEGIC GOALS 2016



ASSESSMENT REVIEW

Assessment Year	Assessment Item	Outcome
2009-2010	**Video Compliance with ADA**	K. Murphy examined NSHE institution websites, and compared WNC's site, and determined that WNC is in compliance at a level that matched or exceeded other NSHE Institutions.
2010-2011 (Assessment is listed as completed 2011-12)	**Student Worker Productivity**	J. McNinch and L. Rollings experienced ongoing issues with student productivity and accountability. A student policy manual, daily responsibility task lists and student evaluations were implemented in fall 2010. That fall, student workers worked 25% more hours than the prior year, and in the spring they worked 13% more hours, meaning more money in their pockets and more work completed for the department. These practices continue at present time. (Assessment Attached)
2011-2012	**Social Media Utilization**	Formal assessment not found. In 2011, Facebook likes increased by 61%, and IMS started using Twitter as an additional social platform. J. (Craig) McNinch participated in webinars and training to increase knowledge of social media as a marketing tool. A social media presentation was also facilitated by IMS during Welcome Back in fall 2011. (Source: J. Craig 2011 Self-evaluation)
2012-2013	**Web integration with myWNC**	This responsibility was removed from the department and assessment was not completed.
2013-2014	**Enhance Web Design**	This responsibility was removed from the department and assessment was not created.
2014-2015 2015-2016	**Assessment Plan Not Documented**	

Fall 2016: Change in Leadership

Fall 2016 was a time of significant change for Information and Marketing. Under new leadership, with reduced staff, it was necessary to reflect on our priorities, align how to move forward and establish a sense of identity for the IMS team.

The IMS team met in early November, at which time the following informal assessment was facilitated.

Start. Stop. Continue.
What's working, what's not, what do we need to do differently?

START	STOP/CHANGE	CONTINUE
Templates to limit time spent making fliers and empowering departments to create appropriately branded materials	Holding stories. Post immediately to the web and distribute to the media	Be nimble enough to handle last minute requests
Identify a media monitoring system to simplify media tracking	Manually monitoring media	Be creative in our stories and our designs
Establish a creative checklist to start projects off properly with a clear concept	Taking photos of everything Determine what photos we will really use	
Improve information sharing within the department.	Make E-Happenings easier to create and easier to read	
Evaluate copy center filing and request process	Evolve News and Notes to provide more information about the college	
Survey WNC departments for feedback on our performance		

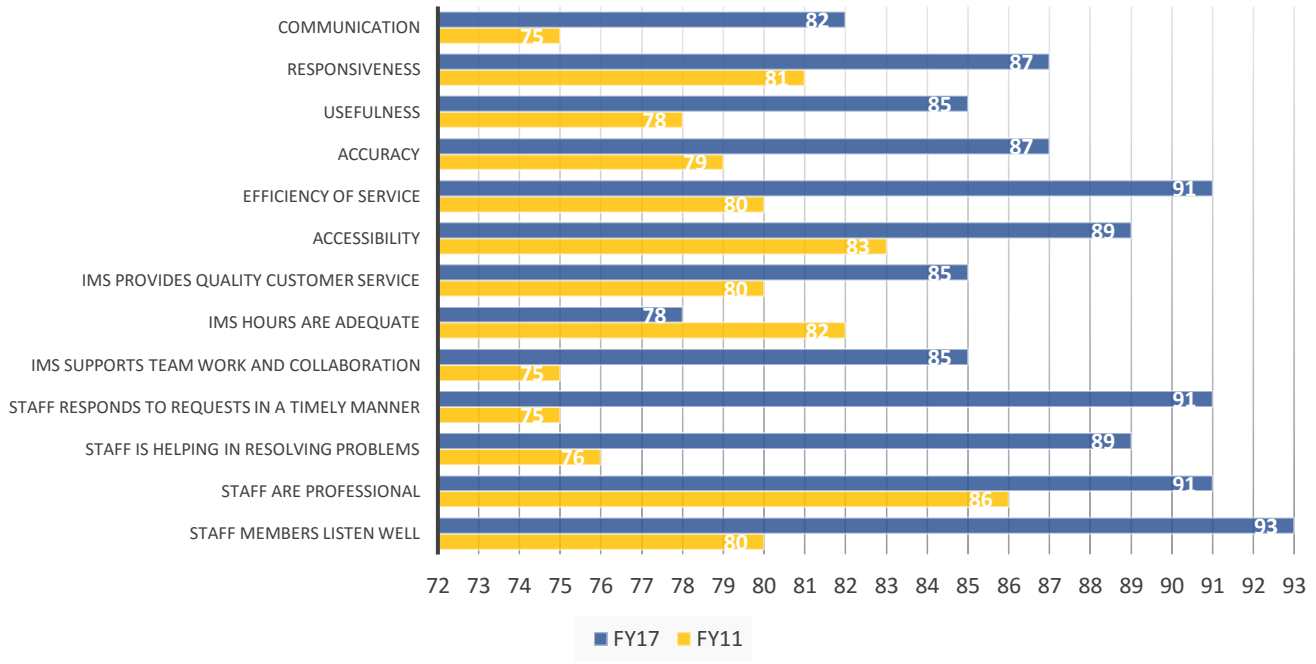
What do we (Information and Marketing) want to stand for and be known for? Good communicators; Innovative, fresh, new, hip, cool, awesome, FUN; Respected; Efficient; Dependable; Reliable
Wish List. What do we want? Open Communications; Weekly e-mail update vs. team meeting
What are our expectations of the new director? What do we want, what don't we want? What concerns do we have? Continuation of sharing in a team/peer manner; No overload; Realistic timelines

EVIDENCE OF SATISFACTION

START/STOP/CONTINUE: IMPLEMENTATION PROGRESS

-Weekly JAM: This is a weekly communication to the team, outlining projects and priorities for the week.
-New e-happenings that is web-based and does not require manual design.
-Project Brief/Creative Checklist: For major projects. Sample attached.
-We are no longer holding stories. News is posted to WNC website as soon as it is released.
-We have significantly decreased the number of photos we are taking, and we are leveraging a contracted photographer for photo needs. When possible, we are leveraging student workers to take photos.
-News and Notes is now 2-5 short stories every other week, giving the community a greater view of what's happening at WNC.
-Office clean-up and design elevates the image of the department. Office upgrades continue in FY18.
-WNC Information and Marketing Plan developed, published and presented to President's Cabinet, Administrative Services Team, and college-wide during professional development week IMS Meet and Greet. (Provided as supporting document.)
-Meltwater Media Monitoring has been purchased and replaces our manual monitoring system.

SURVEY RESULTS



FIVE-YEAR ASSESSMENT PLAN 2017-2021

	Year 1	Year 2	Year 3	Year 4	Year 5	Means of Assessment
Year: 2017-2021	**2017**	**2018**	**2019**	**2020**	**2021**	
WNC Publications and Graphics: IMS maintains a process for monitoring and upholding the WNC brand.				X		Review design work done by departments outside of IMS before and after implementation of updated brand standards and templates to formalize individual department design work. Identify areas for improvement.
Alignment with Mission and Goals: Marketing plan and initiatives support the college mission and goals (strategic plan).					X	Utilize project forms and PR tracking to analyze how IMS initiatives support the college mission and goals. Identify areas for shifting focus.
Public Relations/Social Media: WNC PR and Social Media promotes the college in a positive manner.			X			Review public relations/social media efforts, evaluating growth of PR coverage and tone of coverage compared to previous years.
Copy Center Operations: The copy center saves the college money by providing copy services to college departments at an affordable rate.		X				Analyze costs associated with printing projects with outside vendors, and compare to the rates charged by the copy center to ensure a cost savings to the college is maintained.
Information Desk: Staff represents the entire college in a positive and supportive manner.	X					Survey college departments to gain feedback on the level of support the Information Desk is providing and identify opportunities for improvement.

SUMMARY/FIVE - YEAR ACTION PLAN

IMS has gone through a year of change which has resulted in a significant amount of assessment, and the outcomes have been positive. We are moving our practices toward mission-mindedness, we are investing in improving team morale, and we are working to solidify the department's purpose within the college. The program review has brought opportunities for advancement to the forefront, and provides the following action items for us to work on in the coming years.

Leverage Institutional Best Practices

Reinventing the wheel is not always necessary. Many peer institutions have successfully implemented practices that we can learn and grow from. In the coming years, we can monitor successes and practices of other colleges, particularly the designated peer/aspiring institutions to help elevate WNC's programs.

-Monitor Peer/Aspiring Institutions through media/public relations

-Participate in National Council of Marketing and Public Relations conferences or webinars

Elevate Brand Standards

The marketing success of WNC depends partly upon its ability to communicate strategically with many different audiences as a cohesive institution. A graphic identity system visually conveys who is "speaking" throughout many different mediums. We have already taken steps to update and communicate WNC's brand standards. We will also:

-Continue to develop templates and online tools to streamline logo/brand use.

-Foster ongoing conversations with faculty and staff regarding the WNC brand, to build an increased pride in the way the brand is used, recognizing that there will be an ongoing need to educate the college community about the do's and don'ts of brand and logo use.

Review and Rebuild Ideal Marketing Staff

After years of cuts and elimination of staff, the college is positioned to rebuild. Recognizing that rebuilding will not happen overnight, IMS needs to work with college leadership to regrow the staffing within the department in a manner that best serves the college.

Influence Change in the Way Marketing is Budgeted

Traditionally, the marketing budget has had peaks and valleys that change congruently with the college budget. When enrollment is up, revenue is up, and the IMS budget is also up. Similarly, when enrollment is down, revenue is down, and the IMS budget is down. This is problematic in providing the appropriate level of support for the college. At minimum, the college needs consistent funding for marketing that does not follow the ebb and flow of the revenue. IMS needs to provide a recommendation to college leadership to find the appropriate balance for the marketing budget.

Foster a Mission-Minded Environment

Aligning the IMS mission, goals and projects to the WNC mission, and providing a workplace environment that is rooted in the college mission has already had a positive impact on the changing IMS department. We can continue to grow in this area by,

-Placing particular emphasis on key performance indicators.

-Annually evaluating key projects within IMS and identifying alignment with key performance indicators.