Institutional Effectiveness Review
Marketing and Public Relations Department
July 2008

The purpose of the review is to:

Assess the effectiveness of Jefferson College's Marketing and Public Relations Department (including the functions of JCTV and Publication Services), identify areas of strength and areas for improvement, and establish goals for increased responsiveness and productivity.

The assessment will relate to the following institutional mission components:

- Mission
- Services
- Leadership
- Organization/Structure
- Human Resources/Personnel
- Financial Resources
- Facilities/Technology/Equipment
- Campus and Community Relations
- Assessment and Evaluation

The process will involve the following steps:

- Review institutional and departmental policies and procedures
- Review departmental written materials and publications
- Conduct a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis
- Summarize feedback from campus and community
- Develop goals and action plan
- Share results of assessment with college president, administrative team members, Board of Trustees, and campus constituent groups

Time frames/timeline for the review will be:

Winter 2007
Review institutional/departmental policies and procedures

Spring 2008
Conduct SWOT analysis
Summarize feedback from campus and community
Develop goals and action plan

Summer 2008
Share results of assessment process

Overview

Purpose of the program/service and how it relates to the college mission, values, and vision:

Because the primary mission of Jefferson College is to meet the educational needs of our community, residents of the College's service district must be well informed of the programs, services and new initiatives undertaken by the institution. This also includes a consistent dissemination of the hallmark mission components (student-centered, comprehensive and accessible quality education) the institution wishes to project.

The Marketing and Public Relations department serves as a centralized headquarters for all communication, marketing and public relations activities that involve the institution. This outreach emphasis has been part of the institution's success in the community since Jefferson College's inception in 1963.

The department consists of three distinct, coordinated units including JCTV, Publication Services, and Marketing/Public Relations. The department is largely responsible for fostering public awareness and support of the institution's diverse programs and services.

Although the three units perform different functions in terms of their role in the communication process, they are all part of a larger cohesive marketing/public relations/outreach effort—each complementing the work and direction of the other. Among the department's many institutional responsibilities are internal and external publications, JCTV cable programming, ITV (interactive television) operation, media relations, marketing/advertising, photography, portions of external website and STARS internal communication, and community outreach programs.

As Jefferson College continues to pursue new ways of serving a diverse population, the importance of consistent, positive communication between the College and its constituency becomes even more crucial to future success of the institution.

In helping to fulfill Jefferson College's mission, the Marketing and Public Relations Department staff is guided by several operational goals/principles:

1) Professional service (to both internal and external constituencies) is to be a priority while responding to project requests or inquiries for information. Regardless of circumstance or level of difficulty, staff members are to use all possible means to satisfy customer requests.

2) Project completion is to occur in a timely manner with extreme emphasis on quality, factuality and accuracy.

3) All advertising, marketing and public relations is to be done in such a manner that is highly ethical using "truth in advertising."

4) Staff members are to project a positive, community-focused attitude at all times. Honesty, integrity and loyalty are to be the guiding principles while acting/serving on behalf of the institution.

Present Status

Service and action from previous Institutional Effectiveness Review: NA

Review of institutional policies and procedures pertinent to department/division:

Administrative Policy #VI-006, Publication Services User Requirements
Administrative Procedure #VI-006, Publication Services User Requirements
Board of Trustees Policy #II-005 Community Responsibility
Board of Trustees Policy #II-006 Public Relations
Board of Trustees Policy #VI-005 Functions, Purposes, and Membership of Institutional Committees
Board of Trustees Policy #VI-006 Purposes of JCTV

Innovative Changes (in last 5 years):

Following the consolidation of Public Relations and Graphics/Production Services in 2002 to streamline efficiency and productivity, the department was further expanded in 2005 with the integration of JCTV/Media Services. The reorganization under a single director has resulted in unified operation and institutional direction that has been well received by campus personnel and the community.

Inclusion of the Director of Marketing and Public Relations at administrative team meetings beginning in 2006 has resulted in greater effectiveness of the department, increased administrative input regarding marketing/public relations direction, and a wider knowledge base of institutional issues and concerns.

Following nearly a year of in-depth analysis and consultation with the public relations/marketing firm Lents and Associates, the department produced the first-ever Jefferson College Integrated Marketing and Public Relations Plan in 2006-07. The document examines the comprehensive array of existing institutional marketing and public relations activities and outlines a specific course of action for future efforts while maximizing the impact and effectiveness of resources allocated to advertising/outreach.

In conjunction with the 40th anniversary celebration of Jefferson College, a new Viking logo was selected from a field of over 60 designs as part of a community-wide contest to select a professional, contemporary mascot image to positively reflect all facets of the institution. The logo is used in conjunction with athletic events, student activities and organizations, and promotional items.

To maintain a highly positive visual image of the College and sustain an identity that is consistent, professional, and easily recognizable, a new administrative policy/procedure regarding printing and graphic design was approved in 2004. It specifies the criteria for determining when graphic design services are required in conjunction with a redesigned Print Request form and Publication Services Request form.

In order to streamline administrative operation and improve service to campus personnel, the Publication Services office was relocated in the spring of 2005 from the Fine Arts building into Central Office Services in the Student Center. The move has fostered improved communication and efficiency between the two offices as a “one stop” location for graphic design and printing

services which were previously located on opposite sides of the campus. Additionally, the computers for both graphic designers have been networked with the high volume printer in Central Office Services, allowing print jobs to be sent electronically, resulting in reduced paper usage and increased efficiency.

As a communication piece designed to provide external audiences with news and information about Jefferson College, *The Windjammer* underwent several significant changes in 2006-07 including increased content and improved layout/print quality along with expanded distribution to over 550.

With the advent of digital cameras and desktop photo imaging software, all facets of departmental photography have become electronic-based, saving a significant amount of staff time and photo developing expense.

In conjunction with the integration of JCTV into the Marketing and Public Relations Department, the Charter Cable station moved to a 24/7 operation and subsequently adopted a philosophy to substantially increase the amount of in-house programming instead of relying predominately on external, pre-produced material. A wide range of performing arts, athletic, academic, community interest, governmental, and promotional programs are now routinely broadcast on JCTV.

The station also capitalized on the College's long-standing relationship with KJFF radio to combine audio broadcasts and JCTV video into full-length sports programs for many of Jefferson College's teams. The mutual partnership also resulted in a weekly "Jefferson College Sports Report" and several other public service programs broadcast both on KJFF and JCTV.

Additionally, seeking to expand viewership and interest in JCTV, the station began posting many if its programs on the Jefferson College website during 2007. This initiative literally opened a new world of opportunity for awareness of the station and institutional offerings.

With the construction of a state-of-the-art electronic entrance sign on the Hillsboro campus in 2008, the Marketing and Public Relations Department accepted responsibility to oversee operation of the signage as part of a long-awaited infrastructure project in connection with the construction of new Highway 21 and Jefferson College Drive. As a visual focal point, the marquee displays campus activity/event and operational information throughout the year.

Staff
(Degree to Which Staff Are Qualified, Effective And Supported)

Staff Qualifications and Professional Development:

The Marketing and Public Relations Department is staffed by a full-time director, a full-time departmental secretary, four full-time staff members (JCTV station manager, media specialist, senior graphic designer, and graphic designer), and five student workers that each average 19 hours per week. In terms of institutional service, the department director is the most experienced staff member, with 17 years of administrative leadership.

Academic credentials and years of service for each full-time staff member include:

Roger Barrentine - 17 years of institutional service
Associate of Arts
Bachelor of Arts (emphasis in Public Relations)

Amy Coomes - 10 years of institutional service
Bachelor of Fine Arts in Illustration/Design
Nine hours toward Master in Educational Technology

Samantha DeClue – 2 years of institutional service
Bachelor of Arts in Communication (emphasis in Mass Communications and Theory/Rhetoric)
Bachelor of Arts in English

Matt Keeney - 1 year of institutional service
Bachelor of Arts in Communication (emphasis in Journalism)
Master of Arts in Broadcast Journalism

Lauren Murphy - 4 years of institutional service
Bachelor of Arts (emphasis in Graphic Design)

Tom Struckhoff - 2 years of institutional service
Bachelor of Journalism
Masters in Business Administration

Staff members are encouraged to annually pursue opportunities for professional development and higher education. Listed below are some of the professional development functions that staff members have recently participated in:

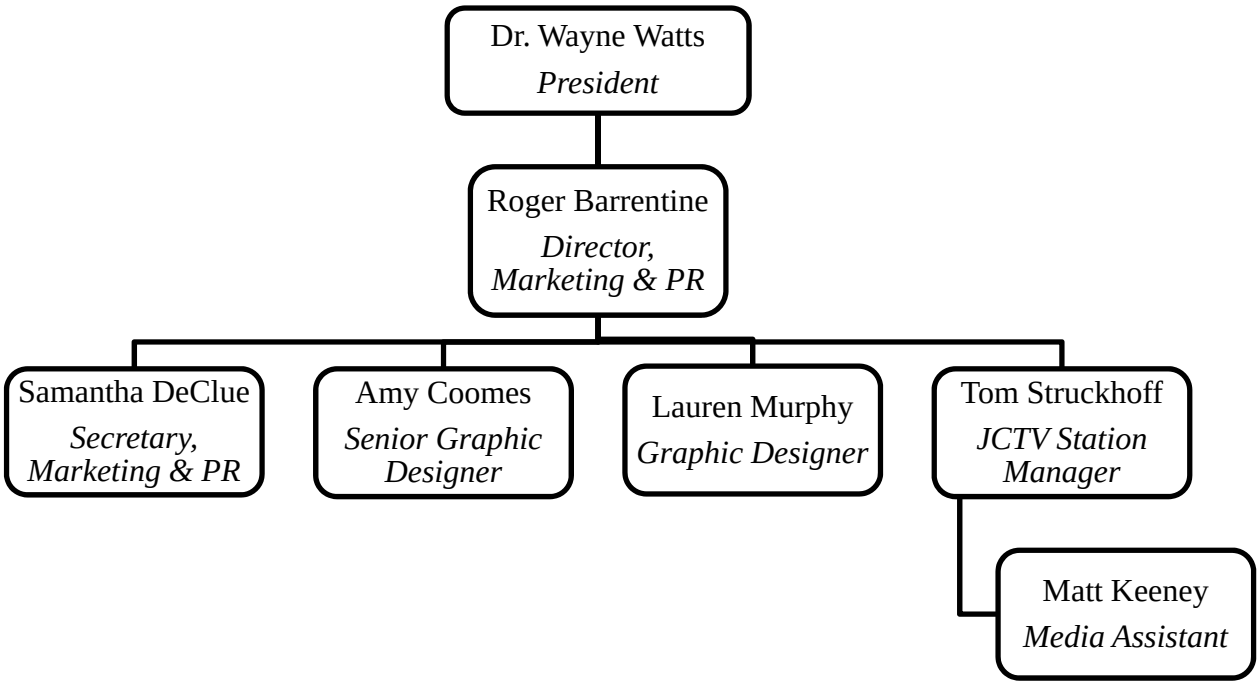
Classified Professional Staff In-Service Day
Gateway Consortium Educational Technology Workshop
Mail Preparation and Design Innovation Workshop
Missouri Community College Association Annual Convention
Missouri Community College Association Classified Staff Workshop
Noel Levitz Customer Service Training

Additionally, staff members participate in a variety of institutional committees and programs including:

Administrative Team
Alumni and Friends Association
Commencement Committee
Community Cablevision Incorporated (CCI) Board of Directors
Cultural Council
Higher Learning Commission Accreditation Self Study Committee
Missouri Community College Association and Jefferson College Local MCCA Chapter
Program and Facilities Planning Committee
Public Relations and Marketing Committee
Technology, Telecommunications and Computing Committee

Staff Data:

The following organizational chart depicts the staffing/reporting structure of the Marketing and Public Relations Department:



Constituents
(Degree to Which Constituent Needs Are Met)

Constituent Satisfaction and Feedback

As an administrative service function, the Marketing and Public Relations Department has contact with every other campus department and division. As such, the department receives feedback from constituents in several ways.

In the fall of 2007, following a year-long institution-wide audit of marketing strategies and careful listening to employee representatives from all parts of the institution, overseen by the marketing/public relations consulting firm Lents and Associates, Jefferson College's first-ever Integrated Marketing and Public Relations Plan was completed. Creation of the comprehensive plan included extensive input and feedback from virtually all corners of the campus community. In connection with the plan's launch in 2007, students, faculty and staff were given the opportunity to vote on a series of new institutional slogan concepts as part of the all-inclusive nature of the project.

Aside from the development of an institution-wide marketing plan, the Director of Marketing and Public Relations maintains an "open door" policy regarding feedback for all three departmental units. Similarly, feedback regarding the department is received at an administrative level in conjunction with ongoing Administrative Team meetings where all areas of the institution are represented.

At the request of the faculty association during the 2007-08 BAT/FAT negotiation process, the department responded by creating a marketing campaign successfully targeting specific academic programs, including several low enrollment areas in the Career and Technical Education division.

JCTV solicits feedback and input from viewers and faculty/staff/students by inviting comments or suggestions regarding the station and its programming via contact names and telephone numbers that appear between shows and online in conjunction with the JCTV page on the Jefferson College website. Feedback is also received via meetings of the Community Cablevision Incorporated (CCI) Board of directors that governs the cable franchise licensing agreement in Jefferson County.

Publication Services receives feedback through routine communication with each individual/department that submits a project request. In addition to conducting pre-project conceptual meetings to review constituent needs and project aspects, staff members seek to ensure continual customer satisfaction via follow-up communication when a project is completed.

In connection with the Public Relations function, feedback is received from the inclusion of department contact names and telephone numbers listed on all disseminated news releases and on the Jefferson College website. For most community events (concerts, plays, and special events) a form is inserted in programs, allowing audience members to provide input and feedback. Readership surveys are also undertaken every 2-3 years in connection with the publication of *The Windjammer* newsletter.

Constituent Success

In large part, the success of the Marketing and Public Relations Department parallels the success that the institution has experienced over the past decade. Among its numerous accomplishments, the department spearheaded two successful ballot initiatives in 2002 and 2004 to solidify the institution's financial future, including the first operating levy increase in Jefferson College's history followed by a debt levy transfer. More recently, the opening of Jefferson College-Northwest in 2005, the construction of the new Jefferson College-Arnold education center in 2007, and the subsequent record-setting growth in enrollment has been influenced by strategies developed and implemented by the Marketing and Public Relations Department.

Besides these sweeping institutional advances, the department's impact and success among campus personnel can be readily measured by the growing number of projects (publications, JCTV programs, news releases/articles, advertising) completed each year.

Services
(Degree to Which Services Are Thorough, Current, and Supported)

Services (Scope, Currency, Changes)

As one of the most visible functions within Jefferson College's marketing and outreach efforts, The two-person Publication Services staff completes a multitude of annual project requests in a wide range of applications, including four-color publications, brochures, postcards, vinyl signs/lettering/banners, lamination, flyers, signs, programs/booklets, posters, and miscellaneous graphics requests. Nearly 800 total graphic design projects were completed in 2007, including 600 that were printed on campus and over 150 color projects that were outsourced including *The Windjammer* newsletter, class schedules, envelopes, letterhead, brochures/flyers, booklets, and postcards.

Each month, *The Windjammer* newsletter contains information about upcoming events, awards/recognition, a summary of the monthly Board of Trustees meeting, an events calendar, and information regarding activities of the Jefferson College Foundation. It is mailed to Board of Trustees and Foundation members, local elected officials, school superintendents, business leaders, college retirees, and others from throughout the community. *The Windjammer* is also electronically posted on STARS for internal audiences and on the Jefferson College website for public viewing.

To maintain the stock photo library used for institutional marketing publications and other projects, departmental staff members cover a variety of student events, campus activities and classroom settings throughout the year.

Over 215 total shows were broadcast on JCTV Channel 21 in 2007 and nearly 300 community events were listed on the Community Calendar. Among the many programs that air on the 24-7 cable television station are telecourses; campus events such as the Friday Speaker Series, band/choral concerts, commencement, and drama productions; sports including Jefferson College Viking soccer, volleyball, basketball, softball, and baseball; news programs like "Jefferson College Today" and the KJFF Sports Report; and community events such as the Mastodon Art/Science Fair, local election coverage, Black History Luncheon, and JCGDA legislative updates/forums.

Another significant outreach effort is the "Jefferson College Report" on KJFF Radio (AM 1400) and KFMO (AM 1240) where the Director of Marketing and Public Relations discusses upcoming events, activities and information. The airtime is provided free of charge as a public service on behalf of the local stations, amounting to thousands of dollars in free publicity.

In the area of media relations and public relations, nearly all news releases sent by the department are covered in some fashion by area media sources, generating significant positive coverage. The Public Relations/Marketing unit serves as a contact point for numerous inquiries from reporters seeking information to develop stories or broadcasts. Over 115 news releases were disseminated in 2007, detailing campus events, activities, faculty/staff/student awards, Board of Trustees actions, cultural programs, and academic programs.

In connection with the Jefferson College website, the department maintains content within the front-page and the *News & Events* portions in an effort to provide visitors with the most current campus information. Additionally, numerous campus/targeted messages are edited and posted in the STARS online communication system on behalf of several campus departments.

A series of comprehensive marketing campaigns are developed for fall/spring/summer college credit and continuing education registration periods. Each campaign includes class schedules; newspaper, radio, and cable TV ads; posters; direct mail postcards; news releases and feature articles; JCTV coverage; local radio interviews; and website content/STARS announcements.

A separate marketing campaign was created in 2007 for the opening of the new Jefferson College-Arnold education center, including a "Spirit of Jefferson County" photo contest, a ribbon cutting/dedication ceremony, a Registration Rally, and an open house. A variety of strategies were used in the overwhelmingly successful campaign including many of those listed above as well as billboards, special tours, and distribution of promotional/informational material throughout Jefferson County.

Service Issues (Support, Technology, Equipment)

One of the biggest challenges regarding communication and coordination within the Marketing and Public Relations Department is that each unit is located in a separate building: Marketing/Public Relations (Administration), JCTV (Arts and Sciences II), and Publication Services (Student Center). The department director, therefore, communicates daily with staff members to stay abreast of workload issues and unit operation.

Each unit has an annual budget for supplies and equipment in order to function at maximum capacity and efficiency.

The technology used within the Publication Services unit is updated on a regular basis. New Apple Macintosh computers are installed every 2-3 years, along with updated software and operating systems. Other equipment is replaced on a cyclical basis, including color printers, laminators, and vinyl cutting machines. Due to limited office and work space, the ability to expand services by adding new equipment or additional staff is limited.

Although much of the studio and control room equipment at JCTV is operational, the pending HDTV broadcast format switch in 2009 and the lack of a cyclical maintenance plan is driving the need for equipment upgrades to stay current with ever-changing technology and maintain a professional look. The JCTV studio is also used in conjunction with Television Production classes, giving students the opportunity to learn broadcasting techniques in a realistic environment.

While the institution has experienced significant growth in facilities, programs, and enrollment throughout much of the past decade, staffing within the Marketing and Public Relations function has remain unchanged. With increased expectations for greater outreach and marketing, additional staffing is necessary to implement new technology such as web 2.0 and podcasts/blogs, and employ creative strategies to boost Jefferson College's presence throughout the region.

Community

(Degree to Which Program Contributes to Community/Responds to Community Needs)

As stated earlier, the Marketing and Public Relations department serves as a centralized headquarters for all communication, marketing, and public relations activities that involve the institution. This is the sole reason why the department exists.

Consistent with its mission to provide programs of intellectual, social and personal growth, Jefferson College hosts a multitude of community-centered activities each year that are well received, as evidenced by the diversity and number of those that attend. Many of these programs and events are advertised and promoted predominately via the Marketing and Public Relations Department, including those presented by the Art, Music, and Speech/Drama Departments; the Cultural Council; the Admissions and Financial Aid Office; the Career and Technical Education Division; and the Athletic Department.

For the past 17 years, the department has also supported Jefferson College's role as the host site for the nation's largest combined art-science educational event thanks to the institution's partnership with the Mastodon Art-Science Regional Fair. Each year, the Field House is filled from top to bottom with exhibits, displays and artwork from over 2,500 students viewed by over 6,000 visitors.

Similarly, the Marketing and Public Relations Department assisted with the Jefferson College Foundation's first ever "Jefferson County Balloon Glow" in 2007, where an estimated crowd of over 5,000 residents enjoyed the unique event thanks to a partnership with the Citizens for Airport Expansion and other local sponsors. Other Foundation events, like the annual Fall Into the Arts Festival and the 5K Walk/Run are also promoted through efforts of the Marketing and Public Relations staff.

Cost

The following summary of program costs for the past three years was obtained from the institutional budget that was approved by the Jefferson College Board of Trustees:

		FY06	FY07	FY08 (budget)
Public Relations/Publication Services				
Salaries & Benefits		$202,464	$226,498	$237,966
Operating Expenses		$506,186	$479,749	$431,352
	Total	$708,650	$706,247	$669,338
JCTV				
Salaries & Benefits		$111,881	$98,397	$110,220
Operating Expenses		$4,734	$8,663	$9,122
	Total	$116,615	$107,060	$119,342

Summary (SWOT)

Strengths	Weaknesses
Marketing and PR • Departmental reorganization has increased productivity, efficiency and communication through coordination of services • Integrated Marketing/PR Plan provides specific course of action • Director's participation in Administrative Team meetings has increased awareness of marketing/PR function and provided additional departmental feedback • Jefferson College is well respected within Jefferson County • Longevity of director aids in familiarity of news reporters/personnel to facilitate coverage • Quick response to requests with high quality, professional output Publication Services • Unit provides a variety of services • Quantity of annual projects completed is substantial • Professional quality graphic design rivals outside firms • Digital network to COS printer saves time and paper • Equipment/technology is updated every 2-3 years JCTV • Provides a unique opportunity for programming not found anywhere else in the St. Louis region • Production quality and professional standards are very high • Staff maintains positive campus/working relationships resulting in new program requests • Posting of JCTV programs on Jefferson College website has increased interest and accessibility • Significant institutional savings are realized by having in-house video production services for promotion	Marketing and PR • Staffing has not kept pace with institutional/program growth • Need for "buy off" at administrative level delays some projects from quick action (i.e. billboards) • No method to obtain data regarding media habits/preferences of potential students • Jefferson College programs relatively unknown outside Jefferson County Publication Services • Limited in-house printing capabilities • Outsourcing of color printing adds additional time to design process • No charge backs for materials used (signage, banners, etc.) • Limited library of campus photos • Unreasonable turn around requests for new projects • Limited space for new equipment • No routine mechanism for customer feedback JCTV • No demographic viewership data is readily available to target programming • JCTV is only seen by those who subscribe to Charter Cable in Jefferson County • Lack of student/public awareness of station and TV Production classes • Limited staffing does not allow for more extensive coverage and expansion • Lack of a cyclical replacement plan for equipment causes an increased risk of wholesale breakdowns

Opportunities	**Threats**
Marketing and PR • Growth of institution has created a renewed interest in programs and services • New initiatives such as MyTime provide expanded marketing opportunities • Rising cost at competing institutions is driving students to seek more affordable education Publication Services • Updated style guide will provide parameters for design issues and logo usage • Professional development conferences provide insight to maintain "cutting edge" design concepts • New technology allows potential expansion of services JCTV • Inclusion of online programming significantly increases opportunity for station awareness • JCTV should be marketed more aggressively to potential students interested in broadcasting careers • Untapped potential exists for academic program features and departmental interviews • Community Calendar information could be placed online as an extension of the JCTV's services	Marketing and PR • Emerging technology (web 2.0, blogs, chat, etc.) requires additional staff and expertise • Competing institutions have significantly larger marketing/advertising budgets • Increasing number of proprietary/four-year institutions are establishing presence in Jefferson County Publication Services • Increase in desktop publishing programs and color printers result in individuals designing their own projects instead of utilizing Publication Services • Outsourcing printing is increasingly expensive despite the need for professional looking publications • Staffing levels are not keeping pace with the increasing amount of project requests received and expectations for "overnight" service JCTV • Growing popularity of satellite TV and other media is negatively impacting cable viewership • Reliance on CCI Grant funds is tentative as new state laws regarding video franchises are enacted • Change to HDTV broadcasting format in 2009 and aging equipment could result in costly replacement

Future
(Proposed Service Goals and Action Plan)

Service Goal	Activity	Person(s) to Implement	Timeframe	Resource Implications
Goal 1	Develop a chargeback system for consumable items in Publication Services	Roger Barrentine Amy Coomes	Spring 2009	Staff Resources
Goal 2	Create a customer feedback form to accompany all completed projects by Publication Services	Roger Barrentine Amy Coomes Lauren Murphy	Spring 2009	$200
Goal 3	Review and update existing Style Guide for graphic design/logo usage	Roger Barrentine Amy Coomes Lauren Murphy	Fall 2008	$50
Goal 4	Create STARS page to document all marketing initiatives for faculty/staff/student information	Roger Barrentine Samantha DeClue	Spring 2009	Staff Resources
Goal 5	Develop 3-5 year cyclical maintenance/replacement plan for JCTV equipment	Tom Struckhoff	Fall 2008	Unknown Cost
Goal 6	Prepare cyclical replacement plan for photography equipment	Roger Barrentine Amy Coomes	Spring 2009	Unknown Cost
Goal 7	Explore use of emerging technology such as Web 2.0, blogs, cat, etc. to enhance marketing outreach	Roger Barrentine	Fall 2009	Unknown Cost
Goal 8	Develop viewership survey to better target programming to the community	Tom Struckhoff Matt Keeney	Spring 2009	Staff Resources
Goal 9	Establish ongoing outreach to area high school media classes regarding TV Production classes/JCTV	Tom Struckhoff Matt Keeney	Fall 2008	Staff Resources
Goal 10	Develop strategies for phase II of Integrated Marketing and Public Relations Plan	Roger Barrentine	Spring 2010	Staff Resources

SERVICE/PROGRAM STATUS

_____X____ Satisfactory
_____ Requires Immediate Attention
_____ Unsatisfactory

_____ _____

President Date