

**Western Nevada College
Information & Marketing Services
Administrative Program Review - 2004-2009**

Table of Contents

- Review Team Members.....3

- I. Program Description.....4-6
 - College & Program Mission
 - College & Program Goals
 - Unique Characteristics
 - Concerns and Trends
 - Significant Changes or Needs
 - Filling a Community “Niche”

- II. Quality of Program.....7-14
 - Faculty & Staff
 - Evidence of Effectiveness.....9-12
 - Assessment Activities
 - Web Site Analysis
 - Information Desk Statistics
 - Campus Creative Services
 - Public Relations/Media Placement
 - Evidence of Satisfaction.....12-14
 - Awards & Recognition
 - Feedback
 - Overall Assessment

Information and Marketing Services

*Administrative Program Review Report
2004-2009*

Administrative Department

Development and External Affairs

Program Name

Information & Marketing Services

Program Review Period

2004-2009

Date Submitted

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2001-2003; Completed spring 2004

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Gloria Schofield, Clerical Trainee – Information Desk

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I. Information & Marketing Services Program Description

Western Nevada College Mission Statement	Information & Marketing Services Mission Statement
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 develop and implement high quality marketing strategies that effectively inform students, faculty and the community about the college, and connect with stakeholders and target audiences in a strategic and positive manner.

Western Nevada College Strategic Goals	Information & Marketing Services Program Goals
<ol style="list-style-type: none"> 1. Improve student success in program completion and graduation rates 2. Ensure institutional excellence in teaching, programs and services 3. Embrace our college's many communities and respond to their diverse needs. 	<ol style="list-style-type: none"> 1. Develop and implement new communications strategies that reflect the changes and opportunities of today's technologies. 2. Reach out to underserved populations, in support of the college's strategic goals. 3. Maintain critical services during times of staff reductions and reduced resources.

Unique Characteristics

Information and Marketing Services at Western Nevada College is a crucial liaison between the college and its many communities. From the students, faculty and staff on campus to the stakeholders and newcomers in our seven-county service area, the IMS department fosters connections that help to create a growing, valued college.

IMS offers a variety of ongoing services to the WNC community, including:

- Marketing and advertising campaign development and guidance
- Graphic identity and brand development
- Recruitment strategies and campaigns
- Public relations consulting and collaboration
- Publications development and design
- Printing services
- Web site development and assistance
- Internal and external communications strategies
- Event planning and marketing
- Online marketing opportunities

The department also participates in dozens of college initiatives each year, from events and presentations to media opportunities and emergency response preparations.

Recent Examples Include:

- Preparing the college for its 2010 re-accreditation visit, designing and printing the accreditation self-study booklets, and helping to write and edit portions of the document.
- Developing web site pages for new college initiatives - Specialty Crop Institute, the "Always Lost" art gallery national touring project, and for outside companies that do business with WNC.
- Continuing to double as the sports information department for WNC's intercollegiate athletics teams, covering games, maintaining the athletics web pages, providing content for print, TV and online media, creating marketing materials, and supporting special events.
- Creating publications for use by the WNC Foundation in its upcoming major gifts campaign.

Concerns and Trends

New communications technologies, endless user options, and 24-7 information expectations have turned traditional ideas about marketing, advertising and relationship building onto their heads. “Self-serve” and “self selective” communications capabilities, along with the expectation of instant gratification by users, have completely changed the marketing and communications landscape. Information and Marketing Services is actively engaged in responding, adapting and innovating in this new communications world, learning about new technologies, identifying the most effective modes of communication, and creating new options for our students and our communities.

Significant Changes or Needs in the Next Five Years

As the college moves in the coming months to “myWNC,” a new online student registration system, Information and Marketing Services will have to develop a number new online processes to continuing providing the registration and enrollment information that students desire and utilize. Some of the customization that the prior WNC webmaster created for the current web site will not operate with the new student information system, and it will be necessary for a new webmaster to immediately begin assessing and developing the online processes that will continue to allow students to be served in the coming year.

The number of projects and complexity of services that Information and Marketing Services is expected to provide has continued to increase each year, yet the department has 20% fewer full-time staff members than it did three years ago (this also does not include the college webmaster position, which is currently unfilled.) In addition, IMS is helping to create the college’s first telephone call center to assist with the transition to a new online student information system, and will assist the center as much as possible.

“Niches” in the Community

Information and Marketing Services works regularly with mass media in the seven counties that WNC serves. The department writes a bi-weekly column for the Nevada Appeal newspaper that appears in the Sunday edition (the largest of the week), both in print and online. IMS also works with media statewide, regionally and nationally to provide copy, images and perspective about issues that are of interest to a wider audience. Examples would include a feature article that appeared in a national baseball magazine about the Wildcats baseball team; the television, radio and online stories about the “Always Lost” art exhibit that have appeared in a number of regional markets, and the frequent articles that WNC writes upon request for area magazines, newspapers, and blogs.

In addition, the IMS director is a member of the Northern Nevada Development Authority marketing committee, and regularly collaborates with area business media to produce ongoing news about the college’s technology programs and workforce education opportunities.

IMS regularly collaborates with NSHE and fellow institutions to create and implement statewide marketing initiatives, legislative advocacy programs, and student college success campaigns.

II. Quality of Information & Marketing Services Program

Faculty & Staff Information

Jamie Craig, Publications Development and Projects Manager

Is responsible for a wide range of marketing projects and publications: bidding, editing, printing and producing the class schedule, catalog and academic program guide, and supporting the director in production of the annual report to the community. Assists the director with diverse writing projects, coordinates media buying, manages departmental and marketing budgets; and supports the department through various special projects including photography, web content assistance, social media, sports marketing, college events and print projects.

Associate of Arts degree in English Education, Illinois Valley Community College; Bachelor of Arts degree in English, Illinois State University; 10 years of professional marketing, advertising, brand management and public relations experience. At WNC since 2009.

Anne Hansen - Director of Information and Marketing Services

For more than two decades, has led and developed the college marketing team. Responsible for internal and external communications, media relations, branding, marketing and information services including recruiting and image campaigns, publications, and web site marketing, in-house printing, sports information, and special projects. Serves as the college's primary media spokesperson. Member of college's emergency response and crisis intervention teams; serves on many other college committees. Has prior experience as a photojournalist, news editor, and freelance magazine writer.

Master of Arts degree in Journalism, with high honors - University of Nevada, Reno; Bachelor of Arts degree in Communications, with high honors -University of Dayton, Ohio. President - National Council for Marketing and Public Relations, 2005-2006; Southwest Region NCMPR Communicator of the Year – 2008; Board member: Rotary Club of Carson City; Rotary Club of Carson City Foundation.

John Hawkins – Offset Machine Operator

Manages college in-house printing services, including operation of offset printing machines, large size color printers, binding machinery, signage equipment, computers, etc. Completes paperwork, billing, ordering and accounting, delivery, and offers customer service. Works with nearly every college department, and supervises student workers and/or volunteers.

Attended WNC in computer information systems/programming area. More than four decades of experience in press operations and reprographics.

NOTE: Due to budget cuts, the college in-house printing services department was merged with the college copy center, leaving the sole employee, the offset machine operator, in charge of overseeing and performing both functions.

Erlinda Hipol-Rollings - Administrative Assistant – Information Desk

Lead worker at the Information Desk overseeing customer service, multiline phones, inquiry follow-up, and department data collection. Generates and maintains databases, spreadsheets and graphs, trains, delegates and coordinates work assignments to work-study students and volunteers. At WNC for 12 years.

More than 20 years of clerical and administrative experience. Massage Therapy License: State and National, Baum Healing Arts.

Michelle Legras Peltier - Senior Graphic Designer (vacant as of June 30, 2011)

Has the unique job of taking the verbal ideas from the many college departments and developing creative ways to capture both the information and the emotion needed to communicate the college's recruitment, enrollment and marketing brand. Merges both traditional methods such as drawing and painting with computer technologies to produce highly diverse marketing and communications materials.

Bachelor of Arts degree in Advertising & Graphic Design, Academy of Arts College, San Francisco; Bachelor of Arts degree in Studio Arts, University of California, Davis; Thirty years experience in graphic design and fine arts, with updated skills in both traditional and computer design.

NOTE: On June 30, 2011, budget cuts forced the college to lay off the college's only graphic designer, leaving the IMS department in a very challenging position for completing necessary college marketing initiatives. The department has since contracted for part-time graphic design services to perform some of the most critical tasks.

Gloria Schofield – Clerical Trainee – Information Desk (vacant as of June 30, 2011)

Part-time, evening customer service employee at college information desk. Answers multi-line phone, assists walk-up visitors, and does data entry for tracking inquiries and disseminates public information to area media outlets.

Education includes a high school diploma, some college courses, and customer service experience. At WNC since 2006.

NOTE: On June 30, 2011, budget cuts forced the college to lay off the college's only evening information desk employee, leaving the IMS department without any coverage after 5 p.m.

Webmaster (vacant as of October 1, 2010; no hire to date) Oversees all facets of the college's online presence and is responsible for maintaining and enhancing the college web site of more than 10,000 pages. Requires knowledge and demonstrated ability in the design, structure, organization and administration of database driven web sites. Requires working knowledge of HTML/XHTML, CSS, XML, PHP, SQL, Perl, CGI, and Javascript. Also creates multimedia presentations for use both online and in other electronics communications, and manages the college's online social networking sites.

Evidence of Effectiveness

I. Assessment Activities

IMS conducted annual assessment activities from 2004-2005 through 2009-2010. In each case, the department sought to measure attitudes toward or usage of specific services, and to answer questions about user preferences.

They included:

- Adding questions to the semester class evaluation instrument that measured students' preferred methods of obtaining information about WNC classes, and questions about student use of a printed class schedule vs. using the college web site for class registration information.

Results:

IMS was able to track the growing trend toward web usage of college services, and consequently expanded online registration services. IMS was also able to drill down to what types of media messages our students prefer, and when they utilize various types of media, distinguishing by age, gender and other factors.

Students indicated that they were comfortable using an online college catalog and online registration process. As a result, the college stopped printing a catalog and moved solely to an online catalog that is searchable, with a printable PDF version.

However, a majority of students preferred to continue receiving a printed class schedule to ensure the ability to browse classes easily and be reminded of upcoming registration deadlines. To date, the class schedule continues to be mailed to households in Western's service area.

- Assessing the college web site regarding ease of use for students with disabilities.

Results:

Many sections of the college web site were acceptable for disabled users, but much of the WNC web site had to be rebuilt from the ground up to bring the entire college web site into compliance. The updated site was launched in June 2009, providing full compliance with federal Section 508 guidelines, and 95 percent compliance with priority level three of Web Content Accessibility 1.0 guidelines.

- A survey of state workers, and efforts to contact former WNC students who left college before they completed their degree helped define "Don't Wait. Graduate!"

Results:

As part of the initiative, new recruitment materials were developed which focused on the needs of adult students who had started college but did not finish their degree. Marketing strategies were put into place to contact former students, some who have since returned and some who have now graduated.

II. Web Site Analysis

The college webmaster routinely extracts data about usage of the WNC web site, and analyzes trends. In the chart below, data shows a steady and significant year-to-year increase in usage of the WNC main college web site, and of online enrollment pages.

College Web Page Views 7/1/07 – 6/30/08	College Web Page Views 7/1/08 – 6/30/09	College Web Page Views 7/1/09 – 6/30/10
Home Page - 1,090,235 Web-Reg– 267,297	Home Page - 1,186,859 Increase: 8.86% Web-Reg– 313,747 Increase: 17.38%	Home Page - 1,322,814 Increase: 11.46% Web-Reg– 419,634 Increase: 33.75%

In general, visitors are spending more time on the WNC web site (up 5.81% in 2010 over the previous year), and the “bounce rate,” the number of users who immediately leave the site, is continuing to decrease.

The web site is also attracting more visitors from cities outside WNC’s traditional service area. In the ranking of cities where visitors originate, the expected locations of Carson City, Fallon and Reno are at the top, while Los Angeles is #6 and San Francisco is #7. Visitors are also originating from farther away: Portland - #15, Phoenix - #18, Denver - #20, New York - #22, and Seattle #23.

The number of pages that each visitor accessed per visit to the college web site decreased slightly in 2010 over the previous year (2.06%). It could mean fewer new visitors, it could mean that more users know where they are going as they navigate the site, or that the site is now easier to navigate.

III. Information Desk Statistics

The Information Desk at WNC Carson City serves more than 20,000 persons each year as they seek guidance about enrollment, registration, events and other types of inquiries. Between 2005 and 2009, the desk assisted more people than ever before. Annual numbers can fluctuate based upon the level of staffing that is available at the Information Desk, due to a reliance on work-study students and volunteers to supplement the 1.25 staff members.

CUSTOMERS	2005	2006	2007	2008	2009
Phone/Email	20,124	18,457	19,387	20,735	22,642
Walk-up	4,040	4,632	4,821	5,423	6,736
Total	24,164	23,089	24,208	26,153	29,378

With a goal of continuous quality improvement, information desk personnel have also worked to minimize or even eliminate the need for a caller to be placed on hold, and to limit the time of an on-hold call to less than 30 seconds.

IV. Campus Creative Services

Information and Marketing Services oversees public relations and marketing initiatives at the college, and team members regularly meet with department heads, faculty members and student leaders to create a wide variety of marketing materials. IMS tracks the number and type of jobs requested and the time required to complete each step of the process, to allow for regular assessment.

With an extremely heavy workload and a single graphic designer and printer, the department has taken steps to enhance efficiency. Clients meet with the creative team to discuss their needs, and IMS invites departments to provide suggested copy or art ideas for their targeted marketing pieces. The department has also created banners, backdrops and signage that can be checked out by individual departments and have been used for recruiting events, athletics ceremonies, parades, and other diverse types of outreach.

IMS makes multiple services available on the department web site, <http://www.wnc.edu/marketing/>. There, members of the college community can find a publication request form, printing price list, photo use release form, images of materials that are available for loan, and electronic versions of the college's logos, mastheads, computer desktop patterns, and graphic identity – the colors and type styles that WNC uses to define its marketing brand.

DESIGN/PRINT SERVICES	2005	2006	2007	2008	2009
Jobs Completed	166	351	493	428	433

IMS has also looked to our college webmaster to create multimedia marketing pieces for use on television screens around campus, and for online advertising on media and social media sites. As the college becomes more adept at developing targeted online marketing and recruiting opportunities, the need for multimedia marketing is expected to increase, requiring talent and time by IMS team members.



WNC's Sustainability Logo, created by IMS for use in publications, media, and online.

V. Public Relations/Media Placement

Even in the changing media landscape of today, it is important to strategically utilize traditional media such as newspapers, network television, and radio. In smaller cities and towns, local newspapers and radio stations have remained more viable for connecting with local residents and in particular, community stakeholders.

WNC continues to leverage its marketing efforts by submitting stories or columns for targeted print, broadcast and online media, and by assisting with coverage of Wildcats athletics. Most coverage is positive or neutral, thus resulting in positive brand awareness and reinforcement throughout the western Nevada region. News classified as 'negative' primarily focuses on state budget reduction issues, and is not directly targeted at WNC.

MASS MEDIA	2005	2006	2007	2008	2009
Stories Published	827	1194	1524	949	891
Positive Tone	7%	11%	11%	10%	8%
Neutral Tone	93%	89%	87%	87%	91%
Negative Tone	0%	0%	2%	3%	1%

TOP STORY TOPICS	2005	2006	2007	2008	2009
No. 1	Events (30%)	Events (37%)	Events (33%)	Athletics (29%)	Events (26%)
No. 2	Academics (25%)	Academics (15%)	Athletics (32%)	Events (27%)	Academics (23%)
No. 3	Awards (16%)	Athletics (15%)	Academics (12%)	Academics (12%)	Athletics (16%)
No. 4	Athletics (7%)	Students (8%)	NSHE (4%)	NSHE (5%)	NSHE (6%)

Evidence of Satisfaction

I. Awards & Recognition

Members of the Information and Marketing Services team have earned many individual awards over the past five years for excellence at the college and as professionals in their field. The department has also been awarded more than 20 regional and national awards and recognitions from public relations and marketing professionals around the country.

Areas where the college has earned marketing awards from outside organizations:

Annual Report to the Community
College Catalog
Color Photography
Feature Article
Media Success Story
Movie Screen Advertisement
Online Class Schedule/Catalog
Online Student Services
Promotion Campaign for a Special Event
Radio Advertisement
Recruiting Viewbook
Video Advertisement
Video Production
Web Site

Information and Marketing Services was named the WNC Team of the Year in 2007.

II. Feedback

Members of the college community were invited to offer feedback to IMS through an online survey. This opportunity is viewed as being able to help the department improve effectiveness and service to colleagues.

A solid majority of the 86 respondents agreed or strongly agreed with all the following statements:

- Staff members listen well – 80% (11% had no opinion/not applicable)
- Staff are professional – 86% (11% had no opinion/not applicable)
- Staff is helpful in resolving problems - 76% (16% had no opinion/not applicable)
- Staff responds to requests in a timely manner - 75% (16% had no opinion/not applicable)

- IMS supports teamwork and collaboration - 75% (18% had no opinion/not applicable)
- IMS hours are adequate - 82% (14% had no opinion/not applicable)
- IMS provides quality customer service, overall - 80% (14% had no opinion/not applicable)

Respondent Satisfaction Level:

Accessibility – 83% (11% no opinion/not applicable)

Efficiency of Service – 80% (13% no opinion/not applicable)

Accuracy – 79% (17% no opinion/not applicable)

Usefulness – 78% (15% no opinion/not applicable)

Responsiveness – 81% (10% no opinion/not applicable)

Communication – 75% (19% no opinion/not applicable)

Overall Assessment

Information & Marketing Services has been largely successful in meeting its goals and delivering quality marketing, public relations and communications services at Western Nevada College. Department members are hard-working, committed to high standards, extremely creative, and devoted to the college that they serve. The department enhanced services in every area of its focus, and the quality of work improved with the experience of the staff and the willingness of the college to provide resources for the department. The volume of work has also increased significantly since the last program review, leading to many new initiatives and a larger number of projects serving internal constituents.

IMS continues to feel the loss of a full-time staff member more than two years ago in marketing and public relations, and those duties have been added to the workload of the director and the publications/projects manager. This, along with the current vacancy of the college's only webmaster position, is creating significant stress among employees, and could damage the excellent camaraderie and high quality of employees over time.

It is recommended that the webmaster position be rehired as soon as possible. It is also recommended that additional resources be committed to enhancing the department's public relations/sports information/integrated communications capabilities when they become available.

NOTE dated 8-10-11: In the six months since this report was drafted, college budget cuts have forced dramatic reductions in the personnel level of Information & Marketing Services. In turn, this has significantly increased the scope of responsibilities and the workload levels for the remaining employees. As a result, the department is reducing its scope of work and

eliminating some desirable and effective marketing services, in an effort to maintain basic and essential services.