ANNUAL ASSESSMENT REPORT
AND
STRATEGIC PLANNING UPDATE
Year: 2004

Area or Unit Name: MARKETING AND PROMOTIONS
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Section 1. Goals and Accomplishments

Goal 1: Access and Diversity: Increase the visibility of minority students in all marketing efforts.
- Retention of minority students at 82%.
- Qualitative research included invitations to minorities for participation.
- Project pieces that contain photographs of students, do include minorities.
- Strategies involve the inclusion of minority students in all marketing efforts, the monitoring of diversity trends and growth and the monitoring of targeted multicultural advertising and promotions.
- Marketing plans consistent with institutional priorities.

Goal 2: Engagement: Provide efficient, strategic marketing services that promote innovative communications solutions through marketing knowledge, theory and skills and facilitate linkages between the Student Affairs' departments and their customers, while advancing Texas Tech University and the Division of Student Affairs by adapting to changing university and market dynamics.
- Created a Master Marketing Implementation Calendar that outlines projects through October 2005.
- Improved the State Employee Charitable Campaign site which now allows users to easily change all information on the site as it occurs.
- Marketing Request System: searchable database that queries projects based on whether they met, beat or exceeded their timelines and also has an evaluation database.
- Marketing & Promotions Client Feedback for Union Plaza Poster Campaign Survey - Poster Marketing.
- Marketing & Promotions Research Reports: documents research conducted for future reference, benchmarking and accountability purposes.
- Marketing Committee: assess project routing flow chart, production and project management and other internal issues.
- Web site customer service letters sent to clients.
- Analyst area established mailbox for survey and focus group correspondence.
- Revised project flow chart and project management process to increase efficiency and efficacy.
- Individual project management through Microsoft Project/Tasks.
- Added a third full-time graphic designer in September to help meet the increasing demand of projects.
- Members of the graphic design area developed an image and logo bank located in the Marketing Resources folder on a server shared among all department employees.
- The enhancement of photography resources has been redirected from a library-style tool to a per-project assessment.
- Created Marketing & Promotions Project Timelines Web site in which clients and co-workers can view status of projects and project sheets such as specs and budgets.
- The department has initiated a 24-hour mandatory response to internal and external phone calls and e-mails.
- Maintained schedules in order to have phones covered during business hours and lunch hours; increased efforts have been made to ensure that our staff is available and easy to contact by assigning a representative to answer client phone calls at all times.
Completion and implementation of the Marketing Toolboxes. Two graphic designers compiled all of the division's logos and several templates for promotional pieces, such as flyers, brochures, newsletters, etc., onto CDs and distributed them among the division's senior staff leaders during the leadership team meeting May 5. The designers presented a crash course in accessing the CD's data, using the pre-designed templates and highlighted how not to use logos. The CDs were accompanied with a do-it-yourself toolbox guide, which provides visual examples of the appropriate and inappropriate uses of logos, correct and incorrect typefaces choices and much more. Since the launch of the toolboxes, the graphic designers have received many favorable client responses and have found the toolboxes to be an efficient interdepartmental tool for logo requests.

Created and distributed the design guide, which includes guidelines for logo use, typographic standards, template instructions, design guidelines and technical design and print terms.

Project evaluations: 36 project evaluations sent; 16 received; average score of 4.35 out of 5.

Goal 3: Technology: Utilize the most cost-effective mediums for distributing marketing information and penetrating the target markets.

- Maintained Marketing Assessment Committee to assess department goals and objectives, cost effectiveness, client satisfaction and provide measurements of each in quarterly reports.
- Supply clients with multiple estimates from vendors.
- Ensuring both cost-effectiveness and compliance with the university’s Operating Policy and Procedure 72.12; obtains bids from historically underutilized businesses (HUBs).
- Incorporating Web sites into integrated campaigns.
- Parent Relations Parent Profile Marketing Survey with Earl Survey Research Lab: Electronic utilization parent phone survey, mail, on-line.
- Master Marketing Implementation Calendar outlining monthly projects.
- Members of the graphic design area developed an image and logo bank located in the Marketing Resources folder on a server shared among all department employees.
- The enhancement of photography resources has been redirected from a library-style tool to a per-project assessment.
- The strategy to enhance Web design services has been accomplished through the addition of a full-time programmer/analyst who is responsible for working with the department's customers to update their individual Web sites.
- Created Marketing & Promotions Project Timelines Web site in which clients and co-workers can view status of projects and project sheets such as specs and budgets.
- Second Web site-directed campaign: per the client's request, promotional pieces for the Housing Contract Renewals Campaign (HCR) for the Department of Housing and Residence Life directed the audience to the contract renewal Web site.
- Completion and implementation of the Marketing Toolboxes. Two graphic designers compiled all of the division's logos and several templates for promotional pieces, such as flyers, brochures, newsletters, etc., onto CDs and distributed them among the division's senior staff leaders during the leadership team meeting May 5. The designers presented a crash course in accessing the CD's data, using the pre-designed templates and highlighted how not to use logos. The CDs were accompanied with a do-it-yourself toolbox guide, which provides visual examples of the appropriate and inappropriate uses of logos, correct and incorrect typefaces choices and much more. Since the launch of the toolboxes, the graphic designers have received many favorable client responses and have found the toolboxes to be an efficient interdepartmental tool for logo requests.

Goal 4: Human Resources and Infrastructure: maintain a quality work force and work environment.

- Recruit and support excellent and diverse staff.
- A Workflow Outline as well as a diagram are available in an effort to provide new employees with a step-by-step outline of the print production process as well as a visual representation.
- Implemented improvements in annual performance review process that will make this process more beneficial for the department, including evaluation agenda, employee self-review questionnaire, StrengthsQuest profile and implementation plan and professional development plan, in addition to the standard annual performance review.
- Student Assistant Policy Manual to be used as a supplement to the department’s operating policies.
- Professional development is an important part of continuing improvement for the
StrengthsQuest: individual strengths recognized to perform at optimum capacity.

Marketing & Promotions Staff listing and StrengthsQuest identity on Web site. Also, "Meet the Staff" section on Web site completed for the department for SACS compliance.


Research has been conducted on professional development plans (PDPs) and on the most efficient ways to develop PDPs for employees of the department. Sources on PDP drafting, benefits and reasons for implementing PDPs are utilized.

Maintained participation in the university and division orientations and customer service programs for all new employees at 100%.

Exemplary work is recognized by supervisors.

Standards for Employee of the Quarter selection were enhanced to emphasize the vitality of reinforcing and exemplifying the department's mission, vision and values statements; increasing the department's efficiency, efficacy and productivity; providing courteous and superior customer service; and going above and beyond the expectations of one's position.

Provided excellence in service to internal and external constituencies by requiring all new staff to attend customer service training and assessing each employee's dedication to customer service.

Updated Position Description Questionnaires (PDQs) for departmental consistency and position accuracy.

Standardized departmental performance evaluation process.

Standardized merit increase consideration process.

Added a third full-time graphic designer in September to help meet the increasing demand of projects.

The strategy to enhance Web design services has been accomplished through the addition of a full-time programmer/analyst who is responsible for working with the department's customers to update their individual Web sites.

**Goal 5:** Tradition and Pride: Develop and implement a strategic, division-wide and integrated marketing program.

- Strategic marketing initiatives, including strategic marketing plans, brand strategies, public relations plans, promotions plans and collateral plans, are in process for the Division of Student Affairs and Hospitality Services.
- Departmental and division-wide strategic, integrated marketing plans are in process.
- Quantitative and qualitative research was conducted.
- Master Marketing Implementation Calendar in progress.
- Continuous Improvement Web site enabling non-Student Affairs visitors to view division's improvements in support of SACS compliance.
Section 2. Universal Quantitative Data

There are no Universal Quantitative Data for this area/unit.
### MARKETING AND PROMOTIONS

**Area/Unit Specific Information**

#### Section 3a. Quantitative Information

<table>
<thead>
<tr>
<th>Goal 1: Increase the visibility of minority students in all marketing efforts.</th>
<th>Calendar Year</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased inclusion of minority students in marketing efforts (CSF called for 10%).</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>1</td>
<td>50</td>
<td>50</td>
<td>82</td>
</tr>
<tr>
<td>Increased retention of minority students (CSF called for 3%).</td>
<td>Percentage</td>
<td></td>
<td></td>
<td></td>
<td>82</td>
<td>82</td>
<td></td>
</tr>
<tr>
<td>Increased diversity of student population pool (CSF called for 5%).</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>18.8</td>
<td>19.7</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2: Provide efficient, strategic marketing services.</th>
<th>Calendar Year</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased efficiency (CSF called for 5%).</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>7.7</td>
<td>15</td>
<td>77.8</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 3: Utilize most cost-effective mediums.</th>
<th>Calendar Year</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased cost-effectiveness of mediums (CSF called for 10%).</td>
<td>Percentage</td>
<td></td>
<td></td>
<td></td>
<td>36</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased market penetration (CSF called for 5%).</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>1.4</td>
<td>1.9</td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4: Maintain a quality work force and work environment.</th>
<th>Calendar Year</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased participation in orientations and customer service programs.</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Increased annual performance reviews and professional development plans.</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>75</td>
<td>75</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Increased assessment procedures for annual reviews and merit increases.</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>75</td>
<td>75</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Reduced staff turnover rates (CSF called for 10%).</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>30</td>
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<tr>
<th>Goal 5: Develop and implement a strategic, division-wide and integrated marketing program.</th>
<th>Calendar Year</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased awareness levels (CSF called for 25%).</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>7.7</td>
<td>15</td>
<td>25</td>
<td>26</td>
</tr>
<tr>
<td>Increased marketing effectiveness (CSF called for 25%).</td>
<td>Percentage</td>
<td></td>
<td></td>
<td>7.7</td>
<td>15</td>
<td>77.8</td>
<td>26</td>
</tr>
<tr>
<td>Fall Semester</td>
<td>1999</td>
<td>2000</td>
<td>2001</td>
<td>2002</td>
<td>2003</td>
<td>2004</td>
<td></td>
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</table>
There is No Area Specific Data in Fiscal Year Section.
Section 3b. Qualitative Information.

- Marketing Request System: searchable database that queries projects based on whether they met, beat or exceeded their timelines and also has an evaluation database.
- Marketing & Promotions Client Feedback for Union Plaza Poster Campaign Survey - Poster Marketing.
- Housing and Residence Life Focus Groups/Surveys: 1) Students Not Returning to the Residence Halls (2) a) Random sample of on-campus residents and b) Housing Customer Service (3) a) Current residents and b) Past residents.
- Hospitality Services Focus Groups: Commuter Dining Plan: 1) Sam's Place Mini-Markets.
- Center for Campus Life Focus Groups: 1) Greek/Non-Greek Alcohol Awareness.
- Marketing & Promotions Research Reports: documents research conducted for future reference, benchmarking and accountability purposes.
- Marketing & Promotions Staff listing and StrengthsQuest identity on Web site. Also, "Meet the Staff" section on Web site completed for the department for SACS compliance.
- Parent Relations Parent Profile Marketing Survey with Earl Survey Research Lab: Electronic utilization parent phone survey, mail, on-line.
- Hill Country Research Client Satisfaction (Student Learning) Surveys.
- Center for Campus Life Red Raider CAMP surveys for both participants and non-participants.
- Housing and Residence Life On- vs. Off-Campus Resident GPA Comparison/Enrollment Comparison Report.
- Marketing Macrocosm: weekly assessment and reporting of accomplishments, obstacles, opportunities for development, status updates, continuous improvements, StrengthsQuest qualities incorporated in duties and events/projects to which we are looking forward for communication, efficiency, efficacy, assessment/evaluation and accountability measures.
- Research has been conducted on professional development plans (PDPs) and on the most efficient ways to develop PDPs for employees of the department. Sources on PDP drafting, benefits and reasons for implementing PDPs are utilized.
- Marketing Assessment Committee: to assess Marketing and Promotions' strategic goals and objectives, cost effectiveness of major projects and client satisfaction and to provide measurements of each in a quarterly report.
- Marketing Committee: to assess project routing flow chart, production and project management and other internal issues.
- Client Satisfaction Surveys.
- Project Evaluations: 36 project evaluations sent; 16 received; average score of 4.35 out of 5.
- StrengthsQuest: individual strengths recognized to perform at optimim capacity.
- Student Advisory Marketing Committee: to assess value of marketing efforts within the Division of Student Affairs.
- TTU Law School: Diversity Climate Survey.
- Master Marketing Implementation Calendar outlining monthly projects.
- Implemented Student Policy Manual.
- Continuous Improvement Web site enabling non-Student Affairs visitors to view division's improvements.
- Maintained schedules in order to have phones covered during business and lunch hours; increased efforts have been made to ensure that our staff is available and easy to contact by assigning a representative to answer client phone calls at all times.
- Possible individual project management through Microsoft Project/Tasks.
- Web site customer service letters sent to clients.
- Analyst area established mailbox for survey and focus group correspondence.
- Professional trainings and readings for development.
- Updated Position Description Questionnaires (PDQs) for departmental consistency
- Standardized departmental performance evaluation process
- Standardized merit increase consideration process
- Added a third full-time graphic designer in September to help meet the increasing demand of projects.
- The strategy to enhance Web design services has been accomplished through the addition of a full-time programmer/analyst who is responsible for working with the department’s customers to update their individual Web sites.
- Created Marketing & Promotions Project Timelines Web site in which clients and co-workers can view status of projects and project sheets such as specs and budgets.
- Members of the graphic design area developed an image and logo bank located in the Marketing Resources folder on a server shared among all department employees.
- The enhancement of photography resources has been redirected from a library-style tool to a per-project assessment.
- The department has initiated a 24-hour mandatory response to internal and external phone calls and e-mails.
- Completion and implementation of the Marketing Toolboxes.
- Created and distributed the design guide, which includes guidelines for logo use, typographic standards, template instructions, design guidelines and technical design and print terms.
- Added 35 percent to client base while maintaining 100 percent client retention.
- Maintain 90 percent marketshare within the Division of Student Affairs.
- 101 projects requested; 54 completed; 17 in first quarter of completion; 9 in 2nd quarter of completion; four in 3rd quarter of completion; and 17 in 4th quarter of completion.
- Four employees received merit raises out of the four who were eligible.
- Provided an effective professional development component and a forum for feedback and communication through one-on-one meetings.
- Continuous Improvement category was added to the Marketing Macrocosm and consistently updated.
Section 4. Strategic Planning Update.

Goal: One: Access and Diversity: Increase the visibility of minority students in all marketing efforts.

- CSF: In conjunction with the division's efforts, increase the retention of minority students by 3 percent.
- CSF: In conjunction with the division's efforts, increase the diversity of the student population pool by 5 percent.
- Objective 1.2: In conjunction with the division's efforts, improve retention and graduation of minority students.

Commentary:
The Department of Marketing and Promotions for Student Affairs is committed to providing a complete, conceptualized spectrum of strategic marketing services to our community and promoting innovative communications solutions through marketing knowledge, theory and skills that facilitate linkages between the Student Affairs departments and their customers, and advancing Texas Tech University and the Division of Student Affairs by adapting to changing university and market dynamics. The department has been successful in moving forward on its goals and in many cases achieving target levels for specific critical success factors. • The reporting period for Year 2003's Annual Assessment Report was based on a calendar year. The reporting period for Year 2004's Annual Assessment Report is based on a fiscal year. This creates a gap and overlap in the information; however, this will reinforce consistent and accurate reporting. This also requires that the results will be reflective of those reported in the Annual Report, Dashboards, Marketing Assessment Committee Reports and other related reports. • Added 35 percent to client base while maintaining 100 percent client retention. • Maintained 90 percent marketshare within the Division of Student Affairs. • 101 projects requested; 54 completed; 17 in first quarter of completion; 9 in 2nd quarter of completion; four in 3rd quarter of completion; and 17 in 4th quarter of completion. • 36 project evaluations sent; 16 received; average score of 4.35 out of 5. • Four employees received merit raises out of the four who were eligible. • In reviewing and updating the Goals and Critical Success Factors for the department, some fields were left blank in the Quantitative Data section (Goal 1 CSF Objective 1.2 & 1.3, Goal 2 CSF Objective 2.1, Goal 3 2.1 & 2.2) because our department is in the process of evaluating our assessment process and implementing a more accurate system. • Goal 1: Our department added and changed “In conjunction with the division's efforts,” to CSF “Increase the retention of minority students by 3 percent” because this type of responsibility is unrealistic for a single department. Our department added and changed “In conjunction with the division's efforts,” to CSF “Increase the diversity of the student population pool by 5 percent” because this type of responsibility is unrealistic for a single department. Our department reworded and changed Objective 1.2 to read, “In conjunction with the division's efforts, improve retention and graduation of minority students.” Therefore, the objective's strategy to develop marketing materials that penetrate diverse markets is more ascertainable since these include materials division wide. • Client satisfaction surveys of recently completed projects also show that the department is successfully providing good customer service to its customers. However, these surveys indicate that project turnaround is often lacking which leads to neutral responses in terms of meeting customers' needs, wants and expectations and in satisfying the goals and objectives of requested projects. • Added a third full-time graphic designer in September to help meet the increasing demand of projects. • The strategy to enhance Web design services has been accomplished through the addition of a full-time programmer/analyst who is responsible for working with the department's customers to update their individual Web sites. • Two graphic designers compiled all of the division's logos and several templates for promotional pieces, such as flyers, brochures, newsletters, etc., onto CDs called the Marketing Toolbox and distributed them among the division's senior staff leaders. The designers presented a crash course in accessing the CD's data, using the pre-designed templates and highlighted how not to use logos. The CDs were accompanied with a do-it-yourself toolbox guide, which provides visual examples of the appropriate and inappropriate uses of logos, correct and incorrect typefaces choices and much more. Since the launch of the toolboxes, the graphic designers have received many favorable client responses and have found the toolboxes to be an efficient interdepartmental tool for logo requests. • Created and distributed the design guide, which includes guidelines for logo use, typographic standards, template instructions, design guidelines and technical design and print terms. • The goal of the toolbox and design guide is to provide consistent marketing messages and techniques across the division and to allow individual departments to utilize their own resources, when appropriate, on certain marketing projects. • Senior Analyst began position in July after three month position vacancy for data gathering, analyzing, processing and reporting. Several projects include both quantitative and qualitative information gathering. • Hill Country Research Client Satisfaction (Student Learning) Survey is a work in progress client satisfaction evaluation in which the data requires multiple reviews for analysis. • Housing and Residence Life Focus Groups/Surveys: 1) Students Not Returning to the Residence Halls (2) a) Random sample of on-campus residents and b) Housing Customer Service (3) a) Current residents and b) Past residents. In an effort to obtain various information, a combined process of information gathering and analyzing is under way to be completed. • Parent Profile Survey with Earl Survey Lab Marketing Survey: Electronic utilization parent phone survey, mail and on-line usage. It is an on-going evaluation in which work in progress and updates are applied as requested. • Student assistants include department specific majors to maintain refreshing and cutting edge ideas. Degrees sought include Public Relations, Marketing, Business Administration and International Business and Design Communication.

Implementation Plan:

- The Department of Marketing and Promotions for Student Affairs must identify its most critical goals and
focus its efforts and resources on achieving those goals. • The Marketing Assessment Committee will continue to assess Marketing and Promotions’ strategic goals and objectives, cost effectiveness of major projects and client satisfaction and to provide measurements of each in a quarterly report to the director. Data will be collected frequently to provide a realistic picture of the current state of the department and division. The results will be used to make internal decisions and will be used by external sources, such as senior student affairs officers and accreditation bodies. The committee is evaluating and will implement a new, accurate assessment and reporting system. • Resources: Personnel funds (In order to achieve division-wide and departmental goals and objectives and meet internal and external expectations, members of management are required to work 278-320 hours per week collectively. Based on a standard 40-hour work week, members of management would only be expected to work 240 hours. Therefore, members of management are working 38-80 hours in excess of the standard work week. This responsibility and expectation weighs too heavily on the current management structure. Because our client base has increased 35 percent, while retention has remained at 100 percent, and because of the volume of projects requested and the level of expected quality, an additional senior management position is necessary to appropriately proportion the responsibilities and expectations inherent with aforementioned growth and retention.) • Travel funds for professional development (each full-time graphic designer needs to attend at least one conference for designers. Technology and design trends are constantly changing and it requires continuous work to stay up to date and current.) • Technology funds (The Graphic Design Team (GDT) is growing in a field in which technology is constantly changing. Three of the computers need to be replaced. The GDT’s digital camera also needs to be replaced. The pixel and memory capacity of the current camera is no longer up to today’s standards. The Research/Analyst Team needs current software. The Director needs a new system.) • Physical space (We are no longer able to accomplish Objective 4.4: Provide physical resources that effectively meet individual assignments and responsibilities. Our current physical working environment is not adequate for the current number of employees, the proposed number of employees or the work flow necessary for achieving our efficiency and efficacy goals and objectives.) • Estimated amount of resources needed, excluding physical space: $100,000. • Proposed sources for resources: division’s administrative overhead and heavy users.