

EASTERN MICHIGAN UNIVERSITY
DIVISION OF ACADEMIC AFFAIRS

**LEARNING BEYOND THE CLASSROOM:
NON-COURSE REQUEST FOR LBC DESIGNATION IN GENERAL
EDUCATION**

CONTACT PERSON: KEVIN S. DEVINE

CONTACT PHONE: 734-487-1026

CONTACT EMAIL: KEVIN.DEVINE@EMICH.EDU

DEPARTMENT: STUDENT MEDIA

DEPARTMENT HEAD: KEVIN S. DEVINE

1. Workshop/Experience Title: Advertising Sales Manager at The Eastern Echo

The experience must require a commitment equivalent to what would be a minimum of 1 credit hour (15 contact hours). In your description, demonstrate how this will be accomplished.

2. Description

The Eastern Echo, EMU's award-winning, independent student newspaper, publishes every Monday, Wednesday and Friday during the academic year and on Tuesdays in Spring Term. Circulation is 8,000 per issue. Each year, the Echo staff includes over 100 students representing a wide range of majors and reflecting the diversity of EMU's campus and community. The newspaper is funded almost entirely through advertising revenue generated through the efforts of the Echo sales manager. The sales manager, working in concert with the director of Student Media and the Echo editor in chief, is responsible for generating nearly \$500,000 in sales in fiscal 06-07 and overseeing a staff of half a dozen sales reps, classified sales managers and sales assistants. The sales manager earns straight commission on sales with no base pay, works 30+ hours each week during the academic year and up to 20 hours each week during Spring and Summer terms.

The sales manager's work includes but is not limited to: recruiting and training staff; planning and assigning work; cultivating new business; managing long-term accounts; developing sales and promotional materials and campaigns; setting rates; managing sales staff commissions and incentives; managing sales software and accounting programs; billing and accounts receivable; bookkeeping; supervising ad design and production; developing new print products; working

with editors to develop content and design for department publications. In short, everything a commercial newspaper sales manager does in addition to going to class and studying. The Echo, in terms of circulation and copy, is larger than a dozen commercial daily papers and more than 50 commercial weeklies in the state of Michigan. In terms of dollars, it would be considered a respectable mid-market weekly or small market daily.

3. Check the LBC requirement this program is intended to meet.

Learning Beyond the Classroom (*LBC designation*). Please designate the specific LBC category:

- Self and Well Being
- Community Service, Citizenship, and Leadership
- Cultural and Academic Activities and Events
- Career and Professional Development
- International and Multicultural Experience
- Undergraduate Research

4. Rationale. Provide a concise, clear, jargon-free explanation of how this experience fits into the General Education program and why it fulfills a Learning Beyond the Classroom requirement. This rationale must be included on the materials distributed to students participating in the experience, (excluding promotional materials).

As outlined above, the Echo sales manager devotes a considerable amount of time, energy and thought to the paper. The manager not only leads the sales team but also helps shape the way news and information appear in print in the Echo and helping the paper fulfill its **mission**.*

Echo sales managers are first and foremost great sales people. Most are business majors (accounting, marketing and sales, finance, etc.) and most arrive at the Echo with previous, meaningful sales experience, including internships and even full-time sales experience in media, banking or real estate to name a few areas. At the Echo, they are given the tools and the directive to establish sales goals, set rates, research the market and the competition and to maximize revenue opportunities for the paper. Training is provided when needed, and membership in various professional and collegiate media sales associations provides many opportunities for career growth and personal development through list serves, workshops, conferences and competitions. In order to succeed, however, the sales manager must not only be an excellent salesperson but he/she must also be a leader. One person cannot possibly manage the thirty or more active display advertisers the paper has at any one moment, the agency accounts, the classified sales and the on-going cold-calling and new business development.

Therefore, it is incumbent upon the manager to hire, train, supervise, motivate and reward a competent and professional student staff.

* The Department of Student Media produces print, multimedia and online publications that communicate to students, faculty, staff and the community what the University community does, feels and thinks while at the same time serving as a hands-on co-curricular learning environment that prepares students for careers in a wide range of fields.

5. Clearly and concisely explain how this program meets each of the General Education outcomes for the requirement checked in number three (all outcomes of selected category should be addressed). To do this, (a) list the General Education outcomes for the requirement and explain how the program meets each outcome; and (b) after each outcome explain how you will assess if the outcome has been met and how you will provide feedback to the students.

Students who complete experiences as Sales Manager at the Echo will...

- **Participate in the development, maintenance, and/or change of community standards and norms.**

The Echo sales manager works with the Echo editors, the director of Student Media and the Student Media Board of Directors to develop and promulgate advertising standards for the paper. These standards reflect both the Echo's mission to serve as a forum for the free exchange of ideas on campus and in the community and the Echo's tradition of representing and reflecting a diverse range of opinions while at the same time respecting campus and community standards.

Assessment: Consists of several measures, including:

- The bottom line
 - How much revenue was generated in a given fiscal year
 - How much money is left in accounts receivable at the end of the year
 - How do sales compare to previous years
 - Breakdown by issue, week, month and semester
 - Averages of sales figures for special publications and supplements
- The professionalism of the sales department, as measured by
 - Retention of old clients
 - Attraction of new clients
 - Quality of sales and promotional materials
 - Quality of ads designed and placed
- State and national awards (collegiate and professional)

- **Participate in service/volunteer activities.**

Echo sales managers participate as student members of state collegiate press associations as well as student members of campus committees. In addition, the sales manager is expected to assist area non-profits and social service agencies, when feasible, with pro bono advertising and sponsorship in order to support the economic health and well-being of the community.

Assessment: Consists of several measures, including:

- Quality and quantity of advertiser feedback, feedback from other stakeholders
- Success of special events, sponsorships and pro bono accounts
- Anecdotal evidence

- **Develop leadership skills.**

Echo sales managers spend countless hours each semester recruiting, training, mentoring and evaluating their fellow student staff members. They learn by applying knowledge from the classroom to real-life situations; they learn by encountering challenging situations and dealing with difficult people; they learn through on-the-job, day-to-day supervision of staff and management of resources and time; and they learn through workshops, conferences and mentors.

Assessment: Consists of several measures, including:

- Completion of Echo Leadership 101 training
- End of semester/end of year staff critiques and 360 feedback
- Performance reviews
- Esprit de corps, as measured by
 - Participation in staff holiday and year-end dinners/awards ceremonies
 - Participation in staff after-hours activities (basketball games, bowling, volunteer food drive, Thursday dinners, etc.)
 - Year-end staff survey results
- Quality of the work of the ad staff members supervised, as measured by
 - Awards
 - job/job offers upon graduation or internships for those not yet graduating

- **Develop skills and habits that aid in future life and career pursuits.**

The Echo is a student-run newspaper – and it is a “real” paper, though not a commercial paper. The workload, the environment, the technology, the training, the working conditions and the pressures, both deadline and bottom-line, are the same as for their commercial counterparts. This is a learning lab with real-life applications for the edit board members. It is like the live-fire training the US Army conducts. It requires knowledge, skill, stamina, perseverance, commitment, curiosity and integrity, among other things, but it also requires sales managers to carry the lion’s share of the financial commitments for his/her fellow Echo staff members, on his/her own shoulders. Without a successful sales manager, the Echo would have to cut publication from three days per week to two and/or reduce the pay of the top editorial staff and trim the rookies and “strivers” from the staff roster, thus negating part of the paper’s mission of serving as a learning lab for EMU students – the great, the good and the maybes. Sales managers graduate from EMU and walk into high-paying sales positions because they have a proven track record of success.

Assessment: Consists of several measures, including:

- Performance reviews
- Year-end staff surveys
- End of semester/end of year staff critiques and 360 feedback
- Quality of work over time
- Notes from feedback sessions/mentors, etc.
- quality of job/job offers upon graduation or internships

- **Develop and practice empathy for others.**

Echo sales managers, through training and coaching from professional staff, learn to manage their peers in a professional and supportive manner. In performance reviews and through various personnel issues and customer crises that arise, sales managers see their staff members first and foremost as fellow students striving to master basic sales skills and to develop basic job and interpersonal competencies.

Assessment: Consists of several measures, including:

- Esprit de corps, as measured by
 - Participation in staff holiday and year-end dinners/awards ceremonies
 - Participation in staff after-hours activities (basketball games, bowling, volunteer food drive, Thursday dinners, etc.)
- Notes from feedback sessions, critiques, performance reviews (by sales staff)

- Year-end staff survey results

- **Acquire skills for working cooperatively with others.**

Producing a newspaper is essentially like running an assembly line – it’s all about fitting on content as the chassis rolls along the line, in time, of course, to meet the print deadline. Working backwards from having the papers hit the news racks at 8 a.m., sales managers play a key role in keeping that chassis rolling along the line. It is up to the sales manager to determine page count and overall design schematics to reflect the revenue for a particular issue and to place the ads according to the space clients have purchased. In other words, a paper with only \$3,000 in ad revenue with only one color ad may be only a 12-page paper with color on pages 1 and 12, but the editors might need color on 6 and 7 for a special photo spread, etc. The sales manager works with the editors to make the paper as full of content as possible while at the same time being fiscally conservative on page count, print runs and color placement (all of which add to the cost of printing and distribution). The sales manager works with the editors, particularly the editor in chief and the design chief, throughout the assembly line process in order to maximize space and produce a tight, aesthetically-pleasing and profitable edition of the paper. In addition, the sales manager is on call with the printer and the editors throughout the night to deal with emergencies, or to implement contingency plans for print or ad problems and ultimately to get the paper published and in the racks first thing in the morning every M-W-F. And then work together to do it all over again 48 hours later.

Assessment: Consists of several measures, including:

- Frequency of meeting production, printing and distribution deadlines
- Number of “contentious issues” that arise during the course of the year (on staff and between the paper and its stakeholders) and how they are dealt with (outcomes for all stakeholders)
- Number of non-graduating staff members who apply for sales leadership positions for the next year
- Number of non-graduating staff members who return to work a second, third, fourth year, etc.
- Esprit de corps, as measured by
 - Participation in staff holiday and year-end dinners/awards ceremonies
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- Number of Echo sales alumni who remain in contact with the paper as donors, mentors, workshop presenters, job referrals, etc.

6. Attach the materials that will be distributed to students. The materials must include the rationale from #4 above and clearly reflect the outcomes and methods detailed in #5 above.

Please submit all materials in electronic form.

Action of the Department

Department Approval

Date

Action of General Education Advisory Committee (comments attached)

Vote of General Education Committee: For _____ Against _____ Abstentions

Chairperson, General Education Advisory Committee

Date

Approval

Associate Vice-President for Undergraduate Studies and Curriculum

Date

Expectations for Eastern Echo Sales Manager

Learning Beyond the Classroom, 2006

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