

College Media Solutions Standard Operating Procedures

1. History & Purpose

a. History: Student media leaders created College Media Solutions after a strategic planning process during the spring of 2006. The new, student-run, advertising agency for all of student media officially launched in fall 2007 as a division of Educational Media Company at Virginia Tech, Inc.. In October 2005, student leaders from the Collegiate Times, the Bugle, and WUVT attended the National College Media Convention in Kansas City. The Collegiate Times business manager, Raheel Khan, learned about a new converged sales operation at Texas Student Media, another multi-media organization. At TSM, one sales team was trained to represent all student media, including multiple print and broadcast outlets. TSM reported that print newspaper sales remained strong while sales of smaller media outlets such as the magazine and radio and television stations increased significantly. Khan urged EMCVT leaders at the Management Advisory Team and Board of Directors to consider adopting the model as a way to strengthen sales for all EMCVT divisions. The Board agreed and directed the MAT to conduct a strategic planning process and present a proposal on integrated selling. Nine student leaders and the professional staff went through a planning process that considered goals, organizational structures, and resources. Key findings of the process included that EMCVT needed to drastically increase sales staffing numbers and needed more space for the sales team than the 265 square feet of the Collegiate Times' business office in Squires 121. The resulting document, the Integrated Selling Proposal, was presented to the board and approved in February 2006. During the 2006-07 school year, EMCVT worked on implementing the proposal for the fall 2007 launch.

b. Purpose: The purpose of College Media Solutions is as follows:

- i. To stay competitive as a business to support the educational mission and ideals of student media for the long-term.
 1. To grow revenue and ad sales company wide.
 2. To help smaller divisions grow revenue at a faster pace.
 3. To create better ways to managing disparities in revenue among divisions.
 4. To ensure the student-run aspect of student media remains strong and financially supported.
 5. To enhance real-world educational experiences for students by adopting cutting-edge industry practices.
- ii. To create a strong brand identity for student media.
 1. To brand all divisions together as EMCVT, while maintaining individual image and niche appeal.
 2. To deter competition with combined strength.

3. To use the brand and the integrated selling experience to efficiently recruit sales team members.

iii. To better serve clients.

1. To add value for customers with bundled pricing and increased market exposure.
2. To make smaller, niche products such as the magazine more appealing.
3. To improve customer service by streamlining and removing duplication of contacts.

iv. To improve efficiency and results of internal operations for both business and educational purposes.

1. To make training programs more consistent and effective.
2. To streamline the management of the sales team.
3. To better utilize our available talent across divisions.
4. To eliminate duplicative efforts that waste time.

2. General Policies

a. Office Hours

- i. The office will be regularly opened from 9 am – 5 pm, Monday through Friday. In order to be able to operate normally an assistant account executive and account executive must be present, as well as a sales floor manager (advertising director, assistant advertising director, or office manager) if schedules permit.
- ii. Inclement Weather & Emergency Policy. As a news gathering organization, the editorial staff must report during inclement weather and emergencies. As support to the news effort, CMS staff should make every effort to report for scheduled office hours unless management declares unsafe conditions. The policy for inclement weather is as follows:
 1. The advertising director is responsible for determining which employees are considered critical personnel.
 2. If classes are canceled/delayed in the morning than the office will open to all day-to-day personnel at the same time classes resume (usually at 10 am). In other words if employees are scheduled to work at 10 am than they are expected to come in at 10 am.

3. If classes are canceled for the day but the Blacksburg Transit is still running, then all critical personnel and management are expected to report to the office in order to meet all deadlines for that day. If for some reason an employee is not scheduled to come in the day after the snow day, then account executives will be expected to come in on their off day to make up for the lost sales day and to proof their client's advertisements.
 4. If classes are running as regularly scheduled but the Blacksburg Transit is not running than employees should keep in contact with the 618 office on an hourly basis or until they feel comfortable enough to drive into the office. (This scenario is highly unlikely because the university would almost never operate if the bus system were down)
 5. If classes are canceled and the Blacksburg Transit is not running than critical personnel will be required to report at a time that is to be determined.
 6. It will be a policy of College Media Solutions that if employees do not feel safe enough to drive or feel that their transportation is unfit to drive in snowy/icy conditions than they will be excused from attending office hours. However, if the bus is running regularly then employees are still expected to make it into the office.
 7. The advertising director is responsible for notifying all employees of exactly what to do in the case that there is serious inclement weather. Employees should check their e-mail every 15 minutes for any updates.
- b. Dress Policy. College Media Solutions employees should:
- i. Dress casually, yet professionally
 - ii. Casual dress shoes are encouraged
 - iii. Khakis, polo and button-up shirts are encouraged.
 - iv. Jeans, shorts, t-shirts are acceptable when they are combined to create an overall professionally presentable appearance.
 - v. Flip-flops, sandals, pants or shirts with holes in them, short skirts or shorts, and revealing clothing (tops and bottoms) are not allowed.
 - vi. Clothing with obscene or offensive language is not allowed.
 - vii. Ties are not required.

c. Meetings:

- i. *MAT*. The advertising director should attend all MAT meetings and prepare the MAT Report with an aging report of all clients 91+ days overdue and the year to date sales reports broken down by each period in comparison to the period's goals. An assistant advertising director should attend in place of the advertising director if he/she is unable to do so.
- ii. *Board of Directors*. The advertising director, as an ex-officio member, should attend all board meetings and be prepared to present the status of CMS as they see fit and bring the year to date sales reports broken down by each period in comparison to the period's goals.
- iii. *CMS Managers*. CMS managers meetings will require attendance by the advertising director, creative services manager, assistant advertising directors, marketing manager, office manager, and any member of the professional staff that would like to attend. They will be held on a bi-monthly basis (or more frequently if necessary). The advertising director should run the meeting and bring an agenda if necessary. The purpose of this meeting is to:
 1. Keep all managers informed on upcoming promotions, goal progress, etc.
 2. Provide feedback to the advertising director of all successes, challenges and problems that need immediate or future attention.
 3. Share ideas for improved processes and generating revenue.
 4. Plan any training needed for the sales staff.
- iv. *Sales Meetings*. Sales meetings should be held on a weekly basis. The advertising director will be in charge of holding and running the meeting. The assistant advertising directors, marketing manager, and all account executives are required to attend. An agenda and all training and promotional materials should be prepared before the meeting. assistant advertising directors should run the meeting in place of the advertising director if he/she is unable to do so. The purpose of this meeting is to:
 1. Keep all sales staff informed of upcoming promotions, goal progress, etc.
 2. Provide feedback to managers of all successes, challenges and problems that need immediate or future attention,
 3. Share ideas for improved processes and generating revenue
 4. Provide on-going training to all sales staff.

d. Building Security. General Policy is as follows:

- i. *Keys/Key Cards.* Full-time professional staff (general manager, Advertising Adviser, Editorial Adviser and Design & Production Adviser) are issued keys that open the front door and Key Cards that can lock and unlock the rear door at 618 N. Main. The accounting coordinator, editorial adviser, and members of student management are issued key cards that OPEN the rear door. All other outer doors and windows are to be closed and locked unless in use.
- ii. *Opening/Closing.*
 1. Opening: The first person to arrive should unlock the front door and turn on lights in the foyer and sales floor. The first member of professional staff to arrive will unlock the back door.
 2. Closing: The last of professional staff to leave the building will ensure that the rear door is locked. The last person in the building is responsible for making sure that the front door is locked and the lights are off in the entire building.
- iii. *Cash Register.* The Advertising Adviser, accounting coordinator or general manager will unlock the register each morning and close it each evening that the office is open. The \$80 bank will be verified each evening and a tape run with that day's cash/checks attached and will be delivered to the accounting coordinator's office.

e. Equipment Usage:

- i. *General Policy:* Because the equipment in the College Media Solutions office is for business purposes, private use of the phone, copier, and computers and other equipment shall occur only with the permission of the advertising director, assistant advertising directors, or professional staff.
- ii. *Computers and Internet.* Selected staff members will be given codes in order to gain access to certain servers and given levels of access in AdManagerPro dependent upon their proficiency and staff position. This is controlled by professional staff with administrative access. Computers and Internet are not allowed for personal use, including but not limited to social network Web Sites (unless for business purposes), shopping, streaming non-EMCVT media, down-loading non-EMCVT multimedia. If other staff members need to access to restricted resources, they should ask the advertising director, assistant advertising directors, office manager, or professional staff for assistance.
- iii. *Copier.* The printer/copier is to be used only for printing office documents that pertain to CMS business, including but not limited to proofs, AdManagerPro documents, e-mails, fliers, reports, general office

documents, etc. The printer/copier is not permitted for school use, including but not limited to Powerpoint slides and notes.

- iv. *Phones*. Office telephones are only to be used for business purposes, including but not limited to calling clients and calling employees for business purposes.
- v. *Cash Register*. The cash register should be used by the office manager or assistant account executives strictly for depositing checks and cash that have been properly documented and processed. The cash register is **not** to be used for refund, petty cash, or compensating clients who claim to have credit on account. Professional staff (advertising director in the case that Professional staff is not present) are the only employees with opening, closing, and reconciliation responsibilities.
- vi. *Color Printer*. The color printer should be strictly used for printing proofs and prospecting advertisements in color.

f. Code of Ethics

- i. Introduction: College Media Solutions staff members, part of a larger media and journalism organization, will uphold the highest ethical standards in dealings with clients, the general public, and each other.
- ii. Gifts and freebies
 - 1. No staff member may accept any gift or favor from clients or the general public.
 - 2. Staff members will direct clients who express interest in trading merchandise or services for advertising to the advertising director, who may authorize trade outs in limited circumstances.
- iii. Truth in advertising
 - 1. Staff members will strive to ensure that all advertising created for or placed for clients is truthful.
 - 2. College Media Solutions will reject advertising that is false or misleading, including but not limited to unsubstantiated claims about competitors, bait and switch advertising, or misleading guarantees or warranties.
 - 3. College Media Solutions will maintain a clear separation between the editorial content of EMCVT and advertising content. Advertising should never influence editorial or vice versa.

iv. Intellectual property

1. College Media Solutions staff members will avoid using the work of others unless specific permission is obtained. This includes:
 - a. Logos
 - b. Virginia Tech trademarks, including the Hokie Bird and the VT logo
 - c. Stock art or photography
 - d. Advertisements from other publications
2. Staff members will advise clients of potential copyright or trademark infringement in art provided to College Media Solutions, and will provide whatever assistance is possible to clients to get the appropriate permissions.
3. If public domain, Creative Commons, or other work for which license is given is used by College Media Solutions:
 - a. The production staff will download and print the license and keep it on file.
 - b. Staff will not remove watermarks or other indicators of ownership unless given permission by the copyright owner.
4. College Media Solutions staff members will avoid using fair use privileges available to them in their academic work for work at College Media Solutions. While experience at College Media Solutions is an educational, co-curricular experience available only to Virginia Tech students, the organization's work crosses over into the commercial realm.
5. Staff members will not use College Media Solutions equipment to illegally download or duplicate music, videos or any other intellectual property.

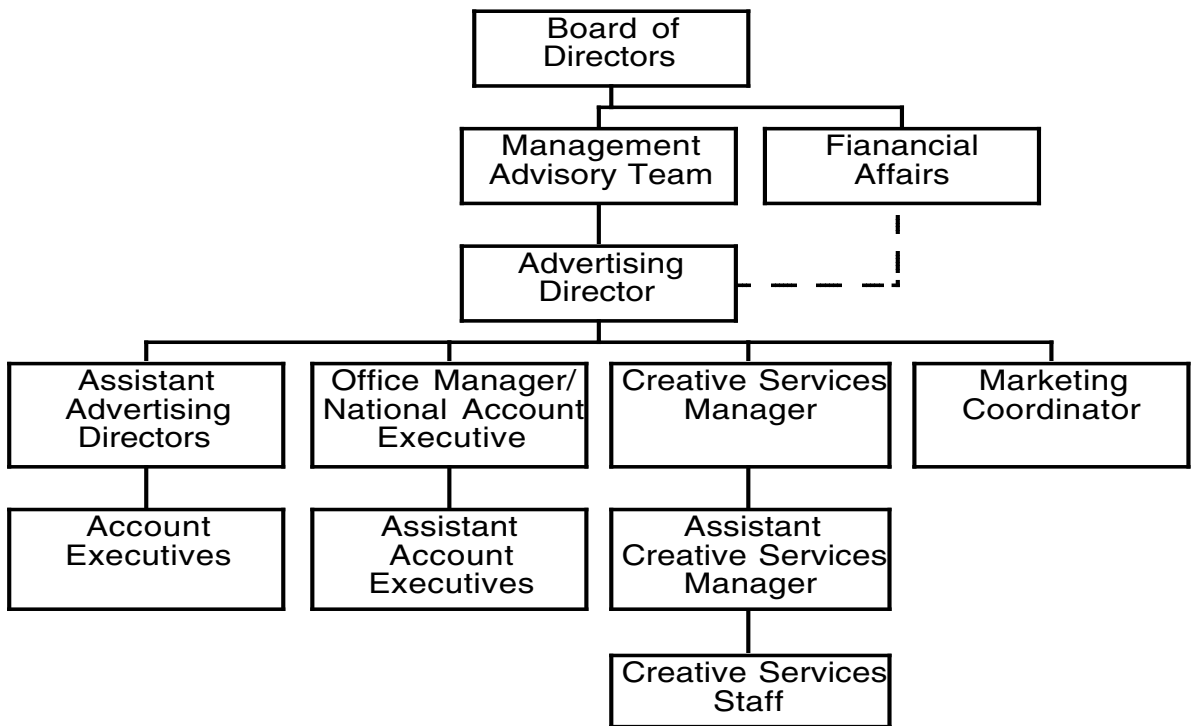
v. Confidentiality

1. College Media Solutions staff members will keep the contents of all advertising confidential until it is published or otherwise appears in a public forum.
2. Staff members will not disclose proprietary information about College Media Solutions clients, including but not limited to budgets, advertising plans, or content.

- vi. Use of College Media Solutions resources
 - 1. Staff members will not misappropriate any resources for personal use, including but not limited to phone calls, copying, and printing.
 - 2. Access cards or codes given to staff members are for their use only and may not be loaned, duplicated, or shared with anyone else unless specific permission is given from EMCVT.
- g. Account List Assignment. Account lists will be assigned by the advertising director and assistant advertising director based on several criteria. Consideration will be given to:
 - i. Account executive experience
 - ii. Service vs. sales accounts
 - iii. Account's previous years' spending
 - iv. Account executives time commitment
 - v. Advertisers expectations

(With these factors in mind, the intent is to make the account lists as fair and equitable to both the account executives and the company as possible.)

3. Organizational Chart



4. Job Descriptions:

- a. *Advertising Director.* The advertising director is responsible for the overall direction and success of the department. As the top leader in the department, he/she will serve as an ex-officio member of the Educational Media Company at Virginia Tech's board of directors and a voting member of the management Advisory Team and Financial Affairs. The Advertising Director is hired by the board of directors. The advertising director's responsibilities include but are not limited to:
 - i. Establish yearly sales goals with division business managers during spring budget meetings.
 - ii. Meet yearly sales goals.
 - iii. Hire, supervise, evaluate, fire and direct the work of all advertising staff not otherwise delegated.
 - iv. Along with assistant advertising directors, establish at least monthly, team ("pod") goals and individual account executive goals.
 - v. With assistant advertising directors, establish client lists for account executives.
 - vi. With department managers and Advertising Adviser, establish, plan and execute training programs. Involve division business managers as necessary to educate on each division.
 - vii. With department managers, plan and execute recruiting and hiring program. Establish rates and bundles for all products.
 - viii. With assistant advertising directors and marketing coordinator, establish, plan and execute marketing program. Marketing program includes media kit, sales promotions initiatives, and special sections.
 - ix. Serve as liaison with other division leaders, holding meetings as needed.
 - x. Run weekly sales meeting.
 - xi. Ensure communication between various departments (production, accounting, sales and marketing).
 - xii. Authorize bi-monthly payroll.
 - xiii. Handle customer complaints and make goods over \$250.

- xiv. Stay in Blacksburg over the summer during his/her term to ensure that the department meets summer revenue goals for operating divisions and to prepare the department for the upcoming academic school year, which includes but is not limited to the preparatory staffing and planning for the training week before fall semester.
 - xv. Other duties as assigned.
- b. *Assistant advertising director(s)*. The assistant advertising director is responsible for supervising a team of account executives and assisting the advertising director. The assistant advertising director will be selected by and held accountable to the advertising director. The assistant advertising director will:
- i. Supervise, motivate, and evaluate a team of account executives.
 - ii. Ensure that prospecting and presentation assignments are completed each week via weekly to bi-weekly one-on-one meetings with account executives.
 - iii. Evaluate and coach to develop account executives' advertising planning and presentation skills through mock presentations and ride-alongs.
 - iv. Facilitate creative work sessions among account executives and creative services staff to produce the highest quality concepts and advertising for clients.
 - v. Report on individual and team sales and prospecting goals at weekly sales meetings.
 - vi. Prepare team revenue reports for advertising director on bi-weekly basis for business meetings.
 - vii. Maintain a high level of professionalism and customer service when dealing with clients and co-workers.
 - viii. Handle customer complaints and make goods up to \$250.
 - ix. Work 15 hours per week.
 - x. Attend all required training, including training week before fall and spring semester begins.
 - xi. Perform other duties as assigned.

- xii. The assistant advertising director will also collaborate with the advertising director to complete the following:
 1. Establish individual and team sales goals for all account executives.
 2. Create and maintain client lists.
 3. Assist in the administration of weekly sales meetings.
 4. Plan and execute recruiting and hiring program.
 5. Establish and execute training program with the help of the Advertising Adviser.
 6. With the advertising director and marketing coordinator, establish, plan and execute a marketing program. The marketing program includes the media kit, sales promotion initiatives and special sections.

- c. *Account Executives.* The account executives are responsible for soliciting advertisements for broadcast and print publications. The Account Executives will be hired by the advertising director and assistant advertising director(s). They are accountable to their designated assistant advertising director ("pod" leader) and to the advertising director. The Account Executives will:
 - i. Plan and sell advertising and underwriting in all EMCVT publications, broadcasts, and other electronic media.
 - ii. Work 15 hours per week and utilize the office hours for developing prospective accounts by learning client business goals, planning advertising calendars and spec ads, and presenting ad plan proposals.
 - iii. Work with Creative Services staff to concept and design highly creative and effective advertising for clients at least weekly.
 - iv. Attend all required training, including training week before fall and spring semester begins.
 - v. Solicit ads from all local businesses according to assigned lists.
 - vi. Solicit new accounts weekly.
 - vii. Ensure that ads are effective marketing pieces, are well designed and do not contain any grammatical or spelling errors.
 - viii. Proof ads every day.

- ix. Ensure that every ad is proofed and approved by the client before publication or broadcast.
 - x. Be responsible for picking up ads when needed, ensuring correct size is picked up.
 - xi. Track contract fulfillment progress for client list and work with clients to ensure that contract lineages are met.
 - xii. Handle complaints and/or requests from advertisers with the help of the assistant advertising director.
 - xiii. Maintain a high level of professionalism and customer service when dealing with clients and co-workers.
 - xiv. Meet sales goals established by the advertising director, assistant advertising director and advertising adviser.
 - xv. Attend weekly sales meetings.
 - xvi. Submit call sheets at said weekly meetings.
 - xvii. Be proactive with servicing customers after the sale (deliver papers; follow up after ads run, etc.)
 - xviii. Perform other duties as assigned.
- d. *Office Manager.* The office manager is responsible for assisting the advertising director and accounting coordinator with select duties and supervising the assistant account executives. The office manager will be selected and held accountable to the advertising director and accounting coordinator each year. The office manager will:
- i. Hire and train the assistant account executive staff.
 - ii. Be highly proficient in the AdManagerPro program and the overall workflow of the office.
 - iii. Work 10 to 15 hours per week.
 - iv. Ensure the office is fully staffed during business hours by creating and maintaining a work schedule for the AAE staff.
 - v. Directly supervise the AAE staff through delegation of tasks, weekly announcements, and monthly meetings.
 - vi. Perform regular AAE duties when necessary according to the availability of the AAE in the office.
 - vii. Work closely with the accounting coordinator to review credit applications and maintain credit records on all advertisers, including but not limited to

communication of increases and decreases necessary to client credit lines.
Assist in resolving advertisers' complaints and/or requests.

- viii. Ensure office is always adequately stocked with office supplies.
- ix. Be responsible for the online classified ads system to ensure classifieds are being entered correctly and classified e-mails are being answered in a timely fashion.
- x. Trains AAE staff on the input of classified ads for walk-in classified customers.
- xi. Attend weekly sales meetings.
- xii. Perform other duties as assigned.
- xiii. Hire and train a successor by the end of the academic year.
- xiv. Maintain a high level of professionalism and customer service when dealing with clients and co-workers.
- xv. Attend all required training, including training week before fall and spring semester begins.
- xvi. Handle national advertisers as follows:
 - 1. Handle all major advertising agency accounts.
 - 2. Write manifests for each insertion order.
 - 3. Enter each ad into AdManagerPro and the Black book.
 - 4. Place white copy and production request with a job jacket in the correct morgue date.
 - 5. Keep a notebook for all insertion orders with copy of corresponding yellows and insertion requests.
 - 6. Work with agency correspondents to insure timely delivery of ad material.
 - 7. Insure that ad material is the correct size, format and is not corrupted.

8. Collect invoices and multiple copies of each publication and shall send invoices and tear sheets each day of the publication in accordance with agency standards and requirements.
9. Work with accounting coordinator to ensure correct allocation of check funds to proper advertisements.
10. Maintain a high level of professionalism and customer service when dealing with clients or co-workers.
11. Attend all required training, including training week before fall and spring semester begins.
12. Perform other duties as assigned.

xvii. Inserts:

1. Cooperate with the Collegiate Times business manager and editor-in-chief to ensure that the ad material is appropriate. (editor-in-chief has final say on inserts to be allowed)
2. Write manifest for inserts.
3. Sign contract and fax to clients to ensure proper insertion in publication
4. Email contact at printer with schedule of upcoming inserts upon receipt of insertion orders.
5. Maintain a list of upcoming inserts on the accounting server for ads production manager.
6. Sign affidavits (upon request) to verify that the inserts were inserted into the publication on the proper date.

xviii. Yearbook and New Student Record:

1. Send Scholastic Advertising required resources during fall semester. This includes: Copy of local yellow pages, copy of university directory, copy of Tech Fundamentals. Previous year's national advertisements run in the yearbook. Recent copy of Roanoke Times Sunday paper.

xix. Classifieds:

1. Edit and approve classified ads at 3:00pm every day.
2. Proof classifieds page for formatting errors and to ensure classified display ads are under correct headings.

3. Respond to clients' questions about classifieds.
 4. Contact clients whose ads are about to expire or have expired.
 5. Develop promotional rates, specials, and materials to promote the print and online classifieds system.
 6. Provide advertising director with classified report for bi-weekly business meetings.
- e. *Assistant account executive.* Assistant account executives provide valuable support for an account executive's clients and their history with CMS. They are expected to know the details basic CMS advertisement placement and be able to answer a client's specific questions. In addition to office responsibilities, an assistant account executive is hired with the intention to move into a position that entails more responsibility, typically an account executive position. assistant account executives are hired by the office manager.
- i. They are accountable to the office manager and to the advertising director.
 - ii. Maintain 12 hours per week in the office.
 - iii. Attend all required training, including training week before fall and spring semester begins.
 - iv. Perform other duties as assigned.
 - v. Office responsibilities, which include but are not limited to:
 1. Answer incoming phone calls and take complete messages.
 2. Greet customers when they come into the office.
 3. Enter ads accurately and completely into AdManagerPro.
 4. Mail/fax media kits.
 5. File paper work.
 6. Send, receive, and sort mail.
 7. Check register and enter incoming checks into the cash register.
 8. Mail daily tear sheets and invoices.
 9. Follow up on "return to sender" tear sheets and invoices.

vi. Assistant Responsibilities:

1. Provide customer care when account executive is out of the office.
2. Verify client and billing information.
3. Assist account executives with preparing call lists, passing out or mailing fliers, gathering data and any other pre-sales work.
4. Follow up with advertising production staff on status of client's ads (i.e. a spec advertisement was sold).
5. Communicate client concerns and ads that did not run to account executives.
6. Attend team meetings when deemed necessary.

f. *Creative Services Manager*. The creative services manager is responsible for all creative aspects of the department. The creative services manager is hired by the Advertising Director each year and is held accountable by the advertising director. The creative services manager will:

- i. Ensure creation and production of all advertisements that will appear in printed publications and on television.
- ii. Oversee the creation of spec ads for Account Executives.
 1. Maintain a record of each spec advertisement sold.
- iii. Supervise, motivate and evaluate creative services assistant manager and creative services staff.
- iv. Maintain a high level of professionalism and customer service when dealing with clients and co-workers or staff.
- v. Work a minimum of 20 hours per week.
 1. Attend all required training, including training week before fall and spring semester begins.
- vi. Perform other duties as assigned.
- vii. Newspaper:
 1. Create the dummy layout while placing the spot color and process color ads on the appropriate pages depending on the number of pages.
 2. Make sure all advertisements are their appropriate size, of best

possible quality and corrected if necessary to meet customer's specifications.

3. Fix all postscript errors.
 4. Communicate publication information to the printer to inform the printer of the number of pages running, color instructions and other special instructions.
 5. Ensure that editorial will not have any problems with advertisements once layout has been turned over.
 6. Must make any last minute changes to the ad layout.
 - a. Is the first person in line to make any last minute changes to the ad layout at the 11th hour.
 - i. If the manager has a prior obligation that prevents them from doing this (i.e. studying for a test), then they must notify the Assistant Creative Services Manager that they are first in line to get the call and delegate another Creative Services staff member that they are second in line. Once the staff members have been notified, then the Creative Services Manager must notify the Editor in Chief and Managing Editor of the change.
 - b. It is recommended that the Creative Services Manager maintain a public calendar with editorial to communicate the contacts for the night for last minute changes to the ad layout.
- viii. *Creative services assistant manager.* The Creative Services Assistant Manager is responsible for knowing all creative aspects of the department and have the ability to step in for the Creative Services Manager if necessary. The Creative Services Assistant Manager is hired by the Advertising Director and Creative Services Manager each year and is held accountable by the Advertising Director. The Creative Services Assistant Manager will:
1. Ensure creation and production of all advertisements that will appear in printed publications and on television.
 2. Oversee the creation of spec ads for Account Executives.
 - a. Maintain a record of each spec advertisement sold.
 3. Supervise, motivate and evaluate Assistant Advertising Production manager and Production Assistants.

4. Maintain a high level of professionalism and customer service when dealing with clients and co-workers or staff.
5. Work a minimum of 20 hours per week.
 - a. Attend all required training, including training week before fall and spring semester begins.
6. Perform other duties as assigned.
7. Newspaper:
 - a. Create the dummy layout while placing the spot color and process color ads on the appropriate pages depending on the number of pages.
 - b. Make sure all advertisements are their appropriate size, of best possible quality and corrected if necessary to meet customer's specifications.
 - c. Fix all postscript errors.
 - d. Ensure that editorial will not have any problems with advertisements once layout has been turned over.
 - e. Must make any last minute changes to the ad layout when called upon.
 - i. Is the second person in line to make any last minute changes to the ad layout at the 11th hour.
 1. If the manager has a prior obligation that prevents them from doing this (i.e. studying for a test), then they must notify the Assistant Creative Services Manager that they are first in line to get the call and delegate another Creative Services staff member that they are second in line. Once the staff members have been notified, then the Creative Services Manager must notify the Editor in Chief and Managing Editor of the change.
 - f. It is recommended that the creative services assistant manager continually maintain a public calendar with editorial to communicate the contacts for the night for last minute changes to the ad layout.
 - g. *Creative services staff*. The creative services staff is responsible for creating

well-designed advertisements for customers who request their ad to be created. They are also responsible for creating house advertisements if necessary. The creative services staff is hired by the creative services manager. They are accountable to the creative services manager and to the advertising director. creative services staff will:

- i. Concept and design high quality creative materials that effectively convey messages for EMCVT clients.
- ii. Work closely with account executives in weekly creative work sessions to concept and design creative materials for clients as ordered or as requested for spec ads.
- iii. Fulfill client expectations for creative work.
- iv. Use a variety of graphics tools to create materials for multiple print, web, and other electronic media.
- v. Provide a proof to the client, via fax, email, or the customer visiting the office, to ensure the ad meets all requirements.
- vi. Make ALL corrections to the created ads if necessary.
- vii. Work 10 to 15 hours per week.
- viii. Maintain a high level of professionalism and customer service when dealing with clients and co-workers.
- ix. Attend all required training, including training week before fall and spring semester begins.
- x. Perform other duties as assigned.
- xi. Newspaper:
 1. Retrieve insertion orders, along with relative artwork and run sheets daily.
 2. Place all advertisements running in the Collegiate Times on the Collegiate Times server in the appropriate run date folder.
 3. Scan hard copies at high quality into the computer.
 4. Move ads from the ad server to the Collegiate Times server.
 5. Print and send proofs if requested by clients.
 6. Create and print 75-s, leaving them at the front desk for proofing.

7. Place ads on the appropriate page.
8. Give borders IF necessary.
9. Fit the ad proportional to the size purchased if able.
10. Arrange classifieds.

h. *Marketing Manager.* The marketing manager is responsible for planning the department's promotions and marketing plans. The marketing manager is hired by the Advertising Director and a member of the MAT. They are accountable to the assistant advertising director(s) and to the advertising director. The marketing coordinator is responsible for:

- i. Along with the assistant advertising director(s) and advertising director, establish, plan and execute the marketing program, including the media kit, sales promotion initiatives and special sections.
- ii. Coordinate and implement marketing and customer service surveys as needed. Give bi-weekly reports to the assistant advertising directors and advertising director on customer service (especially follow up call responses).
- iii. Inform account executive staff of upcoming sales deadlines.
- iv. Create promotional materials that both inform the account executive staff and advertiser of upcoming sales promotions.
- v. Create spec ad examples for specific groups of clients that promote the client group or their events, etc.
- vi. Attend weekly sales meetings.
- vii. Attend all required training, including training week before fall and spring semester begins.
- viii. Work 12 hours per week.
- ix. Perform other duties as assigned.

5. Staff Development

a. Recruitment

- i. *Equal Employment.* College Media Solutions is committed to the principles of equal employment opportunity. Company practices and employment decisions regarding employment, hiring, assignment, promotion, compensation, and other terms and conditions of employment shall not be based on an employee's race, color, sex, age, religion, national origin, mental or physical disability, ancestry, military discharge status,

sexual orientation, marital status, source of income, parental status, housing status, or other protected status, in accordance with applicable law.

ii. Hiring and Dismissal Authority & Procedure.

1. All CMS employees must have a cumulative Q.C.A. of at least a 2.0 to be eligible for employment. If an employer falls short of a 2.0 during their tenure, he/she will be given a one semester probation period. Grades will be checked at the beginning of each semester by the Leadership and Student Organization Programs Office. If anyone falls short of the minimum Q.C.A. requirement twice, the advertising director is responsible for dismissing the individual.
2. The advertising director, creative services manager and office manager hire all staff members. Managers are also responsible for dismissal of staff members. Input will be considered from other staff members and department heads, but all decisions of selection and dismissal are that of the advertising director, creative services manager and office manager. After one verbal warning, a written notice is given. If a consistent problem occurs, the third meeting will be for dismissal of the staff member. An employee can be dismissed immediately depending on the severity of the offense.

- b. Training. All CMS employees are required to attend fall & spring training the week before classes begin.
- i. Who is responsible for training each below: (Reference Training Manuals for details)
 1. *Assistant advertising directors.* The advertising director and Advertising and Marketing Adviser will coordinate the training for the assistant advertising directors. They will be trained on customer service and managing their team of account executives. Refer to the management training manual for specific training.
 2. *Office manager.* The office manager will be trained to properly handle all National Advertising Agency ads, including proper placement and payment of the ads. He/she will also be trained to review and maintain the online classifieds system on a daily basis. The office manager will also be highly proficient in the use of AdManagerPro and be given a high level of access to its overriding functions. Training in AdManagerPro will be conducted for a minimum of two weeks with managerial and professional staff, if the office manager has not previously worked as an assistant account executive.
 3. *Account executives.* The Assistant Ad Directors will be in charge of the training for the account executives with help from the Advertising and Marketing Adviser who will be available for extra help with training and will have ongoing training with the managers and the account executives throughout the year. Formal training sessions will take place the week before classes start every semester. The assistant advertising directors will go over the training manuals for the account executives and also help them work in groups to prospect a client from start to finish including working with creative services to create an ad for the prospect. This would also be an opportune time for account executives to try to reach their next proficiency level. They will also be given instruction by the Editorial Adviser on common laws and ethical problems within the advertising field, and instruction on workflow of CMS. They will also be introduced to the other student media leaders to get to know them and the divisions that they represent with-in EMCVT.
 4. *Assistant Account Executives.* Assistant account executives will be trained by the office manager on the basic day to day duties of the AAE position including but not limited to using AdManagerPro, all office workflow procedures and controls, proper usage of office equipment, tear sheets, billing, invoicing, closing editions, office etiquette. All AAEs should be trained in every duty, regardless of the time that they work, since unforeseen circumstances occur that require certain tasks to be performed at unusual times.

5. *Marketing Manager.* The advertising director and Advertising and Marketing Adviser will coordinate the training for the marketing manager, outlining the goals and ideas for the upcoming semester/s.
6. *Creative Services Manager.* The manager should be familiar with CMS ad workflow, be able to dummy the paper using AdForce, arrange an effective ad stack, build the ad stack using the the digital template, place classifieds, create compelling black and white, spot color, and process color ads, art direct the designers to improve ads, be able to generate and proof randoms of submitted ads, locate pickup ads, make changes to submitted ads when possible, load fonts, know when and why to rasterize ads, generate 75% page proofs, proof color separations, move ads and repair ads immediately before editorial's deadline, demonstrate excellent communication skills, be professional, make critical deadlines, and train the designers. The creative services assistant manager needs the same skill set as the creative services manager.
7. *Creative services staff.* The creative services staff should be familiar with CMS advertisement workflow, build the advertising stack using the the digital template, create compelling black and white, spot color, and process color ads, be able to generate and proof randoms of submitted ads, locate pickup ads, make changes to submitted ads when possible, load fonts, know when and why to rasterize ads, proof color separations, demonstrate excellent communication skills, be professional, and make critical deadlines. The creative services manager is to be in charge of the training for the creative services staff. The design and production adviser will be very active in this training and will also be available for help with the technology and to help train all employees for it. Formal training will take place during the week before classes start each semester. They will learn how to “fig” ads and place them in the correct folders, and to make sure that they are the correct file type, resolution, and that the correct rich black was used rather than process black. They will also be instructed on how to create spot colors ads, VTTV scroll ads, and online ads. The proofing process will also be taught and stressed. They will also help the AEs create a prospect ad campaign and be expected to learn the workflow of CMS and meet the other student leaders from EMCVT.

c. Account Executive Proficiency

i. PROFICIENCY LEVEL DEFINITIONS:

1. Freshmen - Can identify basic facts and terms about Student Media. Needs to study rate card, practice quotes, role-play sales calls. Should not make solo calls without a manager or adviser.
2. Sophomores - Understands the rate card and can accurately quote rates. Is proficient in all paperwork (i.e. insertion/production orders). Has a good understanding of marketing and advertising principles. Should role-play cold calls and closing. Practice presentations with manager or adviser.
3. Juniors – Possesses superior Product and Rate Card knowledge. Good presentation skills. Actively prospects for new business. Should enhance presentation skills, roll-play overcoming objections, increase use of spec ads to up-sell or attract new customers.
4. Seniors - Is consultative with current clients. Possesses superior presentation skills. Uses spec ads regularly to increase revenue. Presents new and creative ideas to increase revenue to managers.

SKILLS MATRIX

Account Executive

Employee _____

Coach/Supervisor _____ Date _____

Job Related Skill	Desired Level	Priority Ranking	Self Assess	Coach Assess	Training Done/Initials
Current Account Relationships	4				
Rate Card Proficiency	3				
Prospecting for New Business	4				
Product Knowledge (All media)	4				
Overcoming Objections	3				
Corrective Action Skills	4				
Sales Presentations	3				
New Product Development	3				
Organized and Prepared	2				
Written Expression	2				
Phone Skills	2				
Workflow Comprehension	2				
Computer Literacy	2				

ii. Account Executive Skill Level Assessment Criteria

1. **Current Account Relationships** - Improving satisfaction levels, quick responses to customer concerns, building trust to assure that we are the chosen media of our clients. Strives for a consultative relationship with customers.
2. **Rate Card Proficiency** – Understands and is able to use the rate card to provide critical information to clients and to accurately quote rates for all media products.
3. **Prospecting for New Business** – Actively seeks out new business by watching the competition for opportunities; is aware of new business openings in the market and approaches them.
4. **Product Knowledge** – Has a clear understanding of all media sold by CMS and can effectively communicate the value of these media to prospective and current advertisers.
5. **Overcoming Objections** – Actively probes to uncover objections and has the ability and knowledge to present materials or data to overcome the objection.
6. **Corrective Action Skills** – Is proactive when there is a problem or concern. Is able to keep the customer and themselves calm and professional.
7. **Sales Presentations** – when done...delivered professionally, appropriate research to answer questions at presentation time, using appropriate media, targeted to specific needs being solved by doing business with us, and asks for the order (closes).
8. **New Product Development** – brings fresh and new revenue generating ideas to management that benefit both the customer and the company.
9. **Organized and Prepared** – Keeps all paperwork and workstations neat and presentable. Has all sales related material available at every sales call.
10. **Written expression** – Maintains a professional image in memos, reports, sales presentation material, emails and all written correspondence both external and internal.
11. **Phone skills** – Projects a professional image, effective use of cell phones, checking for messages. Returns messages within 1 business day.

12. **Workflow Comprehension** – Has a clear understanding of CMS workflow and efficiently fills out and turns in all paperwork necessary for both accounting and production.

13. **Computer literacy** - knowing and using company provided software and hardware.

d. Evaluations.

- i. Advertising Adviser. The general manager conducts an annual evaluation of the advertising adviser, the results of which are reported to the Personnel Committee of the Board of Directors.
- ii. Advertising Director. The advertising director will be evaluated by all staff members at CMS and the evaluations will be reported to the MAT.
- iii. Managers. All managerial staff will be evaluated by the advertising director and those who work directly below the manager.
- iv. Sales Staff. The sales staff will be evaluated by their assistant advertising director team leader and the advertising director.
- v. Support staff. All support staff will be evaluated by the manager they are responsible to and the advertising director.

e. CMS Accounting Procedures:

i. Daily Tasks

1. Office manager should print a Prepaid cash report at the end of the day, to be turned in with any checks and credit cards.
2. Office manager is responsibly for making sure any check, cash, and credit card payments are accurate and accessible at the end of the day.
3. Accounting Coordinator must receive a preliminary runsheet and a copy of that days paper before printing and posting invoices.

ii. Bi-weekly

1. Office manager should make sure front desk payroll has been filled out and given to the accounting coordinator.
2. Office manager should relay any supplies needed for the front desk.

*Note: The office manager does not have to personally oversee these tasks, however the OM is responsible for making sure the front desk staff knows the proper procedures.

f. CMS Payroll Procedures

1. Account executives, Commissions. Reports to be run by Assistant Ad Directors for their pod members.
 - a. Run a Historical Revenue Report on Credits to determine subtractions for Makegoods and Billing Errors.
 - i. Receivables >> Print Historical Revenue Report
 - ii. "By date range:" put in dates of the goal period
 - iii. "Show:" Credits
 - iv. "Print:" Detail
 - v. "Include:" check all (leave checked)
 - vi. "Sorted by:" a) Transaction Code b) Date
c) Customer d) None
 - vii. "Restrict by:" Can leave all checked, do not need to restrict
 - b. Run a Sales Report of Ads Taken to determine the sliding scale commission from the sales the AE has made in the "Goal Period" (GP).
 - c. Run a Sales Report of "Ads Taken" in the GP. Ads >> Print Sales Report. For example, to do September 16th payroll, which covers to GP of August 1-15, run an Ads Taken report for those dates.
 - d. Check for any ads mistakenly not under the sales person's name in undefined or counter; add in any stray ads to the Sales Person's total.
 - e. Subtract any ads taken that were credited for billing errors or make goods
 - f. Enter AE sales taken dollar amounts into the Goal Period payroll spreadsheet in the "Achieved" column.
 - g. Take the commission percentage earned for that GP and enter it into the payroll spreadsheet for EMCVT.
 - h. Run a sales report of "Ads Published" to determine the revenue base for commission for the pay period (PP)
 - i. Run a sales report of "Ads Published" for the PP. Sort it by sales person.
 - j. Check for any ads mistakenly not under the sales person's name in undefined or counter; add in any stray ads to the sales person's total.

k. Subtract credits for billing errors and makegoods.

l. Enter the sales person's total amount for the PP in the EMCVT payroll spreadsheet.

g. Advertising/Underwriting Acceptance

- i. The ad director should consider ads, words, or images that might deeply offend the community and refer such ads to the respective division's editor-in-chief or general manager for a discussion/decision.
- ii. CMS is dependent upon the management of other divisions to provide publication calendars and broadcast schedules in order to effectively schedule advertising.
- iii. The business managers and general managers of each division should provide their schedules as soon as they are finalized for the fall, spring and summer. The successful sale of each divisions advertising is contingent upon timely reception of all calendars/schedules.

h. Deadlines

i. CT Deadlines

1. The Collegiate Times advertising deadline for the daily edition and theme pages will be three business days prior to publication at 3 p.m.
 2. The Collegiate Times advertising deadline for special sections will be seven business days prior to the publication at 3 pm.
 3. The advertising deadline for inserts into the Collegiate Times is thirteen business days.
 - a. Copy of insert delivered to CMS ten business days prior to publication; and
 - b. Inserts delivered to the printer five business days prior to publication
 4. The deadline for Out of Home advertising is ten business days .
- ii. WUVT: The advertising deadline for WUVT is five business days prior to the first broadcast.
 - iii. VTTV:

1. The advertising deadline for VTTV scroll is five business days prior to the first broadcast.
 2. The advertising deadline for VTTV video scroll is one month prior to first run (if the video is for purposes of advertising with VTTV).
- iv. The advertising deadline for Silhouette and The Bugle will be determined by the advertising director, editor-in-chief, and business manager of each division at the beginning of the school year.

7. Professional adviser : The advertising and marketing adviser reports to and is under the direction of the general manager of EMCVT. The adviser is responsible for directing a strong program of recruitment, training, feedback, and support that fosters the highest professional standards; achieves sales goals as set by the company leadership; and serves clients with multi-media advertising and underwriting. The adviser works closely with the student advertising director and other student managers to develop the skills necessary to manage and train student staff members. The adviser trains and assists the student advertising director while developing client lists, sales goals, prospects, and other organizational tools.

The adviser does not make content decisions related to advertising or underwriting; nor does the adviser perform other duties that are the responsibility of the student advertising director.