



Journalism Education Association
Integrated Marketing Communication Plan

April 30, 2025

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1. Executive Summary

This integrated marketing communication plan for JEA discusses the marketing, communication and public relations information for JEA. The Journalism Education Association's Integrated Marketing Communication Plan provides a strategic roadmap to increase awareness, engagement, membership within a volatile and complex educational landscape and drive advertising sales. With journalism and teaching careers facing declines, JEA must remain responsive and focused to support journalism educators nationwide through robust programming. JEA's primary target audience is high school journalism and media advisers who are women aged 34–54 who seek meaningful professional development, classroom resources and connection with the journalism community. This strategic plan addresses their needs and desires while expanding JEA's reach through modern communication channels, audience segmentation and responsive messaging.

Supported by detailed metrics and competitive research, the plan integrates SMARTIE goals, an audience-centric communication strategy and a marketing mix that positions JEA as the leading authority in scholastic journalism education. By leveraging high-performing digital platforms like Instagram, LinkedIn and newsletters while realigning content strategies on underperforming channels, JEA can maximize visibility to drive membership. Strategic partnerships with regional and state scholastic press organizations, automated email campaigns, SEO optimization and utilizing Google Ad Grant can further extend reach. With a clear set of key performance indicators and evaluation tools, this plan ensures JEA's efforts are measurable, impactful and align with educator needs, program goals and organizational sustainability. Execution is critical for long term success for desired outcomes.

2. Situation Analysis

The Journalism Education Association, the nation's largest organization for scholastic journalism educators, operates within a shifting landscape marked by declining employment trends in both journalism and education. According to the U.S. Bureau of Labor Statistics, employment for news analysts, reporters and journalists is projected to decrease by 3% between 2023 and 2033, while high school teaching positions are expected to decrease by 1%. These volatile trends support the need for JEA to remain flexible and forward-thinking as it supports advisers, educators and journalism programs across the country to remain agile.

JEA's membership includes more than 2,300 individuals, with its strongest regional presence in states like Texas, California, Illinois and Florida. The core audience consists of high school journalism and media educators, predominantly women aged 34–54. These educators are often highly dedicated professionals juggling multiple roles in under-resourced schools. They rely on JEA for curriculum support, community, advocacy and professional recognition. A secondary audience includes college librarians, journalism education faculty, yearbook companies, donors and regional scholastic press associations.

Despite strong member engagement, the competitive landscape is crowded. JEA faces pressure from well-established organizations like the Columbia Scholastic Press Association, Quill and Scroll, National Scholastic Press Association and the Dow Jones News Fund, as well as educational platforms like News Literacy Project and PBS Student Reporting Labs. To maintain relevance and growth, JEA must differentiate its marketing position through its educator certifications (CJE/MJE), advocacy work, community-building and comprehensive programming including national conventions, digital media resources and curriculum support.

As JEA continues to develop its advocates — internal stakeholders like members and volunteers, strategic marketing efforts must guide prospects from awareness to advocacy. Effective tactics include collaborating with state and regional scholastic press organizations, targeting educators through social media ad campaigns, expanding B2B outreach and strengthening data-informed decision-making. By reinforcing its value proposition, amplifying high-impact programs and nurturing member relationships, JEA is well-positioned to strengthen its brand, grow its base and advance its mission in an evolving landscape.

Mission Statement

The Journalism Education Association supports free and responsible scholastic journalism by providing resources and educational opportunities, by promoting professionalism, by encouraging and rewarding student excellence and teacher achievement, and by fostering an atmosphere that encompasses diversity yet builds unity.

Vision Statement

The Journalism Education Association is a dynamic, adviser-focused organization serving a diverse media community. To develop and support effective media advisers, JEA must protect scholastic press and speech freedoms of advisers and their students; provide an environment that attracts, develops and retains the best educators in the profession; build diversity at the scholastic and professional levels; promote and demonstrate educational use of the latest technologies and provide innovative, consistent and quality services.

Core Values

- Pedagogy
- Advocacy
- Innovation
- Community
- Excellence

SWOT Analysis

Strengths

- Breadth of outreach communication
- JEA's rich network of industry professionals
- Established Reputation — founded in 1924, JEA is a trusted leader in scholastic journalism education.
- Strong Membership Base — ~2,300 members, including journalism educators across the U.S. and internationally.
- Diverse Educational Offerings — curriculum, certification programs (CJE, MJE), mentoring and other professional development opportunities.
- Major Events & Conventions — conventions and competitions (NSMC, Quiz Bowl, Scholastic Journalism Week) enhance visibility and engagement.
- Advocacy & Press Freedom — strong partnerships with SPLC and other organizations to support student press rights.
- Print & Digital Resources — C:JET magazine, curriculum resources and online databases provide value to members.
- Strategic Partnerships — collaborations with organizations like NSPA and other journalism education groups amplify impact.

Weaknesses

- Limited Public Awareness — while well-known in the journalism community, JEA may lack broader recognition outside of its core audience.
- Financial Dependence on Membership & Conventions — revenue relies heavily on membership dues, convention attendance and sponsorships.
- Resource Constraints — relatively small staff limits the capacity for expanding initiatives and programs.
- Engagement Gaps — some states and state directors are not as active, leading to inconsistent engagement across nation.
- Technology & Digital Adaptation — need for continuous improvement in digital offerings, such as website navigation and social media engagement.

Opportunities

- Large marketing gap connecting organizations, whose goals align with JEA, seeking to engage with high school students as main target audience.
- Expanded Digital Engagement — increased use of webinars, podcasts and online courses to reach a broader audience.
- Growing Interest in Media Literacy — rising concerns about misinformation create opportunities to position JEA as a leader in media literacy education.
- Enhanced Industry Partnerships — strengthening relationships with media organizations and tech companies to provide more resources and funding.
- Alumni & Legacy Engagement — developing stronger ties with JEA alumni for mentorship, fundraising and brand advocacy.
- Grant & Sponsorship Expansion — seeking additional grants or sponsorships to diversify revenue streams.
- International Growth — expanding outreach to journalism educators beyond the U.S. to increase membership and impact.
- Career & Internship Support — strengthening job and internship placement resources for students and educators.

Threats

- Declining Scholastic Journalism Programs — budget cuts and administrative decisions threaten journalism programs in federal funding of schools.
- Competing Educational Organizations — other journalism or media education groups could attract potential members.
- Shifts in Journalism Industry — rapid changes in digital media, AI and newsroom layoffs may impact how journalism is taught.
- Journalism community trends — recession or funding cuts in education could affect membership, sponsorships and convention attendance.
- Legislative Challenges — policies restricting press freedom or limiting student expression could undermine JEA's advocacy efforts.

Marketing Trends (education, journalism, technology and demographics)

The volatility, uncertainty, complexity and ambiguity of these marketing trends support the further analysis of JEA's market share to help the organization remain competitive. Despite the U.S Bureau of Labor Statistics reporting a decline in employment of news analysts, reporters, journalists, and educators, there are indicators that predict success for nonprofits. According to the University of Southern California (2023), 91% of Millennials (ages 18 to 29) prefer brands associated with a good cause compared to the US average of 85%. According to Cole and Amanda (2024) nonprofit fundraising is set to increase 3.4% in 2024 and 2025.

High school journalism educators, from the newest to the most experienced, make up the majority of the 2,300 members of Journalism Education Association. A secondary audience includes professionals — college librarians, yearbook printing companies, college journalism education leaders, state and regional association directors. In subsequent sections of the integrated marketing communication plan, there will be more information on JEA's audience demographics.

Competitive Analysis

JEA operates in a niche space as the largest scholastic journalism organization for educators in the U.S., offering professional development, certification, curriculum resources and student recognition opportunities. Its closest peer competitor is the National Scholastic Press Association (NSPA), which similarly provides contests, conventions (which JEA partners with NSPA) and journalism support. NSPA membership begins at \$99, while JEA membership starts at \$90, offering a slightly more cost-effective entry point for educators. Unlike NSPA, however, JEA places a stronger emphasis on adviser certification (CJE and MJE), robust educator-focused curriculum and press rights advocacy.

In this landscape, JEA can continue to differentiate its marketing position by emphasizing its certification pathways, advocacy groups, exclusive educator resources and national community of support — particularly valuable to advisers in under-resourced or rural schools. Connecting with this market is critical.

List of competitors

- Columbia Scholastic Press Association (CSPA)
- Quill and Scroll International Honor Society for High School Journalists
- Scholastic Journalism Organizations by State
- Dow Jones News Fund
- School Newspapers Online (SNO Sites)

- High School Journalism Summer Workshops
- National Scholastic Press Association (NSPA)
- Educational Publishing Platforms (NewseumED, PBS Student Reporting Labs, Facing History and Ourselves, News Literacy Project, etc....)

Past Marketing Performance (Metrics, insights from recent campaigns)

In the first quarter of 2025, JEA had its first communication audit and quarterly metrics report. Based on the metrics report, there were key findings that will help uncover audience demographics, psychographics and their communication preferences for message design and channels of distribution. These key findings include:

- Instagram followers had a 19.94% increase from Q4 2024 (2,859) to Q1 2025 (3,429)
- Facebook followers had a 4.05% increase from Q4 2024 (4,514) to Q1 2025 (4,697)
- LinkedIn followers had a 40.95% increase from Q4 2024 (398) to Q1 2025 (561)
- Linktree implementation has proven successful with over 366 views and 274 clicks since we launched it last Nov.
- Newsletter subscribers had a 17.3% increase from Q4 2024 (18,500) to Q1 2025 (21,700)
- Website traffic fell 19% from Q4 2024 (138,439 visitors) to Q1 2025 (111,516)
- X followers fell 2.56% from Q4 2024 (4,618) to Q1 2025 (4,500)

To maintain and build on this momentum, JEA should continue to leverage its internal stakeholders in engagement efforts and emphasize high-performing platforms like LinkedIn and Instagram. Additionally, by prioritizing strong calls to action in email newsletters, can help drive website conversions. Collaboration with program areas and affiliate organizations can extend JEA's reach. If engagement on platforms like X continues to drop, reallocating resources or adjusting the content strategy may be warranted. Additionally, JEA should explore tactics such as SEO enhancements, strategic partnerships with regional scholastic press associations and maximizing its Google Ad Grant to help increase website traffic. Ongoing integration of key performance indicators will be essential for measuring engagement and refining marketing efforts moving forward.

Qualitative Research from Internal Stakeholders

Throughout the year, JEA's internal stakeholders (volunteers, members, etc.) are provided with multiple opportunities to express concerns and engage directly with leadership regarding the association's programs, services and operational procedures. While a formal post-convention feedback survey is in place, stakeholders also utilize other key touchpoints such as the semiannual report, board meetings, general membership meetings and state director reports to communicate their perspectives. The following qualitative statements illustrate recurring themes and needs expressed by internal stakeholders, offering valuable insight into the current organizational climate.

Membership

"As of March 8, Georgia has 40 active JEA members, a sharp decrease from 53 last year and 48 the year before, as noted in previous spring director's reports. Despite lapsed memberships, I continue to reach out to those who have been active within JEA since I took over as state director," shared David Ragsdale, CJE, Georgia State Director, for the fall 2024 semiannual report.

Run recruitment drives in low-membership regions like Oklahoma, South Carolina, Pennsylvania and Connecticut using digital ads, mailers or state focused initiatives (Partner Project, AI or other JEA programs). Contributors, Veronica Purvis, DBA, CAE, JEA's Executive Director; Sue Flaming, CJE, Oklahoma State Director; Cyndi Hyatt-Crothers, CJE, Pennsylvania State Director; and David Fortier, Connecticut State Director, for the fall 2024 semiannual report.

Incentivizing contest volunteering and membership call to actions (completing a survey, grand prize for state with largest membership, referrals, etc...). Contributors, Cindy Horchem, CJE, JEA's Business and Projects Coordinator, during the spring 2025 board meeting and Nancy Smith, MJE, Contest Committee Chair for the fall 2024 semiannual report.

Marketing Collateral

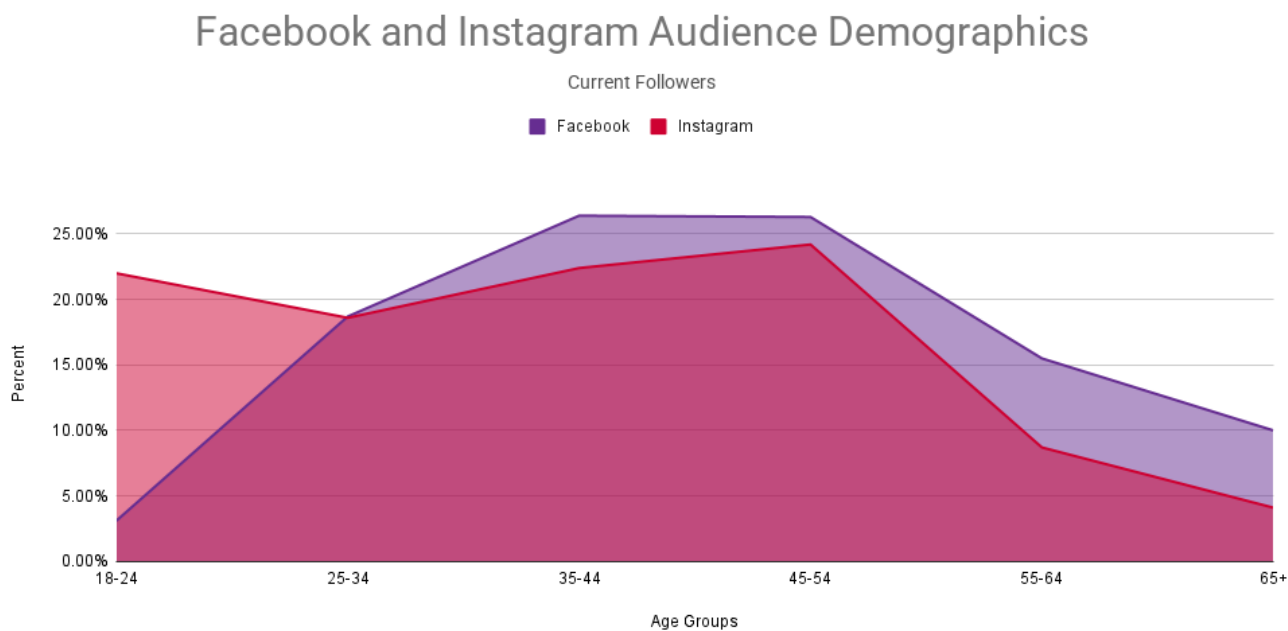
"We sent our nearly 100 "save the date" postcards to high schools in December. Last year we sent postcards targeting Southeast Louisiana, and we felt it was a great success and boosted our numbers for the Spring JEA/Loyola Conference," shared Albert Dupont, Louisiana State Director, for the fall 2024 semiannual report.

"Possibly create a postcard or flyer of some type to either mail on its own or to enclose with the spring C:JET mailing," shared Cindy Horchem, CJE, JEA's Business and Projects Coordinator, during the spring 2025 board meeting.

3. Target Audience Analysis

- Current Members
- Prospective Members
- Students
- Donors
- Partner Organizations
- Sponsors
- State Directors, committee chairs, volunteers

The most frequent age range for JEA's audience social media presence is women, ages 34-54. It is important to note women make up nearly 70% of JEA's audience. This data is congruent with the National Center for Education Statistics (NCES) research, which shows 77% of teachers are women, while men account for about 23% (Schaeffer, 2024). Over 98% of email opens are completed on a desktop. The most popular website traffic sources JEA's audience is using consist of Windows, Mac, iOS, Android, Google Chrome and Linux, respectively. Therefore, the research supports JEA's primary target audience as high school journalism and media educators ages 34-54 (see figure below).



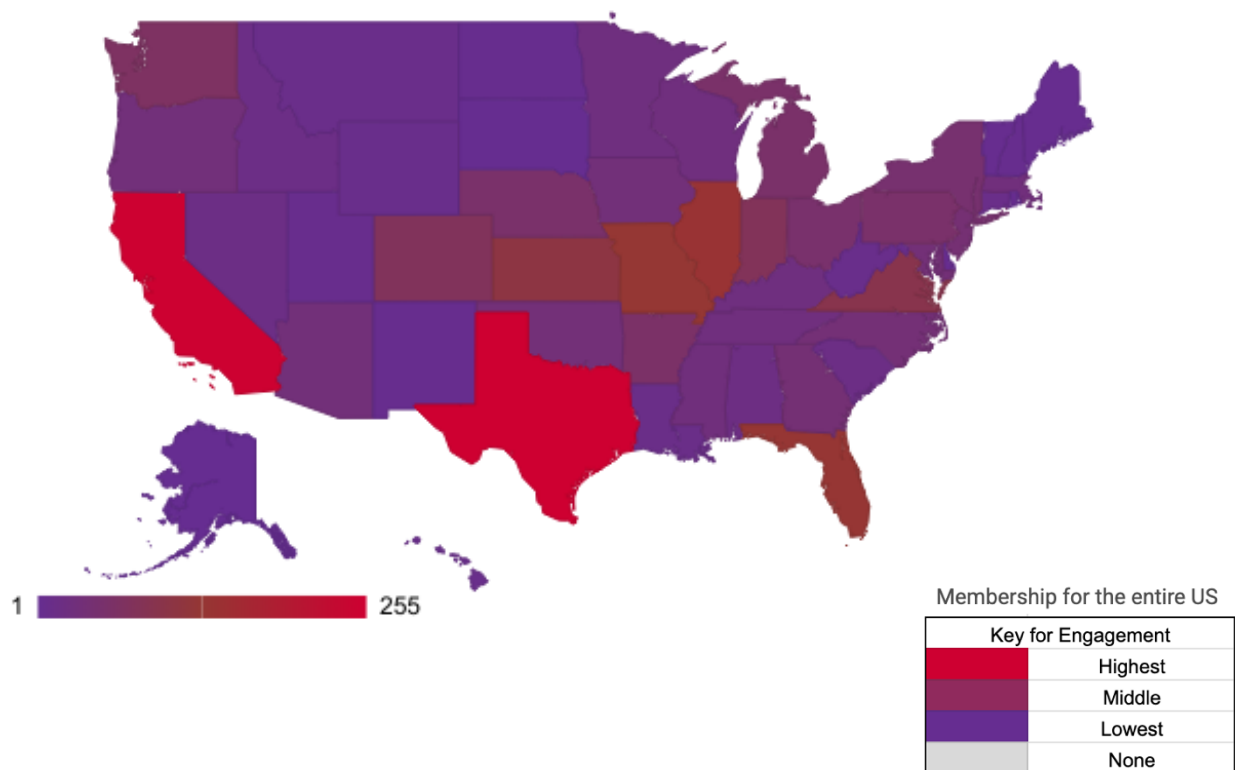
**Facebook and Instagram Audience Demographics are populated through Meta Business Suite, from Jan. 1, 2025 – March 28, 2025. This data reflects followers on JEA's Instagram profile and Facebook page.*

JEA's core audience is composed of passionate, mission-driven educators who are deeply committed to student success and the principles of responsible scholastic journalism. These advisers are often lifelong learners who actively seek professional development opportunities to

enhance their programs. Whether through pursuing JEA certifications (CJE or MJE), participating in national conventions or engaging in mentorship, they are highly motivated to grow and stay informed. They value community and connection, often leaning on peer support via social media groups, forums and listservs to exchange ideas, troubleshoot challenges and celebrate wins. These educators are also very practical — they seek actionable resources, curriculum guides and tools that save them time and streamline their workflow in busy classroom environments.

The Journalism Education Association’s top 12 states by membership reflect a strong national presence, with significant engagement across various regions. Leading the list is Texas, with 255 active members, closely followed by California with 253, showcasing the organization’s strength in two of the most populous states. Illinois (137), Florida (130) and Missouri (128) round out the next tier, each contributing a substantial number of members. The Midwest and Plains regions are also well represented with Kansas (107), Indiana (78) and Michigan (55). On the East Coast, Virginia stands out with 94 members, while Colorado (75) and Washington (65) illustrate steady engagement in the West (see chart below). Arkansas, with 58 members, completes the top 12, highlighting JEA’s continued reach and relevance in both urban and rural education communities. These numbers underscore the breadth of JEA’s impact and the importance of regional support and outreach to sustain and grow scholastic journalism programs nationwide.

JEA Membership Map



JEA Membership Drill Down*

Texas	California	Illinois	Florida	Missouri	Kansas	Virginia	Indiana	Colorado	Washington	Arkansas	Michigan
255	253	137	130	128	107	94	78	75	65	58	55

**Membership Drill Down pulled from Q1 Analytics report, data pulled from JEA's membership database, Growth Zone March 11, 2025.*

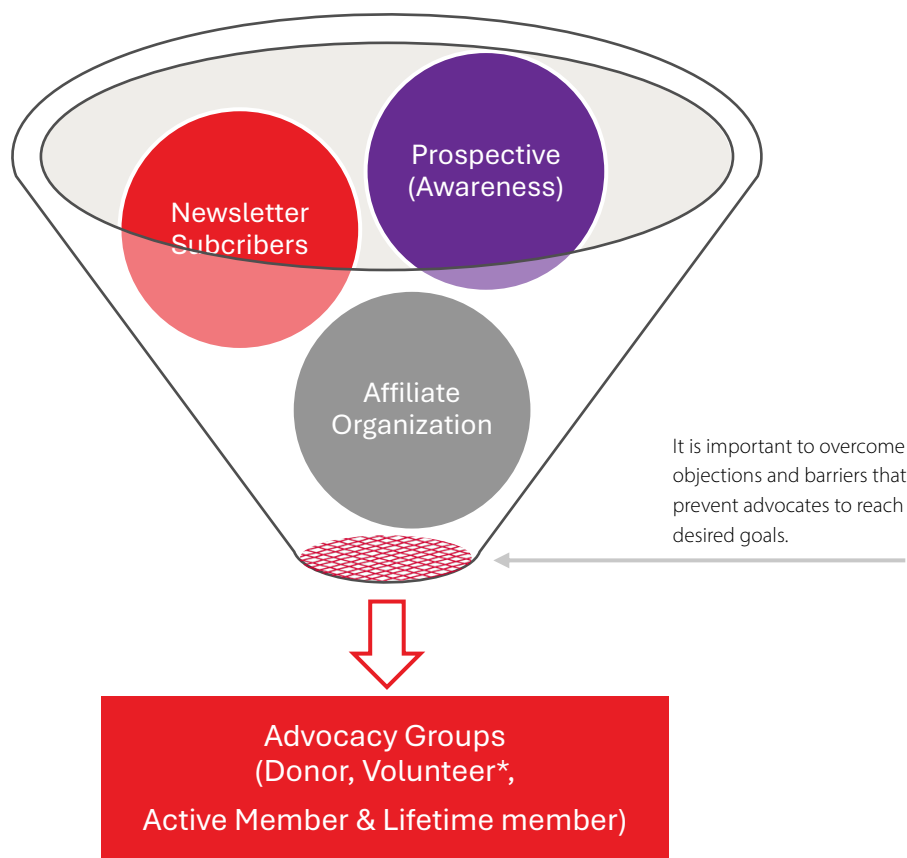
Despite their dedication, JEA members often face significant challenges in their roles. Many journalism educators work in underfunded programs with limited access to updated technology or administrative support. Some advisers operate in districts without strong legal protections for student press rights, making them especially vulnerable to censorship or content suppression. Others balance journalism responsibilities with full-time English or media teaching loads, leaving little time for curriculum planning or program development. These constraints are compounded by a general lack of awareness or understanding within their schools and communities about the value of scholastic journalism and student voice.

To remain engaged and empowered, journalism educators look for three key forms of support: recognition, resources and relationships. They are driven by opportunities for validation — through awards, student contest results, certification programs and social media shoutouts. They want access to classroom-ready materials that align with current trends and standards, including lesson plans, legal/ethical guidance and technology tutorials. Perhaps most importantly, they need a supportive network where they feel seen and understood. JEA helps fill this gap by fostering community, offering leadership pathways and serving as a national advocate for scholastic press freedoms. Additionally, this audience values efficient and intuitive access to information — such as infographics, newsletters and on-demand trainings — that help them meet their goals without adding to their already full plates.

To connect with our target audience more, there are a few tactics JEA can explore. Connecting with prospective members by attending state and/or regional scholastic press associations (MSPA, SIPA, CSPA, NSPA, ILPC, etc.). Joining adviser-only Facebook Groups or LinkedIn education circles and sharing information with high schools and universities. JEA can also leverage data to help target ads to “Journalism educators,” “Media Adviser,” “Age 34-54,” and state press association membership lists through B2B business education. By implementing these changes, JEA can increase its breadth of communication, increase awareness and add prospective audiences into the marketing funnel to eventually become JEA advocates (members, advertisers, donors and/or volunteers).

JEA Advocacy Funnel

A marketing funnel represents the journey potential members, sponsors or participants take from initial awareness of JEA to active engagement and long-term commitment. At the top of the funnel, broad outreach efforts — such as social media campaigns, newsletters and website content — build awareness and attract journalism educators and supporters. As they move down the funnel, more targeted messaging is disseminated, valuable resources and engagement opportunities (like webinars, workshops and conventions) to nurture future interest and encourage deeper involvement. The decision stage focuses on converting interest into action, whether through membership enrollment, event registration or sponsorship commitments. Finally, at the advocacy stage, JEA fosters long-term relationships by delivering ongoing value through professional development, networking opportunities and advocacy efforts. A well-structured marketing funnel ensures that JEA effectively reaches and sustains a dedicated community of journalism educators and allies.



*Volunteer is an umbrella term which constitutes groups of folks such as committee chairs, state directors, board members, etc....

Retention of advocacy groups is critical. JEA supports advocacy groups through programs, resources, tools and events. It is important to develop working relationships with advocacy groups to manage their needs and expectations. Given JEA's staff size, bounded rationality,

meeting every demand is not feasible, which makes survey methodology critical to assess trends. It is critical to accurately assess obstacles and improve infrastructure where they present a challenge for advocacy groups to feel supported through resources, tools and knowledge for their important work.

4. Communication Objectives

Goals (overview)

Kelman and Eagly (1965) posit that communication outputs can impact an individual's behavior, attitude and perceptions. In 2015, Holtzhausen and Zerfass confirmed this, noting that influencing the levels of knowledge (awareness), changing or maintaining attitudes and influencing the behaviors towards issues, products or services remain the preferred outcomes for strategic communication. Adapting these scholarly principles in communication strategy is critical. For JEA's communication goals, it's scholarly support to compartmentalize JEA's goals as behavioral, awareness and attitudinal. Below are JEA's general communication goals. We operationalize the independent variable as people, stakeholders, volunteers, members, etc.... and the dependent variables as JEA's communication channels, outputs, programs, products and services.

Behavioral goals — goals relating to change in independent variable's interactions with JEA.

- Retention members
- Member engagement
- Enhancing user experience through programs, resources and tools
- Increase registration for conventions
- JEA Store
- Increase fundraising and giving
- Increase traffic to JEA website
- Increase membership

Awareness, outreach & public relation goals — goals that directly impact independent variable's knowledge of JEA.

- JEA awareness
- Identifying target publics and communicating information to all audiences*
 - Prospective (Newsletter subscribers, Dropped members, social media followers)
 - Advocates — (Committee chairs, state directors, board members, volunteers and donors)

*Publics are not mutually exclusive, publics can overlap (i.e. an advocate, committee chair can also be an active member).

- Relationship and community building with opinion leaders, influencers, donors, stakeholders and press
 - Program awareness and information (Partner Projects, JEA Curriculum, Awards, Outreach Academy, C:JET, Certification, Mentoring, Digital Media Library, Student Press Rights Center and more. . .)
 - Internal vs. External press kits and resources

- Feedback loop
 - User generated content campaign
 - Member survey
 - Convention survey
 - Program survey
- Membership Drive

Attitudinal and comprehension goals — goals that directly impact independent variable's perception toward JEA.

- Education and membership benefit comprehension
- Prospective membership comprehension of JEA's culture
- Survey methodology (Qualtrics) to measure target audiences' attitudes, behaviors and perceptions toward JEA.

SMARTIE (specific, measurable, achievable, relevant, time-bound, implementation and evaluation — Evaluation listed in Evaluation section.

1. Increase Membership and Outreach

- Objective: Increase JEA membership (new or lapsed) by 300 by end of Q2 end of 2026.
 - Tactics:
 - Launch Membership Drive campaign aimed at reaching advisers and promoting JEA as a critical resource for media literacy in classrooms to schools and universities. The elements of the drive include:
 - Address barriers to membership renewal
 - Streamline the membership sign-up process for institutions to purchase memberships for teachers, promoting bulk membership packages.
 - Challenge state directors and board members to recruit two new members by end of Q2 end of 2026.
 - JEA HQ provides advocates with a welcome package (25 JEA brochures, a shirt, 10 post cards and social media tool kit) to streamline story telling
 - Leverage email marketing automation for reminders, re-engage with lapsed members
 - Geo-targeted campaigns for low membership states (Oklahoma, South Carolina, Pennsylvania and Connecticut) using digital ads, mailers or state focused initiatives (Partner Project, AI or other JEA programs).
 - Leverage Growth Zone as a sales funnel management system to help grow membership.

- Leverage Google Ad Grant strategically - Target search queries like "journalism teacher resources," "media curriculum," "high school yearbook help."
 - Collect and segment attendee data from NHSJC and Advisers Institute (including non-members), follow up with non-member presenters, advisers or vendors who interacted with JEA.
 - Geotarget JEA advertisement and provide promotional materials to regional conventions for distribution (CSPA, American Society of Journalists and Authors Conference, Midwest Journalism Conference, etc....).
 - Leverage LinkedIn Outreach and Meta business suite to target professionals with outreach messages or promoted posts.
- Objective: Enhance member retention and involvement by end of Q2 end of 2026.
 - Tactics:
 - Engage with inactive members by inviting them to participate in committees, projects or special tasks.
 - Leverage the "Rising Stars" and state directors to recommend new members for involvement opportunities.
 - Introduce new members to volunteer opportunities through personalized outreach and special mentions at conventions.
 - Implement a JEA Membership Survey.
 - Create networking opportunities where state directors with low state membership can connect with state directors with high state membership to share resources.
 - Establish incentives for state directors who refer colleagues, especially in junior high, underserved schools and state with low membership.
 - Create a semi annual virtual "town hall" where state directors, new members and committee chairs can come together and have a productive conversation.
 - Create a new state director welcome package with qualitative/quantitative research from leading states with highest membership to distribute to new state directors.
- Objective: Improve communication and education for new members by end of Q2 end of 2026.
 - Tactics:
 - Implement a monthly "Meet the New Member" social media series to introduce new members and highlight their contributions.
 - Create a network of new member advisers to provide peer support and education on JEA's offerings or a new members subscription list.
- 2. Increase Awareness and Perceptions
 - Objective: Increase awareness of JEA and its benefits among prospective members by end of Q2 end of 2026.
 - Tactics:

- Develop comprehensive content (e.g. explainer videos) to break down JEA's mission and programs.
 - Create social media content showcasing member success stories, including state directors, certification (MJE, CJE) and student contest winners.
 - Promote testimonials from current members on JEA's website and social media to highlight value and personal experiences.
- 3. Increase Member Engagement Across Platforms
 - Objective: Increase social media following and newsletter subscriptions by end of Q2 end of 2026.
 - Tactics:
 - Encourage members to take photos with their awards and tag NHSJC for greater visibility.
 - Run social media contests (e.g., photo or writing challenges) with prize incentives to encourage User Generated Content.
 - Promote monthly curriculum newsletters, highlighting current events, journalism tips and exclusive content from specialists.
 - Leverage Google Analytics and social media insights to measure content engagement and optimize posts.
 - Connect with journalism influencers and journalism Facebook groups for B2B marketing and sharing of success stories, membership, awards, NHSJC, contests and opportunities for students and advisers.
 - Showcase alumni/advocates (award/grant recipients, previous board members, lifetime members) are doing today and how Jea has made an impact toward this.
- 4. Increase JEA donors
 - Objective: Fundraise at least \$1,200 from JEA donors by end of Q2 (June) 2026.
 - Tactics:
 - Use your CRM (Growth Zone) to segment past donors, lapsed donors and high-engagement members.
 - Improve your donation page by highlighting specific programs donations support (e.g., Outreach Academy, curriculum development, student contests).
 - Add JEA's charity navigator score, testimonials, visuals and a progress bar for donation goals on the donation webpage.
 - Provide JEA Audit on website to increase charity navigator score/
 - Publicly thank donors in newsletters, on social media and on your website.
 - Feature donor spotlights or a "Why I Give" campaign to build community and inspire others.
 - Run short-term themed campaigns tied to events like Scholastic Journalism Week or Give Back Tuesdays.
 - Alumni and award winner engagement - Reach out to past contest winners, CJE/MJE-certified educators and Outreach Academy participants.
 - Mail donor post cards 1-2 weeks before Giving Tuesday.
 - Insert member card for donate in NHSJC program books or C:JET.
- 5. Increase C:JET sales

- Objective: Secure at least \$12,000 in revenue of ad sales by end of Q2 (June) 2026.
 - Tactics:
 - Adding lead generation (contact form) on C:JET website,
 - Leverage Growth Zone as a sales funnel management system to help generate leads.
 - Quantify JEA's influence and make metrics easily accessible on JEA's website, C:JET, media guide and on social media for potential advertisers (jea.org averages ~40,000 views per month, JEA has ~21,700 newsletter subscribers, JEA has over 2,300 members and JEA's social media following is 13,187, reach the journalism community today).
 - Update the JEA Media Guide to make it more comprehensive to communicate JEA's value proposition to advertisers.

5. Key Messaging & Marketing Position

Boilerplate Messaging

Founded in 1965, the Journalism Education Association (JEA) is the largest scholastic journalism organization for educators in the United States. With over 2,600 active members, JEA serves a national and international audience. JEA supports free and responsible scholastic journalism by providing resources, professional development and educational opportunities. Through a range of programs—including certification for educators, national contests,

and recognition of student and teacher excellence—JEA fosters a diverse and inclusive community committed to advancing journalism education.

JEA's core mission is to promote professionalism in scholastic journalism, protect press freedoms for advisers and students and provide innovative resources that support new and experienced media educators. Our crucial programs include the journalism educator certifications (CJE & MJE), JEA/NSPA Conventions, the National Student Media Contest, Scholastic Journalism Week and the Communication: Journalism Education Today (C:JET) magazine.

- Value proposition

JEA empowers journalism educators and student media programs by providing trusted resources, national recognition and professional growth opportunities, all while championing press freedom and promoting excellence in scholastic journalism. With a robust network of over 2,300 members, a digital reach exceeding 21,700 subscribers and 13,000 daily social media impressions, and a platform that drives visibility to over 40,000 monthly website visitors, JEA is the leading force shaping the future of journalism education.

- Marketing Differentiation

- JEA's heritage of scholastic journalism for over 100 years and since 1924.
- Largest Scholastic Journalism Organization
- National Certification Programs
- Global recognition
- Trusted Curriculum Resources
- Press Freedom Advocacy
- National and Local Reach
- Exclusive Opportunities for Student Recognition
- Transparent Nonprofit
- Member-Driven Mission

- Tone and voice guidelines

JEA embodies a professional, scholarly tone that reflects our role as leaders in scholastic journalism education. We communicate with clarity, precision and excitement, using a “breaking news” style like the inverted pyramid format — concise, direct and always with the audience in mind. At JEA, we pride ourselves in upholding high journalistic standards of excellence while fostering an inclusive, innovative community. We guide our students and educators to embrace journalistic integrity, media literacy and the values of press freedom. All communication adheres to AP Style, reinforcing our commitment to professionalism.

1. Professional
2. Formal & Scholarly — not too pretentious
3. Exciting
4. Breaking News — inverted pyramid style
5. JEA as a collective, use third person, but abide to AP Style, always define the audience:
 - “At JEA, we pride ourselves in...”
 - “As MJE & CJE advisers, we encourage our students...”
 - “At Partner Projects, it is our goal to showcase...”

6. Communication Channels (Channel Map)

Uses and gratification theory posits that there are five different reasons why individuals use media; cognitive needs, affective needs, personal integrative needs, social integrative needs and tension-free needs — previous research supports online consumption of social networking sites have determined these as legitimate types of content (Raacke & Bonds-Raacke, 2008; Ruggiero, 2000). It is a common theme for organizations to adapt to multiple user needs, however, JEA's output communication primarily focuses on social interactive and cognitive needs.

As mentioned in section 3, the most frequent age range for JEA's audience social media presence is women, ages 34-54. It is important to note women make up nearly 70% of JEA's audience. Over 98% of email opens are completed on a desktop. The most popular website traffic sources JEA's audience is using consist of Windows, Mac, iOS, Android, Google Chrome and Linux, respectively. Therefore, the research supports JEA's primary target audience as high school journalism and media educators ages 34-54.

The following chart is a breakdown of which social media and communication channels are most often used by each target audience.

Channel of Communication	X	Instagram	Facebook	LinkedIn	Newsletter	Print/Mail	Website	Listserv/Forum	In Person
Target Audience									
Journalism Advisers	X	X	X	X	X	X	X	X	X
High School Students	X	X	X		X	X	X		X
University Students	X	X	X	X	X	X	X		X
University Faculty/Staff	X	X	X	X	X	X	X	X	X
Parents/Legal Guardians	X	X	X	X	X	X	X	X	X
Journalism Organizations	X	X	X	X	X	X	X	X	X
JEA Alum (Convention participants, NSMC winners, etc...)	X	X	X	X	X	X	X		X
Keynote speakers	X	X	X	X	X	X	X		X
Journalism affiliate organizations	X	X	X	X	X	X	X	X	X
Yearbook Companies	X	X	X	X	X	X	X		X

Channels of Communication Key

X = best practice to use the communication channel to reach target audience

X = secondary communication channel to reach target audience

= not ideal platform for intended target audience

7. Marketing Mix (product, place, price, promotion, people)

- Product – Membership that provides journalism educators with access to a robust standards-aligned curriculum, professional certification (CJE & MJE), contests, conventions and networking opportunities.
- Place – Digital Access: JEA.org, Social media platforms, newsletters, JEA Listserv / Forum
In-Person Access: NHSJC, Regional events and workshops, School site visits via Partner Projects
Distribution of Materials: Print (C:JET magazine, brochures, branded merchandise)
- Price – Individual educator memberships, Lifetime memberships, Institutional and student pricing options and NHSJC.
- Promotion – Marketing Channels (newsletter, social networking sites, listserv/JEA forum, and JEA.org). Campaign strategies (stakeholder spotlight, curriculum teasers, partner organization collabs). Sales tools (media kit and program fliers).
- People – Internal stakeholders (staff, board of directors, state directors, program coordinators and committee chairs). External audiences (journalism teachers, advisers and students, prospective members, sponsors, partners and advertisers).

8. Calendar (Event Calendar)

JEA Events Calendar ([click here](#))

JEA's marketing calendar serves as a strategic planning tool that outlines and schedules all marketing activities, campaigns and communications throughout the year (see figures below). Its purpose is to ensure consistency, alignment and timely execution across various platforms—such as social media, email newsletters, events and content initiatives—while supporting the organization's overarching goals.

September						
Week #	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday/Sunday
Week 36	1 Members Newsletter	2	3	4	5	6/7
Week 37	8	9	10 Fall NHSJC hotel block opens	11	12 NSMC registration opens and prompts available	13/14
Week 38	15 Outreach Academy application deadline Members Newsletter Non Members Newsletter	16 Partner Project application deadline	17 Constitution Day	18	19	20/21
Week 39	22	23 Fall NHSJC scholarship application deadline	24	25	26 Fall NHSJC early bird registration deadline	27/28
Week 40	29	30	Oct. 1	2	3	4/5

October						
Week #	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday/Sunday
Week 40	Sep. 29	30	1	2 Members Newsletter	3 World Teacher Day (S)	4/5
Week 41	6	7	8	9	10	11/12
Week 42	13	14 CJEMJE application deadline for fall testing H.L. Hall National Yearbook Advisor of the Year award application deadline NSMC closes	15	16 Members Newsletter Non Members Newsletter	17	18/19
Week 43	20	21 Free Speech Week Media Literacy Week	22	23	24	25/26
Week 44	27 Candidate interest deadline for JEA Board of directors	28	29	30	31	Nov. 1/2

November						
Week #	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday/Sunday
Week 45	3	4	5	6 Members Newsletter Non Members Newsletter	7	8/9
Week 46	10	11	12	13 National Journalism High School Convention (Nashville)	14	15/16
Week 47	17	18	19	20 Members Newsletter	21	22/23
Week 48	24	25	26	27	28	29/30

9. Budget Overview

1. Content Creation & Design — \$200

Purpose: Create polished, engaging, on-brand materials that support membership drives and ad sales (social graphics, videos, PDF media kits).

Allocation:

- Freelance graphic designer for animated explainer or carousel ads.
- Branded videos for convention promos or recruitment ads.

2. Digital Advertising (Meta Ads) — \$500

Purpose: Reach new audiences and re-engage dropped members via targeted campaigns.

Allocation:

- \$250 → Instagram/Facebook paid campaigns (boosted posts + member testimonials).
- Geo-targeted LinkedIn or Meta ads around convention dates/locations and membership.

3. Event Materials & Print Collateral — \$500

Purpose: Support outreach, ad sales and donors through mail.

Allocation:

- Updated media kits and postcard-style ad rate sheets.
- Membership brochures with clear CTAs.
- DEI/Program one-pagers, FAQ sheets or top resource flyers.
- Donor thank you letters/cards
- Print collateral distribution (Mail) to advocates (state directors, board, members, etc...) donors and partner events (CSPA or NSPA events).

10. Evaluation (Metrics & KPIs)

- KPIs by objectives
- Quarterly Metrics Reports
- Surveys and feedback loops

In communication science, it is elusive to measure a stimuli's (dependent variable) impact on a person (independent variable). Therefore, social psychologists have simplified the study of communication outputs to three main areas communication can have an impact on: behavior, attitude and perceptions (Kelman and Eagly, 1965). Furthermore, JEA can utilize this framework to organize their communication outputs. For this integrated marketing communication plan, we operationalize the independent variable as people, stakeholders, volunteers, members, etc... and the dependent variables as JEA's communication channels, outputs, programs, products and services.

To evaluate the effectiveness of the communication efforts, JEA applies key performance indicators (KPIs) across behavioral, awareness and attitudinal domains. Behavioral KPIs include metrics such as membership growth and retention, website traffic, convention registrations and engagement with JEA resources like the Digital Media Library and curriculum content. Awareness-related metrics assess JEA's reach and visibility through social media follower growth, newsletter performance, media mentions and audience segmentation data. Attitudinal and comprehension KPIs are evaluated through targeted surveys, Net Promoter Scores, content engagement analytics and qualitative feedback to gauge perception, value comprehension and trust in JEA's offerings. Together, these metrics create a feedback loop that informs strategy, drives content development and ensures JEA's communication remains aligned with its mission and the evolving needs of its diverse audience.

Behavioral Goals Evaluation

- Membership retention
 - Year-over-year member renewal rates
 - Lapsed vs. reactivated member count
 - Exit survey for dropped members (to overcome objections)
- Member engagement
 - Social media engagement (likes, comments shares)
 - Email marketing (opens and clicks)
 - Website analytics (page views, clicks and session duration)
- User experience
 - Event/Program Attendance
 - Qualitative feedback via surveys or focus groups
- Convention registration

- Year over year comparison of total registration
- JEA Store
 - Abandoned cart rates and follow-up click-throughs
 - Quarterly store reports
- Fundraising and giving
 - Total donations per campaign
 - Donor retention and acquisition rates
- Website traffic
 - Google Analytics metrics (users, sessions, new versus returning)
 - Referral sources
- Increase Membership
 - Lead capture form submissions from campaigns

Awareness, outreach and public relations evaluation

- Awareness
 - Search engine optimization
 - Media mentions and backlinks
- Target publics
 - Customer relationship management
 - Newsletter subscriber growth
- Community and stakeholder engagement
 - Committee and state director activity logs
 - Cross-promotion or content shares from opinion leaders
- Press Kit/Media relations
 - Website page views
 - Number of press mentions
- Feedback loop
 - Response rate from surveys
 - Qualitative and quantitative feedback from survey
 - Engagement rate in user-generated content campaigns

Attitudinal and comprehension goals evaluation

- Education and membership benefit comprehension
 - Website content and heat maps
 - Member testimonials and success stories collected (FAQ/Benefits)
- Prospective membership comprehension of JEA's culture
 - Interest survey and overcome objections to barriers to membership
- Survey methodology (Qualtrics) to measure target audiences' attitudes, behaviors and perceptions toward JEA.

- Qualtrics to evaluate the independent variable (people, stakeholders, volunteers, members, etc. ...) and the dependent variables as JEA's communication channels, outputs, programs, products and services.

JEA Stakeholder Survey

JEA office thanks you in advance for completing this survey. As part of our mission, we strive to improve every year, and we cannot do this without your feedback. Please answer all questions below.

Independent Variables Measured

Stakeholder Groups: Please select which group best describes your role regarding JEA (select all that apply).

- JEA Volunteer
- JEA Board Member
- JEA Committee Member
- JEA Staff
- Educator
- Student
- Advisor
- JEA Vendor
- JEA Speaker
- Advertiser

Dependent Variables

- Engagement
- Behavior/User Experience
- Attitude
- Comprehension
- Reputation
- Products and Services

Likert Scale Questions (Strongly Disagree to Strongly Agree)

- I plan to attend the next JEA event.
- I follow JEA on social media (Facebook, X, Instagram or LinkedIn).
- I engage with all JEA social media posts (Like, comment or share a post).
- I read JEA's newsletters.

- I look forward to JEA programs each year.
- JEA's programs meet my expectations.
- I would recommend JEA to others.
- I understand JEA's different programs.
- I am aware of JEA's different programs.
- I can find information on JEA's website.
- The amount of information I receive about JEA is sufficient.
- JEA's programs meet my needs.

Marketing Position Questions (Open ended)

- Please provide any additional comments or Feedback concerning JEA and its programs.
- Please provide any additional feedback on how JEA can make improvements to our communication (Website, Newsletter, social media, etc.).
- Please provide any additional feedback on how JEA can make improvements to a specific program.

Thank you for taking the time to complete this survey! Your feedback is valuable and important to us.

11. Tools and Resources

The Journalism Education Association utilizes a robust suite of communication and marketing tools to support member engagement, promote programs and expand organizational reach. At the core of its digital presence is a WordPress-managed website, which serves as a hub for content updates, program information and multimedia resources. Google Analytics, including the nonprofit-specific version, helps JEA track user behavior, website traffic, campaign performance and optimize digital strategies. Complementing this is the Google Ad Grant for Nonprofits, which allows JEA to run up to \$10,000 per month in free advertising on Google to boost awareness of its programs, events and membership benefits. The organization also leverages Growth Zone as its customer relationship management (CRM) system, which enables detailed tracking of membership engagement, email marketing, segmentation by audience type and automation of communications. JEA's email newsletters—reaching more than 21,700 subscribers—play a critical role in outreach and awareness, often promoting workshops, certification programs and contests. Additionally, JEA's internal adviser forum (JEA Listserv) facilitates peer support and real-time discussion among journalism educators. On the social media front, JEA maintains active profiles on Instagram, Facebook, X (Twitter), LinkedIn and YouTube to extend its reach, promote content and engage directly with a diverse educator audience. Through JEA's partnership with Kansas State University, this allows JEA HQ to have access to Zoom, Adobe Creative Cloud, Human resources, Microsoft 365 Products, Qualtrics and other tools. Together, these tools support an integrated communication approach that enhances visibility, builds community and drives measurable outcomes across JEA's marketing and membership efforts.

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