Verification Team Report

A. Program Under Review

Community Relations Office

Self-Study Team Member
Betty Malmgren

Verification Team Members
Dianna Chiabotti, Rebecca Gonzalez, Gene Swann, Carolyn Sanchez

B. Statement of Completion

The verification team believes that the report is adequate in attempting to answer the questions asked.

C. Strengths of the Unit

The verification team agrees with the PEPR report that the program has the following strengths:

- Good working relationship with local media.
- Understanding of media needs and persistence in dealing with media.
- Willingness to volunteer additional time and work extra hours in service of the college.
- Ability to deal with deadline pressure and multiple deadlines at the same time.
- Flexibility to respond to unexpected/unplanned needs.
- Ability to multitask and deal with increasing workload.

The verification team also felt that an additional strength is the dedication of the staff in the program to work in a less than ideal situation and complete quality work.

D. Challenges (concerns, difficulties, areas for improvement)

The validation team concurs with the PEPR that the unit has the following challenges:

- Absence of a Marketing Plan – A marketing plan would delineate, confirm, and/or identify a strategy for best using the Community Relations Office and most likely confirm the remaining challenges for the program. The office needs a professional agency to work with the college to develop a comprehensive marking plan. Such a plan would identify the college needs, strategies for meeting those needs, and an appropriate budget.
- Staffing Limitations, including Secretarial – The office operates without consistent secretarial support. This support would be very helpful in office organization, increase coverage of the office, decrease the extreme demands on the main staff member, and help make information more accessible.
- Print shop Equipment Upgrades – There is an ongoing need for upgrades and upkeep of the equipment.
- Budget Increase – The office has been operating without an increase in budget to keep up with the demands of the office. A marketing plan would facilitate the appropriateness of the budget and the best expenditure plan.

E. Summary of the Verification Team’s Recommendations

The Verification Team believes that the Community Relations Office is operating in a stressful environment without a structure and plan to streamline operations and effectiveness of actions. The staff are dedicated and committed to the institution. The team strongly believes that the program needs institutional support at meeting the challenges.
Program Evaluation Summary for Community Relations Program

Complete the following sections based on the program evaluation completed. This summary will be forwarded to the Planning Committee after the verification phase is complete.

Program Achievements (major achievements, changes, implementations, progress since last program review)

The major achievement of the Community Relations Office is that we continue to provide a high level of service and quality products to the college community and respond to an increased workload in spite of inadequate staffing, space, budget and other resources.

Major accomplishments

• obtaining ongoing positive media coverage for the college
• managing the advertising budget to be as targeted and efficient as possible
• supporting outreach efforts in American Canyon and the Upper Valley
• organizing the college’s 60th Anniversary Open House
• doing community relations work and image building in advance of the bond campaign
• planning and supporting bond construction related ceremonies
• establishing Founder’s Day
• expanding the campus newsletter to improve internal communications
• restoring the graphic design position to full-time
• obtaining a new (used) color press for Printing Services

Strengths (unique characteristics, special capacities)

✓ Good working relationship with local media.
✓ Understanding of media needs and persistence in dealing with media.
✓ Willingness to volunteer additional time and work extra hours in service of the college.
✓ Ability to deal with deadline pressure and multiple deadlines at the same time.
✓ Flexibility to respond to unexpected/unplanned needs.
✓ Ability to multi-task and deal with increasing workload.

Challenges (concerns, difficulties, areas for improvement)

Budget
The CRO budget has not grown to keep up with additional demands on the office or increased to allow staff to be proactive and creative to improve products or services.

Staffing limitations
This office needs institutional support. Many new, additional responsibilities have been added and are accomplished with existing staff. However, there is much potential unfulfilled. Additional staffing is needed to accomplish goals such as a formalized marketing plan and additional collateral pieces.
Secretary: This office operates with inadequate staffing and no consistent secretarial support.
Assistant: Additional staffing to extend efforts especially in American Canyon and Up Valley have been requested through the budget process for years but remain unfunded. An assistant could also be useful to promote Fine & Performing Arts, especially given the new theatre and increased programming. A part-time Sports Information officer would improve coverage and collateral materials in that area.

Marketing Plan
The CRO advertises and promotes **EXISTING** programs and services.
The CRO’s recommendation for a formalized Marketing Plan was noted in the last department evaluation five years ago. Repeated budget requests to staff and fund a formalized marketing plan also remain unfilled and unfunded. **A formalized marketing plan requires an institutional commitment.** It could involve restructuring of this office and revision of job descriptions, and would require additional staffing and budget in this and other areas of the college. It needs to be based on research--a community needs assessment, analysis of future trends etc. and will involve the college researcher. It needs to be an institution-wide effort with leadership and support from Instruction and Enrollment Management since it will involve an analysis of the Educational Master Plan, classes offered, and the format and delivery of instruction. It could result in possible significant changes in Instruction, Student Services and Facilities use.

Print Shop
While improvements have been made, there is an ongoing need to upgrade equipment and deal with staffing/workload issues.

Optional: What additional data, if any, would have been helpful to effectively evaluate the program?

- It would have been helpful to have an updated community opinion survey and/or focus groups on the image of the college and on knowledge of college programs and services.

A comparison of job descriptions, staffing, salaries, budget and other resources with similar size colleges. While I have incidental reports from my colleagues, I do not have formal or complete data.
1. Mission

The Napa Valley College Community Relations Office provides high quality products (publications, news releases, advertisements, for example) and services (media contact work, media crisis management, graphic design, for example) in support of the goals and mission of Napa Valley College with a focus on internal and external communications and community relations.

Printing Services provides printing and duplicating services to virtually every department and area on campus. Instructional needs have the highest priority. In addition, as time and resources allow, the Print Shop does projects for the Napa Valley Unified School District.

2. Services

A. What specific services does the office/unit offer?

The Community Relations Office accomplishes projects to get the college out into and more visible in the community and brings the community to the campus. The office supports efforts to improve the college’s image in the community, generates good will for the college and makes efforts to increase use of college programs and services.

The community relations and media work initiated by the Community Relations office includes:

- media work - writing press releases, pitching stories and responding to media calls
- obtaining free positive publicity for the college.
- providing crisis communication management and consulting, as needed.
- responsible for paid advertising of existing programs (develop advertising plan within the advertising budget, design, produce and deliver ads)
- produces the monthly Napa Valley College Forum show on local cable TV
- arranges for and produces radio remote broadcasts
- produces special events such as Founder’s Day.
- produces the campus student/staff newsletter to support internal communication efforts and to provide employee recognition.
- produces collateral materials in support of both internal and external communication efforts.
- Provides photography services to the campus
- Provides graphic design services
- writing and editing
- gets the campus into the community (NVC team in AIDS Walk, for example)
The office also supports other departments and areas on campus, by providing:
- media work
- marketing consultation
- free publicity
- paid advertising
- support for special events
- development and/or production of collateral materials
- publications
- photography
- recognition or publicity in the college newsletter
- programming for the highway sign
- placing information on the web campus calendar.

Printing Services is supervised by the Director of Community Relations. That department
- uses printing presses and copy machines to print collateral materials and duplicate printed materials.
- does pre-press work, from making plates on the digital platemaker, to finishing work in collating, trimming and stapling booklets.
- prepares products that range from one page black and white flyers on bond paper to the Foundation annual report in full color and on glossy paper.

Several of the office's services need to be improved. The CRO needs to increase efforts to inform the college community about the work it does and the services provided. For example, many faculty members and staff live out of the area and are not aware of college advertising campaigns. The CRO needs to increase efforts and work with the Chief of Police in the area of disaster and emergency communications. Disaster communication planning needs to be ongoing.

**B. How does the office/unit ensure that these services are meeting the needs of students and/or other clients? How do you evaluate how well the services are meeting the needs of students/clients?**

The staff in the office works closely with their clients to meet their needs. Immediate feedback is invited. Attempts are made to include, as appropriate, student review as collateral materials are being developed or revised. The office requested, for example, a survey of ESL students to determine media usage and update media lists in December. Through participation in CCPRO (Community College Public Relations Organization), system-wide standards and practices are incorporated. As part of this evaluation, office staff developed a survey to evaluate overall satisfaction with the services provided.

**C. How does this office/unit support student learning in NVC instructional programs?**

The CRO’s highest priority is to increase student enrollment at NVC and thus to increase student participation in the instructional programs. The office informs the community...
and NVC students of important enrollment dates, of programs and services that are available, of campus events and activities that support student learning. The quality of NVC instruction is promoted through ads featuring successful students, publicity for the college honor society and of the annual Transfer Fair, for example. In addition, publicity and advertising is done to promote student activities that enliven the campus and engage students.

Printing Services provides faculty with printed materials that are used in the instructional programs.

D. **What future trends are likely to impact the office/unit?**

- The continued changes in technology related to graphics, digital photography, publication production and printing will impact the office.
- Increased use of the web, the Internet as a communication device, personal electronics devices, etc. will also impact the office in how we send out information and how we reach target audiences.
- New forms of advertising and communication are vital to this office. The office needs to be proactive in using the latest technology as it is developed and using new communication vehicles to reach our target populations. For example, instead of producing a college slide show, we now produce a “show” on DVDs.
- Changes in the local population and demographics in our service area and trends such as the age of our students will impact our products, services and means we use to deliver communications. Students, especially younger students, for example, are heavy users of cell phones and websites such as “My Space.” We need to adjust our advertising vehicles to reach these students.
- The college is focusing on “data based decision making.” There is broad based interest at NVC in developing a comprehensive marketing plan for the college. The CRO identified this as a planning objective several years ago, but funds have not been allocated to support this effort. It is expected that implementing a formalized marketing plan will require office reorganization, additional staffing and additional budget. We currently advertise existing programs; marketing new programs and services will require additional resources.
- The demand for printing services continues to increase. In Printing Services, an ongoing challenge is getting the college community to submit printing jobs to the print shop rather than print them on local copy machines. Many jobs are submitted to the office with a very short turn around time, so the staff provides service on very short notice and under deadline pressure. The staff continues to provide excellent customer service with limited staff.
- Technology improvements continue in the area of printing and photography. Staff spend a lot of time maintaining aging printing equipment. It has been difficult to gain support and funding for new and replacement equipment.

E. **Are services being offered on-line? If yes, describe.** Yes.

The Printing Services department accepts work electronically from offices throughout the campus via email and online attachments.
The CRO:
- accepts information for the newsletter online.
- sends press releases to the media via email.
- maintains the general campus calendar on the campus website (staff enters information on upcoming events on a daily and weekly basis)
- posts the *NVC News* on the college’s website. The NVC News also can be sent out as a PDF file on email.
- has the ability to update and place press releases on the site daily/weekly using the new web conversion software.
- Uses the web as an advertising vehicle, as possible. College advertisements are placed on the *Napa Valley Register* website, for example.

F. Reflect on your responses to Section 2. Services. If improvements are needed, write objectives on Schedule A Unit Plan.

3. Student Success and Equity

A. Describe programs, practices, and services that support and enhance student and/or employee understanding and appreciation of diversity.
- For the college as a whole, the office undertakes various efforts to reach underrepresented populations. For example, there has been an emphasis on Spanish media work and advertising on Spanish radio. Since the major Spanish advertising vehicle *Tiempo Latino* stopped publication, new vehicles must be found and used (they keep changing). Other efforts include: a Spanish radio station was brought to campus for the 60th Anniversary Open House; guests are booked on Spanish radio and TV shows; and ads are placed in the *Vallejo Times-Herald* special Black History Month section.
- For specific departments, the CRO provides consulting and additional advertising efforts to help increase enrollments to attract diverse students.
- The CRO staff supports diversity events, such as those organized by CJTC and ASB including: Journey to a Hate Free Millennium, Kwanzaa, Black History Month and Cinco de Mayo, by providing publicity, media work and collateral publications.
- The office includes and celebrates diversity in photography work, publication production, advertising production and in media work.
- The office supported Disability Awareness Month by providing special publicity around the first deaf and blind student who graduated from NVC. The office also includes disabled students in campus publications and photography.

B. What methods are used by staff to address the needs of a diverse student population?

Various communication vehicles are used to reach our diverse student population. For example, ads were placed in the Black History Month special section of the Vallejo Times-Herald, messages in Spanish are placed on the highway sign, and college advertising is placed in Spanish publications. The office staff provides support to ASB.
clubs in event planning, paid advertising, free publicity and other media work, publications and collateral pieces, and photography.

Student writers are recruited and trained and contribute to the newsletter to represent the students.

Efforts are made to celebrate diversity, including special services students, when student success stories are done for paid advertising or free publicity.

C. **How does this office support student services within the college?**

Support for Student Services includes:
- Publicity for programs and services
- Internal and external communications
- Coverage of events
- Working closely with Student Life Coordinator
- Participation on Graduation Planning Committee, Graduation Speaker Selection Committee, Outreach Committee
- Provide banners, podium logos, & other displays for events and ceremonies.

Information on student services is included in campus and community publications, collateral materials and is showcased on NVC Forum TV show and in other media work. The office publicizes and supports virtually all events and programs sponsored by student services such as the Job Fair, Transfer Day, Cinco de Mayo, Black History Month, Women’s History Month, Financial Aid outreach, and many other ASB activities.

D. **What has the office done to formalize links with instructional programs?**

The Community Relations Office supports a wide range of instructional programs. CRO tries to engage and involve students in its projects as much as possible. A student writer is hired and trained to contribute to the newsletter. Students from Broadcast Television Engineering Technology filmed the recent Solar Dedication Ceremony planned by this office. Students and faculty members are invited to appear on the college TV shows produced. The Director works pro-actively and closely with faculty in publicizing instructional programs and new classes.

The CRO supports the Office of Instruction with media relations work, support for the Scheduling Office (providing photos for the schedule and catalog), advertising, publication production, support for the McPherson Teaching Awards, the Puente Project and other services. The Community Relations director serves on the Enrollment Management Committee. The office has also produced videos and slide shows that promote the college and its instructional programs at special events and at outreach events.

Links with instruction occur by providing advertising and publicity for specific instructional divisions and classes. Staff also consults with individual instructors to
provide support for special projects. The following programs/instructional areas are among those where work has been focused:

- Viticulture and Winery Technology
- Faces of America faculty project (arranged for community display, among other tasks)
- Athletics programs
- Criminal Justice Training Program
- Fine and Performing Arts
- Technical Division
- Health Occupations
- International Education
- Community Education
- Small Business Development Center

Printing Services supports instruction by copying class handouts and tests, printing class modules that are sold in the bookstore, etc.

E. Reflect on your responses to Section 3. Student Success and Equity. If improvements or changes are needed, write objectives Schedule A Unit Plan Form.

4. Enrollment Trends and Client Satisfaction

A. Review available data and describe recent trends.

- Have there been significant fluctuations in the level of service over the past five years? If so, explain.

Many new responsibilities have been assigned to the Community Relations Office that have been accomplished with existing staff and within existing space. The workload in this department has increased as a result of many factors including the successful bond campaign, the development and expansion of the college website, the new NVC television show production, changes and turnover in local newspapers, and the production of new reports, brochures, and publications. In order to accomplish CRO and college goals - such as a formalized marketing plan, increased participation in community events, an expanded speaker’s bureau and bringing speakers to campus - the office needs to increase its staffing and budget.

The new graphics programs and new equipment that are in use in Printing Services are more complex. In addition, the volume of printing has increased due to the increasing demand by the campus community. The quality of printed materials needs to continue to be improved, given our competition in the marketplace.

The college community and CRO has been requesting additional and more sophisticated collateral pieces. The CRO has identified a need to upgrade Viticulture and Winery Technology materials to support the new Napa Valley Vintners’ Teaching Winery, college reports to the community, and marketing materials.
New bond construction will have a large impact on this office as groundbreaking and opening ceremonies and collateral pieces will need to be developed for each new building. Fine and Performing Arts will need new and improved collateral material given the potential of the new theater. In anticipation of the new theater, a brochure and poster are now done in full color, but more upgrades need to be done. Office moves and other bond-funded campus changes will need to be publicized.

- **Are there external factors such as community demographics or the economy that have affected the program? What are the plans to address these factors?**

The growing Latino population has brought about the need to expand Spanish language outreach to the community. These efforts will continue.

Additional work needs to be done in support of Upper Valley Campus programs and services. We are doing more advertising in American Canyon. Additional resources are needed for the college to be more proactive in American Canyon.

As college programs change in response to community needs and the economy (for example changes in vocational program), this office is flexible and will change advertising vehicles, for example, to reach target audiences.

- **Are there internal factors that have affected the program? What are the plans to address these factors?**

Yes. Many internal factors affect the program, from internal communication challenges to changing college priorities, from physical resources to budget changes. In order to address these factors, the staff responds as possible, given staffing and budget limitations.

**B. How does the office/unit impact student enrollment and retention?**

The CRO has an impact on enrollment by its role in the recruitment of new students through the media. The office also focuses on developing and maintaining a positive image of NVC in the community. The office advertises existing college programs, services, events, and activities.

The advertising plan is as complex and as targeted as possible, given current resources. Ads for adaptive P.E. and the Emeritus College, for example, are placed in special senior citizen sections.

Expanded programs in American Canyon are advertised in all available American Canyon publications. Specific ads are developed for the Upper Valley.

The office has an indirect impact on retention by advertising college activities and programs.
Paid Advertising
The Community Relations Office “markets” and advertises existing college programs, services and classes. Marketing principles are followed in placing ads for targeted audiences (for example Community Education and adaptive P.E. classes are promoted in a special newspaper section for senior citizens.)

Registration advertising campaigns: From budgeting, concept and planning through production and ad space reservations and delivery, three major campaigns are accomplished each year around registration periods. An effort is made to support the schedule cover and “theme.” A total of almost 100 individual ads are run in any one campaign. Ads are placed in virtually every vehicle available in our service area.

✓ Different ads are produced for each “period” within registration, prior to mail-in/fax (now this year online registration), walk-in, late registration, Saturday registration, and registration for late start classes.
✓ Different ads are produced for each geographic area we serve. Ads running in American Canyon and Vallejo mention classes in American Canyon; ads up valley mention the Upper Valley Campus.
✓ Different size ads must also be designed for the different publications used; some newspapers in our area are standard size, others are tabloid size.
✓ Ads of yet other sizes are produced for the magazines in the area, and may also be with added color. They also require additional lead-time to meet their deadlines that are far in advance of newspaper deadlines.
✓ As budget or special funding allow use movie theatre ads, ads on the back of buses, banners downtown and other advertising vehicles.

Special advertising campaigns: Advertising campaigns are also planned and executed for specific departments such as Financial Aid or the Technical Division. These campaigns can also make use of many different media from print ads to ads on the back of city buses.

✓ Consulting work is done with staff in the specific areas.
✓ Target audiences are analyzed.
✓ Goals are set.
✓ Ads are budgeted, designed and placed to meet specific goals.

Program and event advertising: Individual ads are produced monthly in support of individual programs, services and events. For example ads for Police Academy testing or Fine and Performing Arts events.

Advertising in larger geographic region
Analyze target markets, plan and execute advertising, as budget allows, for specific programs. Ran ads in the San Francisco Chronicle (and obtained free publicity) for specific programs such as International Education.
Phone books and more
The Community Relations Office buys space, designs and produces ads for a wide variety of other publications from the phone book to maps and directories from each Chamber of Commerce in the valley.

Support for regional and statewide advertising in support of Community Colleges.
- Through CCPRO implemented parts of the statewide community college awareness and advertising campaign locally, as budget allowed. Localized radio spots, for example, and placed them on local stations.
- Met and worked with PIOs from Santa Rosa and Solano College on joint efforts. (Note: both colleges now have new PIOs or other staffing so these efforts need to be revived.)

Cooperative advertising
The Community Relations Office works with Queen of the Valley Hospital, for example, to share advertising costs for ads in advance of the Healthy People/Healthy Planet, the American Canyon annual health fair. In the past our office has designed and placed the ads.

C. Review the hours of operation and the results of satisfaction surveys. Discuss whether the office/unit hours are scheduled appropriately to meet needs.

The CR office hours are 8:00 a.m. through 5:00 p.m. Monday through Friday. However, staff regularly attends events outside of these hours and works additional hours. Staff members are on call for crisis communication work and often need to meet news and advertising deadlines during college breaks and holidays.

Printing Services are open from 7:30 to 4:30.
These hours have been appropriate to meet the needs of the college community.

D. Discuss the results of the satisfaction survey identifying areas for improvement and continued success.
- Of those who responded to the survey, a high percentage indicated they do request last minute help with projects. The CR office works very hard to respond to last minute and deadline requests. The office wants to encourage more advance planning, which should help efforts be more effective.
- The office had discussed the design and type size used in the newsletter. While only one respondent mentioned the small type in the newsletter, newsletter design is an area for improvement.
- While only one respondent questioned the staff time devoted to TV27 show production, we are aware of the cost/benefit ratio and the station’s demographics. Given the current negotiations to house the station here and the fact that having a TV27 show helps support public television, production continues. Discussions have been held with faculty to encourage additional student participation (help) in production of the show to showcase student work and promote the Broadcast Television Engineering program. A goal is to improve the content of the show with more live footage, as resources allow.
E. Review client/staff ratios and financial data and describe recent trends.

Client/Staff ratios are not available.

Community Relations Office Staff:
- Director, Community Relations - 100%
- Graphic Artist – 100%

Printing Office Staff:
- Duplicating Services Supervisor – 100%
- Duplicating Services Technician – 100%

The program budget has remained flat over recent years.

F. Reflect on your responses to Section 4 Trends and Satisfaction. If improvements or changes are needed, write objectives Schedule A Unit Plan Form.

5. Community Outreach and Articulation

A. What recruitment/community outreach activities has the office engaged in or initiated?

Most of the efforts of the office are directed at recruitment and community outreach. The CRO supports every other department and area of Napa Valley College. Support is also available for all campus events. The office provides media work, marketing consulting, free publicity, paid advertising, support for special events, development and production of collateral materials and publications, photography, recognition and publicity in the college newsletter, programming of the highway sign, and placing information on the web campus calendar. Specific outreach activities include (examples):
- Respond to community requests for information, college logos, photographs, etc.
- The director serves on the college’s Outreach Committee.
- American Canyon: place ads in a variety of advertising vehicles in American Canyon and customize ads for classes held in that location. New advertising opportunities are now available in American Canyon. Director serves on the annual Healthy People/Healthy Planet American Canyon Health Fair committee, providing publicity and coordinating efforts with Queen of the Valley Hospital and the City of American Canyon.
- Upper Valley Campus: Have helped staff the St. Helena Harvest Festival college booth. A major accomplishment was the successful Upper Valley Campus 10th Anniversary Open House and 30th Anniversary of Trips and Tours celebrated in October 2005, which was supported by this department.

An ongoing priority is to develop a formal marketing plan for NVC. Such a plan will require an institutional commitment. It could also involve restructuring the office and revising the job descriptions, and may require additional staffing and budget in this and other areas of the college. This office is not staffed or supported as a marketing office. Without secretarial support, much of the director’s time is spent on routine daily tasks,
not big picture issues. The composition of high-level campus meetings has also changed, changing CRO access to college information, decisions, and new directions.

True “marketing” will require a more scientific approach and will need to involve better coordination of existing resources and efforts. The marketing plan needs to be based on research. This will involve the college researcher in designing and conducting a community needs assessment, analysis of future trends, etc. In order to be effective, marketing needs to be an institution-wide effort with leadership and support from Instruction and Enrollment Management. It should involve an analysis of the Educational Master Plan, classes offered, and the format and delivery of instruction. It could result in recommendations to make significant changes in Instruction, Student Services and Facilities use. It should involve “product” first, then promotion.

B. What has the office/unit done to establish relationships with secondary schools and/or four-year institutions?

The CRO’s direct contact with secondary schools and four-year institutions is somewhat limited, as follows:
- Faculty, students and parents from McPherson Elementary School participated in the program for the 60th anniversary open house, for example.
- Ads are placed, as possible, in high school newspapers.
- The CR director, working with PUC, planned and staffed an “evening college fair” for working adults.
- Internal and external publicity is provided and media contact made in support of Transfer Day.
- Support for the high school outreach coordinator, as needed.

C. What has the program done to establish relationships with businesses and community organizations?

- Staff attends community events on behalf of the college. However, this has been severely limited by workload issues.
- Support institutional membership in all area Chambers of Commerce, college attendance at Chamber events, college news in Chamber newsletters, college ads and content in all chamber maps and directories. Planned and hosted a Napa Chamber mixer in the Glade. Supported the St. Helena Chamber mixer held at the Upper Valley Campus.
- The office works with other agencies, whenever possible, to do cooperative advertising. For example, the CRO works with Queen of the Valley Hospital to share advertising costs for ads in advance of the annual health fair in American Canyon.
- The office supports college outreach efforts with businesses and community organizations such as the NVC Foundation Building Bridges events for business leaders and the SBDC customer service academy.

D. Reflect on your responses in Section 5 Community Outreach. If improvements or changes are needed, write objectives Schedule A Unit Plan Form.
6. Accreditation and External Reviews

A. Review the Accreditation Self-Study Planning Agenda, Accreditation Final Report, and results of previous program evaluations. Discuss the status of the recommendations of the review teams relevant to the office/unit and how the unit responded.

The Accreditation Self Study includes three planning agenda items that involve the Community Relations Office:

1) The Community Relations Office will include in the planning and budget process a request for funding for student writing and student reporting through the campus newsletter.
Response: Napa Valley College News, the campus newsletter produced by CRO, provides a voice for students. In the absence of a student newspaper, student writers are recruited and trained. They contribute articles to the newsletter, giving students a voice.

2) The Office of the President, Facilities Planning, and Community Relations will find ways to increase communication and awareness of bond projects and other facilities issues.
Response:
- An update on bond progress was included in the 2004 NVC Report to the Community
- The office arranged for and produced ads and wrote press releases seeking members for the Bond Citizen’s Advisory Committee, working with the President’s office.
- Provided major support for the grand re-opening of the college gymnasium following bond-funded renovation work.
- Planned and executed the Solar Dedication, getting major media coverage.
- Will be involved in work surrounding all major bond construction projects.
- Serving on the bond signage committee.
- Dealing with the change to the college logo, which will have a major impact on the budget and activities in the office.

3) The president will work with community relations and research to develop an annual report card to communicate matters of quality assurance to the community.
Response: Working with the president and research, the office produced the Napa Valley College Report to the Community 2004. Another report will be produced in summer 2006.

B. Indicate the sources of information used in Question 6.A.

- [X] Accreditation Self-Study Planning Agenda
- _____ Accreditation Final Report
- _____ Previous program evaluation recommendations/objectives
C. Review the recommendations from any other licensing, evaluation, or accreditation bodies. Discuss the recommendations of the review teams relevant to the unit and how the unit responded. N/A

D. If this office/unit is responsible for maintaining ACCJC Accreditation Standards, attach a description of how NVC is addressing each standard. This information will be used in the next Accreditation Self Study. N/A

E. Reflect on your responses in Section 6. Accreditation and External Reviews and write objectives as needed for improvement on the Unit Plan form.

7. Resources

The results of program evaluation feed into the planning and budget process. Consider the staffing and financial data provided for your office, as well as the Unit Plan forms you completed during the evaluation, while answering the questions in this section. Requests should be linked to the 2005-2011 NVC Strategic Plan Goals and Objectives.

A. Staffing. Summarize the staffing resource needs identified in the unit plans. Discuss any changes needed. Complete Schedule B. Staffing form as needed.

- This office operates with inadequate staffing and no consistent secretarial support. The office originally (15 years ago) was promised a half-time secretary, shared with the President’s Office. Currently, the only secretarial support comes from a retired employee who works an irregular schedule and very limited hours (2 hours a week, when she is available). Normal office tasks fall on the director who has to work beyond a 40-hour week and often has more pressing deadlines. Some office tasks remain undone. Clerical help is needed for customer service, to cover phones, do purchase orders, archive old photos, etc., do office filing, and serve as office receptionist. This is a critical need.

- A Community Relations assistant is needed to extend CRO efforts, especially in American Canyon and Up Valley, and for Fine & Performing Arts and Sports. This position has been requested through the budget process but remains unfunded.

- The office has requested a reclassification for the Graphic Artist and printer. The outcome of that request is still unknown.

- The office is not funded or staffed as a marketing office. When the college moves forward with a marketing effort, job descriptions need to be revised to reflect that focus and the services of a marketing assistant will need to be added to the office.

B. Program Specific Equipment. Discuss the strengths and weaknesses of the program-specific equipment available to enhance program success. What needs remain? What strategies are planned to meet those needs? Complete Schedule C Request for Budget Augmentation form, as needed.

There is an ongoing need to upgrade equipment in the Print Shop. Progress has been made in obtaining a new (used) press and digital platemaker. Ongoing planning is needed to replace other aging equipment in the Print Shop. The volume of work and
heavy usage takes a toll on equipment. Replacing the cutter, for example, is needed next. We have a list of other equipment that needs to be updated, which appear on schedule C.

The director and the graphic designer have continuing needs to upgrade software. Since we receive jobs from around campus and need to interface with commercial print shops, our software needs to be upgraded on a regular basis. The graphic designer’s scanner needs to be replaced and upgraded. A new computer and a digital camera are needed to replace outdated equipment that is marginally useful.

C. Facilities Improvement/Renovation. Discuss the strengths and weaknesses of the physical resources available to enhance the program success. What needs remain? What strategies are planned to meet those needs? Complete Schedule D. Building Improvement/Renovation, as needed.

Community Relations: The CR office was relocated from Room 210C to the former Foundation office next to the Print Shop in the 300 Building. The physical space is not optimal for the volume of work produced or tools used and the amount of traffic that the office receives. The CR director has a need to be near the Print Shop for supervision reasons, however she also needs to be close to the President’s office, given the nature of her responsibilities and the fact she reports to the President.

The CR office has heating issues, noise and odor issues from Printing Services. Additional space is needed for student writers. The types of furniture and file cabinets are not designed for our type of work. It is furnished with “hand me downs” with the exception of the desk for the CR director. As this evaluation is written, plans are underway to remodel part of the office and to move the graphic designer to a more private space. (Update: 4/3/06 this has been accomplished.)

The office needs additional storage space for banners, large display photos, and college history collection.

Printing Services: Printing Services has a major need for additional space for the equipment and storage. The work area is extremely cramped, especially as large jobs move in and out. When large publications are printed, the number and height of stacks of paper is a major issue. There is not adequate space to move around. This is a crisis when more than one large, complex job is being done at the same time. Finishing (shrink wrap, for example) space is not adequate. Safety is an issue, especially given student workers. The printing services facility is small. The ability to work effectively in tight quarters has been challenging. The space is too small to support the high volume of work that is done in the area. A “lobby” or area for self-serve copy machines could help evening faculty, for example. The current location also needs better ventilation. Paper storage and delivery to the print shop is a major issue. Humidity and temperature control is important. Currently, paper must be stored in the warehouse and delivered to the print shop as it is needed. This is time consuming and an inconvenience. There is also a need for space to store finished jobs and to arrange for the delivery of completed jobs.

Note: Staff needs to feel they have input on relocation discussions related to bond construction and any relocation of the office and Printing Services.
D. Technology. Discuss the strengths and weaknesses of the technology available to enhance program success. What needs remain? What strategies are planned to meet those needs? Complete Schedule E. Request for Technology form, as needed. (See B, above.)

E. Professional Development.

1. Using the results of the Faculty/Staff Accomplishments survey, summarize the professional development activities undertaken by staff.

   The CR director has regularly attended professional conferences and has taken several classes. The graphic artist has training in technology and software to support his work.

2. Based on the goals that resulted from this program evaluation, complete Schedule F. Professional Development Needs form to indicate what areas of focus have been identified for future staff development. (Note: budget requests for Travel and Conference should be included in 7.G. Operational Budget)

   Staff need to have technology training to keep up with new software.

F. Learning Resources. Discuss the strengths and weaknesses of the learning resources (i.e. books, periodicals, videos, etc.) available to enhance the program. What needs remain? What strategies are planned to meet those needs? Complete Schedule G Learning Resources Needs form. N/A

G. Operational Budget. Are operational funds appropriate to enhance program success? If not, how would additional operational funds be used to enhance program success? Complete Schedule H. Request for Budget Augmentation form, as needed.

   Yes. Operational funds are needed as described on Schedule H. Funds are requested in the amount of $20,000 to start to develop a comprehensive marketing plan for NVC. A marketing plan has been a college-wide goal identified in the strategic plan that has not been funded. Funds are also requested for the production of high quality (full-color, good paper stock) collateral materials. Upgraded materials will present a better image of the college to the community. The advertising budget will need to be increased depending on the scope of the marketing plan.

H. Budget

1. Since the last review, what percentage increase or decrease has occurred in the budget? The budget, as other college budgets, has remained basically static.

2. Are the funds adequate? No. The budget limits the amount and kind of advertising done and the quality and quantity of brochures and collateral pieces.
3. **What progress has been made by the office to obtain funds or donations to enhance the budget?** The CR director has obtained donations for special events, such as mineral water or wine. The CR director advocated for and received institutional bond support for new print shop equipment.

4. **Based on the objectives on Schedule A, what budget changes are needed? What strategies are planned to meet those needs?** Complete budget request forms as needed.

Attached are the following request forms:
Schedule B – Faculty and Staffing
Schedule C – Equipment
Schedule D – Facilities Improvement/Renovation
Schedule F – Professional Development
Schedule H – Operating Budget
## Unit Plan

<table>
<thead>
<tr>
<th>NVC Strategic Goal #1 - 5</th>
<th>Program Evaluation Section</th>
<th>Objectives</th>
<th>Priority In Rank Order</th>
<th>Program Activities/Actions</th>
<th>Resources*</th>
</tr>
</thead>
</table>
| 1, 3                       | 1, 5                       | 1. Develop formalized marketing plan | 1.                     | • Community needs assessments, research  
• (See steps to develop a plan, previously submitted)  
• Internal Reorganization, assign responsibilities, determine priorities  
• Implementation schedule |  
• $20,000 for preliminary development  
• Reorganization, additional staffing, implementation costs to be determined based on scope of the plan. Design and production of additional direct mail, for example. Advertising budget could double. |
|                            |                            |            |                        |                           |            |
| 3, 5                       | 4                          | 2. Support and services for groundbreaking ceremonies and grand openings of bond-related projects. | 2.                     | To be determined (need firm calendar of events) | To be determined (estimate $5,000 per major ceremony. $2,000 for minor) |
|                            |                            |            |                        |                           |            |
| 4                          | 4                          | 3. Meet the growing printing needs of the college community by utilizing new technologies. | 3                     | To be determined/depends on future print shop location, space available. Replace and upgrade equipment. | To be determined (see attached report for replacement equipment data) |
|                            |                            |            |                        |                           |            |
| 3, 4                       | 2                          | 4. Upgrade current collateral materials and develop new collateral materials. | 4                     | Upgrade general college brochures, Fine & Performing Arts, Viticulture and others to be determined | Estimate $10,000 printing and additional graphic design time each semester. Additional CRO, graphic design and printing staff time. |
|                            |                            |            |                        |                           |            |
| 2                          | 6                          | 5. Continue to produce annual report to the community (President’s report) | 4                     | Working with President, collect college news, photos, write, edit, design and print report. Suggest doing as newspaper tab insert for wider distribution to all communities from American Canyon to Calistoga | $12,000 (printing cost and professional services time) |
|                            |                            |            |                        |                           |            |
| 2                          | 2                          | 6. Disaster Communication Planning | 5                     | Work with Chief of Police and other related departments. | Time commitment, cost of disaster drill, materials |

* New requests should be defined on resource forms and included in the unit budget.
Faculty and Staffing

Accreditation reference: Human resource planning is integrated with institutional planning. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement.

Project additional needs above and beyond the current status. Please include in your projected needs any known position that will be vacated due to retirement. Replacement positions are not guaranteed. Information will be used in the faculty and staff prioritization processes.

<table>
<thead>
<tr>
<th>Job Title and Justification</th>
<th>FTE</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Secretary - Critical need for daily operation of the department.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>A continuing request.</td>
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<td></td>
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<tr>
<td>(For 15 years the CR director has not had adequate secretarial help.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was promised ½ time of the second secretary in President’s Office when</td>
<td></td>
<td></td>
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<tr>
<td>I was hired.)</td>
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<td></td>
</tr>
<tr>
<td>As the workload continues to grow, this need is even more pressing. I</td>
<td></td>
<td></td>
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<tr>
<td>have expressed a willingness to share a secretary with Printing Services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Relations assistant (previous request to deal with existing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>workload) 1 (or 2 half/time people)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To do writing, public relations and assist in additional efforts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>directed in American Canyon and Upper Valley.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional staffing is also needed to serve as Sports Information</td>
<td></td>
<td></td>
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<tr>
<td>Officer and in the area of Fine and Performing Arts (will be</td>
<td></td>
<td></td>
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<tr>
<td>especially critical as the new theater is built).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing assistant (new request if Marketing Plan is funded)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>To do marketing-specific tasks and coordinate with other departments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work closely with Office of Instruction and Student Services to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>promote new classes, programs and services.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Submitted By:                                                                                      Approved By:

__________________________________________   ____________________________________________
Budget Center Manager                         President/Vice President
Program Specific Equipment Request

**Accreditation rationale:** Equipment supports student learning programs and services and improves institutional effectiveness.

Examples of program specific equipment include maps, skeletons, microscopes, artifacts, etc. They may be located in each classroom or centrally located in a workroom. For this request, consider equipment with a value greater than $200.

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated Cost</th>
<th>Estimated Annual Maintenance Cost</th>
<th>Justification (Link to Plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Instructional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Non-instructionial</td>
<td></td>
<td></td>
<td>Business necessity</td>
</tr>
<tr>
<td>Print shop anticipated replacement needs (estimated costs). <strong>Five year plan:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Riso or Savin Digital Duplicator</td>
<td>$13,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hydraulic cutter (used, replacement)</td>
<td>$6,800</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgrade or replace collator/booklet maker and increase capacity (current machine does 22 sheets; new machines do 30 sheets). Recommend “Watkiss Spine Master” cost to be determined at time of order.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>New, higher volume color copier - cost to be determined at time of order</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DVD burners (1 for Scott’s computer, 1 for Platemaker) estimate $300</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Relations Office (cost to be determined at time of order, this is estimate):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement digital camera, lens (urgent need for upgrade, current camera uses floppy, is less than 1 mega pixel) $1,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flat screen, larger monitor and upgraded computer for CR director $350</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New replacement scanner for graphic designer</td>
<td>$500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slide and film scanner for graphic designer</td>
<td>$500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgrades of software for graphic designer, CR director and Printing Services, as needed - Cost to be determined</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Graphic designer recently upgraded his computer. However, within five years he will need additional upgrade as systems and software improve).</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Signature: Budget Center Manager ___________________________ President/Vice President ___________________________
Facilities Improvement/Renovations Request

Accreditation reference: Facilities support student learning programs and services and improve institutional effectiveness. Physical resource planning is integrated with institutional planning.

This request is for small capital construction projects such as remodeling a small area, reconfiguring walls, building shelving, etc. Generally, projects should be under $5,000. Larger scale projects will be considered in bond construction and renovation plans.

In order to make sure that your idea meets legal requirements or is even feasible to do, we ask that you consult with the Director, Facilities Services, and address the following items on the form.

Provide a description of the project that includes:

- How the project supports the mission and objectives of your program
- Project description
- Location of the proposed project
- Health and safety impacts of the project
- On-going maintenance that will be necessary

We have requested minor remodeling and additional storage space in this office. The graphic designer will be moved to the CR director’s desk and a wall divider used to give him more privacy so he can have fewer interruptions.

The CR director will move to the front of the office since most of the foot traffic is for her.

The need for oversize and odd size storage should be addressed.

This is anticipated to be completed in January 2006. (Note: As of April 3, 2006, this has been accomplished.)

If additional staffing is added (secretarial support or assistants), this space is not adequate and a larger office needs to be considered.

Print Shop improvements (given bond construction and the possibility of the Print Shop moving, none are requested at this time)

Cost estimates will be provided for priority projects only.

Submitted By:      Approved By:

___________________________   __________________________

Budget Center Manager    President/Vice President

We have requested minor remodeling and additional storage space in this office. The graphic designer will be moved to the CR director’s desk and a wall divider used to give him more privacy so he can have fewer interruptions.

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Print Shop improvements (given bond construction and the possibility of the Print Shop moving, none are requested at this time)
PROFESSIONAL DEVELOPMENT NEEDS

Accreditation reference: The institution provides all personnel with appropriate opportunities for continued professional development, consistent with the institutional mission and based on identified teaching and learning needs.

Please identify the professional development needs required for faculty and staff to stay current in the discipline, office technology, diversity, safety, instructional methods, and other areas. Specific training and estimated number of attendees are requested.

1. What training needs have been identified from your program review?
   Community Relations director: Would like to improve skills with Indesign, Photoshop
   Graphic Designer: Wants ongoing advanced training in Indesign, Illustrator, Acrobat

2. What pedagogical training needs have been identified in your program review?

3. What types of technology does your program use? What technology training needs have you identified?

4. What are the leading publications specific to your discipline and/or program?

Submitted By: ___________________________   Approved By: ___________________________

Budget Center Manager     President/Vice President
Request for Operating Budget Augmentation

Budget Center: 2101  Activity: Community Relations

Accreditation Reference: Financial planning is integrated with and supports all institutional planning.

Operating Budget

This section is used to request and justify non-capital outlay additions to your department’s budget. This form applies only to Account Codes 1300, 1400, 2300, 2400, 4000 and 5000. List in priority order.

<table>
<thead>
<tr>
<th>Account No. &amp; Description</th>
<th>Additional Amt Requested</th>
<th>Justification (Link to Plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of formalized marketing plan, initial development cost</td>
<td>$20,000</td>
<td></td>
</tr>
<tr>
<td>Funding for production of additional (new) and upgraded collateral materials</td>
<td>$10,000</td>
<td></td>
</tr>
</tbody>
</table>

Submitted By: ___________________________   Approved By: ___________________________

Budget Center Manager    President/Vice President