



## **NON-ACADEMIC DEPARTMENTAL REVIEW**

**May 2019**

***Print Services/Print Shop***



**GARDEN CITY**  
COMMUNITY COLLEGE

## **Non-Academic Departmental Review Self-Study**

**Department: Print Services/Print Shop**

**Department Head: Ashley Salazar/ Cecilia Miller**

Submitted by: Ashley Salazar/Cecilia Miller/Melody Brooks

Submission Date: 1/25/18

### ***INSTRUCTIONS:***

*Complete this form using department documentation and your own observations. This self-study is designed to be a narrative document and all responses to questions should be supported by rationale, explanation and or specific documentation.*

**All documentation provided for the Non-Academic Departmental Review Self-Study should include the previous five years, beginning with the 2014-2015 academic year.**

Adapted from Azusa Pacific University, Arizona State University, & Tyler Junior College, 2017.

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## 1: Non-Academic Departmental Review Participants

List the names of **your department personnel** who contributed to the writing of this report and their position/association within your department.

Name	Association
Ashley Salazar	Director of Public Relations
Cecilia Miller	Print Production Manager
Melody Brooks	Creative Services Coordinator

Adapted from Azusa Pacific University, Arizona State University, & Tyler Junior College, 2017.



## 2: Departmental Profile

### A. Mission/Purpose

1. What is the mission of the department and how does it align with the institutional mission and other strategic priorities?

The Garden City Community College Printing Services Department provides printed and copied material for students, employees, and the community. Through visual and written communications, various media is copied, created, and produced economically, in-house, in various quantities, for distribution. The college's mission to produce positive contributors to the economic and social well-being of society is supported by the print services department mission in that students, employees, and the community are given printed resources to meet their varying objectives toward that shared end goal.

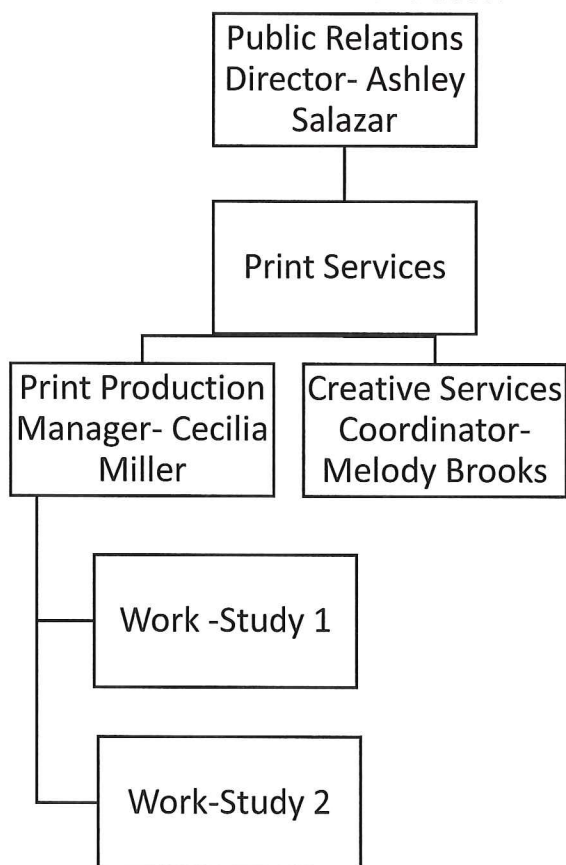
### B. Human Resources

*Combine all Sub-units for analysis.*

1. How does the department assure that all personnel are qualified for their position?

The printing services department works with Human Resources to fill any vacant positions. In the past five years, there has been little turnover in the department; however, the past 6 months have seen a change in every position as well as organizational changes. Historically, the print shop coordinator served as the designer as well. This was changed in December of 2018, when the Print Shop and Marketing Departments were moved under the oversight of the Director of Public Relations. When that change was made, two distinct positions were created. The Print Production Manager and the Creative Services Coordinator. With help from the HR department, we came to the conclusion that experience, skills sets, and knowledge were of more importance than education for both of these positions. The experience, skill sets, and knowledge are outlined in the position description for each role. Cecilia Miller has run the print shop for over five years and was well qualified to move into the role of manager in the shop, taking on full responsibility for the operations within. Melody Brooks served as the JCVT Secretary before moving into the Creative Services position, and she had been working on multiple design elements already for the college. Melody has nearly completed her Bachelor's degree in graphic design, and she had the necessary skill set and campus knowledge to move into the creative services role. HR utilizes the Compease system to help our department identify a fair wage for all employees in the print shop.

2. Include an organizational chart with names and titles.



3. List departmental, divisional, College, professional, or community committee or board activities and leadership roles, if applicable, of each full-time employee for the past **five** years.

- Tiffany Heit—Printing Services Coordinator (prior to December 2018). Design and layout of forms, flyers, brochures, posters, catalogs, manuals, advertisements, social media graphics, newsletters, and various other promotional and informational items. Manage Print Shop copying and printing services, inventory, billing and production of promotional, educational, and operational materials. Handle day to day copying and printing production, job scheduling, filing, billing and inventory tracking. Leadership and Committee Roles: Tiffany also sat on the College Council.
- BJ Kemper—Print Shop Assistant (July 2013 to January 2015). Handled day-to-day copying and printing production, job scheduling, filing, billing and inventory tracking. Leadership and Committee Roles: It is unknown if BJ served on any additional committees or in additional leadership roles.
- Cecilia Miller—Print Shop Assistant (prior to December 2018) and Print Production Manager (December 2018 to present). Manage Print Shop copying and printing services, inventory, billing and production of promotional, educational, and operational materials. Also handles day to day copying and printing production, job scheduling, filing, billing and inventory tracking. Leadership and committee roles: Cecilia sits on the Centennial Celebration Committee and has taken a Graphic Design for Career Course at GCCC.

- Melody Brooks – Creative Services Coordinator. Design and layout of forms, flyers, brochures, posters, catalogs, manuals, advertisements, social media graphics, newsletters, and various other promotional and informational items, including the campus annual report and various large-scale banners. Leadership and Committee Roles: Melody sits on the Centennial Celebration Committee, sits on the Website Development team, and also took the Graphics for Career course at GCCC.
  - Ashley Salazar: Orchestrate the efficient and effective co-operation of the departments within PR, including print services. Oversees the budget for the Print Services Department. Leadership and Committee Roles: Ashley is the lead on the Centennial Celebration Committee, the lead on the Website Development Team, and sits on College Council.
4. List names and anticipated dates of retirement (month, year) within the next five years.

NAME	MONTH	YEAR
N/A		

5. How are the results of employee evaluations used in identifying professional development needs?

GCCC employee evaluations take place in March and April annually. The results of the employee evaluations in the print services department have been historically discussed one-on-one and verbal suggestions for improvements may have been made based on the evaluation in that setting. Cecilia remembers being told to “Work on this more.” Verbal encouragement may have been the extent of the professional development offered as a result, as no documentation of follow-up or attempt to improve based on the result of those evaluations is apparent within the records kept by the Print Shop.

The entire Print Services department would benefit from periodic meetings to review evaluations and identify specific needs for improvement and opportunities for additional training. These meetings would coincide with the college’s established timelines for human resources evaluations. In order to formalize and document the meetings and progress made, a copy of the performance evaluation will be kept along with an additional form (**See Attachment A—Specific Employee Goals and Training Needs Form**). Attachment A will be used to document progress toward the employee’s specific goals and priorities that were set during the annual evaluation process with human resources. After the sessions, the staff can look for training opportunities to improve skills in areas identified for improvement by the evaluation process.

6. What department-specific professional development opportunities are offered/provided by the department?

Tiffany Heit, the previous Print Services Coordinator, attended several conferences to network and receive training through the National Council for Marketing and Public Relations (NCMPR).



Historically, the Print Shop Assistant position only received on-the-job training and apprentice opportunities, but Cecilia Miller was afforded the opportunity to take the GCCC Career Graphics course in Fall 2018 while in that role.

Department employees would benefit from continued presence at the NCMPR events and training. The team would also greatly benefit from additional graphic design courses to aid with the design workload. Continuing education classes, online coursework, and even small regional or local training conferences for graphics would be beneficial. The design workload is very heavy in the department.

7. Show evidence that employees have continued their professional development by attaching a list of current full-time employees who participated in professional development activities during the past **five** years, and those activities.

Documentation of the Career Graphics course at GCCC is attached (**See Attachment B—Documentation of Professional Development**). Both of the current Print Services employees took part in that training.

- Melody Brooks— Creative Services Coordinator
  - Career Graphics Course @ GCCC Fall 2018
- Cecilia Miller – Print Production Manager –
  - Career Graphics Course @ GCCC Fall 2018

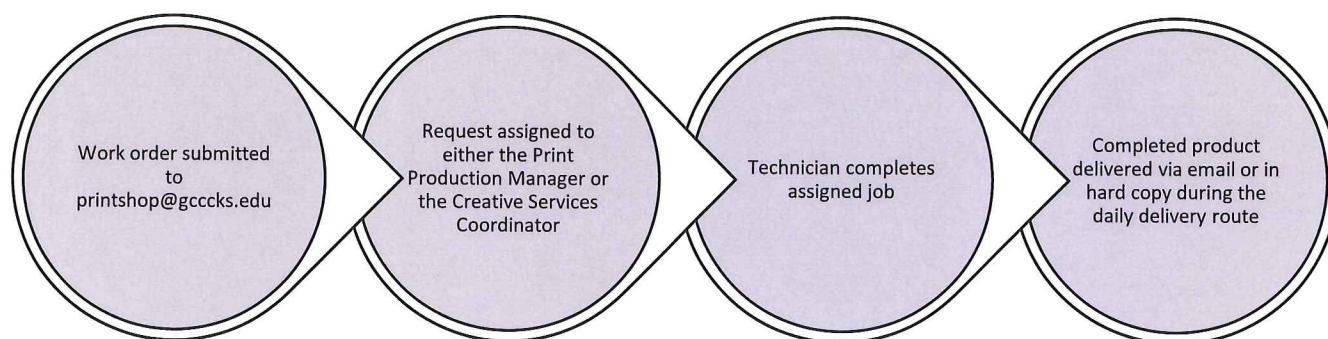
## **C. Description of the Department and the Customers/Clients Served**

1. What are the key functions, processes and services provided by the department? Include production level data such as students/customers served, transactions processed, etc. Explain any compliance duties or responsibilities.

### **Functions:**

The GCCC Print Services Department's functions include the creation and delivery of copied, printed, and designed materials for academic, extracurricular, promotional, marketing, and other operational purposes across the campus. The Print Shop also functions as a service provider for the entire campus for paper and paper product and supply orders.

## Processes:



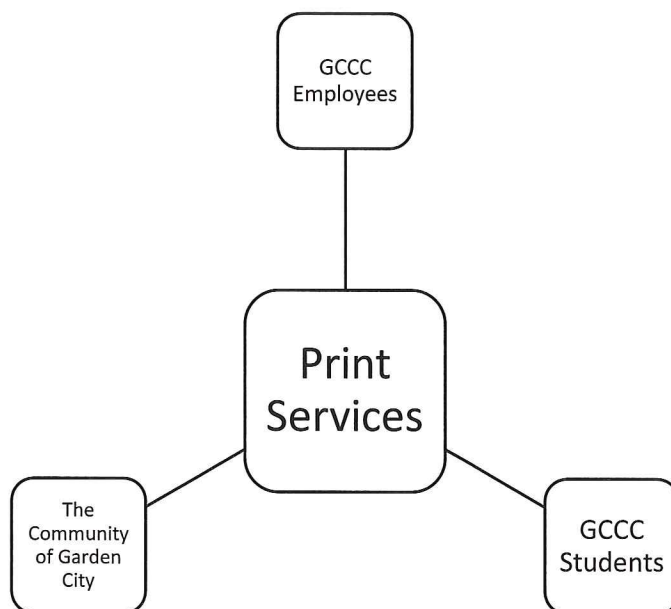
The Print Services Department receives requests for basic copy, special print, assisted design, and simple supplies through an electronic work order process. Customers submit a Printing Request Form (**See attachment I—Print Request Form**) via email to gcccks.edu. This email address is forwarded directly to the Track It work order management software system. Upon receipt of the request, the request is assigned to either the Print Production Manager (for basic copy, special print, or simple supply requests) or the Creative Services Coordinator (for assisted design requests). Printing and design work is completed by these individuals with help from multiple work-study students. Completed products are then delivered to the customer. Hard copy products are delivered daily by the work-study students during a daily route, which typically takes place around 1:00PM. Electronic products are delivered via email as soon as possible. Designs are all reviewed by both the Creative Services Coordinator and the Director of Public Relations.

## Services:

Basic Copy	Special Print	Assisted Design	Simple Supply
<ul style="list-style-type: none"> <li>• same-day print and delivery of basic copies in black or color 1,999 pages or less</li> </ul>	<ul style="list-style-type: none"> <li>• 3 to 5 day turnaround printing of black or color, special binding, atypical size, or multi-part forms</li> </ul>	<ul style="list-style-type: none"> <li>• assistance with graphic design for any publication or visual media</li> </ul>	<ul style="list-style-type: none"> <li>• Campus-wide ordering and delivery of copy paper and various other paper products</li> </ul>

The GCCC Print Services Department provides basic black and white copying of academic, extracurricular, and departmental support documents. Color prints, special binding, collation, specialty paper prints, prints on varying dimensions, and two and three part forms as also provided as special print services. Assisted design for the development of recruiting, marketing, and advertising in various formats including forms, flyers, brochures, posters, catalogs, manuals, advertisements, social media graphics, newsletters, and various other promotional and informational items is also available through the department. Finally, the shop provides paper, envelopes, letterhead, folders, business cards, and other simple supplies to the campus as a service to the entire college. These services are outlined in the Print Shop Guide that was created in October of 2018 to aid the customers in their understanding of the services provided by the Print Shop. (**See attachment G—Print Shop Guide.**)

## Students/Customers Served:



The employees of GCCC are the direct recipients of the final products printed in the department. Students and community members indirectly receive the services from the print shop when they consume the printed items or resources. Periodically, community members or partnerships become direct customers when they order from the print shop and are billed. Most departments at GCCC are not billed for services; however, campus grant programs, the Endowment Association, and outside entities are billed for the production, if necessary. The print shop adheres to all copyright laws when printing for internal or external customers. The print shop also orders and keeps stock of paper materials used across campus for all individual department printing and processes.

2. What impact do those services have on students and other key stakeholders? What are the department's enhancements to the institution?

Through print services, employees are provided with printed resources and tools to effectively meet their program or academic objectives. Students are indirectly provided with the same resources and tools if they are distributed by the employees. Therefore, print services has an indirect impact on the successful education and operation of multiple programs and departments on campus. The print services department enhances the institutions ability to communicate in written and printed formats. The print shop minimizes the work load of building secretaries and other department employees by providing materials and material ordering services.



3. Discuss how the department utilizes appropriate technology to provide services to its stakeholders.

The print services department utilizes numerous technological resources to provide services to stakeholders. A help desk management system (Track It), is used to manage incoming work orders for copy, print, and design, as well as to assign jobs to the appropriate personnel. The print services creative services manager utilizes various graphic design software systems--including those within the Adobe Acrobat Pro suite. The print production manager and Director of PR also utilize online graphic design software, such as Canva, for quick turnaround and templates. Industrial printers are equipped with advanced printing software that enables the staff to efficiently produce any combination of printing requests that may come in from the stakeholders. All print services employees utilize TimeClock Plus, Datatel, and the Microsoft Office suite applications for daily interaction.

4. Describe any existing continuous improvement activities.

The print services department continuously meets as a staff to discuss workload and assignments. The department frequently discusses areas in need of improvement and brainstorms possible solutions. For example, the department recently discovered and discussed that stakeholders, mainly employees on campus, were confused by the requirements and processes for submitting work orders to the print shop. Discussion lead to the development of a completely electronic order system and a print shop guide that was made available to all employees via email and electronically on the college website. This process is improved, but not perfect as it is. The team looks forward to a new website that offers the opportunity to create fillable forms to streamline the process even further. An annual assessment of the print services department also led to discussion of additional necessary processes to keep track of annual inventory needs and errors. Over the course of a year, this inventory tracking system should improve the efficiency of the inventory and ordering processes in the shop.

5. Provide any other relevant information needed for a complete understanding of your department.

The print services department can only operate efficiently when staffed with knowledgeable employees who are well versed in the software system requirements for the work orders and industrial printers. Basic paper knowledge is key to running the shop. Knowledge of the most favorable printing environment is also necessary to troubleshoot printers and avoid print errors. Because this knowledge is crucial to the success of the department, it has become apparent that the department needs to begin drafting policies, procedures, and general information for incoming hires and Work-Study students. Plans for creating these training and informational documents for the department are included in the 5-year objectives below.

### 3: Departmental Resources

1. Describe the overall adequacy of resources (human, technological, capital, facilities, and fiscal) available to the department for providing effective service delivery and achieving outcomes. If additional resources are needed, please provide data and describe how those resources would improve services.

*Include documentation if requesting additional resources.*

#### **Human Resources:**

The print services department does not have enough human resources. The workload for the design department is ever increasing. Even after the team is able to practice collaborative productivity, the work load will be more than one designer can efficiently complete by the deadlines. (See **Attachment C-- List of Graphic Design Work Orders Created since December 1, 2018.**)

#### **Technological Resources:**

Technology resources are mostly adequate, with the exception of billing software and additional licenses for design software. Billing software will be of more importance as the department continues to grow and if the department expands to serving community entities as well as the college. (See **Attachment D.—Outdated Billing Software.**) Additional licenses for design software would not be necessary if an additional graphic designer were hired; however, the current set up requires design assistance from both the Director of PR and the Print Production Manager, as well as periodic help from work-study students. This setup is not reasonable. The workload of the PR director is not conducive to spending additional time supporting small graphic design request for social media etc. Resources needed to alleviate this problem include an additional body in the PR and Marketing department, which would alleviate the workload of the design team.

#### **Capital Resources:**

The print services department has seen a dramatic increase in demand for large and atypical print requests. These requests include printing and binding large training manuals (such as those provided to the HLC Site Team), banners for multiple departments on the campus (including Financial Aid, The Broncbuster Bookstore, Advising, Admissions, Welding, and the Registrar), and stretched canvas photos, such as those provided to the President's Office and President's Lobby before the HLC site visit. While the number of documented work orders received year over year has not changed dramatically, this demand for atypical and large-size prints has impacted the printing supplies budget (11-00-0000-65000-7045). For example, the department printed over 2,500 programs for the NJCAA National Cross Country Championships in November 2018. The budget as it was established does not include enough capital to fund the special paper and additional toner required for these sizeable print requests. Budget transfers have been made this year to accommodate this shortfall; however, the other accounts are suffering due to the transfers. (See **Attachment B -- Documentation of Costs of XC Order, Attachment H—Number of Print Shop Work Orders from December 2018 to January 2019**)

#### **Facilities:**

The print services department facilities are in need of renovation, with the exception of the Director of PR's office. Facilities has plans to renovate the closet in the Print Shop to create an office for the Creative Services Manager so that she will be closer to the Print Shop and the other employees of the department. Facilities also has plans to refurbish the flooring and ceiling in the Print Shop. The Print Services department staff agree that clean concrete flooring would be sufficient. Finally, a draft and humidity issues are caused by the Print Shop's external doors. Weather stripping was added to the external doors in the past; however, this did not completely eliminate the draft or the humidity issues. The staff of the Print Shop suggests new doors be purchased for the shop. More shelving is needed for paper organization and storage in the shop.

Currently, some paper boxes are stored on the floor, making them susceptible to the damage by water or other factors.



#### 4: Departmental Innovation

1. Does the department engage in extracurricular activities as a service to the students and community (yes or no)?

*If yes, list activities and explain how they benefit the students and/or community (e.g. fliers, internal department documentation)*

The department serves all groups on campus, so it is serving both academics and extracurricular activities. The department does not currently host or organize extracurricular events or services, but the team agrees that organizing an event, activity, or project for the benefit of the students and community is something that we would all like to work on together.

The team has submitted a mini grant to the endowment association for a heat press and vinyl cutter. This equipment has the potential to be used for various events on the campus—including aiding in an event or activity geared toward the benefit of the community or extracurricular activities.

In addition, the Garden City Telegram has approached the Print Shop about the possibility of partnering with them to publish a bi-weekly news page for those in the area who do not speak English. This partnership, should it come to fruition, would be a great service to the community. The details are yet to be established, but there may be another community group willing to pay for the printing costs associated with publishing the document.

2. What innovative ideas have been incorporated into the operation of the department during the last five years? Discuss the results and provide documentation.

The Print Shop took advantage of innovative technology by purchasing the industrial printers.

- In April 2015, the 2005 Xerox Nuvera Docutech and Xerox D250 were replaced with the purchase of Savin Pro 8120s, a high speed black and white printer with booklet maker and Savin Pro C5110s Color production copier.
- The Command Workstation software allows print control from desktop PC's and electronic copy submission is allowed with PDF files, allowing for direct printing from computer to the industrial printing stations.
- In 2016 the late model Chandler & Price Hydraulic Paper cutter was replaced with a new Triumph 5260 electric/digital paper cutter.
- iMac computers were purchased to be used with Creative Suite, Adobe Acrobat Pro and MS Office Software to design, layout, and handle text, pdf, vector, raster, and publishing files. One PC is also used for billing and campus compatibility of non-mac users.

The Print Shop was also the recipient of a grant-funded banner, canvas, and vinyl printer.

- HP Design Jet Z5600 Post Script Printer

This equipment has been incorporated for daily use by work-study and employee staff members to fill most orders for the campus. Similarly, new paper cutters were purchased to provide more professional products to the campus. An innovative addition was the grant-funded HP canvas printer, which enables the staff to print on vinyl and canvas rolls for banners and stretched canvas projects. These new additions have greatly improved the aesthetics of the campus. **(See Attachment E-- Photos of the Canvas and Vinyl Banners on Campus.)**

Innovative Technology in the form of Track It help desk software has been introduced to efficiently process work orders electronically. Paper requests are no longer necessary or accepted by the Print Services department. The software enables users and the Print Shop staff immediate access to print orders with digital storage and tracking of that work in perpetuity. The help desk system was recently (December 2018) adopted as an efficient and orderly means for taking design orders for the Creative Services Coordinator. Work orders for design are redirected to the Coordinator via email. **(See Attachment F-- Sample of Redirected Work Orders for Design and Print.)**

## 5: Outcomes, Assessment Measures, Targets of Achievement, and Prior Results

1. If data has previously been gathered, list the intended outcomes for the department for the past three years and cite the institutional Essential Skills and other Strategic Plan priorities that each outcome supports.

No data was previously gathered for the department.

2. Describe the data gathering process and give results.

No data was previously gathered for the department

3. Analyze the data by comparing the actual results to the targeted levels of achievement and document what was learned.

No data was previously gathered for the department

4. The department will gather feedback regarding expectations and performance from stakeholders through interviews, surveys, focus groups or other appropriate measures. This feedback shall be considered when selecting performance measures and when continuous improvement plans are developed. Describe what changes have been made in response to these measures.

No data was previously gathered for the department. Surveys will take place in April.

5. Use the results to develop a Continuous Improvement Plan for the department, improving efficiencies based on targeted outcomes. Include consideration for resources, processes, data collection, analysis and timelines for monitoring and assessing the results. List intended outcomes for the department that insure alignment with institutional Essential Skills and other strategic priorities.



For each outcome identify at least one method of measurement that will be used to assess progress toward the outcome. Assessment is strengthened when multiple measures are used. An assessment measure should provide meaningful, actionable data that the department can use to assess efficiency and improve processes.

Describe the target level of achievement for each measure. Levels of achievement shall be:

- Specific and measurable.
- Stated in numerical terms.
- Stated in realistic terms.
- Directly related to the outcome.
- Inclusive of all aspects of the outcome.
- Manageable and practical.

To demonstrate efficiency, determine if external or internal benchmarks are available for comparison.

Results of data from April surveys will be used to create a Continuous Improvement Plan. The Print Shop also has goals identified for the 2019/2020 Annual Planning Document (Assessment), which include writing a mini-grant for a t-shirt press and vinyl cutter, stimulate an increase in the number of basic copy jobs that are sent to the Print Shop, rather than completed on the individual building printers (Sharp Printers), and create a Print Shop Policies, Procedures, and Informational Manual. The department also suggests the addition of another position in PR/Marketing to support the interconnected departments within the Central Services group. This suggestion will also appear in the annual assessment.

## 6: Additional Comments

This space is for the department to add any additional comments to help clarify or explain its functions, if applicable.

The print services department recently went through structural/organizational/ and personnel changes. Each member of the team is new in her role and is working towards establishing daily practices to ensure success. For this reason, the department is not yet as productive as it will be when the team has had time to identify areas that need collaboration and strengthening. The department implemented new procedures for submitting work orders as well as clarifying information about the services offered by the department. This information was distributed to the college campus electronically and in hard copy; the department called this information the "Print Shop Guide." (See attachment H—Print Shop Guide.)

## 7: Executive Summary

1. Briefly describe how the department review was conducted:

This departmental review was conducted collaboratively with all three of the Print Shop staff members taking part. Because two out of the three members of the staff are new to the department, most of the historical information was provided by Cecilia Miller—Print Production Manager. Cecilia is also new to her current role.

2. Describe the MAJOR conclusions regarding the present state of the department:

Ultimately, the team is new. That has a major impact on the state of the department. It is operating smoothly, but it is not at its height of productivity at this time. New processes are being developed and will continue to be developed for workflow as the team grows together in the department.

3. Briefly describe the goals and objectives of the department:

The department goals are to increase productivity and communication with internal and external stakeholders by incorporating and fine-tuning work order processes and workflow. The objective of the department is to utilize technology and individual skill sets to provide efficient and effective copy, print, and design services to the campus.

4. Comment on the progress on previous Departmental Review Action Plans or Recommendations

*Departments completing the review for the first time will not have these items and need not answer this question.*

5. Describe the department strengths:

The Print Services Department has a wonderful sense of teamwork, despite the fact that our team is in its infancy. The willingness and ability of each member to help the other with tasks is truly a benefit to the rest of the campus. Each member of the team takes responsibility for ensuring that jobs are completed by the deadlines. Deadlines are imperative to the work that the Print Services team does. Often, customers request rush orders. When possible, each member of the team is willing to be flexible and accommodating to urgent matters. The work ethic and attitude of each member of the Print Services team is the most valuable strength that the team possesses. No job is too difficult for the team because they support one another.

## 6. Describe what areas need improvement:

Despite the strengths of the Print Services team, there are areas in need of improvement. These areas include the development of organized work-flow processes and a system for prioritizing work in that flow, supply and inventory processes, and communication to the campus about services and work order processes. The team admits that this weakness is due, in part, to the team being so new to the positions. With time, these processes will be discussed and improved upon.

## 7. State the recommendations for the department:

1. The Print Services department staff agrees that the department should spend some time and effort educating the campus employees about the roles each Print Services staff member plays and what services are provided to the campus through that position. The campus is also in need of additional education on the job order process. For example, many employees do not yet understand that the [printshop.gcccks.edu](mailto:printshop.gcccks.edu) email address is used for copy, print, and design requests. Employees need education on when and how to submit requests. The department has spent some time in the past two months creating and distributing print, copy, and design guides (as well as PR and Marketing Guides) to combat the confusion, but the processes are not yet perfect. Increased access to digital forms and a one-stop-shop fillable form along with the new website will go a long way in helping to clear up the confusion. In addition, video "how to" tutorials may help the campus understand the process necessary to have their copy, print, and design needs met.
2. The Print Services staff also recommends that new processes for keeping track of errors, ordering, and inventory of paper supplies be implemented to aid in future efficiency and preparation for annual print jobs.
3. The Print Shop staff recommends that the administration consider hiring additional staff to support the Public Relations department overall, but specifically an additional designer/photographer to support the workload in the department.
4. The Print Shop staff recommends that the administration prepare to serve outside community to determine if there is an external need for printing and design services. This determination might be



made by surveying the community. (Potential Facebook, other social media, and website survey may be sent.)

5. The print services department would benefit from a vinyl cutter and a heat press for t-shirts. The department could serve a broader customer base and the bookstore if we could print shirts in-house. These could possibly be funded with grant funding.
6. The print services department would benefit from the creation of a policies, procedures, and information manual for the Print Shop. This document would serve as a training manual and as a resource guide for the operation, billing, and upkeep of the Print Shop and all of its processes.

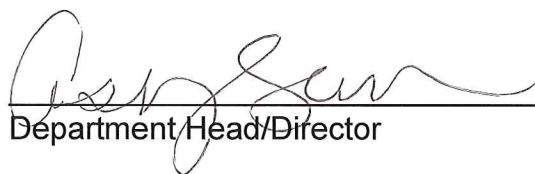
<b>8: Departmental Action Plan (with timelines for recommendations)</b>					
	Year 1	Year 2	Year 3	Year 4	Year 5
	Actions & Budget Implications	Actions & Budget Implications	Actions & Budget Implications	Actions & Budget Implications	Actions & Budget Implications
<p><b>Recommendation 1:</b> Educate the Campus about Print Shop Roles Annually; Educating the campus about the services and deadlines of the print shop <b>Measure of Success:</b> Eliminate questions and rumblings around campus regarding unclear departments and offerings within the departments ; minimal requests coming in incorrectly/outside of the process</p>	<p><b>Actions:</b> Schedule to present during all employee meeting to identify the staff and their roles; Develop tutorial videos for campus consumption <b>Budget Implications:</b> none <b>Timeline:</b> All employee meeting to be completed by March 2019; videos to be completed in summer of 2019.</p>	<p><b>Actions:</b> Years 2-5 annually evaluate the procedures and processes and identify weaknesses or areas for change; consistently update the videos, etc. for training. <b>Budget Implications:</b> none <b>Timeline:</b> Ongoing annual evaluation</p>	<p><b>Actions:</b> ongoing evaluation of processes <b>Budget Implications:</b> none <b>Timeline:</b> Ongoing annual evaluation</p>	<p><b>Actions:</b> ongoing evaluation of processes <b>Budget Implications:</b> none <b>Timeline:</b> Ongoing annual evaluation</p>	<p><b>Actions:</b> ongoing evaluation of processes <b>Budget Implications:</b> none <b>Timeline:</b> Ongoing annual evaluation</p>
<p><b>Recommendation 2:</b> Create and utilize Error, Order, and Inventory Logs <b>Measure of Success:</b> Decreased instances of rush inventory orders; increased opportunities to buy in bulk or to save on ordering expenses</p>	<p><b>Actions:</b> begin gathering data and keeping logs of errors, orders, and inventory <b>Budget Implications:</b> none <b>Timeline:</b> ongoing; begin in February 2019; evaluate the log efficiency in July 2019</p>	<p><b>Actions:</b> review data from previous years to determine needs for budget and training (in case of reoccurring errors) in current year <b>Budget Implications:</b> none <b>Timeline:</b> review when creating budgets each year</p>	<p><b>Actions:</b> years 3-5 review and make changes as necessary to log process <b>Budget Implications:</b> none <b>Timeline:</b></p>	<p><b>Actions:</b> <b>Budget Implications:</b> <b>Timeline:</b></p>	<p><b>Actions:</b> <b>Budget Implications:</b> <b>Timeline:</b></p>

<p>Recommendation 3: Hire additional creative services/marketing/photography assistant</p> <p>Measure of Success:</p>	<p>Actions: review salary requirements and possibility of hiring additional staff</p> <p>Budget Implications: up to \$35,000 additional salary request needed for 2019 budget</p> <p>Timeline: request in June 2019</p>	<p>Actions: Post position for additional designer</p> <p>Budget Implications: none</p> <p>Timeline: Hire additional designer for FY19-20 not before July 2019.</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>
<p>Recommendation 4: Offer external printing services</p> <p>Measure of Success:</p>	<p>Actions: Meet with Administration to develop proposal and potential survey. Figure updated price points for printing etc.</p> <p>Budget Implications: While making the decision will not impact our budget, the decision itself will impact our budget if we choose to make a profit with the price point.</p> <p>Timeline: Use year one to get acquainted as a staff and prepare for serving community members by getting processes in place.</p>	<p>Actions: Evaluate our plan for serving the community and establish all the necessary administrative items. Market services and begin serving limited number of customers from the community. At least 10 jobs a month.</p> <p>Budget Implications: our budget will need some wiggle room at first, but we will charge the community in order to offset our cost and make a profit.</p> <p>Timeline: We should be serving some by the end of year two and working out the any issues that arise before taking on more customers.</p>	<p>Actions: 1<sup>st</sup> half of the year: build a customer base and a salary for another hire. 2nd half of year: hire new staff to take on additional print orders from the community.</p> <p>Budget Implications: plan to take enough orders to offset the cost of an additional print assistant.</p> <p>Timeline:</p>	<p>Actions: training and initiation of new employee and ongoing evaluation of processes.</p> <p>Budget Implications: no new budget implications here. Keeping an eye on the budget vs. salary correlation.</p> <p>Timeline: All of year 4</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>



<p><b>Recommendation 5:</b></p> <p>The print services department would benefit from a vinyl cutter and a heat press for t-shirts. The department could serve a broader customer base and the bookstore if we could print shirts in-house. These could possibly be funded with grant funding.</p> <p>Measure of Success:</p>	<p><b>Actions:</b> Submit mini-grant to request funding for the equipment; if not funded, request additional funding as part of 2019-2020 budget process.</p> <p><b>Budget Implications:</b> \$998 for both items. Additional funding for additional paper as time goes on.</p> <p><b>Timeline:</b></p>	<p><b>Actions:</b> request funding via grant or via budget requests for these items</p> <p><b>Budget Implications:</b></p> <p><b>Timeline:</b></p> <p>Begin using equipment by January of 2021, if not funded by grant and awarded sooner.</p>	<p><b>Actions:</b> track the use of the equipment (especially if funded by grant) to document success and proper use</p> <p><b>Budget Implications:</b></p> <p><b>Timeline:</b></p>	<p><b>Actions:</b> track the use of the equipment (especially if funded by grant) to document success and proper use</p> <p><b>Budget Implications:</b></p> <p><b>Timeline:</b></p>
<p><b>Recommendation 6:</b></p> <p>The print services department would benefit from the creation of a policies, procedures, and information manual for the Print Shop. This document would serve as a training manual and as a resource guide for the operation, billing, and upkeep of the Print Shop and all of its processes.</p> <p>Measure of Success:</p>	<p><b>Actions:</b> begin planning and outlining necessary components for the Print Shop manual</p> <p><b>Budget Implications:</b> None</p> <p><b>Timeline:</b></p>	<p><b>Actions:</b></p>	<p><b>Actions:</b></p>	<p><b>Actions:</b></p>

## 9: Signature Page and Archiving



Department Head/Director

5/22/19  
Date

N/A

Dean/next level supervisor (if applicable)

Date



VP of Student Services or VP of Administrative Services

5.22.19

Date



Vice President of Institutional Effectiveness & Accountability

6/24/19  
Date



President

7.24.19

Date

### Archiving:

#### **Division Leader submits to VP of Institutional Effectiveness & Accountability.**

1. A complete electronic version of the Academic Comprehensive Program Review
2. All documentation (electronic)
3. A signed signature page

## 10: Attachments

### Attachment A—Specific Employee Goals and Training Needs Form (Sample of Text on Form)

PR. Marketing. Print Shop

Specific Employee Goals (page 1-2) and Training Needs (page 3-4) This form is used by the PR/Marketing/Print Shop Department, in conjunction with the Annual HR Performance Evaluation, to track progress on specific employee goals and training needs.

Employee Goals (from HR Performance Evaluation):

Goal #1: \_\_\_\_\_

Notes on Progress on \_\_/\_\_/\_\_:

\_\_\_\_\_

\_\_\_\_\_

Notes on Progress on \_\_/\_\_/\_\_:

\_\_\_\_\_

\_\_\_\_\_

Notes on Progress on \_\_/\_\_/\_\_:

\_\_\_\_\_

\_\_\_\_\_

Training Needed/Requested

The employee needs and/or requested the following training opportunities in this calendar year.

Training:

\_\_\_\_\_

\_\_\_\_\_

Notes on Progress on \_\_/\_\_/\_\_:

\_\_\_\_\_

\_\_\_\_\_

Notes on Progress on \_\_/\_\_/\_\_:

\_\_\_\_\_

\_\_\_\_\_

Notes on Progress on \_\_/\_\_/\_\_:

\_\_\_\_\_

\_\_\_\_\_

### Attachment B—Documentation of Professional Development

From: Ashley Salazar  
 Sent: Tuesday, January 8, 2019 12:22 PM  
 To: Karla Armstrong <karla.armstrong@gcccks.edu>; Debra Nicholson <debra.nicholson@gcccks.edu>  
 Subject: Budget Transfers and Questions for Central Services

## Professional Dev.

- ★ 3. Move \$300.00 from 11-00-0000-65000-7020 (Office Supplies) to 11-00-0000-6500-6010 (Business Travel) to cover the negative balance incurred from Melody Brooks and Cecilia Miller's professional development class last semester.
- ★ 5. Move \$3,000 from 11-00-0000-65000-6620 (Consult/Contract Services) to 11-00-0000-65000-7040 (Photocopying Supplies) to offset the cost of printing the National Cross Country Meet Programs. Note: We did send an email to Colin Lamb about the cost of printing the programs, as was suggested by Deb. We were never promised that we would be receiving any reimbursement for the items, so I don't know if we will recoup the cost.

Thank you!

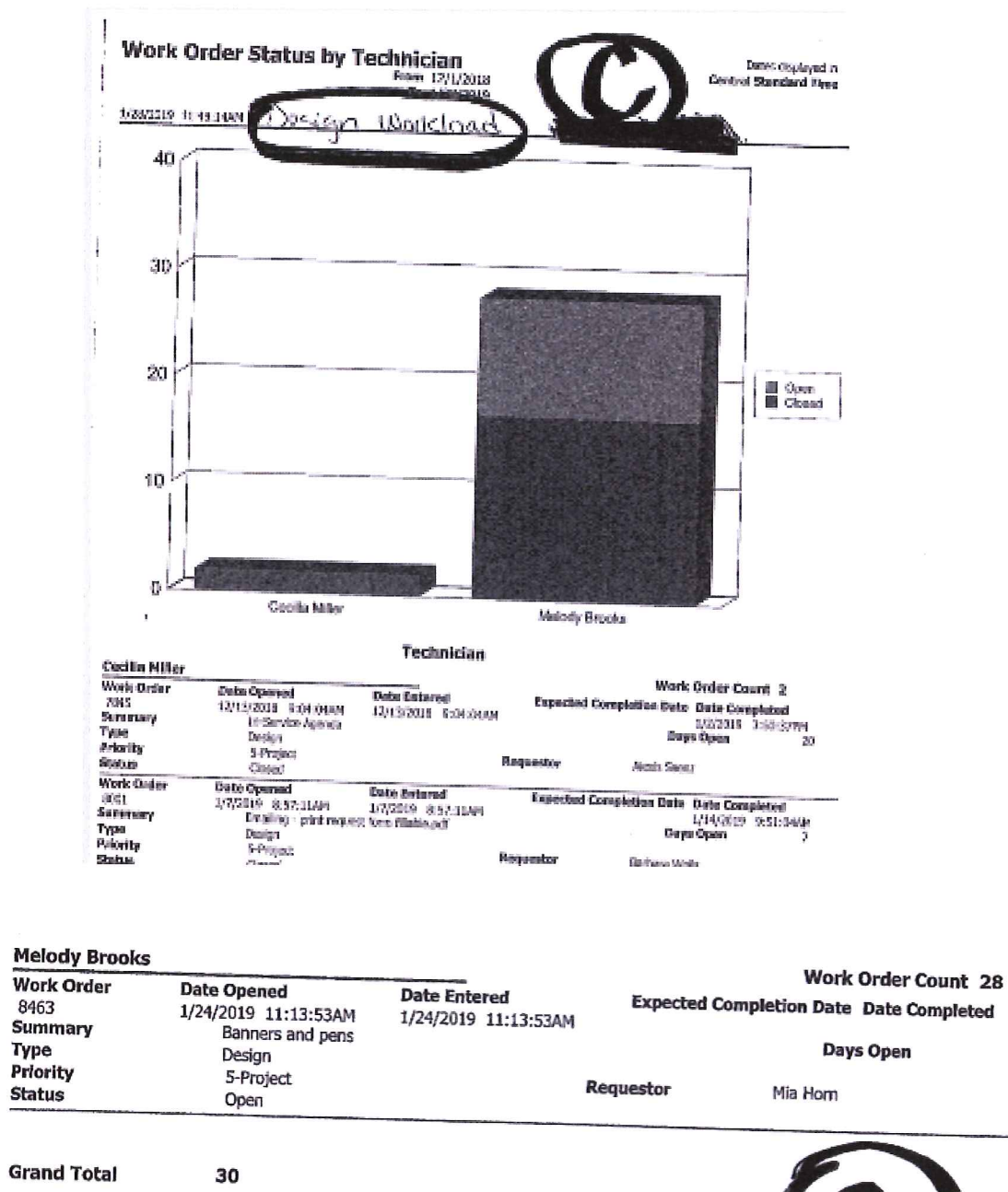
**XC cost to budget**

Ashley Salazar  
 Director of Public Relations  
 Garden City Community College • 801 Campus Dr. • Garden City, KS 67846  
 620-276-9622 • [ashley.salazar@gcccks.edu](mailto:ashley.salazar@gcccks.edu)

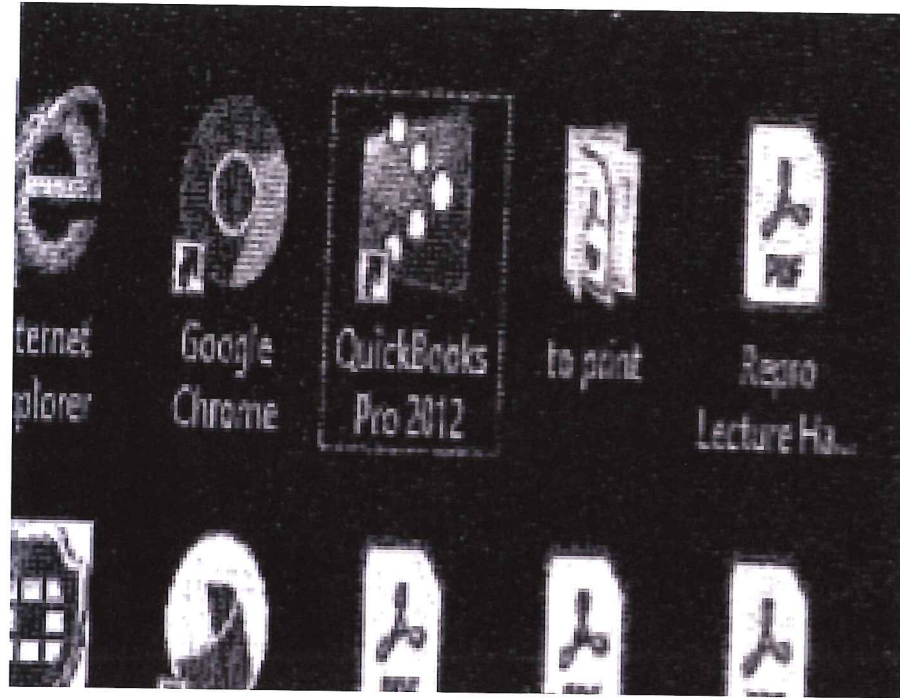


## Attachment C— List of Graphic Design Work Orders since December 1, 2018





## Attachment D—Outdated Billing Software



## Attachment E—Photos of the Canvas and Vinyl Banners on Campus





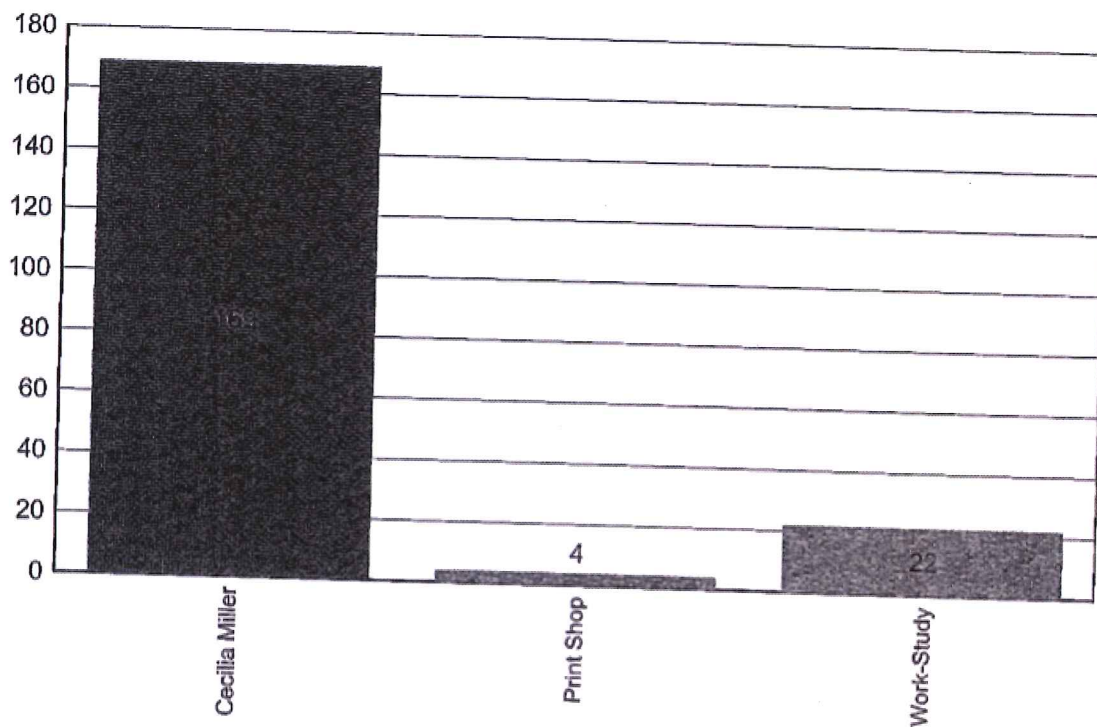
## Attachment F—Sample of Redirected Work Orders for Design and Print

### Completed Work Orders by Technician


From 12/1/2017  
To 1/28/2018

Dates displayed in  
Central Standard Time

3/1/2019 1:59:13PM




## Attachment G—Print Shop Guide


**GARDEN CITY**  
 COMMUNITY COLLEGE  

# PRINT SHOP GUIDE

**printshop@gcccks.edu**  
**Cecilia Miller 276-0417**





### Assisted Design Request (Graphics for marketing, presentations, etc.)

**Must be submitted 1 to 2 weeks in advance of desired delivery**

Your request is assisted design IF it:

- you need help making changes to an existing document
- you have a vision for a graphic document, but you need someone to make it come to life
- you do not have a vision for a graphic document, but you need help developing one
- you want to market an event or program
- you need to turn an existing file into another file type (i.e. jpeg or png for social media, pdf for print, etc)

Please, send applicable PDFs, pictures, and a description of your project vision in the email to [printshop@gcccks.edu](mailto:printshop@gcccks.edu). A designer will contact you to discuss details, if necessary.

### Delivery Schedule (When will you get your order?)

**The Copy Center Route starts at 1:00 pm on regular business days**

Delivery times are subject to change during:

- Inservice
- Special event production
- Maintenance on printers, computers, and bindery equipment

Emergency print requests are discouraged but will be accommodated and delivered promptly, if possible.



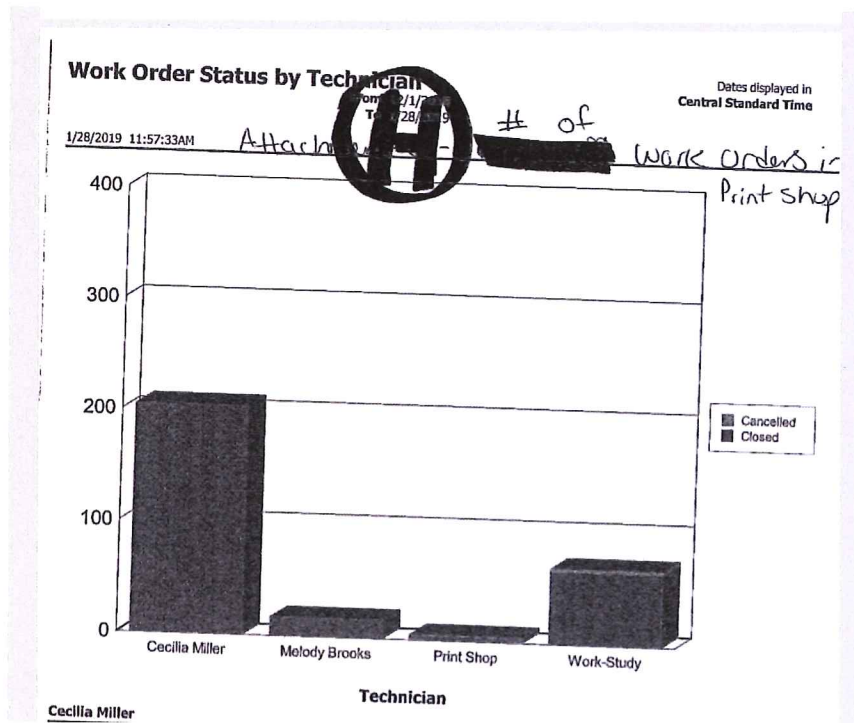
### Simple Supply Request (We offer more than copy paper!)

- Copy Paper
- Letterhead Paper
- Envelopes with Letterhead (with or without window view)
- 10 X 13 Envelopes with the "G"
- Presentation Folders Gold with "G"
- Expense Reports
- Trip Requests
- Scratch Note Pads
- Business Cards (Business Cards are printed at the end of every month)

**Send ALL requests to [printshop@gcccks.edu](mailto:printshop@gcccks.edu)**

## Attachment H—Number of Work Orders for Print Shop from December 2018 through January 2019





<b>Work-Study</b>				<b>Work Order Count 68</b>	
<b>Work Order</b>	<b>Date Opened</b>	<b>Date Entered</b>	<b>Expected Completion Date</b>	<b>Date Completed</b>	
8420	1/22/2019 4:43:41PM	1/22/2019 4:43:41PM		1/23/2019 1:53:08PM	
<b>Summary</b>	Copies			<b>Days Open</b>	1
<b>Type</b>	Copy Work				
<b>Priority</b>	5-Project				
<b>Status</b>	Closed				
		<b>Requestor</b>	Shelli D. Lalicker		
<b>Work Order</b>	<b>Date Opened</b>	<b>Date Entered</b>	<b>Expected Completion Date</b>	<b>Date Completed</b>	
8421	1/22/2019 4:44:57PM	1/22/2019 4:44:57PM		1/23/2019 1:50:09PM	
<b>Summary</b>	Copies			<b>Days Open</b>	1
<b>Type</b>	Copy Work				
<b>Priority</b>	5-Project				
<b>Status</b>	Closed				
		<b>Requestor</b>	Shelli D. Lalicker		
<b>Work Order</b>	<b>Date Opened</b>	<b>Date Entered</b>	<b>Expected Completion Date</b>	<b>Date Completed</b>	
8453	1/24/2019 9:07:53AM	1/24/2019 9:07:53AM		1/25/2019 3:08:18PM	
<b>Summary</b>	Copy Paper			<b>Days Open</b>	1
<b>Type</b>	Supplies				
<b>Priority</b>	5-Project				
<b>Status</b>	Closed				
		<b>Requestor</b>	Louise Lurtz		
<b>Work Order</b>	<b>Date Opened</b>	<b>Date Entered</b>	<b>Expected Completion Date</b>	<b>Date Completed</b>	
8486	1/25/2019 9:34:53AM	1/25/2019 9:34:53AM		1/25/2019 12:38:46PM	
<b>Summary</b>	Copies			<b>Days Open</b>	0
<b>Type</b>	Copy Work				
<b>Priority</b>	5-Project				
<b>Status</b>	Closed				
		<b>Requestor</b>	Shelli D. Lalicker		
<b>Work Order</b>	<b>Date Opened</b>	<b>Date Entered</b>	<b>Expected Completion Date</b>	<b>Date Completed</b>	
8488	1/25/2019 10:06:03AM	1/25/2019 10:06:03AM		1/25/2019 12:46:02PM	
<b>Summary</b>	Request: Hernandez/JOYC1216			<b>Days Open</b>	0
<b>Type</b>	Copy Work				
<b>Priority</b>	5-Project				
<b>Status</b>	Closed				
		<b>Requestor</b>	Sheena Hernandez		
<b>Grand Total</b>	295				

## Attachment I—Printing Request Form

☐ **BASIC COPY REQUEST**  
(Black copies: 1-2 day turnaround)

☐ **SPECIAL PRINT REQUEST**  
(Special handling: 3-5 day turnaround)

☐ **ASSISTED DESIGN REQUEST**  
(Graphic Design: 1-2-week turnaround)

Name of job \_\_\_\_\_ Bldg \_\_\_\_\_

Requested by \_\_\_\_\_ Date submitted \_\_\_\_\_

Delivery date requested \_\_\_\_\_

(please indicate approximate date. Do not put ASAP)

Number of copies required \_\_\_\_\_ Number of originals \_\_\_\_\_

#### BASIC COPIES

☐ 1 sided ☐ 2 sided

Paper color \_\_\_\_\_

☐ Collated

☐ Stapled ☐ 1 ☐ 2

☐ 3-hole punched

Paper size \_\_\_\_\_ X \_\_\_\_\_

#### SPECIAL PRINT REQUEST

☐ 1 sided ☐ 2 sided

paper size \_\_\_\_\_ X \_\_\_\_\_

ink color \_\_\_\_\_

paper color \_\_\_\_\_

weight \_\_\_\_\_

☐ Cover

☐ 1 sided ☐ 2 sided

size \_\_\_\_\_ X \_\_\_\_\_

color \_\_\_\_\_

weight \_\_\_\_\_

#### Bindery Needed

☐ Collated

☐ Stapled ☐ 1 ☐ 2

☐ Padded

☐ Folded ☐ half ☐ tri

☐ 3-hole punched

#### DESIGN INSTRUCTIONS

Email your file(s) along with this form to:  
**printshop@gcccks.edu**



12/13