I. PROPOSAL

1. Background

In 2005, Valencia conducted a review of campus signage resulting in several improvements to exterior signage and the establishment of green as the predominant color for building numbers and letters. Still, many college signs and posters are rendered in the college’s official colors (red, black and gold).

Individual building signage and interior office signage vary based on design trends (typestyles, colors and materials) at the time of construction. Additionally, campuses and departments have designed and installed “homegrown” signs to communicate labs, office hours, orientation sessions, special events, etc.

The college’s physical environment has also provided a backdrop for communicating partnerships, events, donor gifts, policies, and LifeMap, among other initiatives.

The many different messages, colors and designs can result in a visual incoherence that might be overwhelming and confusing to students—particularly new students who are trying to acclimate to the college.

In January, 2014, senior team approved the idea that we revisit the conclusions that led to green signage and develop new Valencia comprehensive signage standards to achieve consistency, as well as develop standards for any marketing/promotional tactics that use campus environment as a major communication channel.

A large committee has been formed as well as two subgroups. The work is progressing.

2. Charge and Work Products

The work team (committee) will explore best practices in way finding, student navigation, engagement, and how we might also build a strong, unified Valencia College identity and campus culture through signage and visual branding.

One key work product will be the development of design standards that address an interdependent network of architectural cues, signage, messaging, graphics and visual identifiers that create a uniquely Valencia experience and yet allow for distinct campus environments. These standards, once adopted by the Executive Council, will be in effect indefinitely and all future signage and campaigns will adhere to them.

In addition to the development of standards for signage, work products in the form of actual building signage and other installations are to be phased in over the next 3-5 years, budgets permitting, with particular emphasis on the 50th anniversary in 2017. To the degree feasible, major new signage should be installed by August 2017.

3. Known Constraints, Criteria, or Design Principles

There are legal requirements for the accessibility of signage to which the college must adhere. There are also budgetary constraints. In addition, many sensibilities, needs and concerns must be heard as we move forward, including those of partners and/or donors.

An existing team has met several times and developed the following principles:

- Everything speaks.
- Valencia approaches signage from first-time students’ and visitors’ points of view and, as such, signage meets their needs to easily navigate our campuses and processes.
- Signage provides cues to signal behavior, transmit culture and values, and build college pride and as such is a part of branding.
- Signage should be accessible to all.
- Signage at Valencia is governed by broad guidelines (to be written).
- Branding needs to complement the space it inhabits and reflect college identity as well as include the capacity to convey different campus identities.

4. Relevant Strategic Goals
All of the college's strategic goals are supported by effective signage and college branding but in particular: Learning Assured and Invest in Each Other.

5. **Council Overseeing the Work**
   This work was commissioned by the Senior Team before the existence of the Executive Council, but may be more appropriately overseen by Executive Council.

6. **Sponsors of the Work:** Lucy Boudet/Jay Galbraith

7. **Decision-making Authority:** College President and Executive Council

8. **Internal Stakeholders or Constituents**
   This work touches every department and person at the college but primarily impacts students—especially new students. The most vested internal stakeholders are Student Affairs, which oversees the many functions associated with enrolling new students but also campus presidents and deans. Facilities and Marketing and Strategic Communications proposed the work and are key to the development of the standards.
   A college-wide team has been formed with input from all key leaders and representation from all stakeholders is the goal.

9. **Preliminary List of Team Members**
   Co-leaders are Lucy Boudet (to be replaced by Darla Sharpe) and Allen Bottorff.
   Team members are: Jay Galbraith, Amy Bosley, Amy Kleeman, Bill White, Chara Young, Darla Sharpe, Deanne Abrams, Geraldine Gallagher, Jacquelyn Thompson, Jessica Jimenez Ramos, Joe Battista, John Britt, Jonathan Hernandez, La'Tasha Graham, Marty Csercsevits, Mary Asbury, Mary McGowan, Melissa Sztelle, Nikki Ferrer, Roger Corriveau, Shannon Murdock, Deborah Larew, Falecia Williams, Joyce Romano, Julie Corderman, Kathleen Plinske, Mike Bosley, Keith Houck, Susan Ledlow, Trish Anderson, Becky Gallup, Lee Pahl, Mark Hose, Michelle Sever, Ruth Ridore, Kathy Hauser

   In May 2014, we agreed to move our work forward through two subgroups:

1. **Signage Group**—headed by Allen Bottorff with John Britt, Shannon Murdock, Geraldine Gallagher, Roger Corriveau, Marty Csercsevits, Darla Sharpe, Deanne Abrams, Bill White and Joe Battista — will:
   - Identify all the signage types (monument, building, office, etc.)
   - Audit existing signage locations and any new signage needs
   - Identify any problems/opportunities/information/navigation that signage can help address
   - Develop style guidelines
   - Consider virtual/electronic navigation tools

2. **Culture Group**—headed by Amy Kleeman and Amy Bosley with Nikki Ferrer, Jessica Jimenez Ramos, Mary Ashburg, Chara Young, Jonathan Hernandez, Lucy Boudet, Mary McGowan and Jacqueline Thompson—will:
   - Name the key values, beliefs, history traditions, and behaviors we may want to communicate in our environments
   - Further articulate “college identity” and “campus identity”
   - Identify any “stories” we want to tell
   - Identify any behaviors we want to reinforce
   - Consider how the 50th anniversary (academic year 2017-18) may fit into this entire project

3. **Deadline for Work Products**
   - Comprehensive audit of existing signage and needs should be completed by August 2015
   - Comprehensive review and recommendations of campus culture, history and identity should be completed by late Spring 2015 for Signage and Branding Committee discussions
• Development of proposed signage design standards should be completed and submitted to Executive Council by December 2015

• Any new exhibits, and/or college and campus identity (culture/history) installations should be proposed and submitted to Executive Council by December 2015

• Revisions to the signage design standards, as needed, will be made after input from Executive Council and the president in January 2016

• Revisions to any proposed exhibits, and/or college and campus identity installations will be made, as needed, after input from Executive Council and the president in January 2016

• Supplemental budgets should be requested for 2016-17 fiscal year by the dates established in the budget development process (Feb. 2016) for any signage or installations determined to be essential to the college/campus identity in preparation for the anniversary year

• Implementation of new signage should adhere to the new standards as soon as adopted and phased in as feasible and continue as new projects and funding are made available

4. Proposed Meeting Times

• The larger team has met twice: April 1, 2014 and May 6, 2014.

• Smaller sub groups each have met several times in the fall of 2014.

• The next meeting of the large Signage and Branding committee is scheduled for January 22, 2015 at which time all remaining meetings will be scheduled.

II. PLAN

1. Final List of Team Members (list Chair first):

<table>
<thead>
<tr>
<th>Key Stakeholder</th>
<th>Invited by Key Stakeholder</th>
<th>Job Title</th>
</tr>
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<tbody>
<tr>
<td>Lucy Boudet, co-chair</td>
<td></td>
<td>VP</td>
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<tr>
<td>Allen Bottorff, co-chair</td>
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<td>Assistant VP</td>
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<tr>
<td>Darla Sharpe (to be co-chair)</td>
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<td>Dir., Marketing Strategy</td>
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<tr>
<td>Jay Galbraith</td>
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<td>VP</td>
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<td>Kathleen Plinske</td>
<td>Mike Bosley for Lake Nona</td>
<td>Campus President</td>
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<td>Joyce Romano</td>
<td></td>
<td>VP</td>
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<tr>
<td>Amy Kleeman</td>
<td></td>
<td>Assistant VP</td>
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<tr>
<td>Shannon Murdock</td>
<td>Tech. Doc. Specialist</td>
<td></td>
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<tr>
<td>Trish Anderson</td>
<td>Coordinator-East Campus</td>
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<tr>
<td>Deanne Abrams</td>
<td>Coordinator-East Campus</td>
<td></td>
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<tr>
<td>Julie Corderman</td>
<td>Manager-WP Campus</td>
<td></td>
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<tr>
<td>Jonathan Hernandez</td>
<td>Manager-LN Campus</td>
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<tr>
<td>Deborah Larew</td>
<td>Director</td>
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<tr>
<td>Mary Asbury</td>
<td>Coordinator-West Campus</td>
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<tr>
<td>John Britt</td>
<td>Coordinator-Atlas Lab</td>
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<tr>
<td>Mary McGowan</td>
<td>Dean of Students</td>
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<tr>
<td>Niurka Ferrer</td>
<td>Director</td>
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<td>LaTasha Graham</td>
<td>Coordinator</td>
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<td>Jacquelyn Thompson</td>
<td>Director</td>
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<tr>
<td>Geraldine Gallagher</td>
<td>Found. President &amp; CEO</td>
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</table>
2. **Final Design Principles**

Principles adopted by committee May 6, 2014:

- Everything speaks.
- Valencia approaches signage from first-time students’ and visitors’ points of view and, as such, signage meets their needs to easily navigate our campuses and processes.
- Signage provides cues to signal behavior, transmit culture and values, and build college pride and as such is a part of branding.
- Signage should be accessible to all.
- Signage at Valencia is governed by broad guidelines (to be written)
- Branding needs to complement the space it inhabits and reflect college identity as well as include the capacity to convey different campus identities.

3. **Teamwork and Interpersonal Communication Principles**

4. **Evaluation Plan**

Evaluation of the recommendations and proposals will be ongoing and likely include the expertise of an external consultant to be certain that we adhere to legal requirements and best practices in the development of signage design standards and guidelines.

Multiple reviews with campus presidents (among others) will be embedded in the multi-year project.

5. **Communication Plan for Work**

Summaries for each meeting are the responsibility of the co-chairs and any sub group facilitators. There is a Sharepoint site to which each member has access where all relevant materials, photos, etc. documents are filed and maintained by the co-chairs.

https://sp.valenciacollege.edu/sites/marketing/brand/signage/default.aspx

6. **Scheduled Meetings for Team**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Dec. 9, 2014, Signage</td>
<td>10-11:30 a.m.</td>
<td>West Campus</td>
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<td>Subcommittee #3</td>
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Dec. 11, 2014, Co-Chairs Planning Meeting (passing of leadership to Darla) 11:00 a.m. West Campus, Marketing

January 22, 2015, Large (Committee) Team Meeting 2-4 p.m. West Campus, Bldg. 10 CDC and Lync Meeting

7. Timeline with Deliverables and Persons Responsible (see attached)

- Preliminary recommendations by the “Culture” subgroup by late Spring 2015, Sub Group Chairs Amy Bosley and Amy Kleeman

- Comprehensive audit of existing signage and needs should be completed by the “Signage” sub group by August 2015, Chair Allen Bottorff

- Development of proposed signage design standards should be completed and submitted to Executive Council by December 2015, Co-Chairs Darla Sharpe and Allen Bottorff with Sponsor Jay Galbraith

- Any new exhibits, and/or college and campus identity installations should be proposed and submitted to Executive Council by December 2015, Co-Chairs Darla Sharpe and Allen Bottorff through Sponsor Jay Galbraith

- Revisions to the signage design standards, as needed, will be made after input from Executive Council and the president in January 2016, Co-Chairs Darla Sharpe and Allen Bottorff

- Revisions to any proposed exhibits, and/or college and campus identity installations will be made, as needed, after input from Executive Council and the president in January 2016, Co-Chairs Darla Sharpe and Allen Bottorff

- Supplemental budgets should be requested for 2016-17 fiscal year by the dates established in the budget development process (Feb. 2016) for any signage or installations determined to be essential to the college/campus identity in preparation for the anniversary year, Sponsor Jay Galbraith

- Implementation of new signage should adhere to the new standards as soon as adopted and phased in as feasible and continue as new projects and funding are made available, AVP Allen Bottorff