

Santa Rosa Junior College

Program Resource Planning Process

Dean III Learning Resources and Ed Tech 2017

1.1a Mission

The Dean of Learning Resources provides leadership, vision, and ongoing support of district-wide 1) academic library facilities, services, and information literacy instruction; 2) learning space integrated technology solutions and district media events and services; and 3) online learning infrastructure, support, course development, and faculty training for distance education. Learning Resources promotes increased student success through the application of technology, training, academic resources, and instructional support services that foster and strengthen effective teaching and learning throughout the College.

The Dean provides leadership of campus-wide technology enhanced learning efforts to ensure that the College is at the forefront of adoption and effective use of educational technology. The Dean coordinates the District's educational technology in classroom and online environments to promote successful learning and provides faculty training in the use of classroom instruction technologies in face-to-face classrooms and via distance education. This position also maintains responsibility for the effective distribution and expenditure of IELM funds districtwide and in support of all academic clusters.

The Dean's responsibilities extend to program budget development and monitoring of all related programs and services, and the coordination of hiring and evaluation of managers, faculty, and classified staff to ensure successful support of the District's mission of academic excellence. The Dean is also responsible for the continued accreditation of library services and distance education instruction and programs.

1.1b Mission Alignment

The mission of Learning Resources is integrated with the District's mission with focus on student success, student access to academic resources, and student academic excellence. All aspects of Learning Resources directly impact SRJC students across all disciplines and clusters, assisting students in the development of their full academic potential.

1.1c Description

The Dean, Learning Resources and Educational Technology oversees the following departments and units within Academic Affairs:

- **Library and Information Resources:** two district library facilities, academic library services, and information literacy instruction

- **Media Services:** administration of over 280 classrooms across 5 campus locations, instructor lecture content development and captioning services, live event facilitation, and cross-site videoconferencing services
- **Distance Education:** administration and provision of online learning systems, technical infrastructure, online course development, and instructional training and support services.

Learning Resources and Educational Technology includes over 60 FTE staff servicing five District locations, facilities and instruction. This position provides leadership to district-wide adoption and integration of educational technology and promotes improved instruction through delivery of faculty training programs coordinated in conjunction with Professional Development and Distance Education in the Center for Excellence in Teaching and Learning. The overall budget of Learning Resources is over 6 million dollars.

1.1d Hours of Office Operation and Service by Location

The Learning Resources office is open from 7:00 am to 5:30 pm Monday through Friday.

1.2 Program/Unit Context and Environmental Scan

The combination of information resources, technology services and physical learning environments provide an overall focus on learning that positively impacts our students experiences at SRJC.

2.1a Budget Needs

No additional funding is being requested for this planning period.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
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2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
AAIII	40.00	12.00	Provide administrative support to the Dean and all the functions performed in the District

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Media Services & Learning Technologies	40.00	12.00	Manage Media Services Department and districtwide services
Director, Distance Education	40.00	12.00	Manage Distance Education Department and districtwide services

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
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2.2d Adequacy and Effectiveness of Staffing

Learning Resources Staffing Overview

Changes in technology are affecting the staffing needs of the Media Services and Library and Information Resources departments.

Media Services is seeing greater need for the technical skills of Media Systems Technicians to perform the specialized work associated with the district-wide technology refresh of classroom and learning spaces, as well as the increasingly technical operation of district media equipment. This has caused reliance on STNC Media Systems Technicians to meet the increased demand for the sophistication and volume of demand for design, fabrication, installation, maintenance, and repair of media systems and equipment across the five district locations.

At the same time, the need for traditional video production editing and videoconferencing coordination are anticipated to decrease as new technologies increase in usage. The introduction of new capabilities that allow live-streaming enhanced by mobile cameras using wireless, high-definition video transmission has the potential to reduce the amount of production labor required to support event videotaping and minimize post-production requirements. At the same time, increased availability of video production and event streaming support through 3C Media, and increased options for videoconferencing, may further reduce demand for traditional production and conferencing services provided by production tech staff.

Library and Information Resources has shifted operations away from reliance on local servers to remotely host all operations in order to increase the security and reliability of library systems and operations. The department has also abandoned practices of customizing software services and now relies on out-of-package functionality for vendor products. These changes have reduced the need for full-time onsite sophisticated server support and programming skills.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
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2.3a Current Contract Faculty Positions

Position	Description
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2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
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2.3c Faculty Within Retirement Range

Faculty within retirement range will be identified in the Library Services PRPP of the LRET cluster report.

2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
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2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

Instructional Equipment and Library Materials requests will be made through each individual department PRPP in the LRET cluster.

2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.4d Non-Instructional Equipment, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
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2.5b Analysis of Existing Facilities

3.1 Develop Financial Resources

3.2 Serve our Diverse Communities

Learning Resources is fully committed to having a diverse and culturally competent staff. In-service training and program attendance is highly encouraged.

3.3 Cultivate a Healthy Organization

The Dean is committed to providing professional and staff development for all members of the department. Within limited budget, the dean has been able to fund development opportunities for 12 LRET faculty and classified staff to attend 15 webinars, conferences, and training events during this reporting period. These professional development opportunities ranged from technical skill improvement to increased supervisory and public service skills to benefit student services. In addition, all faculty and administrators are encouraged to continue professional development and pursue opportunities outside the campus. Funding to support travel to outside trainings and conferences has been provided.

3.4 Safety and Emergency Preparedness

SRJC library and media staff take are operational leaders in emergency prepared and work closely with District police on safety issues. Each year Doyle and Mahoney Building Safety Coordinators conduct safety training reviews with all service desk personnel. Both facilities maintain comprehensive emergency preparedness documentation and protocols for action.

3.5 Establish a Culture of Sustainability

Learning Resources is an operational leader in sustainable practices. Doyle Library staff have been operating a voluntary recycling program in this heavily used building since 2011, in the absence of District recycling services to the building. In addition, Learning Resources promotes sustainability through use of technology to cut down on paper. With the adoption of Learning Management software by faculty, we have made significant inroads in the paperless classroom. This year, with the spearheading of the statewide consortial purchase of Turnitin that comes with LMS integration, we will be encouraging faculty to use Canvas with Turnitin so that students can submit all papers online. The library switched to email notices for overdue and late fines in 2011, saving the District about \$10,000 a year in paper and postage.

4.1a Course Student Learning Outcomes Assessment

Library and Information Resources has Student Learning Outcomes which are closely aligned to the CORs of LIR10 and apply both to for-credit information literacy instruction as well as for faculty-librarian led classroom instruction and reference desk student instruction. SLO and PLO activity and outcomes are reflected in the Library Services PRPP.

4.1b Program Student Learning Outcomes Assessment

Library and Information Resources has established Program Learning Outcomes to measure student learning through effective delivery of library programs and services. Regular assessment of these Outcomes is discussed in the Library Services PRPP.

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
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4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
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4.2b Narrative (Optional)

A detailed report of Student Learning Outcome assessment and Program Learning Outcome assessment is reported annually in the Library Services PRPP.

5.0 Performance Measures

NA

5.1 Effective Class Schedule: Course Offerings, Times, Locations, and Delivery Modes (annual)

NA

5.2a Enrollment Efficiency

NA

5.2b Average Class Size

NA

5.3 Instructional Productivity

NA

5.4 Curriculum Currency

NA

5.5 Successful Program Completion

NA

5.6 Student Success

NA

5.7 Student Access

NA

5.8 Curriculum Offered Within Reasonable Time Frame

NA

5.9a Curriculum Responsiveness

NA

5.9b Alignment with High Schools (Tech-Prep ONLY)

NA

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

NA

5.11a Labor Market Demand (Occupational Programs ONLY)

NA

5.11b Academic Standards

NA

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	02	01	Address the Library faculty staffing retirements to ensure uninterrupted delivery of academic research and library support to SRJC instruction programs across all disciplines and CTE.	Hire one Public Services librarian to support discipline faculty demand for collaborative information literacy instruction, provide reference and research assistance to students, and teach for-credit LIR10.	2017-2018	Adjunct budget increase requested as an alternative to hiring a full time replacement.
0001	ALL	02	07	Address use of STNC for Media Systems Technician Specialist position by exploring conversion options.	Meet ongoing event and learning space upgrade technical labor demands.	2017-2018	Reorganization options being explored.
0001	ALL	04	01	Initiate ambitious classroom technology 5 year refresh cycle using Measure H funds to restore obsolete and worn classrooms and learning spaces to industry standard	Improve quality of instruction and standardize learning space design to facilitate easier, barrier free technology-enabled learning environments across the District.	2016-2021	Underway. 46 rooms completed; Phase 2 is underway.
0001	ALL	02	01	Transform scholarly learning spaces to meet new calls for technology-enhanced collaborative areas for knowledge creation and increased academic support. This may include integration of campus Writing Centers to better utilize space and improve student support services, or may take the form of shared collaborative lab space used by multiple disciplines (including digital arts, digital media, communications, and others.)	Leverage SRJC investment in existing library building infrastructure to create collaborative learning spaces that can support trends in pedagogy and increased provision of academic support services to students.	2016-2019	Project is underway.
0002	ALL	01	01	Ensure more online degree options for student completion.	Increase online course offerings.	2017-2018	\$40,000 in faculty stipends for Online College Project.
0002	ALL	02	01	Adopt the new statewide CMS to provide all users with a single learning platform.	Complete the migraton to Canvas and sunset CATE and Moodle servers. Migrate all subsidiary functions off the CATE server (including DTREC evaluations and faculty home pages) to more stable and permanent SRJC information technology infrastructure.	2015-2017	Project is near completion.
0003	ALL	02	06	Assess current satisfaction level for service levels & offerings of Media Services.	Develop and implement an assessment tool.	2017-2018	No new resources required.
0004	ALL	02	06	Support District excellence in instructional pedagogy through development of CETL and support of New Faculty training programs.	Integrate online and library instruction and services in instructor training; update collaborative technology in CETL to meet District instructor training of new faculty in support of traditional and online pedagogy	2016-2018	Ongoing
0005	ALL	04	07	Increase revenue generation from Media Services supported facility and event management services.	Update facility and service pricing structures to reflect current costs and to create revenue stream to offset staff, equipment, and resource costs to Media Services	2016-2018	Rate restructuring is underway; new event management system being implemented.

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	

6.2b PRPP Editor Feedback - Optional

Alicia has provided extraordinary leadership in one of the key growth areas of the College - on-line and distance education. She continues to better align library services to meet future needs and current students, media services and oversee the instructional equipment process. Alicia's skills are put to the test with all the new faces and processes, but she is a remarkable leader. I am delighted that she is also taking on professional development as a companion to sabbatical committee work, as her ability to strengthen and streamline are greatly needed.

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	02	01	Address the Library faculty staffing retirements to ensure uninterrupted delivery of academic research and library support to SRJC instruction programs across all disciplines and CTE.	Augment adjunct faculty librarian budget to cover reference desk hours due to permanent loss of contract faculty librarian.	2017-2018	Addition of \$41,537 to adjunct budget; Permanent reduction of 1FTE contract position: net savings of \$65,778
0001	ALL	02	07	Address Media Services staffing shortfalls in light of continued District call for Media Services event support and classroom/learning space educational technology support.	Convert STNC Media Tech Specialist position to .75 classified position.	2017-2018	See Media Services PRPP for specifics of cost. Net savings of \$5,000 if unit reorganization occurs.
0001	ALL	04	01	Continue ambitious classroom technology 5 year refresh cycle using Measure H funds to restore obsolete and worn classrooms and learning spaces to industry standard	Improve quality of instruction and standardize learning space design to facilitate easier, barrier free technology-enabled learning environments across the District.	2016-2021	Measure H funds requested.
0001	ALL	02	01	Transform scholarly learning spaces to meet new calls for technology-enhanced collaborative areas for knowledge creation and increased academic support. This may include integration of campus Writing Centers to better utilize space and improve student support services, or may take the form of shared collaborative lab space used by multiple disciplines (including digital arts, digital media, communications, and others.)	Leverage SRJC investment in existing library building infrastructure to create collaborative learning spaces that can support trends in pedagogy and increased provision of academic support services to students.	2016-2019	Measure H funds and IELM funds requested. (The computers and instructional equipment could be funded through IELM, and the structural modifications through Measure H, if Measure H cannot fund in total.)
0002	ALL	01	01	Ensure more online degree options for student completion.	Increase online course offerings through the Online College Project.	2017-2018	Between \$20K and \$40K per year for Online College Project.
0002	ALL	02	01	Complete the migration to Canvas and sunset CATE and Moodle servers. Migrate all subsidiary functions off the CATE server (including DTREC evaluations and faculty home pages) to more stable and permanent SRJC information technology infrastructure.	Create a more stable and permanent learning platform for online and hybrid instruction.	2015-2017	See DE PRPP for specifics of 1) STNC support 2) General fund increase for annual Canvas SRJC URL.
0002	ALL	02	07	Assess and evaluate Media Services operations, equipment infrastructure, and classroom standards to update and align services with instructional need.	Increase Media Services ability to provide immediate and ongoing replacement of classroom audiovisual technology as needed. Current District replacement budget prevents rapid repairs and contributes to ongoing decline of highly used learning spaces.	2017-2018	See Media Services PRPP for specifics of increases to 1) classroom technology supply budget and 2) classroom technology repair budget.
0003	ALL	02	06	Assess current satisfaction level for service levels & offerings of Media Services.	Develop and implement an assessment tool.	2017-2018	No new resources required.
0004	ALL	02	06	Support District excellence in instructional pedagogy through development of CETL and support of New Faculty training programs.	Integrate online and library instruction and services in instructor training; update collaborative technology in CETL to meet District instructor training of new faculty in support of traditional and online pedagogy	2017-2018	No new resources required.

0005	ALL	04	07	Increase revenue generation from Media Services supported facility and event management services.	Update facility and service pricing structures to reflect current costs and to create revenue stream to offset staff, equipment, and resource costs to Media Services	2017-2018	No new resources required.
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