

Santa Rosa Junior College

Program Resource Planning Process

Dean III Liberal Arts - Sciences 2017

1.1a Mission

SRJC Mission:

SRJC passionately cultivates learning through the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.

Office of the Dean for Liberal Arts and Sciences Mission:

To prepare students for careers, transfer, and lifelong learning in the liberal arts and sciences.

Vision:

The Office of the Dean for Liberal Arts engages students in the liberal arts and sciences in order to cultivate:

- Effective communication,
- Quantitative reasoning,
- Civic engagment,
- Sensitivity to diverse persepectives,
- Analytic inquiry,
- A broad liberal arts and sciences foundation, and
- the ability to apply ideas in real world settings.

Strategic Goals:

1. Support and promote teaching excellence by encouraging and supporting innovation, sharing of best practices and current research, and assuring meaningful assessment of student learning.
2. Engage students and spark intellectual curiosity in learner-centered environments by encouraging and supporting engaging teaching techniques, current scholarship, and use of appropriate, interactive educational techniques and technology.
3. Integrate academic and student support services across the college by being intentional and collaborative in designing programs that support both academic learning and the needs of the whole student.
4. Identify and implement responsible instructional practices that increase the learning and success of our diverse students by promoting culturally responsive teaching, a multicultural and global curriculum, and cultural initiative that somplement academic learning.
5. Increase the number of students who complete an associate degree and/or transfer within six years through effective developmental pathways, well-structured majors, effective class schedules, a Weekend College, and general education online courses and degree programs.

1.1b Mission Alignment

Mission: SRJC passionately cultivates learning through the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.

Mission #1: Transfer and Foundational skills.

The dean supports this aspect of the mission by:

- Supervising most of the transfer majors, general education, and basic skills curriculum at the college;
- Serving as a member of the Majors/Certificate Review Committee;
- Facilitating development of new Associate Degrees for Transfer as they are released by the Chancellor's Office;
- Working closely with others to support success of basic skills students; and
- Analyzing and addressing disproportionate impact and lower success rates among identified student populations.

Mission #2 Comprehensive range of student development program and services. The dean supports this aspect of the mission statement by:

- Collaborating with student services to integrate academic programs with student support services; and
- Serving on the Student Equity Committee and helping to create and implement the Student Equity plan.

Mission #3: Supporting the economic vitality and environmental sustainability of the region.

The dean supports this aspect of the mission by:

- Developing academic certificates and majors that lead to immediate careers and to baccalaureate level careers upon transfer; and
- Encouraging curriculum development, certificates, and majors that include a focus on sustainability.

Mission #4: promote personal and professional growth and cultivate joy at work and in lifelong learning.

The Dean supports this aspect of the mission by:

- Providing a training program for new and continuing Academic Affairs deans, directors, chairs, and assistants;
- Pursuing a personal plan for professional growth;
- Sharing recent research and best practices with colleagues; and
- Building class schedules that promote professional and personal growth for the community.

Mission #5: Fostering critical and reflective civic engagement

The Dean supports this aspect of the mission by:

- Supporting curriculum and certificate/major development that incorporate a focus on civic engagement.

Mission #6 Assess, self-reflect, adapt and continuously improve.

The Dean supports this aspect of the mission by:

- Serving on the Program and Resource Planning (PRPP) Coordinating Committee;
- Supporting Academic Affairs PRPP process and continuously suggesting ideas to improve the process;

- Supporting the Program Evaluation Process (per Policy 3.6) and serving as a liaison to the Academic Senate Program Evaluation Committee; and
- Serving as co-chair of the Project LEARN Steering Committee (the SLO initiative); and
- Coordinating SLO assessment initiative throughout the District

1.1c Description

The Office of the Dean for Liberal Arts and Sciences supervises four clusters:

- Arts and Humanities
- Behavioral and Social Sciences (BSS) (but not the grants)
- Language Arts and Academic Foundations (LAFF)
- Science, Technology, Engineering and Math (STEM)

Enrollment Management. The dean provides enrollment data and monitors schedule development to help assure that Academic Affairs targets are met. The dean contributes to implementation of new functionality in EMS, such as the Student Completion Module and the new Dashboard.

Program Review (PRPP). The dean's office provides the primary support for Academic Affairs Program and Resource Planning (PRPP), helping to document the accomplishments and resource priorities of all academic programs/units. The dean's assistant provides help and telephone assistance and also serves on the coordinating committee as a classified member. The dean serves as the Academic Affairs representative to the PRPP Coordinating Committee.

Program Evaluation. The dean provides primary support for the six-year cycle of program evaluation of all certificates and majors at the college.

Student Learning Outcomes. The dean co-chairs the Project LEARN Steering Committee and provides administrative support for the student learning outcomes initiative, helping to assure that the College engages in an ongoing, systematic cycle of assessment for the purposes of improving student learning at the course, program, degree, and institutional levels.

Majors Development and Review. The dean serves on the Majors/Certificates Review Committee, and the dean's office provides administrative support for the review of proposed certificates and majors. The dean works directly with Cluster deans and Department Chairs to develop the Associate Degrees for Transfer (ADT) based on Transfer Model Curriculum (TMC).

Weekend College. The dean supervises the Weekend College flexible degree completion program that allows students to complete degrees using a combination of weekend and online courses.

Student Equity. The dean serves as an academic representative on the Student Equity Committee, helping to write the Student Equity plan.

Grants. The dean coordinates implementation of the Connections Pathway of the Hispanic Serving Institution grant.

1.1d Hours of Office Operation and Service by Location

The Dean's office is normally open from 8:00 a.m. to 5:00 p.m. Monday through Friday, at the Santa Rosa Campus, east wing Bailey Hall.

1.2 Program/Unit Context and Environmental Scan

Associate Degree for Transfer (ADT) and Other Transfer Majors

The enactment of SB 1440 into law was intended to create a more seamless and effective transfer of community college students into the California State University (CSU) system. The Chancellor's Office has released over 20 Associate Degree for Transfer majors, and SRJC has pursued all of them except two. (Note: due to high unit math and science courses, the college is unable to pursue ADT in some science disciplines).

A high priority for 2017-18 will be to develop additional Associate Degrees for Transfer as they are released by the Chancellor's office. Ultimately, the college may offer about 40-45 Associate Degrees for Transfer. The role of the dean is to continue to stay well informed, to initiate this dialogue with department chairs and deans, and to facilitate the submission of majors for the Curriculum Review Committee.

In addition, the dean assists faculty and departments to develop other transfer majors that are not ADT.

Student Success and Completion

The Student Success Act (2011) and the national Obama administration goal to increase certificate and degree completion are important in the current educational environment. The focus is shifting from "access" to "success," and the dean needs to be proactively engaged in increasing student completion rates at the course, certificate, and major levels.

Given that the State of California is slowly climbing out of the recession, the dean will need to participate in grant writing to bring necessary innovations to the college in support of student success. Innovations that are particularly worth exploring include accelerated learning in English and Math, a Statistics pathway to fulfill the math requirement, a "guided" pathway approach to student success, and other innovations that have proven to work in other community colleges.

Enrollment Management

A critical element of restoring the College's financial stability and viability will be to find ways to increase FTES and thus apportionment. In Northern California particularly, most community colleges are having difficulty attracting students to the community college given the devastating cuts during the recession and now the recovery of the economy, which is offering more employment opportunities to potential students.

2.1a Budget Needs

Dean's Office. Salary and benefits are 98% of the budget, so the effectiveness of the individuals who report to the Dean are the primary measures of the effectiveness of the budget. The Dean's office has an adequate budget for its basic needs, consisting primarily of office supplies. All travel funds and discretionary funds have been cut. When budgets are eventually restored, restoring travel funds would be desirable.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
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0002	Santa Rosa	02	01	\$1,000.00	Travel costs to conference directly related to innovations in Guided Pathways and other student success initiatives.
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2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant III	40.00	12.00	This position supports PRPP, Program Evaluation, the SLO initiative, the Weekend College, the creation and submission of majors, and enrollment management. In addition, it provides administrative support to the office of the Dean of Liberal Arts and Sciences.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Dean III, Liberal Arts and Sciences	40.00	12.00	Supervises three liberal arts and sciences clusters; coordinates program review (PRPP) for Academic Affairs; provides leadership and administrative support for Project LEARN (student learning outcomes); supervises staff development; supports enrollment management targets and data for all of Academic Affairs; supports development of transfer majors and degree programs; supervises the Weekend College; monitors the quality of all transfer and liberal arts programs through program review and student learning outcomes assessment.

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

The Dean's office supports a number of key initiatives in the District. The dean serves as chief negotiator performing work that cannot be delegated to anyone else, and all of it is highly confidential.

Support for Associate Degrees for Transfer

The dean needs continuing support for the detailed applications for Associate Degrees for transfer. The curriculum technician for majors/certificates is key to supporting the dean.

Administrative Assistant III

Currently this positions performs the following duties:

- Handles the dean's calendar and appointments.
- Assists in preparation and submission of transfer majors;
- Assists with downloading PRPP spreadsheets and collecting information from all of the deans regarding their priorities; generating prioritized lists for Academic Affairs;
- Assists with PRPP trainings and serves as a resource to answer questions;
- Supports SLO initiative, including the budget, website, and tracking systems.
- Tracks all adjunct faculty evaluations (1,000 to 1,200)
- Primary support for the Weekend College;
- Performs the usual duties of an administrative assistant, including calendaring, monitoring budgets, purchase orders, correspondence, and reception.

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

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

Not applicable.

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

Generally speaking, the Administrative Assistant III is able to provide excellent support for this office. However, there are times of the year when tracking adjunct evaluations consumes all of her time.

Human Resources systems are inadequate and often in error about which adjunct faculty are employed each semester and due for evaluations. The college needs to adopt a Human Resources System that can adequately track evaluations without so much time-consuming effort on the part of Academic Affairs.

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

Not applicable.

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

The Dean for Liberal Arts and Sciences is located in the east wing of Bailey Hall. This office suite with a common area for administrative support meets the needs of the dean very well.

3.1 Develop Financial Resources

The Dean for Liberal Arts and Sciences assisted with grant proposals intended to diversity funding:

2013-14 The dean participated in a grant to write the **Hispanic Serving Institution** capacity building grant, called Meta4. The dean wrote the "Connections Pathway" portion of the grant. The grant was funded, and the Connections program launched in Summer 2015. It is a 5-year, 2.5 million grant.

2013-14 The dean participated in a team to write the **First in the World** grant process with regard to building an online learning program to serve working, underrepresented, and low income students. Not funded.

2014-15 The dean participated in a team to submit \$1 million **Innovation** grant application in support of the Online Program and entirely online degrees with the intent of increasing BA degree completion. The grant scored well, but was not among the top applications funded.

2015-16 The dean participated in a team to submit the Chancellor's Office **Basic Skills Transformation Grant** (over \$1 million) but the college was not awarded this grant.

2016-17 The dean participated in a team to write the Chancellor's Office **Promise Grant** for \$2.5 million, but was not selected for funding.

3.2 Serve our Diverse Communities

In 2015-16 the Dean and the Project LEARN Steering Committee were instrumental in seeking approval for new general education learning outcomes that include "engaging diverse perspectives."

3.3 Cultivate a Healthy Organization

The Dean encourages the Administrative Assistant to seek out and participate in professional learning opportunities.

3.4 Safety and Emergency Preparedness

Injury and Illness Prevention Program

The Dean of Liberal Arts and Sciences supervisesthree cluster deans who have the more immediate supervision of safety issues in their areas.

The Dean and the cluster deans have advocated to solve some safety issues with appropriate lab assistants in Electronics, Engineering, Physics, and the Sculpture labs, and the Vice President of Academic Affairs in combination with the deans, found the funding for those positions.

3.5 Establish a Culture of Sustainability

The Office of the Dean of Liberal Arts and Sciences participates in reducing the use of paper by doing two-sided copying whenever possible. Toner use is reduced by printing primarily in black and white. Documents for meetings are conveyed on a flash drive. Most documents are emailed electronically or uploaded to file depot rather than printed. These are all small things, but they contribute to the larger effort.

4.1a Course Student Learning Outcomes Assessment

None. This office does not directly supervise courses.

4.1b Program Student Learning Outcomes Assessment

None. The Dean does not directly supervise certificates or majors.

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)

The office of the Dean of Liberal Arts and Sciences has a major role in SLO Assessment. The Dean co-chairs the Project LEARN Steering Committee and provides leadership in assuring that SLO assessment is meaningful, systematic, and ongoing. Improvements of student learning are documented on the SLO Assessment website and in section 4 of this PRPP document.

5.0 Performance Measures

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

Weekend College

The Dean effectively builds a Weekend College schedule that includes at least one course from each general education area.

5.2a Enrollment Efficiency

Not applicable

5.2b Average Class Size

Not applicable

5.3 Instructional Productivity

Not applicable

5.4 Curriculum Currency

Not applicable

5.5 Successful Program Completion

Not applicable

5.6 Student Success

Not applicable

5.7 Student Access

Weekend College

The Dean works to provide access to general education courses on the weekends for working students and others who need a more flexible schedule. Concurrently with completing general education on the weekends, students may also complete one of four almost entirely online majors or may complete a major on site.

5.8 Curriculum Offered Within Reasonable Time Frame

Weekend College

Weekend College students may complete 3, 6, 9, 12, or 15 units on the weekends, thus allowing them to complete an associate degree in two or more years, depending on their schedule.

5.9a Curriculum Responsiveness

Not applicable

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

Not applicable.

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

Not applicable

5.11a Labor Market Demand (Occupational Programs ONLY)

Not applicable

5.11b Academic Standards

Not applicable

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	01	00	Increase the number of students who complete their educational goals, especially GE and transfer goals.	<ol style="list-style-type: none"> 1. Move students more quickly through their educational pathways. 2. Encourage Math department to consider accelerated pathways from remediation to college level Math. 3. In collaboration with Student Equity Committee, "move the needle" on course completion, basic skills, and certificate/degree completion for identified student populations. 4. Continue to refine the Connections program it enters its 3rd year. Work to institutionalize per grant. 	2016-17	The number of students awarded the Associate Degree for Transfer increases each year.
0002	ALL	02	01	Liaison with faculty and complete applications for any new Associate Degree for Transfer (ADT) majors and other majors	Continue to liaison with discipline faculty to complete ADT majors. Assist CTE disciplines (Fashion, Interior Design) to develop transfer majors.	2016-17	At this time, several new ADTs are under development.
0003	ALL	02	01	Find sustainable ways to measure GE and Institutional SLOs.	Work with SLO committee and OIR to broaden meaningful assessment of GE and Institutional SLOs.	2016-17	Time, collaboration
0004	ALL	08	06	Continue to fine tune the Enrollment Management System (EMS); finalize and launch the new Student Completion Module.	<ol style="list-style-type: none"> 1. Continue to test the new EMS system in comparison to other data sources. 2. Provide ongoing trainings to deans & chairs. 3. Launch the new Student Completion module. 	2016-17	The new EMS Dashboard will launch soon (Fall 2017), and the new Completion Module should also launch in Fall 2017.
0006	ALL	08	06	Assist in grant development directly related to student success in transfer, general education, and basic skills area.	Work with grant coordinator and VPAA to identify and pursue promising ideas.	2016-17	The dean participated in a team effort to write a Promise Grant, which was not funded.
0007	ALL	02	06	Engage in reading and research to identify best practices and research-based innovations, particularly in transfer, completion, accelerated basic skills.	Apply new ideas and innovations in appropriate contexts.	2016-17	The dean attended two conferences on Pathways and co-chaired the Pathways Task Force.
0008	ALL	00	00	Incrementally add appropriate pre-req and co-req courses to GE and transfer courses, with appropriate data analysis.	Work with cluster deans to determine if pre-reqs and co-reqs could increase student success at course level.	2016-17	No progress.

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	This past year, Student Equity data (through the Student Equity Committee) was a major influence in where the dean chose to put a focus and emphasis. Enrollment data and the need to increase enrollment also figured strongly in where to put time and effort.

6.2b PRPP Editor Feedback - Optional

The PRPP is user friendly. The new spreadsheet formats are easier to use than before. Several aspects have been streamlined, which I appreciate.

The Senior Dean Liberal Arts and Sciences is a critical operational and staff position at SRJC, supervising cluster deans and as well providing leadership for key initiatives like student equity, associate degrees for transfer and now the new Pathways initiative. This position also bears considerable responsibility for research in best practices and enrollment management. Not included in this PRPP are also duties related to faculty contract negotiations. The PRPP is accurate, aspirational and goal driven.

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	01	00	Increase the number of students who complete their educational goals, especially GE and transfer goals.	<ol style="list-style-type: none"> 1. Move students more quickly through their educational pathways. 2. Work with STEM dean to consider accelerated pathways from remediation to college level Math. 3. In collaboration with Student Equity Committee, "move the needle" on course completion, basic skills, and certificate/degree completion for identified student populations. 4. Continue to refine the Connections program it enters its 4th year. Work to institutionalize per grant. 	2017-18	Time, collaboration, Student Equity Funds, H.S.I.grant
0002	ALL	02	01	Liaison with faculty and complete applications for any new Associate Degree for Transfer (ADT) majors and other majors	Pursue and complete new ADT majors relevant to college and community needs. Assist CTE disciplines (Fashion, Interior Design) to develop transfer majors.	2017-18	Lots of time, and the help of the Curriculum Technician for majors.
0003	ALL	02	01	Find sustainable ways to measure GE and Institutional SLOs.	Work with SLO committee and OIR to assure meaningful assessment of the new GE SLOs (concurrently with the institutional SLOs).	2017-18	Time, collaboration
0004	ALL	08	06	Continue to fine tune the Enrollment Management System (EMS); finalize and launch the new Student Completion Module.	1. Launch the new Dashboard and Student Completion EMS modules. Test accuracy and effectiveness and refine as needed.	2017-18	Time, collaboration
0006	ALL	08	06	Assist in grant development directly related to student success in transfer, general education, and basic skills area.	Participate in writing the plan to qualify for Chancellor's Office funding for Guided Pathways.	2017-18	Time, collaboration
0007	ALL	02	06	Engage in reading and research to identify best practices and research-based innovations, particularly in transfer, completion, accelerated basic skills.	Apply new ideas and innovations in appropriate contexts.	2017-18	Time
0008	ALL	00	00	Incrementally add appropriate pre-req and co-req courses to GE and transfer courses, with appropriate data analysis.	Work with cluster deans to determine if pre-reqs and co-reqs could increase student success at course level.	2017-18	Time, collaboration