

# Santa Rosa Junior College

## Program Resource Planning Process

### *Dean Arts and Humanities 2018*

#### **1.1a Mission**

The Arts and Humanities Cluster includes the departments of Art/Art Gallery; Communication Studies; Music; Theatre Arts/Fashion Studies/Summer Repertory Theatre; Philosophy, Humanities and Religious Studies; and coordinates the Study Abroad Program.

The Arts and Humanities Cluster at Santa Rosa Junior College is strongly committed to student learning and success. Many of the courses serve as the foundation for General Education at SRJC and promote creativity, intellectual curiosity, critical analysis and ethical development. The cluster has a strong commitment to serving the needs of our diverse local community including seniors, emerging populations, veterans and re-entry students. There is also a focus on and a move toward more Career Technical Education in our Digital Music and Journalism, Fashion Studies, and Theatre Arts disciplines. Traditional Music classes and Summer Repertory Theatre has been encouraged to follow the lead set by these disciplines.

The cluster is slowly but thoughtfully increasing the number of online course offerings with great success. Art 2.1 has been approved for online and will be offered for the first time during Fall 2016 and Art 2.2 is in the process for online approval. The Art Department is developing a number of new courses, including cartooning, intermediate digital photography and Latin American and Mexican art history.

Philosophy is experimenting with short term (8 weeks) hybrid Critical Thinking courses. The Chair of the Philosophy program is working toward the development of increasing the number of hybrid programs in the department.

The cluster Dean is working toward the establishment of a multi-disciplinary creative lab, that would provide space for art, printmaking, graphic design and animation students.

In order to provide the most effective education, the cluster Dean is committed to faculty development, fundraising and continued community outreach including forming partnerships with appropriate educational organizations and industry.

## 1.1b Mission Alignment

The Arts and Humanities Cluster mission aligns with the district mission of providing lower division academic education, including transfer, career technical education, and basic skills courses.

Faculty, staff and administrators of the cluster are dedicated to academic excellence, and the incorporation of innovative teaching techniques in the classroom in order to support effective student learning.

The cluster has a deep commitment to inspire student engagement and create learner-centered environments.

Long range plans include the development of multi-disciplinary programs.

For example, a 3D Design and Innovation program, which will include the departments of engineering, computer studies, business and art. Significant majority of the Department Chairs support the idea of the addition of a Design Department in the future.

A new faculty has been hired for the position of digital art/printmaking in 2015, and this faculty will add new knowledge base to the art department and will allow the development of a digital illustration certificate program.

A new faculty position in the Humanities has been hired and this faculty will work toward the development of new courses and programs. This faculty member will take over the guiding of the discipline area after the retirement of the senior faculty member.

The cluster is in the process of hiring a full time philosophy faculty member. (The committee forwarded two finalists forward. Unfortunately, both of them declined the job offer. The search will

resume during Fall 2016).

## 1.1c Description

The Dean's Office for the Arts and Humanities Cluster serves faculty and students in the departments of Art, Communication Studies (Speech, Film/Media and Journalism), Music, and Theatre Arts (including Fashion Studies and Summer Repertory Theatre) at the Santa Rosa campus. The Office also oversees the Robert F. Agrella Art Gallery. Since the Fall 2015 semester, the Dean also oversees the Study Abroad program.

The Dean's Office is deeply committed to community outreach and the increased promotion of the significant creative and intellectual cluster accomplishments. Already established relationships with the Sonoma County Office of Economic Development, ArtQuest, Sonoma

State University and Creative Sonoma. The Dean is also serving on the Boards of the Triton Museum and was recently voted into the Luther Burbank Center for the Arts Board. . The Dean received special CTE funding for organizing a regional workshop on creativity and innovation in the Fall of 2015.

The Dean's Office has a strong interest in developing alternative funding sources including grants, partnerships and scholarships. Recently wrote a National Science Foundation grant and co-wrote a National Endowments for the Humanities grant. Presently working on a U.S. State Department grant to increase funding for the Study Abroad program. Requested funding for the joint West Coast faculty development project with Chaos Pilot.

The Dean of Arts & Humanities is deeply involved with the Burbank Theater remodelling project, working closely with the architects, the Project Director, faculty and staff.

This year with the leadership of the cluster Dean the Study Abroad committee focused on more effective program marketing. For the first time, offered two Summer Study Abroad tracks including the first CTE focused one (Administration of Justice).

The strategic goals include:

1. Support and promote excellence in the creative arts and humanities by providing for faculty and staff cutting edge information via workshops, conferences, special events and visiting scholars. At the moment, the Dean is in discussions with Corel software to provide demonstrations of digital painting and digital illustration to faculty.
2. Engage students and spark intellectual curiosity in learner-centered environments by incorporating a variety of teaching methodologies, including team-based learning, adoptive technologies, relevant real-world assignments, and creating effective student focused learning paths.
3. Increase effective outreach in our diverse local community in order to increase student enrollment, retention, completion and promote faculty/student excellence. This year the Dean established relationships with ArtQuest, Triton Museum, Sonoma State University, Sonoma County Office of Economic Development, the Burbank Center for the Arts, and Creative Sonoma.
4. Diversify revenue sources to support our core mission by pursuing grants, partnerships and private donor support. Encourage and assist creative entrepreneurial efforts that benefit faculty, staff and/or students.
5. Increase the cluster's global focus. Work on continuing development of international partnerships, faculty and student exchanges and facilitate the development of short term faculty exchanges.

## **1.1d Hours of Office Operation and Service by Location**

Hours of operation: Monday – Friday 8:00 a.m. to 5:30 p.m. (August – May)

New Dean for 2017-18: Kerry Loewen

Phone: 707-524-1519

Administrative Assistant: Anita Rich

Phone: 707-524-1538

Location: Bailey Hall

## **1.2 Program/Unit Context and Environmental Scan**

### **GENERAL OVERVIEW**

The leadership of the Arts & Humanities cluster changed on June 26, 2017. This development provides much needed stability, and a new, creative perspective for the dedicated faculty and staff of the cluster. The new Dean is deeply dedicated to community outreach and the promotion of existing and new programs within the Cluster.

### **GENERAL TRENDS**

It is expected that demand for general education/transfer courses will remain high. As the Student Success Act is implemented, it is anticipated that more students will complete Educational Plans and TMC requirements for transfer to a CSU. Those students who are UC bound or plan to transfer to private schools may not complete TMCs as requirements are different. All programs in SRJC Arts have either eliminated repeatable courses or have developed a transition plan in conjunction with the SRJC Curriculum Committee.

The photography program received CTEA funds for 2013-14 so that the full time instructor can revitalize the program and develop a commercial photography certificate program. The progress review took place during the Spring 2015 semester. The faculty member created a program outline and most courses in the program are already in existence.

Programs in Journalism, Digital Audio and Digital Filmmaking have received CTEA funds in 2015.. These have helped to make their programs both transfer-oriented and relevant to those students who wish to graduate from SRJC and moved directly into the job market. Active advisory boards now offer an industry perspective for these specific programs.

The Photography discipline is in the beginning stages of creating an advisory board. The Theatre Arts/SRT programs completed the development of an Advisory Board, an industry Advisory Board meeting has taken place, so this discipline area become engaged with CTEA. As curricula is rewritten, certificates and majors will be reviewed in order to offer students the best possible choices. The program received \$60,000 in CTE funding for Burbank lighting systems and received \$10,000 equipment funding for new curtains for Burbank. In 2015, the department received \$35,000 to replace an old van that is used to carry props and students.

Top leadership of the college identified the Burbank Auditorium as the first building to be remodelled under Measure H. One of our goals will be to support this effort, establish substitute theater spaces for two years, create a program responsive to the construction reality.

Plans for the future include more interdisciplinary work with the Clusters of STEM and Business. The Dean with a team of interested faculty completed work on an NSF proposal that will combine the arts, technology and sciences. Partners include California Community Colleges Doing What Matters, Information Communication Technologies and Digital Media, College of Marin and industry partner Cube Learning. Funding decision is expected in April of 2016.

## **2.1a Budget Needs**

### **Dean Arts and Humanities**

The overall budget for the Arts Cluster Dean's Office is \$307,206.86 or .21 percent of the district total. The Dean's Office Budget primarily pays salaries for the dean and the administrative assistant.

Departments are dependent on supplemental funds from the dean's discretionary fund. The dean also provides compensation for Theatre Arts department chair participation in the Burbank renewal project.

The Arts and Humanities Dean respectfully requests:

- A pre-recession restoration to \$14,000 for our discretionary budget to spearhead marketing of our programs, finance fund raising activities, support faculty, staff development, cluster operations, and buttress unforeseen budgetary shortfalls.
- Travel funds of about \$5000 to enable the dean and faculty members to participate in conferences and workshops.
- Increase the Study Abroad non instructional allied budget to \$4000 for summer semester student recruitment. The dean has reduced the cost of this program significantly by offering one trip per summer as opposed to two. Also, the dean greatly curtailed spending and rendered more equitable recompense by convincing all contract faculty to accept five percent of base hourly salary which amounts to 30 hours for summer recruitment as opposed to five percent of contract load.
- Increase the Study Abroad "other consultants" budget by \$500 for increased administrative consortium support.
- Increased funding for HIPS (high-impact student practices) as detailed below.

## Art Department

This year, the Art Department experienced the resignation/retirement of some critical staff.. They included the administrative assistant and the photography anchor faculty who also served as the Art Gallery director. This attrition was exacerbated by the forced termination of all short term non continuing (STNC) personnel at the beginning of this fiscal year, July 2017.

All of this is further compounded by the 32 percent budget reduction that was mandated district wide. The unfortunate timing of the administrative assistant's resignation increased the overall cluster target to 38%.

One Art Department essential that has been and continues to be ignored is the Art Gallery. That void is deepened by the recent retirement of the Art Gallery Director and the lack of funding for the classified Exhibits Specialist. The position was never approved for a permanent replacement after the person in that area moved to the faculty. STNC's were used until Fall 2017 and the lack of that funding resulted in a claim by the now-retired Gallery Director for additional pay. The Art Gallery must have either a classified exhibits specialist or funding for professional experts to hang the show.

The Art Department is in need of two anchor faculty members in Digital Photography and Sculpture. This is especially true for Photography which is in need of a major curriculum overhaul. The recent photography anchor was trained in traditional wetbal photography and did not have the skill set to write curriculum that would keep up with current technology. A new Digital Photography certificate has been approved and Career Technical Education has offered financial support for adjuncts to rewrite the curriculum in coordination with their newly formed advisory committee.

## Communication Studies

The most immediate budgetary needs of the Communication Studies Department are increases to the Forensics Team and *The Oak Leaf*/Journalism student travel accounts which have either remained flat or been reduced over the past decade. With the FY19 budget reductions, Forensics has lost 96 percent of its \$18,000 budget for student travel. If SRJC values Forensics then the budget needs to be returned to its pre-recession level of \$30,000 (slowly reduced to \$18,501 by FY18). The increase in travel costs and decrease in funds adversely affects the number of tournaments the students can attend, as well as the *number* of students that can participate in the program. With such limited funding, it is becoming increasingly difficult -- and will soon be impossible -- to maintain a nationally competitive forensics program. The program is very expensive to run, in addition to the student travel budget there is 80 percent reassigned time given for faculty coaches.

Journalism needs an additional \$3,500 for student travel. Journalism now has a limited travel budget of \$4,020.00. While this amount was a great start, it is not adequate because the *The Oak Leaf* staff has tripled in numbers over the past five years. *The Oak Leaf* advisor used to accompany 8-12 students to the state and Northern California journalism conferences. Now more than 22 wish to attend. The state conference alternates annually between Sacramento and Southern California, with greater expenses for the latter location. Registration for the state competition alone is \$250 *per* student. With the cost for

travel and hotel and food, the current budget will only cover around 4-6 students. More students mean more hotel rooms and higher food budgets. Ideally *The Oak Leaf* needs a minimal travel budget of \$7,500 that is not tied to *The Oak Leaf* advertising revenue. Journalism students also garnered a record number of journalism awards this year at the JACC conference, including a first-ever Pacesetter award and the knowledge that some students are finalists in even more prestigious state and regional competitions. The burgeoning *Oak Leaf* population also requires more funding for equipment and supplies

Journalism classes are experiencing larger enrollment which demand more supplies. A larger staff requires a larger production budget, more equipment needs (not all students have access to computers, cameras, and recorders), and an increase in the travel budget.

## **Music**

The instructional budget is allocated and used effectively, but is not always adequate for their needs. Over the last few years, the infusion of foundation funds from the Long Endowment and Blair/Nishikawa Endowment have helped tremendously, but more is needed:

- The Music Department needs better publicity. The 2017 SRT summer hiatus allowed for reallocation of their publicity budget. The amount reallocated to SRT significantly increased attendance at their events. Because of this they are justifiably requesting increased funding, more assistance from the Public Relations office, and support the Theatre Department's request for a Publicity Specialist position (section 2.2d).
- Student travel remains under-funded. The Concert Choir, Chamber Singers, Symphonic Band, Jazz Band, and Jazz Combos should be able to participate in at least one festival or tour per year. Although we are currently providing some opportunities, limited funding means that many students have to participate at their own expense or not at all.
- Their musical instruments (including band instruments and pianos) require regular maintenance, repair, and replacement. Additional funding in this area would go a long way.
- The Music Department prides itself on hosting prominent guest artists to clinic and perform with our student musicians. Increased funding in this area would expand opportunities for our students to work with these artists.
- Software for their Digital Audio program needs to be continually upgraded in order to stay current with industry standards. CTE funding helps considerably here, but they may need to pursue other sources (grant funding, public-private partnerships, etc.) to sustain this program if District allocations cannot be increased.

## **Philosophy, Humanities and Religious Studies**

Philosophy, Humanities and Religious Studies Department (PHR) budgetary requests consist of travel money for purposes of faculty professional development, honoraria for classroom guest speakers, Media purchases that are ADA compliant with closed captioning or subtitles, funds to compensate adjunct for participation in ancillary meetings and retreats, and funds for a student tutor.

## **SRT**

Lack of a summer venue (swing space) during summer 2018 forced Summer Repertory Theatre to go on a first-ever season hiatus.

The FY19 budget reductions have hit Summer Repertory Theatre (SRT) hardest. These major cuts to their budget are not sustainable and make no sense for a program that not only turns an annual profit, but also is partially self-funded through ticket sales. Summer Repertory Theatre (SRT) requests a pre-recession restoration of \$25,000 to their budget along with a hold harmless for FY19. Restored funding will again allow the purchase of instructional supplies (costume construction, scenery, and props) and equipment (modern lighting instruments, sound equipment, sewing machines, construction equipment, etc.) Without funding improvements in both of these areas, Summer Repertory Theatre Festival cannot continue to maintain our goal of providing state of the art technical productions and up to date training. Please note that every item on our Instructional Equipment List (IELM) is actually used in Burbank Auditorium and is shared by Theatre Arts, Music, Dance and for other college events. These items supplement the facility AND our program, but also serve the larger district community.

It is important to note that these cuts were made as part of an across-the-board cluster reduction. Since Summer Rep has only one full time faculty member and one classified position, we hire a significant number of professional experts for the summer semester. Because the way these funds are categorized (2000s), they give the appearance of being discretionary. They are not! The hire of these individuals are essential to the supervision of our laboratories and students during our intensive summer program.

### **Theatre and Fashion**

See departmental PRPPs



## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	Santa Rosa	07	07	\$7,000.00	The discretionary budget was reduced to \$500 from \$11,000 for the 2017-18 academic year. Request restoration of discretionary budget to pre-recession levels. Many departments under our cluster have come to depend on the Dean's office to supplement critical needs such as unexpected equipment failure or personnel changes. With the dean's discretionary budget so drastically reduced, the opportunities to implement new fundraising or marketing initiatives are nil.
0002	ALL	02	04	\$5,000.00	Increase travel funds to afford opportunities for conference and workshop attendance for both the dean and instructors for leadership and discipline-appropriate training.
0003	Santa Rosa	03	07	\$500.00	Compensation for other consulting services for the Study Abroad administrative services from the consortium
0004	ALL	03	07	\$4,000.00	Increase non instructional allied budget for summer Study Abroad recruitment of students.

## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant III	40.00	12.00	1. Coordinates complex administrative tasks within assigned department or area; initiates changes in procedures as needed.2. Interprets and explains District policies and procedures.3. Composes and keyboards reports, correspondence, memos, forms, agendas, faculty evaluations, meeting minutes, directories, and tables; proofreads documents for accuracy, completeness, and conformity to established formats; creates complex original draft correspondence; designs and creates brochures, forms, flyers and other marketing and information materials.4. May train faculty in preparation of curriculum outlines; coordinates and prepares curriculum documents according to Title 5 and District guidelines.5. Coordinates activities for a variety of meetings, conferences, committees, and special projects; attends meetings, takes notes and prepares minutes. This individual is working full time, but only 50% for the Dean of Arts

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Dean II	40.00	12.00	Dean II, Arts and Humanities  -Participates in educational planning and policy development  - Primary contact with assigned department chairs, directors and coordinators  - Works with assigned departments on short and long term program planning, review and evaluation  - Supervises the development of schedule of classes, monitors enrollments  - Assists with recruitment  - Evaluates department chairs within the cluster  - In consultation with departments within the cluster, prepares and monitors program budgets.  - Facilitates resolutions for student, faculty or staff complaints  - Serves on committees as required  - Prepares reports as needed for presentations  - Represents the District on local, regional and statewide instructional committees and meetings  - Other duties as assigned

## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
N/A	0.00	0.00	

## 2.2d Adequacy and Effectiveness of Staffing

**ART:** Administrative Assistant III accepted a promotion to another department in May 2018. As a cost-savings measure, the position was reduced to a 217-day position. This position is essential to the functioning of this large and complex department which includes an art gallery. The organization of this department is rather disingenuous because in reality, this admin coordinates the fiscal and administrative operation of several unnamed disciplines that are part of this department--art history, sculpture, painting and drawing, ceramics, and printmaking. Since there are no fiscal activity codes to delineate the allocation of such funds, it leaves it to the administrative assistant to devise methods to monitor these disciplines' expenditures. Not a small feat and certainly not one that can be vacated for any length of time. This responsibility is coupled with the myriad of other tasks involved with administrative, faculty, and direct student support.

**ART GALLERY:** This year's retirement of the Art Gallery director has further heightened the necessity to initiate the re-hire of the Art Gallery Exhibit Specialist. This position has been backfilled by various short term non continuing (STNC) personnel since 2010. With last year's forced termination of STNCs, we can no longer continue doing this. The Art Gallery needs a permanent classified staff. Art classes require use of the Art Gallery and areas such as ESL use the gallery as an instructional tool. Our current funding forces us to leave the gallery for a large part of the year. It should be noted that the Art Gallery represents the only chance many SRJC students have to visit an Art Gallery and see visual art in person. Many area high schools bring students on field trips to the Art Gallery, and area retirement communities such as Oakmont and Paulin Creek, bring busloads of visitors to the Gallery. We also anticipate renting out the gallery for functions using the new EMS system. It is imperative that the gallery has a continuing roster of shows for the campus and extended communities.

**COMMUNICATION STUDIES:** This department supports Forensics, Journalism, Film Studies, Digital Journalism, and Digital Media. Due to the increased sophistication of technologies used, there is exponentially more demand upon the administrative assistant for this department. Also more contemporary equipment and physical structures for Media are housed on the newer Petaluma campus. For this reason, there is also a need for the admin to provide support from both campus sites. Not to mention the expectations of the increasingly popular May film festival that hosts independent film directors from all over the world. These added duties have increased demands upon the administrative assistant position exponentially. An increase to 100 percent would allow the AA to provide assistance to Fashion Studies.

**FASHION STUDIES:** With the dismantling of Consumer and Family Studies Department, this department is now under the aegis of the Theatre Arts Department. Although the Arts and Humanities cluster gladly welcomes the addition of this discipline, the added responsibility was unfortunately not accompanied by commensurate staffing. Classified support for this discipline is shared by both the Theatre and Fashion administrative assistant and the assistant to the Dean of Arts and Humanities, whose jobs are demanding enough. The presentation of an annual spring fashion show toward the end of the academic year requires other skill sets that are not part of an administrative assistant's repertoire. Ideally, if a professional expert or even a part-time classified admin-hybrid can be employed, that would relieve a great deal of pressure from the adjuncts and admins who support this discipline.

**PHILOSOPHY, HUMANITIES, AND RELIGIOUS STUDIES:** This department requests the continued assistance of a tutor to maintain their commitment to student success, retention, and completion.

**MUSIC:** The administrative assistant for Music was increased to .80 FTE but in reality, a full time administrative assistant is needed due to the increased demands of four new music majors, administration of an Applied Music program, and rapidly increasing enrollments. This continues to represent an inadequate amount of coverage for this complex department. The Music Department respectfully requests that this position be restored to 1.0 FTE.

**THEATRE ARTS/SRT:** The Box Office Technician .475 percent classified position needs more hours. The administrative assistants in both SRT and Theatre Arts continue to work in conjunction with this Box Office Technician, but the amount of work involved in balancing receipts in excess of a \$500,000 requires effective oversight. This position involves selling tickets and supervising students during the day. The box office is also open at night during performances. The current allocation of nineteen hours a week is simply not enough!

The permanent classified Promotion Specialist hire has been in limbo since 2010.

#### **FACULTY REASSIGNED TIME:**

Within the Santa Rosa programs, there are three faculty who will receive reassigned time in 2017-2018: This office respectfully requests that another 10 percent be restored to the Art Gallery Director position for a total of 10 percent, this will allow the gallery director to keep the art gallery from appearing empty; SRT Artistic Director (100 percent), and Theatre Arts Artistic Director (20 percent). Theatre Arts Department Chair receives an additional 5 percent as a CTE coordinator for theatre technology along with three other instructors--Digital Media, Journalism, and Fashion Studies. The latter three instructors receive 5 percent as CTE coordinators of which 2.5 percent was drawn from the Academic Affairs (AAC) budget via Arts and Humanities dean's discretionary fund.

Because of the countless hours that the *The Oak Leaf* adviser invests, it is strongly recommended that she receives release time befitting her extraordinary commitment to *The Oak Leaf*. Along with that position, she is the only contract faculty administering and overseeing all pedagogical, administrative, fund raising, and marketing demands and she is now the Chair of the department. She implements and creates the vision for the evolving discipline of Journalism and attempts to harness students' passions that arouse the fourth estate as represented by *The Oak Leaf*.

## 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
	See Departmental PRPPs

### 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

See Departmental PRPPs

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

Faculty staffing will soon be at a critical stage as described in the departmental PRPPs.

Art just lost the Photography position and will lose an Art Historian in May 2019. Two other faculty have indicated retirement in the next two years.

Media is in need of a Santa Rosa anchor.

Fashion is expanding and needs an anchor.

Theatre is still in need of a Technical Theatre position and two faculty are near retirement.

SRT must be made whole from the 2018 budget cuts or they will not survive. The professional experts that were cut directly support instruction.

### 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

See department PRPPs.

### 2.4c Instructional Equipment 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 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

Three of the buildings used by departments in this cluster, Burbank, Garcia, and Analy, are some of the oldest on campus, built by the WPA in the 1930s. They are in need of remodeling and updating.

The Burbank Auditorium is currently undergoing renovation. The fruition of that project is predicted for next year. The cluster dean and the Theatre and Fashion Department chair and faculty will continue to work closely with the project director and the architectural team to create the most efficient and beautiful learning space for our students.

Garcia Hall, which houses the Fashion Studies discipline, will soon be undergoing an extensive renovation. The remodeled lab will likely be too small for the discipline so a new permanent location is being searched for. They will temporarily relocate to the Lark temps after Theatre moves back into Burbank.

More performance space is needed for the Music Department. Many of the concerts are scheduled in Newman, but the end of the semester concerts all take place in Burbank and this space is seriously overscheduled. Currently it is unavailable because renovation.

A recital hall is needed for the Music Department and is specifically referenced in the Space Allocation Sequencing Report. A remodel of room 105 in Forsyth would be a fairly easy and relatively inexpensive temporary measure. It is hoped that some concerts will be held in Ellis Auditorium in Petaluma.

New carpet intallation is needed on the second floor of Forsyth.

Restroom facilities used by students and staff in Analy, Garcia, and Forsyth are all in need of remodeling.

### **3.1 Develop Financial Resources**

The Dean of Arts and Humanities participated in teams that completed and submitted the following grants and proposals:

- "Creative Bridges & Multicultural Connections" to National Endowments for the Humanities (NEH) in August 2014.
- Innovation Award grant proposal.
- NSF grant proposal with a multi-disciplinary science and art focus. The funding decision is expected by April of 2016.
- CTE funding for a multidisciplinary workshop to be held at the SRJC campus on the subject of creativity and innovation.
- Newman Foundation. The project was going to bring a Pulitzer award winning photographer on campus.
- National Endowments to the Humanities in 2016, titled "Unweiling Islam".
- State Deaprtment for a Study Abroad grant.
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### **3.2 Serve our Diverse Communities**

Careful attention is paid to this issue during hiring processes for both full time and adjunct faculty positions as well as classified positions within the cluster. Applicants are asked to describe their experiences working with a diverse population on the written application. Questions are also asked during the interview process in order to assess sensitivity to diversity.

Certain faculty within the cluster are deeply committed to diversifying the curriculum. Classes in multicultural and world theatre and world history have been developed over the past 5-10 years. The Theatre Arts Department pays special attention to the selection of plays and presents at least one play per year that has a multicultural focus. Preparing for these shows usually involves networking with the community.

The Art Gallery also contributes to a greater understanding of cultural diversity both on campus and out in the local community. All exhibits in the Art Gallery have been documented and archived on the college website. The Art Department completed the development of a Cartooning and Sequential Art course and an Applied Photography Certificate program.

Randolph Newman Cultural Enrichment Grants provided multicultural opportunities for students and faculty. Art Instructor Deborah Kirklin curated a show in the Art Gallery featuring the art of Eduardo Carrillo. A very well-known Chicano artist, there is a permanent exhibit of his work at the Crocker Gallery in Sacramento. This was a highly successful show with a beautiful catalog developed in conjunction with a consortium. In The Newman Grant also funded the Roberto Chavez Exhibit. The 2015 theatre season started with the performance of "American Night, The Ballad of Juan Jose". The 2016 Theater season is a special treat for the community. The shows include: "Almost Maine", "Mary Poppins", "Emotional Creatire" and the 400th year mark of Shakespeare's death with the Twelfth Night, a traditionally staged production with all the roles played by male actors.

### **3.3 Cultivate a Healthy Organization**

The Administrative Assistant for the cluster has been encouraged to attend workshops and lectures that will enhance her knowledge and skills. She has become an expert with CATS, Convergence and the Project Learn Sharepoint site. She continues to be involved in cross-training others.

All classified employees in the Cluster are encouraged to participate in staff development activities and everyone was invited to the Cluster Leadership Series. Cross training is definitely encouraged and administrative assistants freely share systems that have been developed. The most recent example of this is what occurs in the Emeritus Service Center regarding orientation of new faculty. Administrative assistants shared their strategies for new faculty orientation.

While classified staff would like to attend more staff development opportunities and PDA activities, increasing workload often makes that very difficult. Attention must be paid to creating these opportunities without overwhelming those who are expected to attend.

The cluster dean regularly incorporates faculty and staff development ideas into any and all grant proposals submitted.

### **3.4 Safety and Emergency Preparedness**

### 3.5 Establish a Culture of Sustainability

There has been a continuing effort to develop intradepartmental and cross-cluster initiatives to promote sustainability but much more could be done.

- In an effort to “go green,” faculty and staff from this Cluster have been at the forefront. A PDA workshop was held entitled "Making a Difference: One Instructor at a Time." Panelists included two psychology instructors, a philosophy instructor, and an art instructor. It was facilitated by the Dean.
- An additional PDA workshop was held and as more instructors have implemented these ideas, the Cluster has become more sustainable. All offices are now tracking paper use and limits have been imposed on local copiers. Those who use the Copy Center for extensive handouts have been alerted by their chairs and the Dean is committed to encouraging this further in the absence of any district tracking system.
- Over the past four years, there has been a remarkable reduction in paper use and graphics costs in departments across this Cluster. Faculty, chairs and administrative assistants have worked very hard to reduce these expenses. In an analysis completed in March 2012, the following percentages of reduction were noted by departments; Art was the highest, reducing its graphics costs by 72%. Theatre Arts was at 66%, Music at 52% with Communication Studies close behind at 51%
- All departments now have shared folders where syllabi are stored and most faculty distribute syllabi and handouts either through the portal or post them on CATE or Moodle. The Dean's Office has encouraged this and appreciates the effort of the Distance Ed Department to have course shells available for all faculty. Many faculty in the Cluster have participated in Moodle trainings.
- Now that SRJC is an AASHE member, the Dean regularly accesses the website and searches for information and best practices.
- The Burbank remodelling project will be sustainable to a large degree with a goal of silver LEED certification.
- The Arts & Humanities newsletter is published only in digital form.

## **4.1a Course Student Learning Outcomes Assessment**

The Arts and Humanities Cluster is deeply committed to student learning and student success.

The Dean's Office oversees the Cluster Curriculum Technical Review Committee. The Dean co-chairs this committee and it meets twice monthly. The new Dean of Arts and Humanities also serves on the college wide Class Size Advisory Committee, Chairs the Study Abroad committee.

As of August 2014, Communication Studies, Journalism, Media Studies, and Interdisciplinary Studies all (100%) completed their SLO assessments. The other discipline areas are committed to complete the work by October 2014.

A number of courses within the cluster are up for six year reviews. The appropriate department chairs have been notified.

More specific data about SLOs and assessments are contained in departmental PRPPs.

**Effective March, 2015 the cluster completed all SLO assessment - 100%! Evaluation is an ongoing process at the cluster. Student outcomes take a great many unique forms in the fine arts and performing arts including performances and portfolio presentations.**

## **4.1b Program Student Learning Outcomes Assessment**

This Cluster is deeply committed to student learning and student success. Majors now exist in every department in the Cluster.

During the 2013-14 academic year a Digital Journalism program has been developed and is now going through the college curriculum approval process.

In the 2012-13 academic year, the revisions of two majors were approved by the Chancellor's office. They are Journalism and Theatre Arts.

In 2015 new courses were created in Religious Studies, Humanities and Theatre Arts. The Art Department faculty started work on a course on cartooning, based on the San Jose State University model.

Digital Journalism CTE degree program has been approved by the Chancellor's Office in 2016.

One transfer model major's revisions were approved by the Chancellor's office -- Communication Studies.

The film discipline area is working on the TMC for film. This work is expected to be completed in 2016.

The tentative information on the requirements for the Graphic Design TMC were received in 2016. The majority of the TMC graphic design courses come from the Art Department.

### 4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Course	See departmental PRPPs	N/A	N/A	N/A

### 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
N/A																
See dept PRPPs																

### 4.2b Narrative (Optional)

All departments offer courses and programs that meet various aspects of the institutional learning outcomes. When analyzed holistically, the cluster offers courses that fulfill every single institutional learning outcome.

The second strategic goal for the cluster states:

"Engage students & spark intellectual curiosity in learner-centered environments by incorporating a variety of teaching methodologies, including team based learning, relevant real-world assignments, and creating effective, student focused learning paths".

Faculty and staff of the Arts & Humanities cluster are dedicated to student success and effective teaching methodologies. The cluster is now offering increased numbers of online courses, and experimenting short (8 weeks long) course offerings.

The cluster Dean is committed to increased faculty and staff involvement in technological and educational trends.

The Art Department is working on a new course in cartooning. The Dean envisions a full program of cartooning and animation in the Art Department. Animation " a moving art form" is generally located in the Art Departments of colleges and universities, and is an MFA (Master of Fine Arts) discipline.

## **5.0 Performance Measures**

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

Schedule development is a high priority for the cluster. Careful attention has been paid to schedule development by chairs in consultation with their departments. Frequent analysis is done in conjunction with the cluster dean. Every effort is made to offer a wide variety of classes at various

times and locations. Without sacrificing the quality of the programs that students need. Enrollment efficiency and productivity are examined every semester.

The District data collection of "Hits after Closed" shows significant demand for online classes. To meet this demand, the Dean has encouraged the development of more online and hybrid classes.

There is a need for ongoing faculty training in the areas of online teaching. There are proven techniques that will allow faculty to effectively create online student communities. Online course development should be a team effort between the content expert, instructional designer, visual/multimedia designer and computer programmer. The college should consider incorporating adaptive methodologies into online learning, meaning taking into consideration the various learning styles when designing online course offerings.

## **5.2a Enrollment Efficiency**

## **5.2b Average Class Size**

## **5.3 Instructional Productivity**



## **5.4 Curriculum Currency**

All active courses in the Cluster now have SLOs and curricula is current

The Dean's office encourages the development of new curriculum, especially those with a contemporary, digital focus.

The new digital art/printmaking faculty will inject contemporary techniques into this previously traditional program.

The sculpture area will also need to be brought into the 21st Century. While faculty is doing excellent job teaching traditional skills, the Dean is concerned about the lack of contemporary equipment and technology and forward looking curriculum in these classrooms.

The Dean is intent on inspiring and leading faculty to develop more contemporary, industry responsive curriculum, making sure that our course offerings are relevant and useful.

## **5.5 Successful Program Completion**

Certificate Programs exist in Art (Photography) and Theatre Arts (Costuming, Acting, Makeup, Stagecraft and Theatre Management).

The development of Digital Illustration and Digital Painting certificates will be discussed in the near future.

Majors are offered in Art, Art History, Music (Instrumental, Jazz Studies, Vocal or Instrumental), Theatre Arts, Communication, Journalism, Philosophy, Humanities and Religious Studies.

Departments have been urged to develop strategies encouraging students to complete the paperwork for certificates and majors. Theatre Arts deserves special commendation for its effort in this regard.

## **5.6 Student Success**

## **5.7 Student Access**

See Departmental PRPPs for specific data.

## **5.8 Curriculum Offered Within Reasonable Time Frame**

## **5.9a Curriculum Responsiveness**

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

## **5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)**

The new dean needs to assure that the Art/Animation major moves through the advisory committee stage and is submitted to Curriculum Office for Chancellor approval in Fall 2017.

## **5.11a Labor Market Demand (Occupational Programs ONLY)**

- The Theater Department completed the establishment of an Industry Advisory Board with a focus on theater technology and hosted the first Board meeting during the Spring 2015 semester.
- According to the California LMI, film/video editing between now and 2022 will grow 3%, Presently, the median wage is \$46,280.

- Photographers earn a median salary of \$28,490 and the job growth outlook is 4%. Broadcast & Sound Engineering technicians have a median salary of \$41,200 with a projected growth rate of 9%.
- Theatrical costume/fashion designers earn a median income of \$65,529 with an expected growth rate of 14.9%. Actors have a median wage of \$53,000 with an 11.7% growth rate.
- Designers earn a median wage of \$58,000 with a 10% projected growth rate.

## **5.11b Academic Standards**

All departments are encouraged to engage in conversations regarding academic rigor and standards of discipline excellence. The Cluster Tech Review Committee has recommended (and many departments have responded favorably) to increasing the Recommended Levels of Preparation for a GE Transferable Course to "Eligibility for English 1A." Standards and rigor regarding writing assignments for these courses are also carefully analyzed by the Cluster Technical Review Committee.

## 6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0000	ALL	07	06	Increase revenue source for Arts & Humanities programs.	Seek funding for worthwhile educational and creative projects. Create grant proposals, form partnerships and reach out for private donor support.	Ongoing	Grant funding/private funding.  Dean's time  Project partner time, completed four grant proposals so far.
0000	ALL	05	05	Establish a long-term relationship with patrons and donors in support of Arts programs at SRJC.	Cultivate a trusting, positive relationship with the SRJC Foundation.	Ongoing	
0000	ALL	02	01	Inspire the design and development of cutting edge curriculum.	Update and generate new coursework that is contemporary and relevant. For example, the Photography discipline is targeted for a major update.	Ongoing	CTE has been approached regarding possible funding. An advisory committee is being formed toward that end.
0000	ALL	04	07	To complete the Burbank Theater remodel for the 100 year anniversary.	Work closely with theatre faculty, the project director, and the architectural team.	2018-19	Measure H funding,, faculty time, dean time, project director time
0000	ALL	02	02	To increase the visibility and effectiveness of the Study Abroad program.	Work closely with the consortium members and the Study Abroad committee.	Ongoing	Summer recruitment compensation--5 percent of base hourly salary for all faculty agreed upon and codified
0000	Santa Rosa	04	07	To continue the guidance and support work on the Burbank Theatre.	To provide an updated, contemporary theatre facility for the students, faculty, and the community at large.	2018-19	Bond funded
0001	Santa Rosa	08	07	Strengthen classified staffing in key areas to ensure safety and vitality of courses.	Rehire of Art Galley Exhibits Specialist, restoration of Music administrative assistant to 100 percent, increase of administrative assistant support for Communication Studies to 100 percent, and hire of professional expert for Fashion Studies discipline	Ongoing	

## 6.2b PRPP Editor Feedback - Optional

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## 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0000	ALL	07	06	Increase revenue source for Arts & Humanities programs.	Seek funding for worthwhile educational and creative projects. Create grant proposals, form partnerships, and reach out for private donor support.	Ongoing	Grant funding/private funding.  Dean's time  Project partner time, completed four grant proposals so far
0000	ALL	05	05	Establish a long-term relationship with patrons and donors in support of Arts programs at SRJC.	Cultivate a trusting, positive relationship with the SRJC foundation.	Ongoing	Chair and dean time  A survey has been generated to help identify future work trends for SRT
0000	ALL	02	01	Inspire the design and development of cutting edge curriculum	Update and generate new coursework that is contemporary and relevant.	Ongoing	Faculty time, Dean time
0000	ALL	04	07	To complete the Burbank Theater remodel for the 100 year anniversary.	Work closely with theatre faculty, the project director, and the architectural team.	2018-19	Measure H funding,, faculty time, dean time, project director time
0000	ALL	02	02	To increase the visibility and effectiveness of the Study Abroad program.	Work closely with the consortium members and the Study Abroad committee.	Ongoing	50% classified support, dean's time, faculty time, SA budget
0000	Santa Rosa	04	07	To continue the guidance and support work on the Burbank Theatre	To provide an updated, contemporary theatre facility for the students, faculty and the community at large.	2018-19	Bond funded
0001	Santa Rosa	08	07	Strengthen classified staffing in key areas to ensure safety and vitality of courses.	Rehire of Art Galley Exhibits Specialist, restoration of Music administrative assistant to 100 percent, increase of administrative assistant support for Communication Studies to 100 percent, and hire of professional expert for Fashion Studies discipline.	Ongoing	District funding

