

Santa Rosa Junior College

Program Resource Planning Process

Senior Dean Learning Resources and Ed Tech 2018

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 during 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

Budget Reductions: The second wave of budget reductions in 2018-19 are likely to result in the reduction of one position from Media Services and the elimination of one position from Library Services once that position becomes vacant.

Technology Changes: Developments 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. In addition, Media Services has been asked to support an ever-growing number of District events, generally with no reimbursement structure. 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 as well as to support event activities 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. In 2018-19 the library will transition to a new Library Services Platform that is being purchased through one-time funds for all California Community College libraries. This change to a new operational architecture will eliminate the need for local programming skills in the library in total.

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 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

3.1 Develop Financial Resources

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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
0000	ALL	01	01	Ensured 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.
0000	ALL	02	01	Addressed the Library faculty staffing retirements to ensure uninterrupted delivery of academic research and library support to SRJC instruction programs across all disciplines. (Achieved during review year; subsequently reduced in 2nd wave of District budget cuts for 2018-19).	Augment Doyle 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
0000	ALL	02	01	Forged closer partnerships with Curriculum Review team to streamline and clarify application process to obtain approval to deliver SRJC courses through Distance Education	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.
0000	ALL	02	06	Supported District excellence in instructional pedagogy through development of a lecture capture studio in CETL to faculty video lecture production for face to face and online instruction.	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.
0000	ALL	04	01	Continued 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.
0000	ALL	02	01	Transformed scholarly learning spaces to meet new calls for technology-enhanced collaborative areas for knowledge creation and increased academic support. This includes campus partnerships to better utilize space and improve student support services. Two of three phases completed during the review year. Third phase, to create shared collaborative lab space used by multiple disciplines is underway.	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.)
0000	ALL	04	07	Increased efficiency of operations and staff to meet rising demand for event services coordination and support.	Upgrade A-V equipment for meet demand for robust and sophisticated event support.	2017-2018	No new resources required.

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0000	ALL	02	04	Improved and clarified the sabbatical leave application process for faculty.	Lead the development of new Sabbatical Leaves website to improve documentation requirements.	2017-2018	
0000	ALL	04	06	Revitalized the IELM training program for faculty and administrators, including integration of new Student Services organizational clusters.	Expanded and broadened IELM training, establishing one training program intended for deans and directors; and a separate training program for administrative staff.	2017-2018	

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	Assess impact of library closures in light of budget reductions.	Identify best use of limited resources based on instructional demand for services.	2018-2019	Restoration of \$20K in adjunct budget at Mahoney; Restoration of 20K in adjunct budget in Doyle
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, juxtaposed against lost of STNC budget and personnel reductions that provide critical event-related support.	Hire Media Tech Specialist position through revenue generated from increased external event for profit services or restore STNC funding.	2018-2019	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 across all disciplines.	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: \$800,000 (received in 2016). Strong Workforce Program grants: \$450,000 (received in 2017 and 2018).
0001	ALL	02	01	Streamline event support services workflows by exploring collaborations with complimentary District partners.	Reduce ongoing operating costs and logistical resource use associated with District demand for event services		
0001	ALL	02	01	Integrate the Maggini computer lab into Doyle Library, addressing loss of library space for student study and increased noise and traffic flows. Develop use of space policies that must be established for successful integration when multiple departments share mixed use of library space.	Support this District driven request to reduce the number of computing labs and create larger classrooms by integrating the computer lab into Doyle. Likely requires creation of silent study zones in the library to offset the noise and traffic associated with an open floor lab.		
0001	ALL	02	01	Explore the integration of academic support services into Mahoney Library	Support this District driven initiative to design effective use of facilities in support of student learning on the Petaluma campus.		
0002	ALL	02	01	Ensure more online degree options for student completion.	Increase online course offerings through the Online College Project.	2018-2019	Restore \$12,000 from budget reductions to support growth demand

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0002	ALL	02	06	Assess current satisfaction level for service levels & offerings of Media Services.	Develop and implement an assessment tool.	2018-2019	No new resources required.
0002	ALL	02	07	Assess and evaluate Media Services operations, equipment infrastructure, and classroom standards to update and align services with instructional need. Consider viability of using Measure H funds to higher limited contract additional technicians to increase pace of learning space project completion.	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.	2018-2019	See Media Services PRPP for specifics of increases to 1) classroom technology supply budget and 2) classroom technology repair budget.
0002	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	2018-2019	No new resources required.
0003	ALL	02	01	Evaluate new learning spaces for active learning and student engagement	Develop and implement an assessment tool.		
0003	ALL	01	03	Explore new partnerships to continue to enhance student equity in access to library services.	Institute alternatives to library fines and fees to reduce barriers to access.		