

Santa Rosa Junior College

Program Resource Planning Process

Professional Development 2022

1.1a Mission

SRJC Professional Development promotes an environment of collegiality, fosters inquiry and exploration, and encourages excellence in the education and success of students, with opportunity for all members of the college community to engage.

Professional Development plays a vital role in the institution by promoting educational excellence and service quality, and by ensuring ongoing discussion and scheduling of activities intended to support the professional development needs of faculty, classified and management team employees.

Essential to this endeavor are:

- 1) A focus on the state mandated and district-initiated aspects of faculty professional development;
- 2) A pursuit of broad and varied professional development opportunities for classified professionals and management team employees; and
- 3) An alignment with the strategic plan.

1.1b Mission Alignment

Professional development activities add knowledge and skills to an individual's discipline, career, or vocation intended to improve performance on the job in order to best support our students. These activities also provide a revitalization of professional direction and focus. Just as the District's mission is to increase knowledge, improve skills and enhance lives of our students, the Professional Development Program focuses on the same outcomes for the employees of SRJC.

1.1c Description

Human Resources provides administrative oversight and support for the professional development function at the District. The Professional Development function is overseen by the Vice President of Human Resources with decision-making authority delegated to the Director of Human Resources. Human Resources works collaboratively with the Faculty Professional Development Coordinators and the Professional Development Committee to develop and implement professional development programming and activities. The Professional Development Program provides centralized coordination for faculty, management and classified employee development activities; including Professional Development Activities (PDA) days, new employee orientations, assistance and support for faculty, management, and classified employee development projects, such as tuition reimbursement, leadership academy and inclusion training programs; seminars and training activities; information on professional development opportunities; and a professional development online resources. Professional Development is responsible for administering, monitoring and tracking the faculty flex program.

1.1d Hours of Office Operation and Service by Location

The Professional Development support services are provided Monday through Friday, 8am - 5pm.

Human Resources staff who support the Professional Development Program are located on the Santa Rosa Campus in Bussman Hall Annex. Each campus is served by a Faculty Development Coordinator.

1.2 Program/Unit Context and Environmental Scan

Like other programs and services in the District, Professional Development has experienced a reduction in resources, yet has had an increase in the amount of services provided.

Since 2009, state funding specific to professional development was eliminated. Since that time, most funding development activities have been supported at the District level. Block grant funds were provided by the Chancellor's office for classified professional development. The portion of these funds allocated to classified management professional development have been expended with the remaining funds to be dedicated to providing professional development programming for classified professionals.

In 2022/23, the Chancellor's Office allocated additional funding to support development and implementation of EEO best practices to support success in promoting equal employment opportunity and faculty and staff diversity. Additional funds were allocated to provide culturally competent professional development opportunities for faculty, with an emphasis on improving learning outcomes.

Professional Development has created a robust PDA program with the support of the Professional Development Committee, Human Resources, and the President's Cabinet. Through the leadership of the President, District offices are closed on the two institutional PDA days for a minimum of 4 hours so that all employees may attend. Over the past 4 years, the programming has expanded to offer a wider variety of topics related diversity, equity, inclusion, accessibility and anti-racism and to address the unique needs of classified and management staff, while still providing robust faculty programming. From Fall 2020 through Spring 2022, PDA day activities were provided remotely with approximately 40 workshops offered each semester to over 400+ faculty and staff. Starting in Fall 2022, PDA will be converted back to mostly in-person activities with a few remote options available for employee participation.

New hire orientations are offered for all regular employees upon hire, and for associate faculty on an annual basis.

2.1a Budget Needs

The supplies and services budget is used efficiently, and is not spent down simply to maintain a roll-over of similar funding from year to year.

Professional development has a limited budget of approximately \$20,000 available for employee trainings.

Additional funding is requested to support the following areas:

1. For hiring outside facilitators to provide trainings.
2. For purchasing ongoing trainings, such as online training platforms that may provide professional development opportunities for all employees
3. Funds to pay associate faculty and other technology experts to provide software trainings is requested. Since the elimination of the IT training position, this need has gone unfilled, and has become chronically raised as a significant deficiency in our training for employees.
4. Funds to provide professional development activities for classified professionals and management team.
5. Due to the large number of employees attending orientations and PDA day, funding is often quickly depleted for supplies for these events. Additional funds in this area would enable Professional Development to better support these events, without requiring the district to supplement the .
6. Funds to support future leadership academies.

Filling of the Administrative Assistant position that supports Professional Development has been on hold due to budget reductions since Fall 2019. This has been a hardship on the workload of Professional Development, necessitating regular supplementation with student employee support as well as support from other regular Human Resources staff. With initiatives such as providing ongoing training on topics related to diversity, equity, inclusion and anti-racism, and other compliance training such as Preventing Sexual Harassment, FERPA and Data Security Trainings in addition to supporting the flex tracking system, continued demand for administrative support is anticipated. The Professional Development function is dependent on the need for administrative support, so it is requested that funding be provided for regular, ongoing staffing to support this function, rather than continuing with only part-time, temporary assistance.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	08	04	\$20,000.00	Leadership Academy. In-house Leadership Institute. To provide leadership training for all employee groups.
0001	ALL	08	07	\$2,000.00	New employee orientations have expanded for both staff and faculty, and the volume of requests for professional development by staff and faculty has increased. These additional funds are needed to cover the costs of refreshments and other expenses for these sessions.
0001	ALL	08	04	\$10,000.00	Professional Development trainings and opportunities for Management Team members.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant I	28.00	12.00	Performs various administrative tasks; maintains flex system and other training database recordkeeping for proposals and individual professional development attendance records. Creates spreadsheets and reports, responds to correspondence, and types agendas, meeting minutes, directories, and service requisitions; monitors a budget; prepares purchase requisitions; maintains spreadsheets and data bases; compiles statistical information and prepares reports; assists with event planning.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
n/a	0.00	0.00	

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Assistant	25.00	12.00	Data entry, filing, responding to inquiries, assist with event prep, general clerical duties.
STNC-Media Production Technician	1.25	10.00	Record professional development events and workshops as needed on PDA Day and throughout the Academic Year.

2.2d Adequacy and Effectiveness of Staffing

Professional Development does not have the minimum staffing levels needed to manage the program. Ongoing and permanent Administrative Support is needed to return the professional development programming to the services expected if state funding is resumed and to address the needs created by the significant increases in hiring of new faculty and other employees that has occurred in recent years, in addition to providing mentoring and retention programs for all faculty and staff. These staffing changes will help maintain workload levels and address onboarding, orienting, training and development time necessary to meet the growing demands of a high volume of new faculty and those in the tenure process. If Professional Development is expected to become the centralized tracking system for all employee professional development, an upgrade to the tracking system will be necessary. This upgrade will reduce staff time currently being used on record keeping rather than professional development.

Professional Development needs additional Media Production Technician support to increase the sections being recorded and made available online to SRJC employees. This is a very cost effective way to deliver training and faculty flex activities.

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
Professional Development Coordinator (20%)	Job Duties: Meet with the Academic Senate Executive Council twice per semester to discuss faculty professional development needs; Meet regularly with the VPAA/AS to discuss professional development plans; Coordinate professional development offerings for the faculty as advised by the Academic Senate and recommended by the Senate Executive Council; Support the Academic Senate in developing the New Faculty Professional Learning Program for probationary contract faculty; Plan and organize the New Faculty Orientations in consultation with Senate and AFA leadership; Assist the Academic Senate with the New Faculty Mentoring Program; Serve on the Professional Development Committee and represent the professional development interest of faculty; Complete the year-end Flex report as required by the California Community Colleges Chancellor's Office; Support the submittal of faculty Flex proposals; Assist in the organization of PDA days; and Consult with AFA on Prof. Development-related working condition issues and assist in the organization of AFA-sponsored workshops for faculty.
Professional Development Coordinator (20%)	Job Duties: Meet with the Academic Senate Executive Council twice per semester to discuss faculty professional development needs; Meet regularly with the VPAA/AS to discuss professional development plans; Coordinate professional development offerings for the faculty as advised by the Academic Senate and recommended by the Senate Executive Council; Support the Academic Senate in developing the New Faculty Professional Learning Program for probationary contract faculty; Plan and organize the New Faculty Orientations in consultation with Senate and AFA leadership; Assist the Academic Senate with the New Faculty Mentoring Program; Serve on the Professional Development Committee and represent the professional development interest of faculty; Complete the year-end Flex report as required by the California Community Colleges Chancellor's Office; Support the submittal of faculty Flex proposals; Assist in the organization of PDA days; and Consult with AFA on Prof. Development-related working condition issues and assist in the organization of AFA-sponsored workshops for faculty.

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

n/a

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

The Faculty Development Coordinators have had various levels of reassigned time over the years; initially 1.0 FTE (strictly a Santa Rosa Campus position) when the program started, the position was decreased to .80 FTE, .60 FTE, to .30 FTE (position responsible for two campuses). This was increased in 2014-15 to 40% (2 positions 20% each). In 2017/18 this was increased again to 60% (2 positions 30% each). MOU dated 04/02/21 reduced this back to 40% release time (2 positions at 20% each).

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	ALL	00	00	Faculty Development Coordinator	

2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

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
0001	ALL	04	06	System for tracking PD for employees, such as NEOED Learn platform	0	\$50,000.00	\$0.00	Human Resources		Sarah Hopkins

2.4f Instructional/Non-Instructional Software 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

Professional Development was moved and incorporated into Human Resources in the Bussman Hall Annex. Currently, our facilities needs are met with this arrangement.

3.1 Develop Financial Resources

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3.2 Serve our Diverse Communities

The Professional Development Program promotes sensitivity to diversity by supporting trainings and workshops on diversity, equity, inclusion, accessibility and anti-racism. There are a wide variety of online resource materials available on this topic. Other related topics of interest brought forward by the committee and constituents are also supported.

Professional Development is supporting the implementation of a district-wide inclusion program known as "Embracing a Culture of Inclusion" (ECI) which was launched at Fall 2016 PDA day. Continued development and enhancement of the content for this program is planned to continue.

Additionally, the second cohort of a Leadership Academy was offered in Spring 2019 and included equity and inclusivity components. The ECI program and employee affinity groups formed a collaboration in Fall 2021 and have developed a Courageous Leaders Academy that will be implemented in Fall 2022. This leadership academy will provide opportunities for SRJC employees who are committed to actively promoting an environment of diversity, equity, inclusion, anti-racism and accessibility by providing participants with opportunities to participate in leadership development activities to promote culture change to support the District's retention efforts of SRJC employees.

3.3 Cultivate a Healthy Organization

Professional Development, in conjunction with the Professional Development Committee, has supported the theme of wellness through programming on PDA day, as well as educating the college faculty and staff on tuition reimbursement available for wellness courses taken through SRJC.

3.4 Safety and Emergency Preparedness

Professional Development supports emergency preparedness programming through the flex credit program and District-wide distribution of workshop and training announcements on its professional development online calendar and weekly events emails.

3.5 Establish a Culture of Sustainability

Human Resources staff who support the Professional Development function incorporate ongoing sustainability efforts into business practices by recycling paper and minimizing production of hard copy documents, composting and turning off lights when not in use or at the end of day.

Professional Development converted all paper flex forms and workshop proposals to an online flex system in the fall of 2014. This resulted in a reduction in paper forms.

New Hire orientations have converted to electronic PDFs for the distribution of handouts as much as possible, eliminating new staff folders that used to be distributed to all faculty and adjuncts.

The printed documents provided to participants and presenters for PDA have been reduced significantly since March 2020.

For the Professional Development Committee meetings, committee members are emailed relevant documents in advance and hard copies of documents are no longer provided.

4.1a Course Student Learning Outcomes Assessment

Professional Development supports student learning by offering workshops on SLO's, curriculum development, and pedagogy during PDA Day and throughout the year. These workshops are proposed and presented by individual faculty members, external speakers, and department specific groups.

4.1b Program Student Learning Outcomes Assessment

Professional Development supports student learning by assuring adequate programming is offered in the pathways of teaching, learning and student support, staff improvement and student improvement during PDA Day and throughout the year. These workshops are proposed and presented by individual faculty members, outside speakers and department specific groups.

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)

n/a

5.0 Performance Measures

Human Resources oversees District-wide professional development activities, including a permanent and ex-officio position on the Professional Development Committee. Oversight includes providing support for faculty specific flex activities; assistance with planning and coordination of Professional Development Activities (PDA) Day twice a year (includes a plenary session, approximately 40 workshops, and community lunch, when

in-person activities are offered); administration of the tuition reimbursement program; maintenance of the professional development web-pages; and coordination of classified and management new hire orientations. In addition, Human Resources administers, tracks, and supports employee and student compliance trainings, including prevention of discrimination and harassment online trainings and COVID prevention trainings. Human Resources was also instrumental in the development and implementation of the District's Professional Development Plan, the Embracing a Culture of Inclusion Training Program and the SRJC Leadership Academy.

Human Resources provides administrative support to the two Faculty Professional Development Coordinators to process flex proposals (group, individual, and menu of activities). Human Resources also assists the faculty professional development coordinators with monitoring the completion of flex requirements of nearly 300 full-time faculty, and approximately 400 associate faculty per semester. For the faculty who do not meet their flex requirement, Human Resources in conjunction with Academic Affairs works with Payroll to initiate/complete the Notice of Absence submission and/or pay dock process.

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

n/a

5.2a Enrollment Efficiency

n/a

5.2b Average Class Size

n/a

5.3 Instructional Productivity

n/a

5.4 Curriculum Currency

n/a

5.5 Successful Program Completion

n/a

5.6 Student Success

Not needed this year

5.7 Student Access

Not needed this year

5.8 Curriculum Offered Within Reasonable Time Frame

Not needed this year.

5.9a Curriculum Responsiveness

Not needed this year

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

Not needed this year

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

Not needed this year

5.11a Labor Market Demand (Occupational Programs ONLY)

Not needed this year

5.11b Academic Standards

Not needed this year

6.1 Progress and Accomplishments Since Last Program/Unit Review

0000	ALL	08	06	Updates to Professional Development webpages	With the implementation of the updated Human Resources webpages, the Professional Development pages are also being reviewed to streamline information, organize flex offerings and provide resources on PD programs and services to the college community.	Ongoing	Some progress has been made on this goal with additional improvements anticipated in 22/23.
0002	ALL	08	04	Professional Development Program Review	Evaluate processes to determine where improvements need to be made in the Professional Development Program.	Ongoing	It is anticipated that there will be significant changes with the oversight of the professional development function in 22/23 to distinguish between programming for classified and management opportunities which will continue with oversight from Human Resources and to transition oversight of faculty professional development to the Academic Senate.
0002	ALL	08	04	Management Professional Development	In collaboration with Management Team Liaison Group, develop plan for a management professional development training program, management mentoring program and/or leadership academy.	Ongoing	The Management Team Liaison Group (MLG) has incorporated regular trainings at Management Team meetings. Human Resources collaborates with MLG to provide trainings for Management Team.
0002	ALL	04	06	Training database for Professional Development Tracking	<p>a) Incorporate flex tracking for faculty and classified professionals.</p> <p>b) Create database to record all employee trainings & completion with the ability to indicate which trainings specific employees must take for promotion/advancement.</p> <p>c) Incorporate a feature to "remind" employees when required training is due.</p>	Ongoing	Some progress has been made to implement tracking of PD opportunities in Escape, the District's current HRIS.

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	08	06	Updates to Professional Development webpages	With the implementation of the updated Human Resources webpages, the Professional Development pages are also being reviewed to streamline information, organize flex offerings and provide resources on PD programs and services to the college community.	Ongoing	These updates are being completed by Human Resources staff, in collaboration with the Faculty PD Coordinators and the Professional Development Committee. Additional support is needed by Information Technology staff to implement changes recommended for the flex program.
0002	ALL	08	04	Professional Development Program Review	Evaluate processes to determine where improvements need to be made in the Professional Development Program.	Ongoing	Staff time to plan and implement program improvements.
0002	ALL	08	04	Management Professional Development	In collaboration with Management Team Liaison Group, develop plan for a management professional development training program, management mentoring program and/or leadership academy.	Ongoing	No additional cost at this time; as additional trainings are added, this will require additional staff time. Ideally \$10,000 will be required for programming.
0002	ALL	04	06	Training database for Professional Development Tracking	<p>a) Incorporate flex tracking for faculty and classified professionals.</p> <p>b) Create database to record all employee trainings & completion with the ability to indicate which trainings specific employees must take for promotion/advancement.</p> <p>c) Incorporate a feature to "remind" employees when required training is due.</p>	Ongoing	Currently utilizing Escape to track a few Professional Development trainings. No additional cost at this time; as additional trainings are added, this will require additional staff time and may require additional functionality in Escape.