

Santa Rosa Junior College

Program Resource Planning Process

Professional Development 2023

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 transform the lives of our culturally rich student body, employees, and community by cultivating a welcoming and antiracist environment, centered on social responsibility and cultural awareness, the Professional Development Program focuses on these 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 academies and inclusion training programs; seminars and training activities; and information and resources on professional development opportunities. 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 President's Cabinet. Through the leadership of the Superintendent/President, District offices are closed on two biannual 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 to diversity, equity, inclusion, accessibility, anti-racism and social justice 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 during the pandemic with approximately 40 workshops offered each semester to over 400+ faculty and staff. Starting in Fall 2022, PDA was 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 whenever possible.

2.1a Budget Needs

The Professional Development 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 external facilitators to provide trainings.
2. For purchasing ongoing trainings, such as online training platforms that may provide professional development opportunities for all employees.
3. To pay associate faculty and other technology experts to provide software trainings. Since the elimination of the IT training position, this need has gone unfilled, and has become chronically raised as a significant deficiency in internal training for employees.
4. 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 budget.
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	02	04	\$50,000.00	Leadership Academies. To provide ongoing leadership training and coaching/mentoring for action projects for all employee groups.
0001	ALL	02	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

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

2.2d Adequacy and Effectiveness of Staffing

The District's Professional Development program lacks the minimum staffing levels needed to support 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. New staffing will assist with maintaining reasonable workload

levels for other staff in Human Resources who have supported this program since the positions that were previously assigned to Professional Development were eliminated. Staff support will also aid in addressing the need to enhance onboarding, orienting, training and development programming necessary to meet the growing demands of a high volume of new faculty and those in the tenure process as well as for all staff. If Professional Development will eventually provide a 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 for manual record keeping rather than professional development.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	ALL	02	04	Administrative Assistant I		Classified

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	02	04	System for tracking professional development records 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 Academic Quality

Professional development activities on culturally responsive andragogy and practices are provided to the college community on an ongoing basis through flex activities and at Professional Development Activities (PDA) days.

3.2 Student Success and Support

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 was implemented in Fall 2022. This leadership academy provides 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. This program is also intended to equip faculty and staff with the tools needed to best support the success and to create a sense of belonging for our students.

3.3 Responsiveness to Our Community

Professional Development, in conjunction with the Professional Development Committee, has supported the theme of diversity, equity, inclusion, anti-racism and accessibility as well as employee safety and wellness through programming on PDA day. Surveys are conducted after each Professional Development Activities (PDA) day and Needs Assessments are conducted regularly to assess the professional development needs of our community. The enrollment fee reimbursement program is available for faculty and staff to be reimbursed for taking related courses at SRJC. Classified staff are also eligible to request release time to pursue professional development opportunities related to their responsibilities and career goals.

3.4 Campus Climate and Culture

As noted in Section 3.2, the ECI program and employee affinity groups formed a collaboration in Fall 2021 and developed a Courageous Leaders Academy that was implemented in Fall 2022. This leadership academy provides 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. This program is also intended to equip faculty and staff with the tools needs to best support the success and to create a sense of belonging for our students. The second cohort of the Courageous Leaders Academy will be implemented in August 2023 with an emphasis on implementing academy design team project proposals which demonstrate action steps towards improving campus climate. The project proposals include implementation of thrivance hubs to support community building and a sense of belonging, ongoing cultural enrichment opportunities and other professional development opportunities on topics related to diversity, equity, inclusion, anti-racism and accessibility and allyship/mentorship/support programs for employees.

In 22/23, Human Resources collaborated with Academic Affairs to submit a grant proposal to the Chancellor's Office for implementing innovative best practices related to equal employment opportunity. The District was selected as a recipient for these funds in order to implement the 'Cultivating an Ecosystem of Belonging' program. This program will provide training and mentorship opportunities for academic deans, department chairs and faculty mentors to best support new BIPOC faculty hires. The program will be implemented in 23/24 with the first cohort of the program being implemented by 24/25.

Human Resources also collaborated with the employee affinity groups to implement the Affinity Group New Hire Welcome Receptions starting in Fall 2022. This was an opportunity for affinity group representatives to welcome the new hires to create a sense of belonging and community. The second annual reception is scheduled for August 2023.

Professional Development supports sustainability, wellness and emergency preparedness programming through the flex credit program and District-wide Professional Development Activity (PDA) days.

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. 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); administration of the tuition reimbursement program; maintenance of the professional

development web-pages; and coordination of classified and management new hire orientations and participation in the faculty new hire orientations. In addition, Human Resources administers, tracks, and supports employee and student compliance trainings, including prevention of discrimination and harassment online 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

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
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	Significant progress has been made in re-envisioning the format and content for the Professional Development webpages. This work has been done in coordination with the Professional Development Committee (PDC) and with the Faculty Professional Development Coordinators. The goal is to have the implementation of the webpage redesign completed in 23/24.
0002	ALL	08	04	Professional Development Program Review	Evaluate processes to determine where improvements need to be made in the Professional Development Program.	Ongoing	This is an annual process and is documented in the Professional Development Plan. The PDC met with College Council to share input regarding the purpose of PDC and to initiate discussions on the ongoing updates to the Professional Development Plan.
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 Vice President of Human Resources collaborates with the Management Team Liaison Group and President's Cabinet to implement ongoing professional development activities 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 professional development opportunities are currently tracked in the District's HRIS system (Escape). Ideally, the District will consider dedicating ongoing funding to support implementation of a comprehensive professional development tracking system, such as the NEOED Learn platform.

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	New funding has been requested with this PRPP submission to support ongoing programming for Management Team professional development opportunities.
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 some Professional Development trainings. Additional staff time and additional functionality in Escape will be required to support expansion of professional development tracking.