

Santa Rosa Junior College

Program Resource Planning Process

Dean II Arts and Humanities 2014

1.1a Mission

The Arts and Humanities Cluster this year includes the departments of Art/Art Gallery, Communication Studies, Music, Theatre Arts/Summer Repertory Theatre, Interdisciplinary Studies in Philosophy, Humanities and Religious Studies.

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.

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.

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 Summer Repertory Theatre) at the Santa Rosa campus. The Office also oversees the Robert F. Agrella Art Gallery.

The Dean's Office is deeply committed to community outreach and the increased promotion of the significant creative and intellectual cluster accomplishments.

The Dean's Office has a strong interest in developing alternative funding sources including grants, partnerships and scholarships.

The Dean's Office is committed to the idea of co-enrollment in selected courses in order to provide access to creative education to the community.

The strategic goals include:

1. Support & 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.
2. 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.
3. Increase effective outreach in our diverse local community in order to increase student enrollment, retention, completion and promote faculty/student excellence.
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 developing international partnerships, 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)

Dean: Dr. Anna Szabados

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

A new Dean took over the leadership of the Arts & Humanities cluster on July 1, 2014. This will provide needed stability, and a new, creative perspective for the dedicated faculty and staff of the cluster.

Starting Fall 2013, the Arts, Humanities, Behavioral and Social Sciences cluster was split between the arts and sciences disciplines.

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.

As far as non-vocational certificates, the Art Department voted in 2012 during a Program Evaluation review to discontinue its certificates with the exception of Photography. This program received CTEA funds for 2013-14 so that the full time instructor can revitalize the program and develop a commercial photography certificate program.

Programs in Journalism, Digital Audio and Digital Filmmaking have received CTEA funds in the past year. 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.

Programs in Theatre Arts/SRT are planning to develop advisory boards and become more engaged with CTEA. As curricula is rewritten, certificates and majors will be reviewed in order to offer students the best possible choices.

Plans for the future include more interdisciplinary work with the Clusters of Science and Business.

2.1a Budget Needs

The budget for the cluster Dean's Office is \$310,623 or .0028 of the district total. The Dean's Office Budget primarily pays salaries for the dean and the administrative assistant.

The discretionary budget for the Dean's Office for 2014-15

- Departments are dependent on supplemental funds that come from the Dean's Office. Some of the discretionary dollars were prioritized and fully allocated prior to the start Dean's tenure during the 2013-2014 academic year. The Dean's budget is supporting the art/sculpture lab assistant position for the Fall14 semester. The Dean also provided funding for the Theater department website update and provided additional funds for the box office peronnel. Interdisciplinary Studies faculty was compensated for serving on the hiring committee. Theater received funding for cabling. Gave a small amount to the Music department to support the administrative assistant who is only hired for 75%. We offset costs for two concerts. Support for the STNC Art Gallery specialist.
- There has been a continuing effort to develop intra-departmental, cross-cluster initiatives to supplement inadequate budgets. We gave the Journalism Department funds for student travel.
- The Dean's Office would need travel funds of about \$5000 in order to participate in discipline appropriate conferences and and workshops.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0000	ALL	02	04	\$5,000.00	Travel funds to participate in workshops and conferences and also to support faculty/staff travel if necessary.
0001	ALL	07	07	\$15,000.00	Increase in Dean's discretionary budget. Departments have come to depend on the Dean's Office to supplement basic needs which leaves no budget for the Dean to sustain new initiatives or assist with programs that are in need of equipment since Instructional Equipment funds are not available.

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.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
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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
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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

The Dean's cluster, formerly Arts, Communications and Behavioral and Social Sciences was split in the 2013-14 academic year, with additional responsibility for major Grants added to the Behavioral and Social Sciences Dean position. The Cluster was split for the 2013-14 academic year and there are certain departments that need increased classified or STNC support. Some tasks for the support of the new Instruction and Strategic Programs Dean were taken on by administrative assistants in the Academic Affairs office, but calendaring and some other assistance was still provided by the original Arts and Humanities Dean's assistant. Additional support is needed for the new separate Dean position if the Arts and Humanities administrative assistant is to have adequate time for the Arts and Humanities cluster

.ART: Since there is no full time sculpture instructor to supervise and maintain the facility and equipment, it is completely supervised by adjuncts and students. Filling this position has become a priority for Environmental Health and Safety Office Doug Kuula. A minimum of 19 hours per week is necessary to keep equipment functioning safely and to supervise students who are enrolled in classes. A lab technician will allow the instructor to focus on teaching and supervise the shop area much more effectively - similar to what happens in Ceramics, Photography and Printmaking. The Arts and Humanities Dean funded 2 STNC Instructional Assistants to the Art Sculpture and 3D classes for 19 hours/week in the spring 2014 semester, to great benefit for students and for safety and maintenance of equipment. **The Arts and Humanities Dean is committed to funding the STNC positions again for the fall 2014 semester, but a permanent funding source should be established for this crucial instructional support need.**

There were three full time faculty retirements in the Art Department. None of those were replaced with full time faculty. Another faculty member (printmaking) is planning to retire in a semester and the full time photography faculty member is phasing into retirement. It will be essential for the survival of the art programs to get at least two new full time faculty

members and these individuals should have an understanding and interest in digital technologies.

ART GALLERY: Art classes require use of the Art Gallery. An Exhibit Specialist was funded out of the Dean's discretionary budget for 10 hours/week for both fall 2013 and spring 2014. Faculty staffed the Art Gallery as part of their load in fall 2013, but in spring 2014 no load was granted as part of the restructuring to eliminate TBA hours. The Art Gallery moved to reduced hours (approximately 50% fewer hours) for spring 2014 and was staffed through reassignment of the Printmaking assistant, and volunteer faculty, staff and administrators who took turns supervising the Art Gallery to preserve access for students.

The Arts and Humanities Dean was able to secure funding to bring the Exhibit Specialist STNC hours back up to 19/week for the 2014-2015 academic year, and in addition was able to identify funding for STNC Administrative Assistant(s) I to supervise the Art Gallery for the entire 2014-2015 academic year. The Dean suggests funding for student workers to guard the gallery during open exhibit times.

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. In addition, curators have expressed strong concerns about hosting exhibits at the Gallery if the hours are to be reduced.

MUSIC: In 2011-12, an ongoing situation was finally solved in the Music Department. There had been a fifteen-hour per week STNC from 2003-2009. Then, an Administrative Assistant III was reassigned temporarily from the Dean's Office for Liberal Arts and Sciences between 2009 and March 2011. The Music Department was in dire need of a regular, classified Administrative Assistant II. The Administrative Assistant Study (2008) recommended a 75 percent position but in reality, a full time Administrative Assistant is needed due to the increased demands of four new music majors and rapidly increasing enrollments. A permanent position of .725 percent was secured but there is still a need for increased support. This was increased to .75 percent which allowed for a flexible work schedule including some summer hours. The Dean's Office has tried to supplement these hours at the beginning and end of the semester and the Music Department requested an even greater increase in these hours because the work is left undone. After it was decided by the CRC that this position would not be reclassified to an Admin III, HR has also suggested that the hours need to be increased. After an AAC retreat in June 2012, it was decided that an incremental increase would be approved if it was funded with internal Music Department dollars to bring the Admin Assistant to 80 percent time. This is still a work in progress. During the 2013-2014 academic year this position remained at .75 percent. This continues to represent an inadequate amount of coverage for this complex department, and the Dean's office continues to need to fund additional hours for the AA to complete work outside the established schedule.

THEATRE ARTS/SRT: Another long-term STNC situation in the Theatre Arts/SRT Box Office was solved in 2011. This position was transitioned to a .475 percent classified Box Office Technician effective June 1, 2011. Funding at this percentage is a good start but there are still more hours needed. 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 balancing receipts in excess of a \$500,000 requires effective oversight. There are not enough hours at this part time level of support. Not only does this position involve selling tickets and supervising

students during the day but the Box Office is open at night during the performances. Nineteen hours a week is simply not enough.

As pointed out in the PRPP for Theatre Arts/SRT, these programs have benefited by the transition of the STNC position to the 47% classified position. This year, the Dean's office and the Theatre Arts department funded support to temporarily increase the Box Office technician's hours so that she could enter some Music Department events into the online ticketing system. The Box Office receives frequent phone calls from the public regarding music concerts. The level of customer service provided through this technician offers a significant value added feature to SRJC's public presence. There is not enough data yet to indicate the potential of this project and the Dean's office strongly supports funding this project for a full year in order to gauge the impact.

Additionally, the retirement of the Promotions Specialist in the Theatre Arts Department effective December 2010 has left a huge void in public relations for the department. In 2011-12, a 10 hour per week STNC tried to fill the void.

A meeting was held with the new PR Director, Ellen Silver, in June 2013 and she is aware of the needs of Theatre Arts/SRT/Music/ArtGallery. Support will continue in terms of press releases and product development but advertising and marketing needs to improve for all the performing arts. She is committed to making this happen.

The VP of Academic Affairs provided some very welcome and appreciate funding of \$2,500 in the spring 2014 semester for an STNC Promotions Specialist for Theatre Arts. Coming into the 2013-2014 academic year, support for promoting Theatre Arts was one of the major goals of the SRJC Arts Collaborative.

During this transition, it is also essential to hire an STNC to support the Chair/Artistic Director. This position is requested for 10 hours per week as it was funded in 2011-12. Kris Abrahamson, Dean of Liberal Arts and Sciences, has directed that the Dean's discretionary budget be used to fund this position. In 2013-2014 the Dean's discretionary budget, reassigned time granted by the VP of Academic Affairs, and a forgiveness of load balancing all contributed to additional reassigned time for the Theatre Arts department chair for curriculum revision and for the work associated with being Artistic Director.

With the hiring of a full time web designer for the college in 2012, Robert Thompson has been able to assist in updating websites for Theatre Arts, SRJC LIVE, and the Art Gallery. SRT still pays an independent contractor to have its own website updated.

It should be pointed out that the salary savings from the former Promotions Specialist was absorbed by IT when a Web Design Specialist was hired. The amount of support that Theatre Arts/SRT now receives is far lower than when it had a 20 hour per week employee. This needs to be addressed and funds need to be restored to assist in the area of marketing and outreach.

FACULTY REASSIGNED TIME:

Within the Santa Rosa programs, there are three faculty who will receive reassigned time in 2014-2015: Art Gallery Director Renata Breth, (10%); ; SRT Artistic Director (100%) and Theatre Arts Artistic Director Laura Downing-Lee (20%) the latter for the fall 2014 semester by

agreement with VP of Academic Affairs.(Please note: Leslie McClaully will serve as Artistic Director for Fall14)

ADMINISTRATIVE LEADERSHIP: The Dean of Arts, Hunanities and Behavioral and Social Sciences retired in June 2013. Given the current structure of Academic Affairs, the workload was analyzed and reconfigured. The new Dean of Arts & Humanities started work on July 1, 2014.

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
	0.0000	0.0000	0.0000	0.0000	See Departmental PRPPs

2.3c Faculty Within Retirement Range

See Departmental PRPPs

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

2013-2014 Academic Year:

One full time faculty position was approved for the Cluster in the 2013-2014 academic year. This position was the Director of Instrumental Music. The position description was modified so that the new faculty member will have responsibility for all three instrumental ensembles: Symphonic Band, Jazz Band, and Symphonic Orchestra. Putting a full time faculty member in charge of all three should result in stronger recruitment, which is of concern at this time. This hire replaced Joe Perea, who resigned after 5 years for personal reasons.

From the 2012-2013 PRPP:

Five new full time faculty positions were approved for the Cluster during the 2011-2012 academic year and all have been completed successfully. These positions included Coordinator of Piano/Digital Audio, Media Studies/Digital Filmmaking, Anthropology/ Director of the SRJC Museum, Sociology and Psychology (PET). This has had a major, revitalizing impact on the programs in the Communication Studies, Music, and Behavioral Sciences Department and it has helped to restore full time faculty leadership in certain disciplines.

There were no new full time faculty hired in 2010 or 2011.

In 2012-13, one new full time instructor was hired for Speech/Forensics.

However, one full time instructor in Music, the Director of Instrumental Music, chose to resign and take another position.

There were no new full time faculty hired in 2010 or 2011.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0000	ALL	00	00	See Departmental PRPPs	

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

Fully mediated classrooms in Santa Rosa have been installed across the cluster. The number of mediated classrooms is still inadequate. When the construction of the Santa Rosa Laboratory and Office Complex (the Barnett Replacement) was on track, it was assumed that certain departments such as Communication Studies would be moving so installations were delayed. However, this building is no longer identified as a Measure A Project and is currently on hold. Note: With the prospect of a bond measure on the November 2014 ballot, work has resumed on the planning for a new Barnett building. This will be the location for the Communication Studies department and may be used to house Theatre Arts productions during remodel of the Burbank Auditorium, should the bond be successfully passed and the Burbank project remains part of the allocation of bond revenue.

Mediation of a second Forsyth classroom is urgently needed, and could be used for non-music classes as scheduling allows. **This work is in progress.**

In spring 2014, Garcia 835/855 was minimally remodeled to make room for SRT to use, as they are no longer permitted to use the Tauzer Gymnasium due to the restoration of summer KAD classes in that building. The partial remodel allows SRT to consolidate many of its production and rehearsal functions in one location that is very conveniently located as close to Burbank auditorium as it could be.

Further remodeling of Garcia 835/855 would allow for approximately a 45-seat classroom. Mediation of this room could create an additional classroom that would give many disciplines a much needed option for expanding the impacted morning class meeting time. 835 could be remodeled to accommodate the drying facilities needed by the Theatre Arts department and SRT.

From the 2012-2013 PRPP:

Some classrooms still need basic mediation to serve our students and bring SRJC classrooms into the 21st century. The absence of technology creates a challenging situation for instructors who teach in these classrooms. As the world increases its dependence on technology and students become increasingly more savvy, it is critical that instructors have access to the necessary teaching tools to teach students the skills they will need in the workplace.

Twelve classrooms in Burbank, Analy and Emeritus were scheduled for upgrades or mediation by August 2009. Eleven were completed. Burbank 260 has also been upgraded.

Two portable systems have been purchased - one for Analy and one for Burbank. However, others in Forsyth and Analy remain unmediated. The fact that basic speech courses have been taught in certain Burbank classrooms without access to computer projection systems is especially challenging for instructors and students. Because of this lack of equipment, certain speech classes have been moved to Maggini, Call Hall and other mediated locations.

Additionally, many of the classrooms were not outfitted with document cameras. Six document cameras were purchased in 2009-10.

In the absence of state instructional Equipment (IE) funds, the dean's discretionary budget of approximately \$13,600 has become the only source equipment for Art and Theatre Arts. Approximately \$9000 went for needed equipment in these two programs but this was only possible because of deposits in the amount of \$4000 contributed by the STEM and LAAF deans. During the 2012-13 academic year, college IE monies did go to support the Communication Studies Digital Filmmaking Program. Journalism received a CTEA grant for approximately \$25,000. For 2013-14, Digital Filmmaking and Journalism both received additional CTEA funding in the amount of approximately \$35,000. It is hoped that the Photography Program and Theatre Arts will develop advisory boards and quality for CTEA in the future.

2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Santa Rosa	04	01	Multicable for stage lighting - various lengths	1	\$5,000.00	\$5,000.00	James Newman	Burbank Aud.	James Newman
0001	Santa Rosa	04	01	Multicable for stage lighting - various lengths	1	\$5,000.00	\$5,000.00	James Newman	Burbank Aud.	James Newman
0001	Santa Rosa	04	01	Multicable for stage lighting - various lengths	1	\$5,000.00	\$5,000.00	James Newman	Burbank Aud.	James Newman
0001	Santa Rosa	04	01	Multicable for stage lighting - various lengths	1	\$5,000.00	\$5,000.00	James Newman	Burbank Aud.	James Newman
0002	Santa Rosa	01	01	Terabyte Computer Hard Drives	5	\$320.00	\$1,600.00	Brian Antonson	Doyle Media Lab	Brian Antonson
0003	Santa Rosa	05	07	Peter Pugger--Clay Recycler	1	\$5,480.00	\$5,480.00	Alison Hinnenberg	718	Hiroshi Fuchigami
0004	Santa Rosa	04	01	Media-Enhanced Classroom	1	\$23,000.00	\$23,000.00	Mark Anderman	115	Mark Anderman
0005	Santa Rosa	04	01	Silk screen power washer	1	\$1,954.00	\$1,954.00	Alison Hinnenberg	780	Stephanie Sanchez
0006	Santa Rosa	01	01	New printer/scanner for Oak Leaf	3	\$1,000.00	\$3,000.00	Anne Belden	643	Anne Belden
0007	Santa Rosa	01	01	Rehearsal Furniture package (wood & metal)	1	\$5,000.00	\$5,000.00	Laura Downing-Lee/James Newman	214	Laura Downing-Lee/James Newman
0008	ALL	04	01	Sound cabling for Burbank Brand: Soundcraft	1	\$1,999.00	\$1,999.00	Laura Downing Lee/ James Newman	Burbank	Laura Downing Lee/ James Newman
0009	Santa Rosa	04	01	Media-Enhanced Classroom - Forsyth 189	1	\$23,000.00	\$23,000.00	Mark Anderman	189	Mark Anderman
0010	Santa Rosa	04	01	ETC Source Four Lighting Instruments	50	\$350.00	\$17,500.00	James Newman	Burbank Auditorium	James Newman
0011	Santa Rosa	06	07	Paint thinner cans with lids for paint disposal	25	\$25.00	\$625.00	Alison Hinnenberg	714	Jason Escher/Deborah Kirklin
0012	Santa Rosa	01	01	Computers for Oak Leaf	6	\$1,000.00	\$6,000.00	Anne Belden	643	Anne Belden
0013	Santa Rosa	04	01	Macintosh computer replacement	1	\$1,500.00	\$1,500.00	Jody Benecke	105	Mark Anderman
0014	Santa Rosa	04	01	High Output LED color changers	12	\$1,200.00	\$14,400.00	James Newman	Burbank Auditorium	James Newman
0015	Santa Rosa	04	01	Microphones - replacement package various	1	\$1,600.00	\$1,600.00	James Newman	Burbank Auditorium	James Newman
0016	Santa Rosa	04	07	Specialized locks for sculpture equipment	6	\$200.00	\$1,200.00	Michael McGinnis	760	Stephanie Sanchez
0017	Santa Rosa	04	07	Replacement chairs similar to those in Newman Aud.	60	\$400.00	\$24,000.00	Mark Nelson	260	Mark Nelson
0018	Santa Rosa	04	07	Wenger Diva acoustic shells, Plan VI	1	\$156,000.00	\$156,000.00	Jody Benecke	Burbank Auditorium	Mark Anderman
0019	Santa Rosa	00	00	Additional track lighting	1	\$1,000.00	\$1,000.00	Jody Benecke	105	Mark Anderman
0020	Santa Rosa	04	07	Retractable stage curtain	1	\$100.00	\$100.00	Jody Benecke	105	Mark Anderman
0021	Santa Rosa	04	07	Padded folding chairs	40	\$50.00	\$2,000.00	Laura Downing-Lee	214	Laura Downing-Lee
0022	Santa Rosa	04	07	Lockable wardrobe cabinet	1	\$400.00	\$400.00	Laura Downing-Lee	214	Laura Downing-Lee
0023	Santa Rosa	01	01	Maint. of Digital Audio software and hardware	1	\$6,000.00	\$6,000.00	Mark Anderman	136 and 150	Mark Anderman

2.4d Non-Instructional Equipment, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0000	Other	00	00		0	\$0.00	\$0.00			

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

Two of the buildings in this Cluster, Analy and Burbank, are the oldest on campus, built by the WPA in the 1930s. They are in need of remodeling and updating. A detailed study has been completed regarding Burbank and while some improvements (like the ramp at the front of the building) have been made, others remain. These requests are being considered by the District Accessibility Committee.

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

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

3.1 Develop Financial Resources

The Dean of Arts and Humanities completed and submitted a grant proposal titled "Creative Bridges & Multicultural Connections" to National Endowments for the Humanities (NEH) in August 2014.

A modified version of the proposal will be submitted to the Adobe Foundation.

The Dean of Arts & Humanities continues to identify potential funding sources and inspire faculty to think in terms of external funding.

The strategic goal is to diversify revenue sources to support our core mission by pursuing grants, partnerships and private donor support. At the same time the Dean will encourage and assist creative entrepreneurial efforts that benefit faculty, staff and/or students.

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.

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.

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 in 2011. 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 new Dean of the Arts & Humanities cluster (starting date: July 1, 2014) is deeply committed to professional development. The cluster has highly qualified faculty members who are deeply committed to their work. In order to sustain the high level of educational excellence we must be willing to invest in faculty/staff development opportunities.

Strategic goal number one for the cluster states:

"Support and promote teaching excellence in the creative arts & humanities by providing for faculty and staff cutting edge information via workshops, conferences, special events and visiting scholars".

3.4 Safety and Emergency Preparedness

Dr. Mary Kay Rudolph VP of Academic affairs is the Safety Leader for the college and by extension at our Bailey Hall location.

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.

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 Curriculum 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.

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

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.

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

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".

5.0 Performance Measures

During the 2014-15 year the new Dean of Arts & Humanities will conduct a survey of cluster faculty to identify both the successful and unsuccessful areas/activities/actions. This will be followed up with a creative problem-solving session, that will include faculty, staff and the Dean of Arts & Humanities along with the Dean of Liberal Arts & Sciences.

The Dean's Office completed a survey in 2012 in conjunction with questions posed by our new President Dr. Chong. Results of the survey are at this website:

<http://www2.santarosa.edu/f/?42751>

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.

Enrollments in all disciplines across the cluster have increased and many classes are overenrolled.

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

The efficiency rates for Spring 2014 were 90% for Art, 97.9% for Communication, 102.6% for Journalism, 99.8% for Media/Film studies, 98.4% for Speech, 78% for Humanities, 73% for Interdisciplinary Studies, 73% for Religious Studies, 65.5% for Music, 86% for Philosophy, and 65% for Theatre Arts.

5.2b Average Class Size

As might be expected, there is a wide range across the cluster. The largest class sizes occur in disciplines such as Art History, Anthropology and

Psychology. (These disciplines also participate in the Large Lecture Program in Newman Auditorium.) Smaller class sizes exist in the studio art classes, Theatre Arts, Communication Studies, and Music.

See Departmental PRPPs for more information on trends.

5.3 Instructional Productivity

Productivity increased in the cluster during the recession as classes were in short supply. There are certain classes where extremely high productivity is simply not possible because of the nature of the courses. In some cases, small classes are necessary so that all students have adequate opportunities to participate and demonstrate competency in public speaking or writing.

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.

5.5 Successful Program Completion

Certificate Programs exist in Art (Ceramics, Drawing and Painting, Broad-based Art Training, Photography, Printmaking and Sculpture) and Theatre Arts (Costuming, Acting, Makeup, Stagecraft and Theatre Management). The Jewelry Certificate was terminated this year by the Art Department. All the Art Certificates will be studied during 2011-12 under District Policy 3.6.

Majors are offered in Art, Art History, Music (Instrumental, Jazz Studies, Vocal or Instrumental), Theater, Communication, Journalism, Philosophy 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

Student success and retention for the cluster increased from 73 to 79 percent since 2009. The retention rates remained stable over the last year at 79.4% at the Santa Rosa Campus and 78.1% at the Petaluma Campus.

5.7 Student Access

See Departmental PRPPs for specific data.

5.8 Curriculum Offered Within Reasonable Time Frame

Every effort is made to schedule courses appropriately so students can complete all majors in the cluster within a two year cycle. Due to schedule reductions, all programs have developed rotation lists for classes. Students have enough opportunities to guarantee that they are able to complete a major in two years or a certificate in one.

At the request of the Dean, several programs are scheduling weekend classes for the Spring15 semester. This will allow the cluster to serve working adults who can not take classes during the week.

The effective promotion of weekend and evening courses will be essential.

5.9a Curriculum Responsiveness

The Dean's office is committed to inspire faculty to develop new, cutting edge curriculum and increase the number of digitally based and online courses.

The Dean's Office will explore the possibility of faculty training in online course development.

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

The Dean's Office plans to reach out to high schools in the region with a special emphasis on the neighboring Santa Rosa High School - an arts magnet.

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

Transfer Model Curricula exist in Communication Studies. This guarantees transfer to a CSU.

TMCs are under development in Studio Art, Art History and Theatre Arts. Music is studying this issue.

5.11a Labor Market Demand (Occupational Programs ONLY)

Not needed.

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
0001	Santa Rosa	00	00	Strengthen classified staffing in key areas to ensure safety and vitality of courses.	Improve safety of Sculpture and 3D Design art classes by staffing 18 hours of instruction with an instructional assistant trained in use of associated equipment.	2013-2014 academic year	18 hours STNC classified staff for spring 2014 semester.
0002	Santa Rosa	00	00	Improve District ability to collect revenue by increasing attendance at Arts events.	Deploy Box Office Pilot program to determine value of increasing staffing of the Theatre Arts Box Office from 45% to 100% position.	2013-2014 Academic Year	Temporary increase to box office assignment and/or STNC worker to handled marketing and outreach.
0003	ALL	00	00	Increase revenue source for Arts programs.	Coordinate and implement a fall fundraising activity that produces a positive revenue balance.	Fall 2013 Semester	Coordination of Volunteer Efforts; support from Foundation.
0004	ALL	00	00	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.	2013-2014 academic year	Chair and dean time

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
Santa Rosa	Data analysis was developed using information from PRPP website.
ALL	Course sections added strategically at both campuses. In discussion with Chairs, we increased the variety of course offerings at the Petaluma campus. for Spring15. This included additional Philosophy, Communication and Art courses.
Santa Rosa	Data analysis was developed using information from PRPP website.
Santa Rosa	The cluster is doing a wonderful job providing transfer, Genral Education focused courses in the arts and humanities. The future challenge is to update the programs, inspire faculty to incorporate new technologies and support faculty in the creation of online courses.

6.2b PRPP Editor Feedback - Optional

From the limited perspective of only two months of working at the college, I can offer only some initial observations. I met with all of my departments and listened actively to faculty and staff and shared some of my ideas for the future.

Faculty seem completely dedicated to their discipline and the well being of their students. This is extremely important, since the faculty/student interactions define the college experience. All departments feel the need for additional full time faculty, all departments feel the need for additonal administrative assistant time. There is still a strong memory of the economic downturn and the cutbacks suffered by all. Most of the departments are higly efficient, low cost, high demand disciplines.

Faculty seem to be open to new ideas, but somewhat doubtful about positive outcomes and experiences.

It will be the job of the Dean of Arts & Humanities to help change the tone of the cluster to a more positive one. Using transparency, honesty, integrity and providing straightforward information on a regular basis will help. Nurturing ideas and help faculty gather external funding will be crucial. Faculty/staff development and cluster focused social events will help with building team spirit.

The office of the Dean is planning to bring high-end creative professionals to campus and work with International Studies to establish international connections in order to increase the number of international students and provide faculty the opportunity for short term international exchanges.

The Office of the Dean will also work closely with the Foundation Office and the PR and Marketing departments to promote the A&H programs and the absolutely excellent, creative student work.

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0000	ALL	00	00				
0000	ALL	03	05	Increase local, regional, national and international partnerships.Global focus.	Increase the diversity of the college community and provide short term international faculty exchanges.		Dean's time International Director's time and funding for travel.
0000	ALL	02	01	Inspire the design and development of cutting edge curriculum	Update and generate new coursework that is contemporary and relevant.		Faculty time, Dean time
0000	ALL	06	07	Promote outstanding student and faculty work on campus, in the community, locally and regionally.	Increased visibility for our students, faculty and the impressive work we are doing.		Dean's Office College Marketing/PR
0001	Santa Rosa	04	07	Strengthen classified staffing in key areas to ensure safety and vitality of courses.	Improve safety of Sculpture and 3D Design art classes by staffing 18 hours of instruction with an instructional assistant trained in use of associated equipment.	2013-2014 academic year	18 hours STNC classified staff for spring 2014 semester.
0002	Santa Rosa	06	07	Improve District ability to collect revenue by increasing attendance at Arts events.	Deploy Box Office Pilot program to determine value of increasing staffing of the Theatre Arts Box Office from 45% to 100% position.	2014-2015 Academic Year	Temporary increase to box office assignment and/or STNC worker to handled marketing and outreach.
0003	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.	Fall 2013 Semester	Grant funding/private funding. Dean's time Project partner time
0004	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.	2013-2014 academic year	Chair and dean time
0006	ALL	02	05	Bring back to life the SRJC artist collaborative through continued development of group mission, goals and objectives reaching outside of the cluster.	Work with Arts Collaborative to increase local/regional support for the Friends of the Arts.	2013-2014 academic year	Meeting time with members of the Arts Collaborative.