

Santa Rosa Junior College

Program Resource Planning Process

Dean III Liberal Arts - Sciences 2014

1.1a Mission

The Dean for Liberal Arts and Sciences supports the mission of the college by:

1. Preparing students for transfer. Provides much of the support for the development of new transfer majors.
2. Collaborating with student services to integrate academic programs with student support services;
3. Supporting the economic vitality and environmental sustainability of the region by developing academic programs that lead to baccalaureate level careers and by encouraging curriculum development regarding sustainability;
4. Promoting professional growth by serving as primarily Academic Affairs liaison for faculty professional development;
5. Fostering critical and reflective civic engagement by assisting with assessment and learning improvement regarding civic engagement; and
6. Assessing, reflecting, adapting and continuously improving of program review, program evaluation, and student learning outcomes assessment for Academic Affairs.

1.1b Mission Alignment

The Dean for Liberal Arts and Sciences supports the mission of the college in the following ways.

1. Preparing students for transfer

The Dean for Liberal Arts and Sciences supervises the general education and transfer degree programs and the following clusters:

- Arts and Humanities
- Language Arts and Academic Foundations
- Science, Technology, Engineering and Math
- Social and Behavioral Sciences (liaison relationship)

The dean prepares students for transfer by:

- Assuring that all transfer majors at the college align with the lower division requirements of the transfer institutions;
- Works with all transfer disciplines on their Associate Degree for Transfer (ADT) majors, designed to transfer seamlessly to CSU campuses;
- Chairs the Majors Review Committee that reviews all transfer majors for compliance with Chancellor's Office Standards.

2. Comprehensive range of student development and student support.

The Dean for Liberal Arts and Sciences serves on the Student Success and Equity Committee that analyzes data and proposes strategies to support student success.

3. Supports economic vitality, social equity, and environmental stewardship of our region

The Dean for Liberal Arts and Sciences focuses on the general education and transfer pathways of the college, helping to assure that students develop a solid foundation for transfer in critical fields that benefit the community such as Accounting, Journalism, Engineering, or Art.

4. Promotes personal and professional growth, cultivates joy at work, and in lifelong learning

The Dean for Liberal Arts and Sciences

- Serves as primary liaison for faculty professional development, helping to assure a wide range of meaningful professional development activities;
- Develops and offers trainings meaningful and relevant to academic administrators and the college community;
- Supervises many of the disciplines sought out by lifelong learners, such as art, music and theatre arts.

5. Fosters critical and reflective civic engagement

- Supervises those clusters whose classes fulfill the American Institutions requirement, primarily history and political science.
- Assists with assessment of general education, including assessment of civic engagement institutional SLO.

6. We regularly assess, self-reflect, adapt, and continuously improve.

The Dean for Liberal Arts and Sciences

- Coordinates the Program and Resource Planning Process (PRPP) for Academic Affairs;
- Coordinates the program evaluation process, which reviews every certificate and major on a six-year cycle;
- Provides leadership for student learning outcomes assessment focused on the improvement of learning, and co-chairs the Project LEARN Steering Committee for the SLO initiative;
- Supports improvements and innovations in the liberal arts by working with the cluster deans for these areas;
- Assures that a wide range of liberal arts and sciences courses and programs contribute to developing outstanding graduates and well-rounded citizens; and
- Assists with grants directly related to liberal arts and sciences pathways.

1.1c Description

The Office of the Dean for Liberal Arts and Sciences supervises three clusters:

- Arts and Humanities
- Language Arts and Academic Foundations;
- Science, Technology, Engineering and Math

and serves as a liaison to Behavioral and Social Sciences.

Enrollment Management. The dean provides enrollment data and monitors schedule development to help assure that District and Academic Affairs targets are met.

Program Review (PRPP). The dean's office provides the primary support office for Academic Affairs Program and Resource Planning (PRPP), helping to document the accomplishments and resource priorities of all academic programs/units. The dean's assistance provides help and

telephone assistance and also serves on the coordinating committee as a classified member. The dean serves as the Academic Affairs representative to the PRPP Coordinating Committee.

Program Evaluation. The dean provides primary support for the six-year cycle of program evaluation of all certificates and majors at the college.

Student Learning Outcomes. The dean co-chairs and provides administrative support for the Project LEARN Steering Committee and the student learning outcomes initiative, helping to assure that the College engages in an ongoing, systematic cycle of assessment for the purposes of improving student learning at the course, program, degree, and institutional levels.

Majors Development and Review. The dean chairs the Certificate/Majors Review Committee, and the dean's office provides administrative support for the review of proposed certificates and majors. The dean works directly with Cluster deans and Department Chairs to develop the Associate Degrees for Transfer (ADT) based on Transfer Model Curriculum (TMC).

Professional Development. The dean supervises the faculty professional development program, working closely with the Director of Human Resources. The Dean serves by position on the Professional Development Committee.

Weekend College. The dean supervises the Weekend College flexible degree completion program that allows students to complete degrees using a combination of weekend and online courses.

Liaison to Student Services. The dean serves as a liaison to the Student Services Council, acting as a conduit for the exchange of ideas and information.

1.1d Hours of Office Operation and Service by Location

The Dean's office is normally open from 8:00 a.m. to 5:00 p.m. Monday through Friday, at the Santa Rosa Campus, east wing Bailey Hall.

1.2 Program/Unit Context and Environmental Scan

Transfer Model Curriculum

The enactment of SB 1440 into law was intended to create a more seamless and effective transfer of community college students into the California State University (CSU) system. Over the past two years, over 20 Associate Degree for Transfer based on transfer model curriculum have been released by the Chancellor's office with a mandate that the community colleges develop 100% by Fall 2014 of those majors that are being offered by the college. The Dean's office supports this work.

There is a serious problem with the way that science TMC majors are being developed. In order to force science majors into a 60 unit or less configuration, the unit values of science and math courses are arbitrarily reduced in the model. Thus SRJC cannot come into compliance without reducing the unit values of all our math and science courses. This approach would be harmful to students and probably unacceptable to faculty.

A high priority for 2014-15 will be to develop additional Associate Degrees for Transfer as they are released by the Chancellor's office. Ultimately, the college may offer between 40-50 degrees. The role of the dean is to continue to stay well informed, to initiate this dialogue with

department chairs and deans, and to facilitate the submission of majors for the Curriculum Review Committee.

Student Success and Completion

In addition, the Student Success Act (2011) and the national Obama administration goal to increase certificate and degree completion are important in the current educational environment. The focus is shifting from "access" to "success," and the dean needs to be proactively engaged in increasing student completion rates. Given that the State of California is slowly climbing out of the recession, the dean will need to participate in grant writing to bring necessary innovations to the college in support of student success. Innovations that are particularly worth exploring include accelerated learning in English and Math, a Statistics pathway to the associate degree math requirement, a "guided" pathway approach to student success, and other innovations that have proven to work in other community colleges.

Economic Recovery

The four-year Great Recession has taken a serious toll on certificate and degree programs. Schedules were reduced by 25% with about an 8% restoration in 2013-14. Most students are able to secure the classes that they need with the exception of English (during prime time), Speech, Math, Chemistry, and Physics. The college needs to take extra efforts to find the facilities and the faculty to teach in these disciplines.

2.1a Budget Needs

Relative size compared to District.

The Core Data confirms that the office of the Dean for Liberal Arts and Sciences represents a very small percentage of District expenditure with a small classified staff consisting of one administrative assistant. The main expenses are administrative and support staff for the primary duties of the Dean for Liberal Arts and Sciences.

Dean's Office. Salary and benefits are 98% of the budget, so the effectiveness of the individuals who report to the Dean are the primary measures of the effectiveness of the budget. The Dean's office has an adequate budget for its basic needs, consisting primarily of office supplies. All travel funds and discretionary funds have been cut. When budgets are eventually restored, restoring travel funds would be desirable.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0002	Santa Rosa	02	01	\$1,000.00	Travel costs to conference directly related to improving SLOs and seeking innovative practices

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant III	40.00	12.00	This position supports PRPP, Program Evaluation, the SLO initiative, the Weekend College, the creation and submission of majors, and enrollment management. In addition, it provides administrative support to the office of the Dean of Liberal Arts and Sciences.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
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Dean III, Liberal Arts and Sciences	40.00	12.00	Supervises three liberal arts and sciences clusters; coordinates program review (PRPP) for Academic Affairs; provides leadership and administrative support for Project LEARN (student learning outcomes); supervises staff development; supports enrollment management targets and data for all of Academic Affairs; supports development of transfer majors and degree programs; supervises the Weekend College; monitors the quality of all transfer and liberal arts programs through program review and student learning outcomes assessment.
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2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
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2.2d Adequacy and Effectiveness of Staffing

The Dean's office supports a number of key initiatives in the District. The dean serves as chief negotiator performing work that cannot be delegated to anyone else, and all of it is highly confidential.

Over the past year and a half, the dean was the primary liaison and support for developing 22 TMC majors. This workload was excessive and took time away from other important initiatives such as SLO assessment. The dean has proposed a support position to do the liaison and detail work associated with 20 more TMC majors in 2013-14. Without this help, it is likely the SLO initiative will lose momentum, threatening our accreditation in spring 2015.

- **Administrative Assistant III. Currently this position performs the following duties:**
- Handles the dean's calendar and appointments.
- Assists in preparation and submission of majors;
- Assists with downloading PRPP spreadsheets and collecting information from all of the deans regarding their priorities; generating prioritized lists for Academic Affairs;
- Assists with PRPP trainings and serves as a resource to answer questions;
- Tracking of course and program SLOs; generating data about SLOs from the curriculum data base;
- Performs all tracking for regular, tenure and adjunct faculty (changing to just adjunct faculty in Fal 2014)
- Primary support for the Weekend College;
- Performs the usual duties of an administrative assistant, including calendaring, monitoring budgets, purchase orders, correspondence, and reception.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	ALL	00	00	(none)	TMC Major Developer	Classified

2.3a Current Contract Faculty Positions

Position	Description

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

Not applicable.

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

Over the past two years, this office has processed 20 TMC majors. This workload largely fell to the dean, but this year 2013-14, the Curriculum Technician in the Curriculum Office really stepped up to help. That individual was promoted to articulation officer. I am hopeful that the new Curriculum Technician will also be proficient with TMC majors. If not, a TMC Major Coordinator will be required.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
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2.4b Rational for Instructional and Non-Instructional Equipment, Technology, and Software

Not applicable.

2.4c Instructional Equipment and Software 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, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
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2.5b Analysis of Existing Facilities

The Dean for Liberal Arts and Sciences is located in the east wing of Bailey Hall. This office suite with a common area for administrative support meets the needs of the dean very well.

3.1 Develop Financial Resources

The Dean for Liberal Arts and Sciences assists with grant proposal directly related to student degree completion and transfer. In 2013-14, for example, the dean participated in developing the Title V Hispanic Serving Institution capacity building grant. The dean also participated in the First in the World grant process with regard to building an online learning program to serve working, underrepresented, and low income students.

3.2 Serve our Diverse Communities

The Dean is the liaison for Faculty Professional Development and serves on the Professional Development Committee. In this capacity, the dean is able to promote trainings and workshops related to diversity and cultural responsive teaching.

In addition, in 2013-14, the Dean and the Project LEARN Steering Committee were instrumental in developing new general education learning outcomes tht include "engaging diverse perspectives."

3.3 Cultivate a Healthy Organization

The Dean encourages the Administrative Assistant to seek out and participate in professional learning opportunities.

3.4 Safety and Emergency Preparedness

Injury and Illness Prevention Program

The Dean of Liberal Arts and Sciences supervisesthree cluster deans who have the more immediate supervision of safety issues in their areas.

Beginning in 2014-15, the Dean will devote a portion of one POD meeting each year to a review of Policy 6.8.2 and 6.8.2P so that supervising administrators are well aware of their roles in assuring a safe and healthful working environment.

The Dean and the cluster deans have advocated to solve some safety issues with appropriate lab assistants in Electronics, Engineering, Physics, and the Sculpture labs, and the Vice President of Academic Affairs in combination with the deans, found the funding for those positions.

3.5 Establish a Culture of Sustainability

The Office of the Dean of Liberal Arts and Sciences participates in reducing the use of paper by doing two-sided copying whenever possible. Toner use is reduced by printing primarily in black and white. Documents for meetings are conveyed on a flash drive. Most documents are emailed electronically or uploaded to file depot rather than printed. These are all small things, but they contribute to the larger effort.

4.1a Course Student Learning Outcomes Assessment

None. This office does not directly supervise courses.

4.1b Program Student Learning Outcomes Assessment

None. The Dean does not directly supervise certificates or majors.

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)

The office of the Dean of Liberal Arts and Sciences has a major role in SLO Assessment. The Dean co-chairs the Project LEARN Steering Committee and provides leadership in assuring that SLO assessment is meaningful, systematic, and ongoing. Improvements of student learning are documented on the SLO Assessment website and in section 4 of this PRPP document.

5.0 Performance Measures

Performance Measures for 2013-14

Majors

Over the past two years, 20 TMC majors were developed and submitted to the Curriculum Committee for approval, thus hitting the 80% mark required by the Chancellor's Office. By fall, 2014, the Chancellor's office requires full compliance; however, this may not be possible unless issues about high unit science majors can be resolved.

PRPP and Program Evaluation

- Supported 71 Academic Affairs PRPPs with advice and reminders
- Provided 5 PRPP trainings open to all components
- Generated FT/PT ratios, retirement range information, and District -wide academic data
- Worked with IT to generate program evaluation data
- Member of the Program and Resource Planning Process (PRPP) Coordinating Committee

Enrollment Management

- Provided enrollment management targets every semester for all locations and generated FTEF spreadsheets for all locations
- Monitored FTEF after each proof of the schedule

SLO Initiative

- Co-chaired twice monthly Project LEARN Committee meetings
- Submitted SLO status for ACCJC annual report
- Generated regular SLO Updates for College Community
- Provided leadership to identify new general education SLOs, approved by the Academic Senate in April, 2014
- Participated Lumina Foundation Degree Qualifications Profile (DQP) project, and contributed to competing a project to identify general education SLOs for SRJC.

Negotiations

- Article 13 - negotiated new Chair and CTE Coordinator reassigned time
- Article 16 - participated in work group to entirely revamp Article 16
- Article 32 - Concluded work on the Lab workload study, with recommendations
- Article 32 - Co-chaired of Class Size work group, with recommendations about medium and large lecture and a procedure to establish class size for the contract.
- Article 23 -Assisted in drafting Progressive Discipline and Due Process (not yet finalized)
- Minor changes to other articles

Strategic Planning

- Attended 2x month Strategic Planning Task Force meetings and submitted notes
- Participated 2 x month on the Goals and Objectives Workgroup
- Facilitated the "brainstorming" phase of Academic Affairs Education Plan

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

Weekend College

The Dean effectively builds a Weekend College schedule that includes at least one course from each general education area.

5.2a Enrollment Efficiency

Not applicable

5.2b Average Class Size

Not applicable

5.3 Instructional Productivity

Not applicable

5.4 Curriculum Currency

Not applicable

5.5 Successful Program Completion

Not applicable

5.6 Student Success

Not applicable

5.7 Student Access

Weekend College

The Dean works to provide access to general education courses on the weekends for working students and others who need a more flexible schedule. Concurrently with completing general education on the weekends, students may also complete one of four almost entirely online majors or may complete a major on site.

5.8 Curriculum Offered Within Reasonable Time Frame

Weekend College

Weekend College students may complete 3, 6, 9, 12, or 15 units on the weekends, thus allowing them to complete an associate degree in two or more years, depending on their schedule.

5.9a Curriculum Responsiveness

Not applicable

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

Not applicable.

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

Not applicable

5.11a Labor Market Demand (Occupational Programs ONLY)

Not applicable

5.11b Academic Standards

Not applicable

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	08	06	1. Contribute significantly to the Strategic Plan, especially in setting goals relevant to Academic Affairs and student success.	1a. Help link educational plan to new Strategic goals. 1b. Assist in defining student success measures at the broadest level.	2013-14	Served as member of the Strategic Planning Task Force and the Goals/Objectives Work Group. Facilitated initial meetings of AAC for the new Education Plan.
0002	ALL	02	01	Complete an additional 20 TMC majors (all that are released).	1a. Liaison with faculty 1b. Write applications with assistance of developer.	2013-14	Provided support for all new TMC majors, with help of an outstanding Curriculum Technician. All submitted in time for FALL

					1c. Refine and finalize majors at Majors Review. 1d. Submit as many as possible to CRC by May 2014.		2014 compliance (except some problematic science majors)
0003	ALL	02	01	Participate in Lumina Grant using Degree Qualifications Profile to better align course, major, degree and institutional SLOs.	See DQP plan for detailed objectives. 3a) Define general education SLOs and seek approval from the Senate 3b) Map existing majors to new GE SLOs. 3c) Assure that maps are on file for all 80 or so majors	2013-14	Completed DQP project. Project LEARN proposed new General Education SLOs, approved by the Academic Senate in April 2014.
0004	ALL	08	06	Assist with completion, testing, and launch of new Enrollment Management System.	1a. Work with programmer to work out all bugs and inconsistencies. 1b. Become expert on the tool 1c. Train others to use the tool. 1d. Work with Users Group to identify any problems or fixes necessary 1e. Begin using tool to forecast enrollments and forecast costs.	2013-14	Engaged in continuous improvement of the new EMS system. Tested system in comparison to data mining.
0005	ALL	08	06	Provide leadership to Standard IIA work group and assure final draft is completed.	1. Divide up tasks 2. Coordinate a collaborative effort 3. Edit document 4. Submit by deadlines	Fall 2013	Standard IIA second draft complete and submitted. Awaiting some data to add to final version.

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	The Dean of Liberal Arts and Sciences has been proactive in remaining current in issues that impact transfer and general education; for example, the dean has responded to all new Associate Degree for Transfer (ADT) majors and helped to educate the faculty about these. The Dean extensively uses enrollment management information to rebuild the schedules that had been decimated by 25% reductions overall. The Dean stays current in research, and is using the Completion by Design framework to draft strategies for the Educational Plan. Other current research includes accelerated learning and "guided" pathways. All of these ideas have proven helpful in crafting strategies for the Education Plan and for crafting grant proposals.

6.2b PRPP Editor Feedback - Optional

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	08	06	Contribute to the format and structure of the Academic Affairs Education Plan and provide the Transfer/GE component of the plan.	Link Educational Plan and Transfer/GE plan to Strategic Plan and Academic Affairs mission.	2013-14	Time, collaboration
0002	ALL	02	01	Liaison with faculty and complete applications for any new Associate Degree for Transfer (ADT) majors using the Transfer Model Curriculum.	* Liaison with faculty * Write applications with assistance of Curriculum Tech. * Review and finalize applications at Majors Review. * Submit as many as possible to CRC by May 2015	2013-14	Lots of time, and the help of the Curriculum Technician for majors.
0003	ALL	02	01	Engage the college community in dialogue regarding the new General Education SLOs and alignment with institutional SLOs. Make changes as needed	Project LEARN will finalize the draft of GE/institutional SLOs and engage in dialogue with the college community.	2013-14	Time, collaboration
0004	ALL	08	06	Continue to fine tune the Enrollment Management System (EMS), including the possibility of adding student success data.	1. Continue to test the new EMS system in comparison to other data sources. 2. Provide ongoing trainings to deans & chairs.	2013-14	Time, collaboration
0005	ALL	08	06	Finalize the Standard II Accreditation draft.	Add most current data and clarify any remaining questions.	Fall 2013	Time, collaboration
0006	ALL	08	06	Assist in grant development directly related to student success in transfer, general education, and basic skills area.	Work with grant coordinator and VPAA to identify and pursue promising ideas.	2014-15	Time, collaboration
0007	ALL	02	06	Engage in reading and research to identify best practices and research-based innovations, particularly in transfer, completion, accelerated basic skills.	Seek out and read most current research, especially public policy and CCRC studies. Share ideas with cluster deans and AAC.	2014-15	Time
0007	ALL	02	06	Engage in reading and research to identify best practices and research-based innovations, particularly in transfer, completion, accelerated basic skills.	Seek out and read most current research, especially public policy and CCRC studies. Share ideas with cluster deans and AAC.	2014-15	Time
0008	ALL	01	00	Increase the number of students who complete their educational goals, especially GE and transfer goals.	1. Move students more quickly through their educational pathways. 2. Explore with Math Dept. and Senate the possibility of a Statistics pathway to fulfill graduation requirement. 3. Work with local county high schools to strengthen and align programs with SRJC, particularly common core. 4. Increase academic support to students (tutoring, supplemental instruction). 5. Expand the number of GE courses offered online.	2014-2017	Time, collaboration, Student Equity Funds, H.S.I grant

					<p>6. As part of H.S.I. grant develop and implement the Connections pathway to degree completion.</p> <p>7. Effectively utilize summer term for college readiness programs.</p>		
0009	ALL	00	00	Incrementally add appropriate pre-req and co-req courses to GE and transfer courses, with appropriate data analysis.	Work with cluster deans to incrementally add prereqs & co-reqs to classes to improve student readiness and preparation for success.	2014-2017	Time, collaboration