

# Santa Rosa Junior College

## Program Resource Planning Process

### Dean II Arts and Humanities 2015

#### 1.1a Mission

This year the Arts and Humanities Cluster includes the departments of Art/Art Gallery, Communication Studies, Music, Theatre Arts/Summer Repertory Theatre, Interdisciplinary Studies in Philosophy, Humanities and Religious Studies. Starting Fall semester of 2015, this cluster will also include the Study Abroad program focusing on the outgoing students.

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.

Long range plans include the development of multi-disciplinary programs. For example, a 3D Design and Innovation program, which will include the departments of engineering, computer studies, business and art.

The new faculty position of digital art/printmaking will add a new knowledge base to the art department and will allow the development of a digital illustration certificate program. The new faculty position in Humanities will allow for the development of new courses and programs.

#### 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. Effective Fall 2015 the Dean will also oversee the Study Abroad program.

The Dean's Office is deeply committed to community outreach and the increased promotion of the significant creative and intellectual cluster accomplishments. Already established relationships with the Sonoma County Office of Economic Development, ArtQuest, Sonoma State University and Creative Sonoma. The Dean is also serving on the Board of the Triton Museum. The Dean received special CTE funding for organizing a regional workshop on creativity and innovation in the Fall of 2015.

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 and 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 and 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. This year the Dean established relationships with ArtQuest, Sonoma State University, Sonoma County Office of Economic Development and Creative Sonoma.
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.

The new Dean is deeply dedicated to community outreach and the promotion of existing and new programs within the Cluster.

### **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.

The photography program received CTEA funds for 2013-14 so that the full time instructor can revitalize the program and develop a commercial photopgraphy certificate program. The progress review took place during the Spring 2015 semester. The faculty member created a program outline and most courses in the program are already in existance.

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.

The Theatre Arts/SRT programs completed the development of an Advisory Board, an industry Advisory Board meeting has taken place, so this discipline area will also become engaged with CTEA. As curricula is rewritten, certificates and majors will be reviewed in order to offer students the best possible choices.

The program received \$60,000 in CTE funding for Burbank lighting systems and received \$10,000 equipment funding for new curtains for Burbank.

Plans for the future include more interdisciplinary work with the Clusters of Science and Business. The Dean with a team of interested faculty is working on an NSF proposal that will combine the arts, technology and sciences. Partners include Sonoma State University, California Community Colleges Doing What Matters, Information Communication Technologies and Digital Media, ArtQuest and industry partner Cube Learning.

## 2.1a Budget Needs

The budget for the cluster Dean's Office is \$286,648.09 or .0028 of the district total. The Dean's Office Budget primarily pays salaries for the dean and the administrative assistant. The classified payroll is \$64,274.44, benefits are \$47,463, supplies are \$2880 and services are \$8,415.61.

- Departments are dependent on supplemental funds that come from the Dean's Office. The Dean's budget is supported 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 personnel. The Theater Department received funding for cabling. The Dean's Office provided funding to the Music department to support the administrative assistant who is only hired for 75%. The office offset costs for two concerts and also provided support for the STNC Art Gallery specialist and gave funds to the art department for their supply budget.
- There has been a continuing effort to develop intra-departmental, cross-cluster initiatives to supplement inadequate budgets. The Dean's Office 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.
- The Dean's Office would like an increase of \$15000 in supplemental funding.
- The Dean's Office will continue to search for external sources of funding.

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
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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.
0001	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	04	07	\$10,000.00	To maintain and repair equipment in art, theater and music

## 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
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

## 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

**.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 benefit the students and for safety and maintenance of equipment. **The Arts and Humanities Dean is committed to funding the STNC positions again for the fall 2015 semester, but a permanent funding source should be established for this crucial instructional support need.**

**We are grateful that the Art Department received two new full time faculty positions in 2014. One Studio Art faculty scheduled to work mainly on the Petaluma campus, the other a Digital Art/Printmaking faculty position will be located at the Santa Rosa campus.**

**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. 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.

**MUSIC:** The Administrative Assistant Study 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. dollars to bring the Admin Assistant to 80 percent time. This is still a work in progress. During the 2014-15 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:** The Box Office Technician .475 percent classified position needs more hours. 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. This position involves selling tickets and supervising students during the day and the Box Office is also open at night during performances. The presently allocated nineteen hours a week is not enough.

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.

The VP of Academic Affairs provided some very welcome and much appreciated one time funding of \$2,500 in the spring 2014 semester for an STNC Promotions Specialist for Theatre Arts.

**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 (20%) the latter for the fall 2014 semester by agreement with VP of Academic Affairs. (Please note: Leslie McClauly served as Artistic Director for Fall14)

Hiroshi Fushigami ceramics instructor went on a semester long sabbatical effective Spring 2015. Deborah Kirklin art studio faculty will be going on sabbatical during the Fall 2015 semester.

**ADMINISTRATIVE LEADERSHIP:** The new Dean of Arts & Humanities started work on July 1, 2014. She is dedicated to supporting the needs of the cluster faculty/staff and students, community outreach and increased marketing efforts for all cluster programs.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0000	ALL	00	00			Classified

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.

### **2014-2015 Academic Year**

The cluster received three new full time faculty positions, one in Humanities, one in Studio Art (this position is assigned mainly for the Petaluma campus), and one in Digital Art/Printmaking, a replacement for a retiring faculty member.

### **2015-2016 Academic Year Projectins of Faculty Need**

Theater Technology - 1 faculty

Philosophy - 1 faculty

Communication - Media/film instructor - 1 faculty

3D Digital Design/Sculpture - 1 faculty

Religious Studies - 1 faculty

Speech Communication - 1 faculty

Journalism - 1 faculty

### 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. Note: With the 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, the bond measure 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 will 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.

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.

The small computer lab in Analy (second floor) will need to be upgraded. The computer equipment is over eight years old, the printer is close to fifteen years old. With the addition of the new digital art/printmaking faculty position, the lab will be used not only by digital photo students but digital printmaking students too.

## 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
0002	Santa Rosa	01	01	Terabyte Computer Hard Drives	5	\$320.00	\$1,600.00	Brian Antonson	Doyle Media Lab	Brian Antonson
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
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
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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0000	ALL	00	00	1 Year			\$0.00	
0000	ALL	00	00	1 Year	NA		\$0.00	NA

## 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 of the concerts are scheduled in Newman but the end of the semester concerts all take place in Burbank and this space 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 Dean of Arts & Humanities assisted, as part of the leadership team, the Dean of Social Sciences and Liberal Arts in creating the Innovation Award grant proposal.

The Dean of Arts & Humanities is working on an NSF grant proposal with a multi-disciplinary science and art focus.

The Dean of Arts & Humanities received CTE funding for a multidisciplinary workshop to be held at the SRJC campus on the subject of creativity and innovation.

The Dean of Arts & Humanities submitted a proposal to the Newman Foundation. The project would bring a Pulitzer award winning photographer on campus.

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. The 2015 theatre season started with the performance of "American Night, The Ballad of Juan Jose".

### 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 this 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.
- The Arts & Humanities monthly newsletter is published only in digital form.

#### 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.

Effective March, 2015 the cluster completed all SLO assessment - 100%!

#### 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.

In 2015 new courses were created in Religious Studies, Humanities and Theatre Arts. The Art Department faculty started work on a course on cartooning, based on the San Jose State University model.

#### 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 2015-16 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 percent for Art, 97.9 percent for Communication, 102.6 percent for Journalism, 99.8 percent for Media/Film studies, 98.4 percent for Speech, 78 percent for Humanities, 73 percent for Interdisciplinary Studies, 73 percent for Religious Studies, 65.5 percent for Music, 86 percent for Philosophy, and 65 percent 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 and Media. (These disciplines also participate in the Large Lecture Program in Newman and Ellis Auditoriums, respectively.) Smaller class sizes exist in the studio art classes, Theatre Arts, Communication Studies, and Music.

There is huge interest in our online class offerings. We intend to increase the number of online and hybrid courses.

The Dean of Arts & Humanities is serving on the Class Size committee as one of the three individuals representing administration. This joint committee of faculty and administrators is tasked with developing recommendations for a systematic, consistent approach to class sizes.

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. Advanced music courses and some of the theatre courses fall into this category.

### 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.

The new digital art/printmaking faculty will inject contemporary techniques into this previously traditional program.

The sculpture area will also need to be brought into the 21st Century. While faculty is doing excellent job teaching traditional skills, the Dean's Office is concerned about the lack of contemporary equipment and technology and forward looking curriculum in these classrooms.

### 5.5 Successful Program Completion

Certificate Programs exist in Art (Photography) and Theatre Arts (Costuming, Acting, Makeup, Stagecraft and Theatre Management).

The development of Digital Illustration and Digital Painting certificates will be discussed in the near future.

Majors are offered in Art, Art History, Music (Instrumental, Jazz Studies, Vocal or Instrumental), Theatre Arts, Communication, Journalism, Philosophy, Humanities 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 percent at the Santa Rosa Campus and 78.1 percent 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 cluster is in the process of increasing the number of online course offerings.

The effective promotion of online, hybrid, 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.

The Dean's Office established relationships so far with ArtQuest, Creative Sonoma, the Wells Fargo Center for the Arts and Sonoma State University.

The Dean of the cluster has extensive state, national and international connections that she carefully maintains.

## 5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

Transfer Model Curricula exists in Communication Studies, Studio Art, Art History and Theater Arts. This guarantees transfer to a CSU.

Music is studying this issue.

## 5.11a Labor Market Demand (Occupational Programs ONLY)

The Digital Music, Film/Digital Film, Photography and Digital Journalism programs fall under the CTE category. The Theater Department completed the establishment of an Industry Advisory Board with a focus on theater technology and hosted the first Board meeting during the Spring 2015 semester.

According to the California LMI, film/video editing between now and 2022 will grow 3%, Presently, the median wage is \$46,280. Photographers earn a median salary of \$28,490 and the job growth outlook is 4%. Broadcast & Sound Engineering technicians have a median salary of \$41,200 with a projected growth rate of 9%. Theatrical costum/fashion designers earn a median income of \$65,529 with an expected growth rate of 14.9%. Actors have a median wage of \$53,000 with an 11.7% growth rate. Designers earn a median wage of \$58,000 with a 10% projected growth rate.

## 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
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. The Dean has been in contact with TA3, an international organization of two year colleges. In the past semester developed relationships with Creative Sonoma, ArtQuest, Sonoma State University and the Sonoma County Office of Economic Development.
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 New curriculum has been developed in the areas of communication, religious study and the humanities.
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 The Dean's Office established a monthly cluster newsletter titled, Arts & Humanities Connections.
0001	Santa Rosa	08	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.  Need increased hours for the box office technician  Need increased hours for a custom design technician	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 The Dean of the cluster completed three grant proposals so far and working on a fourth one which connects the arts and sciences.
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	Create a climate of artistic creativity by providing networking opportunities for cluster faculty.	Work with local and regional organizations.	2015	Met with art, animation, game design and computer studies faculty to discuss possible joint projects and curriculum adjustment.

							<p>Provided Creative Sonoma workshop information for faculty in order to inspire regional involvement. Established relationship with Sonoma State University counterpart. One of the goals is bring together full time faculty from both institutions and also establish "travelling shows" of theater, visual arts and music.</p>
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## 6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
Santa Rosa	Data analysis was developed using information from PRPP website. The cluster is generally healthy, but the Dean's Office needs to work towards inspiring faculty to create more up-to-date curriculum and increase the openness towards the use of technology. Faculty is doing an excellent job of providing traditional, basic information and techniques.  We will need to increase our online an hybridcourse offerings along with providing support for faculty training in online course development.
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. We are also adding a digital music course on the Petaluma campus.
Santa Rosa	Data analysis was developed using information from PRPP website.
Santa Rosa	The cluster is doing a wonderful job providing transfer, General 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 eleven 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	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 A survey has been generated to help identify future work trends for SRT.