

Santa Rosa Junior College

Program Resource Planning Process

Dean III Learning Resources and Ed Tech 2016

1.1a Mission

The Dean of Learning Resources provides leadership, vision, and ongoing support of district-wide 1) academic library facilities, services, and information literacy instruction; 2) learning space integrated technology solutions and district media events and services; and 3) online learning infrastructure, support, course development, and faculty training for distance education. Learning Resources promotes increased student success through the application of technology, training, academic resources, and instructional support services that foster and strengthen effective teaching and learning throughout the College.

The Dean provides leadership of campus-wide technology enhanced learning efforts to ensure that the College is at the forefront of adoption and effective use of educational technology. The Dean coordinates the District's educational technology in classroom and online environments to promote successful learning and provides faculty training in the use of classroom instruction technologies in face-to-face classrooms and via distance education. This position also maintains responsibility for the effective distribution and expenditure of IELM funds districtwide and in support of all academic clusters.

The Dean's responsibilities extend to program budget development and monitoring of all related programs and services, and the coordination of hiring and evaluation of managers, faculty, and classified staff to ensure successful support of the District's mission of academic excellence. The Dean is also responsible for the continued accreditation of library services and distance education instruction and programs.

1.1b Mission Alignment

The mission of Learning Resources is integrated with the District's mission with focus on student success, student access to academic resources, and student academic excellence. All aspects of Learning Resources directly impact SRJC students across all disciplines and clusters, assisting students in the development of their full academic potential.

1.1c Description

The Dean, Learning Resources and Educational Technology oversees the following departments and units within Academic Affairs:

- **Library and Information Resources:** two district library facilities, academic library services, and information literacy instruction

- **Media Services:** administration of over 280 classrooms across 5 campus locations, instructor lecture content development and captioning services, live event facilitation, and cross-site videoconferencing services
- **Distance Education:** administration and provision of online learning systems, technical infrastructure, online course development, and instructional training and support services.

Learning Resources and Educational Technology includes over 60 FTE staff servicing five District locations, facilities and instruction. This position provides leadership to district-wide adoption and integration of educational technology and promotes improved instruction through delivery of faculty training programs coordinated in conjunction with Professional Development and Distance Education in the Center for Excellence in Teaching and Learning. The overall budget of Learning Resources is over 6 million dollars.

1.1d Hours of Office Operation and Service by Location

The Learning Resources office is open from 7:00 am to 5:30 pm Monday through Friday.

1.2 Program/Unit Context and Environmental Scan

The combination of information resources, technology services and physical learning environments provide an overall focus on learning that positively impacts our students experiences at SRJC.

2.1a Budget Needs

No additional funding is being requested for this planning period.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
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2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
AAIII	40.00	12.00	Provide administrative support to the Dean and all the functions performed in the District

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Manager, Media Services	40.00	12.00	Manage Media Services Department and districtwide services
Director, Distance Education	40.00	12.00	Manage Distance Education Department and districtwide services

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

Learning Resources Staffing Overview

MEDIA SERVICES

This department is buckling under the weight of continued District requests for live event support and video production services at the same time that growth in online instruction is generating increased faculty requests for instructional materials captioning and video lecture content production. In addition, the department is deploying an ambitious classroom educational technology upgrade to refresh worn and obsolete learning spaces across the district, calling for increased demand for technician support.

Anticipated needs: This unit continues to experience extreme demand for growth in 1) event production services, 2) learning space technology support, 3) online instructional material captioning support, and 4) new construction support. The department does not have sufficient staff to meet these demands. **Requested actions:**

- **Increase part-time video production technicians to 100%.**
- **Increase STNC and student budget to provide increased classroom technology and event support.**
- **Establish charge-back revenue streams to offset the cost currently born by Media Services to support events**

DISTANCE EDUCATION

The District has committed to STNC support during 2016/17 to promote growth in online enrollment and to assist faculty in the transition from legacy learning management systems to the newly adopted statewide online instruction platform.

Anticipated needs: Increased ongoing service to faculty for this department requires administrative support. Student support has been diverted from the Library budget to provide some relief, but a 50% administrative assistant able to address more complex administrative support is needed and requested.

LIBRARY AND INFORMATION RESOURCES

The library faculty are unique in that they are 10 month contract faculty who run 12 month instructional programs and library services. These faculty conduct for-credit instruction and maintain student contact hours to provide research and instruction support across District curriculum to students 65 hours per week. In addition the faculty are required to maintain special technical expertise and advanced training to operate complex large-scale campus library facilities that offer services to students across all disciplines year round. In contrast to regular faculty, allied library faculty also supervise classified, STNC, and student workers, and administer categorical and general funds to provide library materials and services.

Anticipated needs: One faculty retirement is anticipated that will need to be filled in order to continue to meet growing demand for research and instruction to all discipline and CTE programs.

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
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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

Faculty within retirement range will be identified in the Library Services PRPP of the LRET cluster report.

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

Analysis of faculty staffing needs will be identified in the Library Services PRPP of the LRET cluster report.

2.3e Faculty Staffing Requests

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

Instructional Equipment and Library Materials requests will be made through each individual department PRPP in the LRET cluster.

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

3.1 Develop Financial Resources

3.2 Serve our Diverse Communities

Learning Resources is fully committed to having a diverse and culturally competent staff. In-service training and program attendance is highly encouraged.

3.3 Cultivate a Healthy Organization

The Dean is committed to providing professional and staff development for all members of the department. Within limited budget, the dean has been able to fund development opportunities for 12 LRET faculty and classified staff to attend 15 webinars, conferences, and training events during this reporting period. These professional development opportunities ranged from technical skill improvement to increased supervisory and public service skills to benefit student services. In addition, all faculty and administrators are encouraged to continue professional development and pursue opportunities outside the campus. Funding to support travel to outside trainings and conferences has been provided.

3.4 Safety and Emergency Preparedness

SRJC library and media staff take are operational leaders in emergency prepared and work closely with District police on safety issues. Each year Doyle and Mahoney Building Safety Coordinators conduct safety training reviews with all service desk personnel. Both facilities maintain comprehensive emergency preparedness documentation and protocols for action.

3.5 Establish a Culture of Sustainability

Learning Resources is an operational leader in sustainable practices. Doyle Library staff have been operating a voluntary recycling program in this heavily used building since 2011, in the absence of District recycling services to the building. In addition, Learning Resources promotes sustainability through use of technology to cut down on paper. With the adoption of Learning Management software by faculty, we have made significant inroads in the paperless classroom. This year, with the spearheading of the statewide consortial purchase of Turnitin that comes with LMS integration, we will be encouraging faculty to use Canvas with Turnitin so that students can submit all papers online. The library switched to email notices for overdue and late fines in 2011, saving the District about \$10,000 a year in paper and postage.

4.1a Course Student Learning Outcomes Assessment

Library and Information Resources has Student Learning Outcomes which are closely aligned to the CORs of LIR10 and apply both to for-credit information literacy instruction as well as for faculty-librarian led classroom instruction and reference desk student instruction. SLO and PLO activity and outcomes are reflected in the Library Services PRPP.

4.1b Program Student Learning Outcomes Assessment

Library and Information Resources has established Program Learning Outcomes to measure student learning through effective delivery of library programs and services. Regular assessment of these Outcomes is discussed in the Library Services PRPP.

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)

A detailed report of Student Learning Outcome assessment and Program Learning Outcome assessment is reported annually in the Library Services PRPP.

5.0 Performance Measures

NA

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

NA

5.2a Enrollment Efficiency

NA

5.2b Average Class Size

NA

5.3 Instructional Productivity

NA

5.4 Curriculum Currency

NA

5.5 Successful Program Completion

NA

5.6 Student Success

NA

5.7 Student Access

NA

5.8 Curriculum Offered Within Reasonable Time Frame

NA

5.9a Curriculum Responsiveness

NA

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

NA

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

NA

5.11a Labor Market Demand (Occupational Programs ONLY)

NA

5.11b Academic Standards

NA

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	01	01	Ensure more online degree options for student completion.	Expand online course offerings through Online College Project and other development avenues. Overhaul Online College Project program requirements to more closely align program milestones and deliverables with faculty outcomes for online class excellence.	Ongoing	The Online College Project was overhauled in 2015/16 to create a teaching program that focuses on outcomes. Ongoing funding for the development of new online courses continues to be requested annually so that SRJC can continue to increase its online offerings to students.
0001	ALL	02	01	Revitalize Library faculty staffing through retirement replacements.	Replace Technical Services, Electronic Services, and Public Services librarians to ensure uninterrupted academic library services to students and uninterrupted support of instruction.	2015-2017	Two replacement positions were authorized through the Faculty Staffing process and will be in place for the 2016/17 academic year. These two positions are critical to the operational administration of the campus libraries. A third position which directly impacts student learning and instruction will be requested in the October 2016 Faculty Staffing request cycle.
0001	ALL	02	07	Establish new, and adapt existing positions to equip the new Distance Education department with adequate staffing and resources to promote online instruction options for students, establish a stable, quality Learning Management System, and foster excellence in online instruction.	Hire a FT Instructional Designer, Hire a AAIL to support the DE program. Hire STNC & student assistants to help with transition to Canvas.	2014-2015	A full time instructional designer was hired during the reporting period. Academic Affairs provided robust STNC support to help faculty with the transition to Canvas.
0001	ALL	02	01	Adopt the new statewide online Learning Management System to provide all students with a single, quality online learning platform.	Migrate from legacy systems to Canvas.	2015-2017	Canvas was introduced in July 2015. Conversion is underway. See DE PRPP for specifics.
0001	ALL	07	07	Fully support DE program with necessary financial resources.	Establish and update the ongoing department budget to fully support the Distance Education program.	2015-2016	A department budget was established, along with Director and Instructional Designer.
0001	ALL	02	07	Reorganize the Media services staffing to address ongoing issues and upcoming retirement.	Convert existing open classified position to a supervisory position and hire the new Media Services Supervisor, as well as the new Media Services Manager.	2015-2016	The proposed restructuring to create a supervisory position was completed and the position successfully filled. A new Manager of Media Services was also successfully hired.
0002	ALL	02	06	Assess current satisfaction level for service levels & offerings of Media Services	Develop and implement an assessment tool.	2016-2017	Constituent assessment of Media Services has not yet occurred. An initial assessment is underway to identify areas of faculty demand, potential growth areas, and processes and services needing to be updated and improved.

0002	ALL	02	06	Support District excellence in instructional pedagogy through development of CETL and support of New Faculty training programs	Integrate online and library instruction and services in instructor training; update collaborative technology in CETL to meet District instructor training of new faculty in support of traditional and online pedagogy	Ongoing	Integration of library services into the New Faculty training program has been very successful. Librarians lead the Technology Community of Practice. Efforts are underway to integrate additional learning technologies into CETL in order to provide more opportunity for instructors to work with innovative learning tools.
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6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	See section 6.2b for detailed planning emphasis

6.2b PRPP Editor Feedback - Optional

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6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	02	01	Address the Library faculty staffing retirements to ensure uninterrupted delivery of academic research and library support to SRJC instruction programs across all disciplines and CTE.	Hire one Public Services librarian to support discipline faculty demand for collaborative information literacy instruction, provide reference and research assistance to students, and teach for-credit LIR10.	2016-2017	No new resources, fill projected vacancy.
0001	ALL	02	07	Address Media Services staffing shortfalls in light of continued District call for Media Services event support, video production, instructional materials captioning requests, and classroom/learning space educational technology support.	Expand production tech positions from 75% to 100% positions in order to meet ongoing event support, captioning, and video production demand from instructors.	2016-2017	See Media Services PRPP for specifics of cost.
0001	ALL	04	01	Initiate ambitious classroom technology 5 year refresh cycle using Measure H funds to restore obsolete and worn classrooms and learning spaces to industry standard	Improve quality of instruction and standardize learning space design to facilitate easier, barrier free technology-enabled learning environments across the District.	2016-2017	Measure H funds requested.
0001	ALL	02	01	Transform scholarly learning spaces to meet new calls for technology-enhanced collaborative areas for knowledge creation and increased academic support. This may include integration of campus Writing Centers to better utilize space and improve student support services, or may take the form of shared collaborative lab space used by multiple disciplines (including digital arts, digital media, communications, and others.)	Leverage SRJC investment in existing library building infrastructure to create collaborative learning spaces that can support trends in pedagogy and increased provision of academic support services to students.	2016-2019	Measure H funds and IELM funds requested. (The computers and instructional equipment could be funded through IELM, and the structural modifications through Measure H, if Measure H cannot fund in total.)
0002	ALL	01	01	Ensure more online degree options for student completion.	Analyze and identify appropriate courses offering to ability of students to complete certificates and degrees through higher concentration of online courses.	2016-2017	\$40,000 in faculty stipends for Online College Project.
0002	ALL	02	01	Adopt the new statewide CMS to provide all users with a single learning platform.	Complete the migration to Canvas and sunset CATE and Moodle servers. Migrate all subsidiary functions off the CATE server (including DTREC evaluations and faculty home pages) to more stable and permanent SRJC information technology infrastructure.	2015-2017	See DE PRPP for specifics of 1) STNC support 2) General fund increase for annual Canvas SRJC URL.
0002	ALL	02	07	Assess and evaluate Media Services operations, equipment infrastructure, and classroom standards to update and align services with instructional need.	Increase Media Services ability to provide immediate and ongoing replacement of classroom audiovisual technology as needed. Current District replacement budget prevents rapid repairs and contributes to ongoing decline of highly used learning spaces.	2016-2017	See Media Services PRPP for specifics of increases to 1) classroom technology supply budget and 2) classroom technology repair budget.
0003	ALL	02	06	Assess current satisfaction level for service levels & offerings of Media Services.	Develop and implement an assessment tool.	2016-2017	No new resources required.

0004	ALL	02	06	Support District excellence in instructional pedagogy through development of CETL and support of New Faculty training programs.	Integrate online and library instruction and services in instructor training; update collaborative technology in CETL to meet District instructor training of new faculty in support of traditional and online pedagogy	2016-2017	No new resources required.
0005	ALL	04	07	Increase revenue generation from Media Services supported facility and event management services.	Update facility and service pricing structures to reflect current costs and to create revenue stream to offset staff, equipment, and resource costs to Media Services	2016-2017	
0006	ALL	02	07	Obtain the necessary staffing to assist in the expansion of Distance Education course offerings and promote more effective Distance Education instruction through quality course development.	Hire 50% administrative assistant to support the DE program.	2017-2018	\$55,000.