Santa Rosa Junior College
Program Resource Planning Process

Dean III Liberal Arts - Sciences 2016

1.1a Mission

SRJC Mission:
SRJC passionately cultivates learning through the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.

Office of the Dean for Liberal Arts and Sciences Mission:

To prepare students for careers, transfer, and lifelong learning in the liberal arts and sciences.

Vision:

The Office of the Dean for Liberal Arts engages students in the liberal arts and sciences in order to cultivate:
- Effective communication,
- Quantitative reasoning,
- Civic englagement,
- Sensitivity to diverse persepectives,
- Analytic inquiry,
- A broad liberal arts and sciences foundation,and
- the ability to apply ideas in real world settings.

Strategic Goals:

1. Support and promote teaching excellence by encouraging and supporting innovation, sharing of best practices and current research, and assuring meaningful assessment of student learning.

2. Engage students and spark intellectual curiousity in learner-centered environments by encouraging and supporting engaging teaching techniques, current scholarship, and use of appropriate, interactve educational techniques and technology.

3. Integrate academic and student support services across the college by being intentional and collaborative in designing programs that support both academic learning and the needs of the whole student.

4. Identify and implement responsible instructional practices that increase the learning and success of our diverse students by promotin culturally responsive teaching, a multicultural and global curriculum, and cultural initiative that somplement academic learning.

5. Increase the number of students who complete an associate degree and/or transfer within six years through effective developmental pathways, well-structured majors, effective class schedules, a Weekend College, and general education online courses and degree programs.

1.1b Mission Alignment

Mission: SRJC passionately cultivates learning through the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.

Mission #1: Transfer and Foundational skills.
The dean supports this aspect of the mission by:
- Supervising most of the transfer majors, general education, and basic skills curricululm at the college;
- Serving as co-chair of the Majors/Certificate Review Committee;
- Facilitating development of new Associate Degrees for Transfer as they are released by the Chancellor's Office;
- Working closely with others to support success of basic skills students; and
- Analyzing and addressing disproportionate impact and lower success rates among identified student populations.

Mission #2 Compehensive range of student development program and services. The dean supports this aspect of the mission statement by:
- Collaborating with student services to integrate academic programs with student support services; and
- Serving on the Student Equity Committee and helping to create and implement the Student Equity plan.

Mission #3: Supporting the economic vitality and environmental sustainability of the region.
The dean supports this aspect of the mission by:
- Developing academic certificates and majors that that lead to immediate careers and to baccalaureate level careers upon transfer; and
- Encouraging curriculum development, certificates, and majors that include a focus on sustaniability.

Mission #4: promote personal and professional growth and cultivate joy at work and in lifelong learning.
The Dean supports this aspect of the mission by:
- Providing a training program for new and continuing Academic Affairs deans, directors, chairs, and assistants;
- Pursuing an personal plan for professional growth;
- Sharing recent research and best practices with colleagues; and
- Building class schedules that promote professional and personal growth for the community.

Mission #5: Fostering critical and reflective civic engagement
The Dean supports this aspect of the mission by:
- Supporting curriculum and certificate/major development that incorporate a focus on civic engagement.

Mission #6 Assess, self-reflect, adapt and continuously improve.
The Dean supports this aspect of the mission by:
- Serving on the Program and Resource Planning (PRPP) Coordinating Committee;
- Supporting Academic Affairs PRPP process and continuously suggesting ideas to improve the process;

- Supporting the Program Evaluation Process (per Policy 3.6) and serving as a liaison to the Academic Senate Program Evaluation Committee; and
- Serving as co-chair of the Project LEARN Steering Committee (the SLO iniative); and
- Coordinating SLO assessment initiative throughout the District

1.1c Description

The Office of the Dean for Liberal Arts and Sciences supervises three clusters:
- Arts and Humanities
- Language Arts and Academic Foundations (LAFF)
- Science, Technology, Engineering and Math (STEM)

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. The dean contributes to implementation of new functionality, such as the Student Completion Module and the new Dashboard.

Program Review (PRPP). The dean's office provides the primary support for Academic Affairs Program and Resource Planning (PRPP), helping to document the accomplishments and resource priorities of all academic programs/units. The dean's assistant 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 the Project LEARN Steering Committee and provides administrative support for 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 co-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).

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.

Student Equity. The dean serves as an academic representative on the Student Equity Committee, helping to write the Student Equity plan. The dean coordinates implementation of the Connections Pathway of the Student Equity grant.

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

Associate Degree for Transfer (ADT) and Other Transfer Majors

The inactment 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. The Chancellor's Office has released over 20 Associate Degree for Transfer majors, and SRJC has pursued all of them except two.

A high priority for 2016 - 17 will be to develop additional Associate Degrees for Transfer as they are released by the Chancellor's office. Ultimately, the college may offer about 40-45 Associate Degrees for Transfer. 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.

In addition, the dean assists faculty and departments to develop other transfer majors that are not ADT.

Student Success and Completion

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 at the course, certificate, and major levels.

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 fulfill the math requirement, a "guided" pathway approach to student success, and other innovations that have proven to work in other community colleges.

Enrollment Management

A critical element of restoring the College's financial stability and viability will be to find ways to increase FTES and thus apportionment. In Northern California particularly, most community colleges are having difficulty attracting students to the community college given the devastating cuts during the recession and now the recovery of the economy, which is offering more employment opportunities to potential students.

2.1a Budget Needs

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 Classifed Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant III	40.00	12.00	This position supports PRPP, Program Evaluation, the SLO initative, 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
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 tranfer and liberal arts programs through program reivew and student learning outcomes assessment.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties

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.

Support for Associate Degrees for Transfer
The dean needs continuing support for the detailed applications for Associate Degrees for transfer. The curiculum technician for majors/certificates is key to supporting the dean.

Administrative Assistant III

Currently this positions performs the following duties:
- Handles the dean's calendar and appointments.
- Assists in preparation and submission of transfer 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;
- Supports SLO initiative, including the budget, website, and tracking systems.
- Tracks all adjunct faculty evaluations (1,000 to 1,200)
- 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

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

2.3c Faculty Within Retirement Range

Not applicable.

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

Generally speaking, the Administrative Assistant III is able to provide excellent support for this office. However, there are times of the year when tracking adjunct evaluatons consumes all of her time.

Human Resources systems are inadequate and often in error about which adjunct facultyare employed each semester and due for evaluations. The college needs to adopt a Human Resources System that can adequately track evaluations without so much time-consuming effort on the part of Academic Affairs.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale

2.4b Rationale 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

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

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description

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 assisted with grant proposals intended to diversity funding:

2013-14 Title V Hispanic Serving Institution capacity building grant. The dean wrote the "connections" portion of the grant. The grant was funded, and the Connections program is launching summer 2015.

2013-14 First in the World grant process with regard to building an online learning program to serve working, underrepresented, and low income students. Not funded.

2014-15 the dean wrote and submitted $1 million grant application in support of the Online Program and entirely online degrees with the intent of increasing BA degree completion. The grant scored well, but was not among the top applications funded.

2015-16 The dean finalized the Basic Skills Transformation Grant (over $1 million) while other deans were on vacation, but the college was not awarded this grant.

3.2 Serve our Diverse Communities

In 2015-16 the Dean and the Project LEARN Steering Committee were instrumental in seeking approval for new general education learning outcomes that 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.

The Dean and the cluster deans have advocated to solve some safety issues with appropriate lab assistants in Electronics, Engineering, Physics, and the Scultpure 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

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

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

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	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. 6. Continue to refine the Connections program as implementation proceeds 7. Effectively utilize summer term for college readiness programs.	2014-2017	The Dean submitted a Student Equity proposal that funded "seed money" for the Guided Pathway approach to completion. The dean pulled together a multi-constituent Task Force (Pathways Task Force). The Statistics Pathway was created with MATH 154, but it will primarily serve high-achieving students (not for remediation). 4) Student Equity funded tutoring and supplemental instruction, including PALS, 5) online GE courses are now the purview of Distance Ed Director/Dean; 6) Connections continues to be refined; 7) Connections Summer Bridge (now 4 sections of ENGL 307) is very successful.
0002	ALL	02	01	Liaison with faculty and complete applications for any new Associate Degree for Transfer (ADT) majors uisng the Transfer Model Curriuclum.	* Liaison with faculty * Write applications with assistance of Curriculum Tech. *Review and finalize applicationsat Majors Review. *Create (or decide not to pursue) all ADT's released for 2015-16	2015-16	The dean continues to provide coaching for faculty on ADT; the Curriculum Tech helps with writing applications; dean co-chairs majors review; all ADTs released in 2015-16 are under development.
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	1. Project Learn will propose alignment of GE and Institutional SLOs 2. Input from constituencies will be solicited 3. Finalize and seek approval from Academic Senate	2015-16	1) Alignment of GE and Institutional SLOs was accomplished and approved by the Academic Senate; 2) presentations were made to several constituent groups; 3) Senate approved alignment of GE and Institutional SLOs.
0004	ALL	08	06	Continue to fine tune the Enrollment Management System (EMS); finalize and launch the new Student Completion Module.	1. Continue to test the new EMS system in comparison to other data sources. 2. Provide ongoing trainings to deans & chairs. 3. Launch the new Student Completion module.	2015-16	1) Worked collaboratively to develop new "dashboad" data - predicting FTES; 2) Two trainings scheduled in 2015-16; 3) Student completion module delayed by other ITpriorities.
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.	2015-16	Dean finalized Basic Skills Transformation Grant (based on best practices from conference), but SRJC was not awarded a grant.
0007	ALL	02	06	Engage in reading and research to identify best practices and research-based innovations, particularly in transfer, completion, accelerated basic skills.	Apply new ideas and innovations in appropriate contexts.	2015-16	Dean continues to remain current in best practices and research on student success and completion and on closing the "achievement gap" between different demographic groups.
0008	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	No progress this year. Some early trials yielded mixed results.

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	Overall, the dean's focus is now primarily on Student Success, particularly in basic skills, course, and certificate/majors completion. An influx of funds from Student Equity has allowed the dean to pursue ideas that can now be funded. Two big projects on the horizon include estalishing an SRJC Guided Pathway program and continuing to support efforts to increase enrollments.

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	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. Encourage Math department to consider accelerated pathways from remediation to college level Math. 3. In collaboration with Student Equity Committee, "move the needle" on course completion, basic skills, and certificate/degree completion for identified student populations. 4. Continue to refine the Connections program it enters its 3rd year. Work to institutionalize per grant.	2016-17	Time, collaboration, Student Equity Funds, H.S.I.grant
0002	ALL	02	01	Liaison with faculty and complete applications for any new Associate Degree for Transfer (ADT) majors and other majors	Contiunue to liaison with discipline fauclty to complete ADT majors. Assist CTE disciplines (Fashion, Interior Design) to develop transfer majors.	2016-17	Lots of time, and the help of the Curriculum Technician for majors.
0003	ALL	02	01	Find sustainable ways to measure GE and Instutional SLOs.	Work with SLO committee and OIR to broaden meaningful assessment of GE and Institutional SLOs.	2016-17	Time, collaboration
0004	ALL	08	06	Continue to fine tune the Enrollment Management System (EMS); finalize and launch the new Student Completion Module.	1. Continue to test the new EMS system in comparison to other data sources. 2. Provide ongoing trainings to deans & chairs. 3. Launch the new Student Completion module.	2016-17	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.	2016-17	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.	Apply new ideas and innovations in appropriate contexts.	2016-17	Time
0008	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 determine if pre-reqs and co-reqs could increase student success at course level.	2016-17	Time, collaboration