

Santa Rosa Junior College

Program Resource Planning Process

Media Services 2019

1.1a Mission

Media Services offers audiovisual expertise with educational technology, learning space design/support, videoconferencing and districtwide multimedia resourcing, though an array of tiered production, technical and client services to bolster teaching and learning, enhance district events and activities, and serve multimedia initiatives across all sites.

Housed within the library buildings on both the Santa Rosa and Petaluma campuses, Media Services' functions primarily to provide districtwide media services and support, chiefly in campus learning spaces. The range of technical and audiovisual services is expansive and continuously undergoing change, yet instructional support to further teaching and learning is core to our mission, as a vital component of Academic Affairs housed with the Learning Resources and Educational Technology (LRET) cluster.

Media Services is compelled to ensure instructors have ubiquitous access to mediated learning spaces, with standards-based approaches, reflecting current technologies appropriate for California Community Colleges and supporting educational technologies and tools that will help equip students for university or the field. While operation of the classroom equipment is the responsibility of the instructor, Media Services offers client training and rapid technical support, with extended service hours on evenings and weekends whenever classes are in session.

1.1b Mission Alignment

In our role of providing support to all College users, Media Services continuously transforms its services to match evolving institutional needs. The phrase "Any activity that requires information to be distributed, using sound or light projection, to a group of credit learners, in a classroom setting, shall be supported by Media Services" has been a fairly encompassing mantra over the years to emphasize the departmental ethos for supporting approved District activities and functions, within resource limitations. Amid the digital evolution, the "College without walls" concept is very dependent on the ability of Media Service to record, convert and distribute course materials and college events into digital formats and multiple delivery modes, such as live and on-demand web streaming, and anytime/anywhere videoconferencing.

Media Refresh in Learning Spaces: A comprehensive digital refresh of learning spaces across the district will be the primary focus of Media Services' spending plan for Measure H bond monies, as called out in this special request. Phased over the next 6 years, all mediated classrooms, teaching labs, meeting rooms, and specialty/large venues where teaching and learning take place will be updated to a new baseline AV standard which is: fully digital, intuitive, dynamic and scalable to accommodate future changes in pedagogy and anticipated evolutions in educational technology—all in support of this institution's mission. Beyond a robust digital infrastructure, key features will include simplified AV touch controls, wireless presentation capabilities, student collaboration tools, and more; design components will factor in ease of use, flexibility, and reliability. The media design, integration, faculty training and ongoing support of these instructional spaces continues to be a top priority; over a 3-year period, Media Services will refresh approximately 50% of the district's mediated learning spaces. This upfront funding will allow a critical conversion of these venues, after which point refresh spending will taper in the latter years.

Large Venue Spaces: In addition to classrooms, teaching labs, and meeting rooms, several large venues are in need of dedicated funding. These include Newman Auditorium on the Santa Rosa campus and Ellis Auditorium on the Petaluma campus. An initial investiture of capital funds will bring these spaces up to usable states again to meet academic programming needs, as well as handle the requirements for internal constituents and outside groups as key event space/rental facility. In particular, failures in the lighting/dimming system in Newman have compounded the inadequate media system and highlighted the importance of channeling funding to refresh the auditoriums.

1.1c Description

The Media Services department provides three basic functions to the entire District: (1) technical services, (2) production services, and (3) client services. Each unit is listed below with a summary, title and job description for any positions therein, and a supervisor's assessment of those duties for future reclassification efforts, along with current performance goals.

TECHNICAL SERVICES- *this area is responsible for the correct operation, delivery and repair of all media equipment within the District. They respond to service requests in classrooms and meeting spaces within a 10 minute period. They supervise the delivery and cleaning of media materials and perform the installation and alterations to media equipment installation in District facilities. They set-up and operate many campus events.*

Media Systems Technician I

Summary: Under general direction, Media Systems Technicians perform the following duties across all Sonoma County Junior College District campuses and sites: Design, integrate, install, commission, maintain, secure, manage and support audiovisual systems, equipment and software; in classrooms, labs, conference rooms, event and athletic venues production studios and other spaces; Design, program and install A/V

control and management systems; Design, coordinate, set up, configure and operate complex sound, lighting, video, recording and streaming systems for live events; Provide immediate, on-demand support to technology users and resolve equipment, system and software failures while classes, meetings, conferences or events are in progress; Create media rich A/V instruction and training materials and provide training to faculty and staff.

Detail: Over the past five years the audiovisual (A/V) industry has experienced a dramatic paradigm shift in every aspect of media and communications technology. This short period of time has seen the “sunset” of most analog equipment and content delivery systems as A/V technology has moved solidly into the digital realm. As examples: · LED, phosphor-laser and laser/hybrid light sources have replaced lamp-based projection, display and stage lighting. · Media content is recorded, stored and delivered in digital files rather than on magnetic or optical media. · Much live event production equipment and systems are fully digital and operate on private networks. · In many cases audio and video sources now connect to production equipment wirelessly. · Classroom, conference room and auditorium A/V systems are now interconnected and managed over enterprise networks.

Digital, network and cloud-based technologies have facilitated an explosion of new capabilities for A/V equipment and systems. Education, as one of the largest beneficiaries of A/V technology, has been quick to embrace the possibilities offered by these new technologies. A resultant host of new pedagogical models have emerged to leverage these powerful new capabilities.

As a result, the Media Systems Technician position has been virtually reinvented over this five to seven year period. Media Techs are now required to be competent with the design and implementation of network based media systems including IP based control, management and content delivery over wired and wireless private, local, campus and wide area networks. They must also understand and be able to train and support faculty with new systems and pedagogical models that may include Active Learning; Remote Collaboration; Augmented Reality (AR) and Virtual Reality (VR) systems; Onsite, Online and Hybrid teaching models and a variety of Interactive Learning systems.

The pressure to quickly retrain and retool to support the rapid advent of the aforementioned technologies has been enormous. And more new technologies are emerging at a rate exceeding the predictions of Moore’s Law, forcing Media Technicians to be continually leveraging industry and manufacturer training resources in an effort to remain current and relevant in their positions. To this end, Media Systems Technicians are now being required to earn and maintain the ANSI/ISO/IEC 17024 accredited Certified Technology Specialist (CTS) certification as well as manufacturer specific certifications for equipment and systems they support.

Media Systems Technicians at Santa Rosa Junior College face unique challenges distinguishing them from other service groups in the college district. They provide immediate, real-time technical support during active classroom instruction, conferences and events of all sizes, requiring them to assess, troubleshoot and resolve problems quickly, quietly and professionally in front of an audience of students, faculty, staff and/or event attendees. Often, by the time they are contacted and arrive onsite (within the prescribed 5 minute response window) they may be dealing with a technology user whose emotional state ranges from mildly frustrated to irate. Technicians are then faced with the challenge of trying to assuage the user’s frustration sufficiently to enable

effective communication regarding the problem. This, along with the pressure to quickly resolve the issue in front of an expectant audience, requires a high level of equanimity and skill. Each technician answers numerous service calls each day. Performing calmly and competently under pressure is definitely a requirement for this position.

As reflected on the Job Description Worksheet, the Media Systems Technicians wear many hats in their broad and varied range of duties and responsibilities. During any given week they may serve as a System Designer, Project Manager, Integrator, Installer, Fabricator, Programmer, Consultant, Support Provider, Trainer, Sound Engineer, Video Engineer, Recording Engineer, Acoustician, Rigger, Technical Director, Maintenance and Repair Technician, QA/QC Technician, Supervisor of Student and STNC employees and Student in a highly accelerated technology course. They are responsible for the management of well over ten thousand individual pieces of A/V equipment throughout the College District. This equipment comprises hundreds of systems found in nearly all instructional spaces, conference rooms, auditoria, athletic and event facilities, television studios, and sound recording studios throughout the College District. These systems and their roughly 2000 users are supported by 4.5 FTE Media Systems Technicians for a total of 84 hours spread over six days each week. These same technicians support hundreds of events each year whenever they occur, modifying regular work schedules as required.

Assessment: As a 23 year veteran of the Media Services department I have witnessed the dramatic evolution of the Media Systems Technician position. I can say with assurance that the position today bears little resemblance to what it was just 5 to 7 years ago, let alone 23 years ago. The almost exponential increase in technical knowledge and expertise required today over what was needed a few years ago, the steadily expanding range of duties and responsibilities, the evolving scope and nature of the work growing out of an accelerating rate of technological development and the requirement for continual, fast-track learning demands a very different type of technician today. The ability to perform competently in front of an audience has always been there, but the complexity of current systems has upped the ante considerably. All of these factors taken together offer a compelling basis to consider realignment of this position relative to other technology positions in the district. It is my considered opinion that the Media Systems Technician position should fall closer on the scale to the IT Network Technician position than is currently the case, in the interest of moving closer to a competitive position in the job market. If we were to lose a Media Systems Technician at this point it could be a challenge to attract a candidate of equivalent skill level and commitment of any of the incumbents at the current level salary levels.

It should be noted that we currently have job descriptions for both a Media Systems Technician 1 and 2. The MST 2 position was created during the Hay Group classification study, as a result of a unanimous request by the incumbent technicians at that time, to acknowledge one member of the team who was performing a higher level of work in A/V system design and installation. That group of technicians have all retired except for myself and I have since moved to a management position. The current team of Media Systems Technicians are all performing duties above and beyond those described in the current MST 2 job description and have been doing so for the past three years. For this reason we were prepared to request an out-of-cycle classification review had the current classification study not been commenced. We have also informally dropped the 1 and 2 designations, as neither of those current job descriptions apply to the type and level of work that the current technicians perform.

I believe the Petaluma media team is asking to have a new classification created entitled Media Systems Engineer. That position would be distinguished from the Media Systems Technician by an even higher level of system design and engineering experience and expertise. We are fortunate have a Media Systems Technician at the Petaluma Campus who has a vast amount of experience and expertise in system design and integration and we have been leveraging those higher level skills to move ahead with some major redesign projects throughout the College District. Creating this new classification would help retain and appropriately compensate this employee who has become a valuable asset to the district and will continue to save the district a great deal in outside consultant fees.

Current Goals: All Media Systems Technician I classified professionals are now expected to achieve AVIXA certification as a Certified Technology Specialist (CTS) as a baseline certification. Additional objectives include: 1) Complete 30 renewal units (RUs) of continuing education and training to maintain standing as a Certified Technology Specialist. 2) Complete an advanced audio training course such as Rational Acoustics Smart Basics or Smart Operator Fundamentals or a SynAudCon course. 3) Complete one additional manufacturer training from, E.G.: Biamp, Crestron, Extron, etc. 4) Attend an industry conference such as Infocomm, AES, UBTech, CCUMC and/or other. 5) Participate in District provided health, safety and certification trainings including Arc Flash, Confined Space, Fall Protection, Ladder Safety, Lifting/Carrying/Transporting Heavy Objects, Active Shooter, AED/CPR/First Aid, Blood Borne Pathogens, Disaster Preparedness, NIMS/SEMS, Aerial Lift Certification, Respirator Certification, Office Ergonomics

PRODUCTION SERVICES- *this area is responsible for the videorecording of classes, lectures and other college events; they duplicate materials for distribution and convert media for alternate uses including PowerPoint and video streaming on the web. Additionally they facilitate the use of video conferencing facilities between campus and with other colleges. They prepare materials in the closed captioning process.*

Production Technician

Summary: Under general supervision, plan, initiate, coordinate, guide, produce and/or perform a wide variety of instructional, promotional, developmental and audiovisual presentation material for classes and administrative needs, covering the full range of pre-production through post-production.

Perform operations and provide advanced technical and creative support for District-wide events and production assistance and related work as required, which means in effect: setup and operate presentation and/or recording equipment (cameras, monitors, microphones, lights, switchers, control or mixing boards, computers, networked AV devices, connection cables or devices enabling wireless operation for much of the above), while supervising production support staff and student technicians

Detail: There are currently two full-time Media Production Technicians based on the Santa Rosa Campus who work under the supervision of Director, Media Services & Learning Technologies to perform districtwide advanced media production services. (Two additional staff members who hold this classification within the district include a

part-time role with the Petaluma Media team, and another part-timer working for the Art and PR departments, as well as seasonally for SRT. Both of these part-time staff have different specified functions than the full-time SR Production Technicians, whose complex duties require elevated technical expertise and duties, and demonstrate a shift in the direction of the traditional media production tech role.)

A word about the significant evolution of technology in this AV production field: while traditional analog conversions, circulating VHS/DVD, as well as other historic functions such as disc burning & printing, large-format printing, and other physical deliverables are being phased out of media services' core portfolio, they are being replaced by expanded digital video services that require great adaptability, which our production team has been doing as we undergo transition. The rapid advent of live-streaming video and the exponential increase of on-demand video for events and course capture/ distance education, as well as media clips being created and used for all manner of instruction (face-to-face, hybrid and online), have changed the workload to require rapid distribution of produced videos, while learning new systems and processes.

Today these media production technicians are expected to comprehend networked AV, wireless video transmission, live streaming of video over IP, and related digital services to ensure high-quality, real-time delivery of video across devices and platforms, as well as on-demand playback of video. Expectations of proficiency with Zoom, YouTube Live, Boxcast, Wirecast, 3CMedia and more have been added to an already extensive collection of software requirements such as Final Cut Pro / Adobe Premiere, Photoshop, audio correction / restoration tools, etc. As we head into a new academic year, the production tech role delves less into outputting physical products like VHS or DVD on a routine basis, but still requires knowledge of these and an ability to digitize analog media to preserve and convert it into electronic format. Today's production tech must also have extensive experience with filming, capture and producing multi-camera videos for scripted shoots and complex projects, as well large-scale district events for the campus and broader community. It is a blend of highly technical and wonderfully creative skills that come with core education, harnessing of talent, and significant field experience.

Further, with accessibility on the forefront, rapid capture of video entails liaising with 3rd party live captioning services and on-demand captioners to ensure that every video produced and delivered by SRJC is considered accessible and in compliance with media copyright, in consultation with the Media Librarian. Keeping up on these elements while remaining adaptable to the changing technology and having the creative prowess to produce, direct and deliver quality digital products for live or on-demand consumption remains a high bar to cross that only those with a particular combination of skills can perform effectively.

Assessment: in the course of this evaluative process, it may behoove those involved to explore the addition of a second classification for this role. Perhaps in a similar model to our Media Systems Technician I and Media Systems Technician II roles, it could be that the work of the SR Production Technicians could be elevated to a new classification such as "Media Production Technician II" or "Senior Media Production Technician," in order to encapsulate the complex technical and creative elements of the work they perform daily, that would differentiate their positions from introductory level video production roles. The duties they perform today have certainly evolved from what they did a decade ago, and could not readily be performed by someone coming in to the District without sufficient experience or the express knowledge and skills they possess

that allow them to create, capture, produce, direct, edit and output video products and graphics that are expected.

Current Goals: 1) Learn relevant new systems: continue acclimation to the Zoom platform and ultimately Zoom Rooms as these come online; increase understanding with tech areas in Newman, Burbank, Bertolini, etc. to expand events support role and troubleshooting abilities. 2) Become more familiar with and provide support as needed to other studio spaces within Doyle Library, including 2nd floor Digital Media Suites, and 3rd floor CETL Studio. 3) Proactively review upcoming events requiring production support and track tickets in production queue, prioritizing post-prod event videos; ensure timely creation, updating and resolution of cases in ServiceDeskPlus and shared calendar entries in Outlook/EMS as appropriate. Focus on rapid delivery with appropriate consideration for captioning, consistent processes for naming convention, use of cloud-based video repositories, and communication with colleagues for related cataloging, billing, and broad dissemination. 4) Prepare for space transitions as we remove dup racks, reorganize production storage areas, purge legacy gear, clear & relocate offices; maintain clean and functional spaces conducive for guests to collaborate on post-production projects. Surplus or remove unnecessary items from office and storage spaces prior to summer office transitions, and preserve common areas to keep production gear neat, tracked and organized. 5) Help with design input to refreshed media systems (video systems for new MTRs, e.g), and continue to offer recommendations on new purchases for hardware, software and production systems for events, checkout and studio uses. 6) Coordinate ongoing hiring and training of auxiliary production staff, supervising student employees, equipping event-based STNCs, and providing relevant instruction on processes, technical direction for jobs, and written documentation. Ensure personal understanding of the refreshed technologies and apprise STNCs/students of resources and video system changes, including a feedback mechanism following events. 7) Communicate with stakeholders and clients for clear expectations regarding timelines and deliverables; indicate service boundaries when needed, and clarify objectives for individual production requests with service-oriented goals including client satisfaction.

CLIENT SERVICES & ADMINISTRATION- *this area is responsible for administrative functions, staff and faculty support, and all front-of-house operations. These team members serve as our media concierges, technical liaisons and trainers, as well as handling all room, AV resource & technician scheduling, media technology procurement under several budget categories (unrestricted, bond, grants, etc.)*

Media Resource Specialist (MRS)

Summary: the Media Resources Specialist is a versatile technology and customer support position that has changed over the course of the past few years and will continue to do so in the coming years as technologies advance even further. This title has become a hybrid concierge position and technical trainer paired with the necessity of tiers one and two technical skills in both analog and digital hardware and software programs, media production and video editing processes, administration of and training on web conferencing, streaming and booking platforms including Zoom, 3CMedia and the Events Management System. A strong grasp of communication and customer service skills, including supervisory experience, is essential in maintaining positive

relations with staff, faculty, and the greater campus community as well as liaising with other constituents for myriad media resources, spaces and services

Detail: MRS facilitate reservations for rooms and resources, ensuring internal stakeholders and guests have access to the tools and equipment needed for their meetings or classes, and scheduling/supporting all conferencing functions. With the transition this past year away from point-to-point videoconferencing and the advent of anytime/anywhere web conferencing with Zoom, as well as the upgrade in technology to the reservable spaces in Doyle Library, the MRS has become Media Services' resident Zoom guru and handles the full range of support for clients in creating and configuring their accounts, providing training, scheduling Zoom meetings in rooms that require a tie-in to legacy videoconferencing hardware, and performing backend administration of the Zoom platform. The MRS regularly trains other team members on elements of the system, liaises with the Chancellor's office on our district needs for Zoom, and uses many of the advanced scheduling and reporting features within the event management system (EMS.) Further, the MRS handles the intake of video clips, performs a range of production functions including ingestion of video clips from ripped DVDs and streaming formats, uploads for third-party captioning, and performs duties that overlap significantly the media production team as well as some overlap with the systems technicians. Additional technology-infused elements of this role include creating and embedding live stream video links into websites, producing Zoom cloud recordings, and ensuring the URLs are catalogued by the library team in coordination and consultation with the Media Librarian.

Assessment: Given the fundamental shift in the very nature of this work, as well as the complex degree of technological expertise required to perform these functions successfully, the Media Resources Specialist qualifications of the past have very little bearing on current and future needs, and it is now a unique blend of production technician, media resources specialist, media events coordinator, and technical trainer. Any reclassification exercise with this role in the next year should take into account the full range of services and support provided, and the blend of technical expertise, training, communication and customer service skills needed to perform effectively.

Current Goals: 1) Prepare for, assist with, and adapt to the upcoming Doyle 1st floor construction, which will require moving offices, adding new learning spaces and meeting rooms, developing a scheduling strategy, helping with the transition of room numbers building-wide, welcoming new neighbors and expanding university partnerships/new booking types in these revamped areas. 2) Plan for and communicate strategies for proactive scheduling, updating web resources, building hours and access programming, room and resource scheduling, etc. Ensure timely follow-through for colleagues, managers and clients and keep all stakeholders apprised of outcomes to any issues, etc. Create clear documentation for processes such as opening/closing of 1st floor Doyle, staffing guidelines for students and desk staff, and planned maintenance/upkeep of spaces in our team's purview. Review relevant aspects of building safety and preparedness for coverage in designated ASC role. 3) Expand Zoom web resources, training and support for customers districtwide. Assist with creation and support of Zoom Rooms, and advanced Zoom production needs in specialty spaces, as well as Zoom webinars. Manage and administer Zoom sub accounts for our district. Create a standard procedure for processing/cleanup of cloud recordings, recommend retention policies, and review accessibility of media resources in this area.

Administrative Assistant III

Summary: the AAll, Media Services position can be broken down into three major areas: administration, technology and equipment procurement, and events coordination. The administrative duties encompass the management of Media Services' office and personnel matters, as well as the oversight of a multimillion dollar combined budget, and the support of three classified administrators. The responsibilities related to technology and equipment procurement span the breadth of those processes, including requesting and analyzing vendor quotes, creating requisitions, maintaining asset inventories, and approving invoices. This aspect of the job demands a comprehensive understanding of District purchasing protocols and procedures, as well as diverse technologies used for media events, production, and system installations. The events coordination duties include communicating with organizers, matching technology needs to available resources, scheduling equipment and technicians, hiring temporary staff, and invoicing for our services. All aspects of the job require the AAll to communicate and collaborate with others throughout the District and outside the District.

Detail: Historically this role was classified as a Purchasing Specialist by the incumbent's predecessor, who retired after nearly 30 years on the job. The position was then requested for re-classification by the CRC as a Coordinator, Technology Procurement, since that job description was the closest existing match to the increasing duties the AAll presently performs for Media Services. However, given the additional elements and responsibilities that are integral to the role—including comprehensive media coordination for District events, administrative duties for three classified administrators, and office management support for the entire Media Services department—there were significant aspects of the job that did not fit into that CTP role. The only other near match among existing classifications was Administrative Assistant III, which permitted flexibility with the role's nuanced functions, but unfortunately came with a lower grade on the classified payment scale. Thus, we perceive a level of inequity in that the AAll is essentially performing as a Coordinator, Technology Procurement as well as additional AAll and Media Events Coordinator duties, without commensurate remuneration.

Assessment: As part of this process, the AAll re-wrote his job description to align better with the work he performs. He used the Coordinator, Technology Procurement as a template to frame his role, but then added on to it with relevant elements that comprise his other day-to-day duties. The Director, Media Services & Learning Technologies agrees that this expanded write-up better reflects the breadth and depth of the role. Further, the director would support and highly recommend a new classification be created to ensure a better fit for this pivotal job in Media Services. Daniel's position is one that serves as the glue that holds all units of this department together, and acts effectively as the hub of Media Services' districtwide wheel; with this in mind, ideas for new titles include: "Coordinator, Media Services" or "Coordinator, Media Technology Procurement & Events" or "Coordinator, Technology Procurement & Media Events Support" or some variation thereof to encompass his multifaceted role on the team.

Current Goals: 1) Assist with guiding a major transition of departmental services and change of physical spaces in Doyle 1st floor following planned construction—to include office moves, re-envisioning of storage areas, adjusting client-facing environments, and integrating new neighbors over the next year. 2) Oversee full procurement processes from start to finish: vendor quotes & bid documents, as well as receiving of deliverables / inventory tracking, and invoicing/budget reviews. 3) Strengthen understanding of all

relevant budget areas (unrestricted, trusts, IELM & grant-funded sources under media's purview), to include tracking expenses, maintaining & reporting balances. 4) Assist with developing processes to increase efficiencies with recruitment and retention of event-based personnel, processes for coordinating and scheduling STNCs, and managing resources for ad-hoc events & projects, and continuing to represent the media team at planning meetings.

1.1d Hours of Office Operation and Service by Location

Media Services provides several different sets of operating hours, ensuring a range of opportunities for public-facing and walk-up client services within the libraries, as well as an extended technical support line for college staff to support evening and weekend instruction and special district activities. Additional staff (typically STNCs, or technician overtime) are scheduled on an ad-hoc basis to support Community Education's Use of Facilities, whenever the district's facilities are rented and media staff are needed to provide events support.

MEDIA SERVICES - PUBLIC HOURS

Doyle Library (Santa Rosa) x4261

Spring & Fall: M-Th 8am-6pm; F 9am-4pm

Summer: M-Th 9am-5pm

Mahoney Library (Petaluma)

Spring & Fall: M-Th 7am-9pm; F 8am-1pm; Sat 10am-3pm

Summer: M-Th 9am-5pm

Closures on district holidays and during intersession periods are posted at media.santarosa.edu.

Staff Technical Support Hotline Hours (Santa Rosa) x4771

Spring & Fall: M-Th 7am-10pm; F 7am-6pm; Sat 8am-5pm

Summer: M-Th 7AM-6PM* (*possibly later when resources permit for evening class support)

1.2 Program/Unit Context and Environmental Scan

Media Services performs a unique set of services to the entire District. The department performs functions that complement and intersect with those provided by the Libraries, Facilities, Public Relations/Graphics, IT Infrastructure, Instructional Computing, Community Education, and more. The support is varied and we are called often to provide a service not BY a certain date, but AT A SPECIFIC TIME. Responding to support calls in the classrooms typically requires the technicians to perform their services within a 10-minute window. These services are relied on by almost every faculty member at some point during the academic year. When the college gathers for

large events, Media Services is called upon to provide both sound reinforcement as well as visual support for those present. Additionally we are then requested to record the event and make it available for individuals who were not able to attend. This helps improve the information flow for every member of the SRJC community.

2.1a Budget Needs

Media Services Budget Needs for 2019-2020

Media Services provides robust service and support to the district, ensuring all academic and business needs are met by equipping learning spaces with mediated technology, infusing audiovisual technologies and digital resources into venues across the five campus sites, and training instructors with learning tools that promote student success. Our goal is to use increased operational funds to maintain and expand upon our stellar levels of support to the district. As responsible stewards, we will respond to the challenges of increased media demand and growth of the district's audiovisual needs, while planning a path to refresh the aged, failing systems with powerful digital media solutions which enhance teaching and learning. The degree to which the district invests in its learning technology infrastructure, instructional media equipment, technical resources, media staffing and development will affect the quality of service that our department can provide. Several key areas are represented for the next fiscal year:

1. Media systems repairs & maintenance (\$25K)- Covers on-site maintenance and repair of critical systems in classrooms and other learning spaces. High-level classroom use coupled with out-of-warranty equipment failures negatively impact classroom instruction and district business, as current repair budget of \$3,715 is grossly inadequate. The last year alone has seen a 10% increase in annual service calls for media equipment issues.

2. Professional memberships (\$2.3K)- Annual dues/memberships to three key organizations: AVIXA (global AV industry), CCUMC (national higher ed media/libraries), and DETCHE (regional/state higher ed media). These resources provide the thought leadership, access to standards documentation, and technical credentialing for media technology professionals.

3. Training/certifications for technicians (\$2.6K)- Ensures funding for proper training and equipping of technical staff with digital media certificates, and ongoing renewal units (RUs) required to maintain industry-recognized certifications for technicians, including: CTS, DMCD, A+, etc.

4. Supplies for ongoing District support (\$9.6K)- Consumables, including lamps, filters, batteries, tape, etc. for proactive, scheduled maintenance and replacement of classroom media systems, including projector lamps and microphone batteries. Current operating procedure is to wait until system fails, which impacts instruction.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	04	07	\$25,000.00	Media Systems Repair & Maintenance - Currently funded through Measure H, this request is needed for permanent budget increase when

					bond funds are not available and is placed here for planning purposes. Covers contracts and services for rapid on-site maintenance and repair of critical systems in classrooms and learning spaces. High level classroom use coupled with out-of-warranty equipment failures negatively impact classroom instruction because current repair budget of \$3,715 is grossly inadequate. (10% increase in media service tickets generated in past year alone, bringing total up to over 1390 incidents logged in a full year.)
0002	ALL	04	07	\$2,300.00	Annual dues/memberships to AVIXA (global AV industry), CCUMC (national higher ed media/libraries), DETCHE (regional/state higher ed media) that provide the thought leadership, access to standards, and technical certifications for media technology professionals
0002	Santa Rosa	04	07	\$2,600.00	Industry Certifications for Technicians, including: CTS, A+, DMCD, etc.
0003	ALL	04	07	\$9,680.00	Classroom consumables, including projector lamps, filters, batteries, tape, etc. for proactive, scheduled maintenance and replacement of classroom media systems. The district continues to develop classrooms and learning spaces across the five sites, but has not increased Media Services budget to keep these rooms functional.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Media Resources Specialist	40.00	12.00	NATE- manages front-of-house services (morning/afternoon shift), schedules all Doyle 1st floor rooms and resources, supervises students at front desk, provides leadership and support with EMS, trains users on Zoom and manages district's Zoom services through administrative portal, assists with Zoom in the classroom, Zoom meetings, and client outreach/education. Services as primary contact for front desk email and phone support, liaises with media librarian, district police access control, and serves as area safety coordinator.
Media Resources Specialist 47.5%	19.00	12.00	*VACANT* (backfilled by SIPHO as STNC sub)- supports front-of-house and production services, assists with production resource scheduling, assists with live captioning and accessibility of digital media, live streaming/Zoom, administration backup, coordination with live captioners, facilitating streams for board meetings, generating produced video content, and reviewing all posted assets for compliance (compatibility, accessibility and permissioning).
Administrative Assistant III	40.00	12.00	DAN- office administration, payroll for students/STNC, PAFs, purchasing for all media equipment (bond, IELM, CTEA, other grant, unrestricted accounts) for entire district, maintains department records related to staffing, procurement, and fixed asset inventory, administrative support for 3 managers, and calendar coordination with event requests, etc.
Media Systems Technician I	40.00	12.00	THEO- Installs and Maintains Equipment, Oversees Delivery functions, Provides Field Service Calls, Supports Campus events; includes evening shift
Media Systems Technician I	40.00	12.00	ZERAI- Installs and Maintains Equipment, Oversees Delivery functions, Provides Field Service Calls, Supports Campus events
Media Systems Technician I	40.00	12.00	DAVID- Installs and Maintains Equipment, Oversees Delivery functions, Provides Field Service Calls, Supports Campus events
Media Systems Technician I	40.00	12.00	MIKE- Installs and Maintains Equipment, Oversees Delivery functions, Provides Field Service Calls, Supports Campus events; includes Saturday shift
Media Production Technician	40.00	12.00	JAMES- Produces Media Materials, emphasis on Graphic Production, still photography including additional support for PR dept, operates video production systems for conferences and events
Media Production Technician	40.00	12.00	YARROW- Produces Media Materials, emphasis on Audio/Video Production, Livestreams, captioning coordination, production equipment research, operates video production systems for conferences and events
Media Systems Technician I	40.00	12.00	SUNNY- Installs and Maintains Equipment, Oversees Delivery functions, Provides Field Service Calls, Supports Campus events, maintains

			inventory, performs quality control checks and tagging of new media assets
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2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Media Services & Learning Technologies	80.00	12.00	Q- Districtwide Instructional Technology Planning and Ongoing Support; Staffing Direction, Administration, Major Events and Overall Department Leadership
Technical Supervisor, Media Services	80.00	12.00	GREG- Districtwide Instructional Technology Planning and Ongoing Support; Projects Management and Vendor Coordination, Major Events, Supervision of System Technicians

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
STNC- Media Production Technician (7 people)	8.00	12.00	(total 750+ hrs /year) STNCs- After-hour support for ad-hoc events, special departmental projects, music concerts, lectures, staff development, Community Education activities and Use of Facilities permits. Supported via revenue generation accounts.
STUDENT- Circulation (6 people)	45.40	12.00	Patron support at media front-of-house areas, meeting & event support, Zoom startups, and special projects as assigned, area supervision and general patron support, as well as other Public Service desk duties in concert with Library desks upstairs.
STUDENT- Tech Services (3 people)	42.00	12.00	Assists tech services with tier 1 phone support for instructors, event setup/teardowns, project assistance, delivering equipment to classrooms, changing filters/lamps in projectors & classroom maintenance.
STUDENT- Production (2 people)	13.60	12.00	Assists production unit with video production activities, ingesting footage, checking video equipment, recording lectures, providing videoconferencing support, some after-hour production work.

2.2d Adequacy and Effectiveness of Staffing

1. Adequacy of Workforce For Instructional Support

In recent years the nature of media support has undergone a notable shift (100+ new mediated rooms in 5 years), while staffing has remained largely unchanged. Moving from an AV delivery model where few classrooms were permanently technology-equipped to an era where almost all learning spaces are mediated has greatly improved media access for instructors. However, this reality also yields a significantly higher number of systems requiring regular maintenance and greater field support needs for checking systems and repairing equipment, while at the same time reducing the heavy reliance on checkout gear as the delivery approach was phased out.

In a more contemporary staffing model, emphasis ought to be placed on networked AV systems, proactive maintenance/support cycles, and adjustments made for a more field-heavy tech team. High utilization of certain spaces creates some access issues for maintenance purposes, so such routine checks may need to occur on nights and weekends.

Media Services is seeing greater need for the technical skills of Media Systems Technicians to perform the specialized work associated with the district-wide technology

refresh of classroom and learning spaces, as well as the increasingly technical operation of district media equipment. This has caused reliance on STNC Media Systems Technicians to meet the increased demand for the sophisticated work to accomplish the design, fabrication, installation, maintenance, and repair of media systems and equipment across the five district locations.

At the same time, the need for traditional video production editing and videoconferencing coordination are anticipated to decrease as new technologies increase in usage. The introduction of new capabilities that allow live-streaming enhanced by mobile cameras using wireless, high-definition video transmission bring the potential to reduce the amount of production labor required to support event videotaping and minimize post-production requirements. Concurrently, increased availability of video production and event streaming support through 3C Media, and increased options for videoconferencing, may further reduce demand for traditional production and conferencing services provided by production tech staff.

Another way Media Services is responding to increased faculty demand for classroom and instructional technology support through improved training of an increased student workforce. This low-cost solution will allow Media Services to rapidly respond to instructor requests for classroom technology support. The past year alone has shown a dramatic increase in classroom support hours logged, more than 33% from the previous year.

A final area of significant increase has been in digital media accessibility requirements for live events and posted content. The imperative to ensure both copyright compliance of audio and video captured and provide comprehensive captioning of posted videos is a multi-tiered and complex process that intersects with the Media Librarian's research and various technical components. Presently our 47.5% Media Resources Specialist assists with such efforts, but the projected growth exceeds our current staffing model.

Student Workforce Funding Request: \$19,360 increase in student budget, representing 1,760 additional student hours per year (4 additional students, 10 hours per week, 44 weeks per year). Tied to this could be an evening/after hours support technician to supervise and perform more complex work, but additional funding is not being requested at this time in light of budget constraints.

47.5% to 50% Media Resources Specialist Upgrade: \$6,500 The Media Resources Specialist with primary responsibility for scheduling and operating Zoom webinars, coordinating with live captioners, ensuring copyright compliance and on-demand captioning services for all posted videos, digitizing analog media and creating videos for public use would extend their schedule to 20 hours per week in an effort to manage the growing events, production and administrative needs to ensure full digital media accessibility as a continued area of growth. (Initially this position was a %60 FTE role, but was scaled back in a previous year to 47.5% due to budget reductions, and is currently at 19 hours per week.)

2. Adequacy of STNC Media Technicians for Classroom Technology Upgrades & Projects

Media Services needs to increase short-term temporary technical labor in order to complete scheduled classroom and learning space technology upgrades. The lack of

access to technically trained labor to perform scheduled and funded classroom upgrades presents an ongoing impediment to timely and successful completion of classroom refresh projects. The result is instruction in obsolete and worn facilities in urgent need of repair.

STNC Workforce Funding Request: \$10,459 in STNC budget (including benefits), representing 480 additional STNC hours per year to fund installation labor in 20 classrooms upgrades per year.

Media Systems Technician II Future Add: \$75,000 This project-based technician would be a future add and could be bond-funded since the technician is writing specifications, scopes of work and handling the AV engineering/design considerations to spaces receiving upgrades as part of the Measure H media refresh cycle. The position could be fully funded via bond, or partially covered with unrestricted monies.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	04	07	47.5% Media Resources Specialist	50% Media Resources Specialist (or 50% Prod Tech)	Classified
0002	Santa Rosa	04	07	Student Workers (11)	Student Workers (15). 1,760 hours increase/yr.	Student
0003	Santa Rosa	04	07	(vacant- future add)	Media Systems Technician II (new)	Classified
0004	Santa Rosa	04	07	STNC Media Systems Technicians	STNC Media Systems Technicians. 480 hours increase	STNC

2.3a Current Contract Faculty Positions

Position	Description
(None)	

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
None	0.0000	0.0000	0.0000	0.0000	

2.3c Faculty Within Retirement Range

None

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

None

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	ALL	00	00	(None)	

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

2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	ALL	04	07	CLASSROOM UPGRADES- SPECIAL 44-00-31-8571-6411	1	\$800,000.00	\$800,000.00	Media Services	Districtwide	Greg Wycoff

2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	ALL	04	07	MEDIA MAINTENANCE/REPAIRS 44-00-31-8571-6411	1	\$25,000.00	\$25,000.00	Media Services	Districtwide	Greg Wycoff
0002	Santa Rosa	04	07	LARGE VENUE REFRESH- BERTOLINI 44-00-31-8572-6411	1	\$110,000.00	\$110,000.00	Media Services	Bertolini Dining Commons & SAC	Greg Wycoff
0003	ALL	04	07	DIGITAL SIGNAGE/IPTV 44-00-31-8573-6411	1	\$125,000.00	\$125,000.00	Media Services	Districtwide	Matt Pearson
0004	ALL	04	07	MEDIA EVENTS SUPPORT 44-00-31-8574-6411	0	\$25,000.00	\$25,000.00	Media Services	Districtwide	Greg Wycoff

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	ALL	08	07	1 Year	Doyle Library	1st floor - rotunda/gate	\$2,500.00	Add key on front (east) side of rotunda gate

2.5b Analysis of Existing Facilities

The existing facilities in Doyle Library are generally sufficient for most of media services' day-to-day needs, aside from the challenge of securing the media services area when the first floor is open. While there are no easy/quick solutions to this design limitation, one relatively minor improvement that could make a big difference for the entire department and other service teams is to **add a gate key on the east (front) side** of the wall, since currently it is operable only from inside the rotunda, which limits access. Expected cost \$2,500

Outside of minor facility requests, there is a broader need to do a space analysis and a desire for a major reshaping of the 1st floor Doyle areas that support media services' changing functions and event/conference services, with an eye toward flexible spaces, a variety of venues suited to internal and external uses, flexible furniture and technology, walk-up conferencing functions, collaborative huddle spaces, and more. Media Services has been in conversations with Community Education on the Use of Facilities regarding synergies between departments to better leverage the spaces in Doyle for a revenue-generating model that better utilizes spaces and equips them for the future. Collectively, we have engaged Capital Projects to look at this in conjunction with other changes within Doyle Library, including possible construction on the upper floors to serve needs under the Dean's sponsorship. As of the preliminary writing of this document, scope may include: renovation of ground floor counter for External Event rental group and one additional group – furniture solution, with minor mods (or removal) to existing casework. Expected construction budget \$200,000.

3.1 Develop Financial Resources

3.2 Serve our Diverse Communities

Media Services has used “sensitive to diversity” as a component in all hiring for the past 8+ years. Our staff has a blend of genders and strong minority representation, both with classified professionals and STNC/student workers, including those with a FWS grant. Each person is made to feel welcome and valued, and given the tools to succeed as part of our service ethos. We work closely with groups like DRD to ensure media equipment and learning tools meet or exceed current accessibility requirements, and we ensure that all videos posted in a public forum and/or for instructional use are professionally captioned. We also live caption the monthly board of trustee meetings that are streamed in real-time, and assist groups to secure transcripts or translation services upon request. We undergo annual training as required by the state and our employer, and participate in districtwide activities that foster a culture of inclusion.

3.3 Cultivate a Healthy Organization

3.4 Safety and Emergency Preparedness

- Doyle Library 1st floor / Media Services -

- * Nate Musser
- * Theo Chatneuf

- Mahoney Library -

Matt Pearson
Jo Ann Gaglione (evening)

3.5 Establish a Culture of Sustainability

We use rechargeable batteries whenever possible. We avoid printing unless necessary, and have been phasing out print services over the past several years. No longer do we output to physical media, but provide digital and streaming copies of content that can be sent electronically or viewed from the cloud.

4.1a Course Student Learning Outcomes Assessment

As the primary coordinator of audiovisual materials, we support both the staff development opportunities for improving awareness and requirements of SLO and by providing learning materials in alternate forms to text we help address the diversity of learning styles.

As a support service, we do not initiate direct service but instead support all activities required by instructional departments.

4.1b Program Student Learning Outcomes Assessment

Media Services offers technological support to every department in the District.

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
Instructional AV Support Services		X			X		X	X		X			X			X

Lecture & Event Videorecording		X			X		X	X					X			X
Online Streaming Content		X			X	X	X			X			X			X
Video Conferencing Activities		X			X	X		X					X			X

4.2b Narrative (Optional)

5.0 Performance Measures

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

N/A

5.2a Enrollment Efficiency

N/A

5.2b Average Class Size

N/A

5.3 Instructional Productivity

N/A

5.4 Curriculum Currency

N/A

5.5 Successful Program Completion

N/A

5.6 Student Success

N/A

5.7 Student Access

N/A

5.8 Curriculum Offered Within Reasonable Time Frame

N/A

5.9a Curriculum Responsiveness

N/A

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

N/A

5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

N/A

5.11a Labor Market Demand (Occupational Programs ONLY)

N/A

5.11b Academic Standards

N/A

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	02	07	Complete Media Services staffing reorganization	Hire adequate staff to meet increasing demand for a wide array of sophisticated event and instructional services, and restructure as needed to meet new service goals within current budget constraints	2-3 years	See staffing funding requests.
0001	ALL	04	07	Develop a plan for addressing upcoming bond-driven projects in light of budget cuts	Recommend a multi-year phased spending plan for Measure H and begin implementation of bond-driven projects and equipment expenditures. Rollover any remaining Measure A funds into Measure H and begin spending strategies for new bond money in alignment with capital projects office, institutional needs, and 2030 master plan, using the master technology plan as a framework.	2016-2019	Completed first 3-year cycle; beginning second 3-cycle for FY1920
0001	ALL	04	07	Create a staff training plan to ensure a strong professional development focus	Begin goal-setting strategies with team members to provide the tools and environment conducive to lifelong learning, encourage industry-recognized certifications, and set measurable goals for preparing for and achieving these certifications	12-24 months	Completed first phase with AVIXA CTS certification for systems technicians and managers.
0001	ALL	02	07	Deploy an ambitious comprehensive digital refresh of learning spaces across the District to rapidly improve classroom instructional environments	Facilitate fuller integration of technology into learning; upgrade and standardize obsolete learning spaces	Ongoing	Approximately 6M in Measure H funds over a 5-6 year period
0002	ALL	04	07	Assess media collections and develop an obsolescence process to dispose of out of date materials in the collection that are no longer circulated	Develop a collection obsolescence process, and a list of materials to render obsolete this year. Evaluate retention policies for analog media collection and begin phasing out or converting to digital format physical tape-based systems.	12 - 18 Months	Completed
0003	ALL	04	07	Continue converting media collection assets to digital means of distribution and increasing ADA compliance of the collection.	A. Purchase or convert existing titles in DVD or Blu-ray formats when possible, or digitize for online access (digital file, cloud storage, etc.) B. Acquire streaming rights to collection materials where relevant.	2 years	Completed

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	07	Complete Media Services staffing reorganization	Hire adequate staff to meet increasing demand for a wide array of sophisticated event and instructional services, and restructure as needed to meet new service goals within current budget constraints	2-3 years	See staffing funding requests.
0001	ALL	04	07	Develop a plan for addressing upcoming bond-driven projects in light of budget cuts	Recommend a multi-year phased spending plan for Measure H and begin implementation of bond-driven projects and equipment expenditures. Rollover any remaining Measure A funds into Measure H and begin spending strategies for new bond money in alignment with capital projects office, institutional needs, and 2030 master plan, using the master technology plan as a framework.	2019-2022	Completed first 3-year cycle; beginning second 3-cycle for FY1920
0001	ALL	04	07	Create a staff training plan to ensure a strong professional development focus	Begin goal-setting strategies with team members to provide the tools and environment conducive to lifelong learning, encourage industry-recognized certifications, and set measurable goals for preparing for and achieving these certifications	Ongoing	Staff time, on-site and off-site training and testing. 3-year RU credit and training processes ongoing.
0001	ALL	02	07	Deploy an ambitious comprehensive digital refresh of learning spaces across the District to rapidly improve classroom instructional environments	Facilitate fuller integration of technology into learning; upgrade and standardize obsolete learning spaces	Ongoing	Approximately 6M in Measure H funds over a 5-6 year period