2019-20 Administrative Leadership Unit Review of
Academic Support and Learning Technologies Division

I.A.   Profile: Unit Purpose
What is the purpose of the unit and how does it contribute to the mission of Skyline College?

Narrative
The Mission of the Academic Support and Learning Technologies division is to enhance student success by offering targeted academic support programs and resources to students through the Learning Center, by supporting scholarship and information literacy through the Library and by offering a wide-range of professional development programs, including transformative pedegogy and technology, to faculty and staff through the Center for Transformative Teaching and Learning (CTTL).

This mission is directly responsive to the institutional values of Student Success and Academic Excellence and supports College Goals 1, 4, 5, 6 and 8. In addition, the work of the ASLT positively effects our ability to achieve the leadership goal that we will be the employer of choice. The ASLT Division also plays a significant role in achieving our goal of eliminating equity gaps in student success through offering targeted academic support programs and focused professional development for faculty and staff, as well as ongoing technological solutions. ASLT's vision is that with CTTL leadership, Skyline College will be the most innovative college in the district, region, state and nation.

I.B.   Profile: Programs
Which programs or functions are contained within the unit?

Narrative
There are four units withing ASLT. Two units are part of the Learning Commons.
These units are the Learning Center and the LIbrary. The Learning Center
enhances student success by offering targeted academic support programs and
resources to students including tutoring in basic skills and beyond, ESOL
programs, supplemental instruction, retention programs and peer mentoring.
The Library supports faculty and student scholarship, information literacy, a
variety of outreach efforts, and OER and ZTC support.

The third unit is the Center for Transformative Teaching and Learning (CTTL),
which offers a wide-range of professional development programs, including
transformative pedegogy and technology, to faculty and staff. By enhancing the
experience of teaching and learning through innovation, technology and
pedagogy, the Center for Transformative Teaching and Learning supports the
Skyline College vision of inspiring a global and diverse community of learners to
achieve intellectual, cultural, social, economic, and personal fulfillment.

The fourth unit is Academic Technology (formerly Media Services). Academic
Technology provides a wide range of technology services for the campus,
including computer replacement, coordinating with District IT support for smart
classrooms, and lab computer replacements, lecture capture and general
campus-wide media services.

I.C.   Profile: Service Area Outcomes
List the current service area outcomes for the unit.

Narrative
Outcomes

a. All Skyline College employees will develop as professionals through participation in comprehensive professional development activities. Faculty will enhance student learning and success through programs that promote best practices and transformative teaching and learning. These activities are offered through the Center for Transformative Teaching and Learning (CTTL). See attached strategic plan.

b. In support of learning, faculty and staff will integrate targeted academic support programs for students and will promote resources available to students through the Learning Center.

c. Students will be able to demonstrate skills central to information literacy as a result of formal and informal interaction with the Library.

d. In support of learning, faculty will create and utilize technology enhanced learning environments and alternative modes of delivery that are proven to have a positive impact on student retention and graduation. ASLT is committed to be well informed of trending and cutting edge technology that can enhance student retention and graduation. See attached strategic plan.

Evidentiary Documents
Copy of CTTL Strategic Plan 1718-2122-1.xlsx

(Please see the Attachments tab to access any non PDF document.)

II.A. Analysis: Unit Effectiveness

Review data related to the administrative unit and assess the unit's effectiveness at meeting its described purpose. Data should include, but is not limited to, the CPRs/APPs submitted within the last year by programs within the administrative unit.

Describe the unit's effectiveness including identification of achievements and/or areas in which further effort is needed. Comment on progress made towards previously established unit objectives.

Narrative
ASLT

Unit effectiveness for areas are:

CTTL

Beginning in Fall 2018, CTTL followed the strategic plan developed for 2017-18 to 2021-22. Below is the action plan that was established for 2017-18, and the progress achieved for each action item.

1) Identify and secure resources to provide accessibility accommodations for workshop attendees.

   Resources were provided for those workshop attendees that required accessibility accommodations. Financial resources for these accommodations (if needed) was supplied by the VPI Office.

2) Work with PRIE to design mixed-methods studies to evaluate the effectiveness of PD

   Work with PRIE is continuing.

3) Adjust times/dates and topics of CTTL workshops per needs assessed by CTTL/PD/DE surveys.

   Some times and dates were adjusted based on surveys.

4) Continue New Faculty Academy (formerly BootUp Camp) Faculty Training

   New Faculty Academy was updated and continued.

5) Continue Adjunct Faculty Teaching & Learning Symposium

   Adjunct Faculty Teaching & Learning Symposium was continued.

6) Continue Canvas and other DE-related training.

Canvas training continued with the expansion from Beginner's Workshops to Intermediate and Advanced Workshops. And online Canvas course was developed and implemented.

7) Continue Skyline College NCORE Delegation

Skyline College sent a delegation to NCORE

8) Continue to develop programs, workshops, training to support First Semester Success, the Student Equity Plan, SSSP, Meta-Majors/GE Pathways, and Skyline College Promise

CTTL continued to develop and implement programs, workshops, training to support First Semester Success, the Student Equity Plan, SSSP, Meta-Majors/GE Pathways, and Skyline College Promise

9) Increase accessibility training and development of accessible materials.

Chris Weidman joined the CTTL with the primary function of providing accessibility training and developing accessible materials. He is also assisting MCPR in developing accessible material.

10) Implement Communities of Practice

Four Communities of Practice (CoP) we implemented. These CoPs were 1) Sustainability and Social Justice; 2) Service Learning; 3) Online and Hybrid Learning; and 4) Transformative Teaching and Learning.

11) Initiate Service Learning

Service learning was continued through a Day of Action. This CoP was led by Rika Fabian and with Financial Support from the VPI Office, CTTL, and the Center for Student Life and Leadership Development.

12) Launch Frontline Professional Development Management System.

It took longer than expected to develop the Frontline system to mimic Article 13 application. This is in progress

13) Pilot Lecture Capture

Piloting of lecture capture continues. Progress was slowed significantly by procurement, and as a result the newer lecture capture devices and editing software did not arrive on campus until Spring 2018.

14) Pilot Blue Pulse

BluePulse was discontinued in May 2019

15) Pilot VeriCite

   This action is on hold, as VeriCite was purchased by Turnitin.

16) Develop 2018-2019 CTTL/PD needs assessment surveys

   2018-2019 CTTL/PD needs assessment surveys were developed and conducted.

17) Investigate funding sources for Re-Boot Program for junior and senior-level faculty

   Re-Boot program is in the planning stages.

18) Investigate funding sources for intensive adjunct faculty teaching & learning institute

   CTTL experiences a significant budget reduction, so this remains in the planning stage.

19) Research effective existing intensive classified staff institutes

   Research coaching/mentoring programs for faculty/staff is in the conceptual stages.

20) Hire a FT Instructional Aide II to help with accessibility compliance issues

   Chris Weidman was hired to help with accessibility compliance issues.

21) Hire a FT Program Services Coordinator to assist with CTTL activities, programs, software implementation, Service Learning, and other new initiatives, etc.

   Marisa Thigpen is returning to ASLT. It is not clear at this time, how much of her time will be dedicated to ASLT.

22) Hire an additional FT Instructional Designer or Technologist

   No hire.

23) Hire a .4 faculty coordinator for Service Learning.

   Rika Fabian was hired 0.1 to work on service learning with no commitment to fund in 19-20

24) Work with PRIE to design mixed methods studies to evaluate the effectiveness of PD

CTTL continues to work with PRIE.

25) CTTL moved from Building 1 to Building 5 with expanded office space, training facilities and a meeting room. This will create greater synergy with all units in ASLT.

Library

Completed CPR in 2018-2019 with narrative attached.

Previous program objectives (goals) were identified in the 2017-2018 APP in the following areas:

Staffing: The Library has hired a replacement Instructional Aide II (IA2), a replacement 0.8 FTE Library Support Specialist, three replacement part-time faculty librarians, and a full-time faculty librarian for new outreach and OER services.

Permanent growth positions were approved by the college and the Library hired a 1.0 FTE Librarian as a retirement replacement for Eric Brenner in Spring 2019 and a dedicated ZTC Librarian who will begin in Fall 2019.

Collections and Services: The Library added a 24/7 chat reference service (QuestionPoint) that has improved off-campus and online student research help and a site license to NYTimes.com by cancelling some existing subscriptions in the previous year. These services are essential for Distance Education courses and the Library has subscribed to new electronic resources (including a multicultural news database); hence funding is needed for continuing subscriptions. The Library needs additional funding for electronic resources, textbooks, and to continue adequate support of the BSRC program including upper division General Education and the Zero Textbook Cost Degree program.

Technology upgrades: The Library implemented student laptop checkout (10 PC laptops) and a high-resolution scanner in 2016 with Instructional Equipment Funds, but 30 more PC laptops (or Chromebooks) are needed for a swing classroom library research workshops and another high-resolution scanner is greatly needed due to student demand. The Library has taken the lead in providing first-level Canvas support for students, and implemented Skyline College Technology Support service in 2017 and the service has been well received. Additional student assistant staffing and IA2 (0.48) support is needed for Canvas and other technology support. The Library was not funded to purchase iMac desktops for student video editing and multimedia projects or for new iPads for student checkout. There is still a need for this hardware for student digital media projects.

Furniture/Facilities: The Library has continued to have issues with furniture and facilities that were not addressed in the review period including replacing the

Check-out desk with practical design and replacing windows and blinds to protect staff and students' safety during emergency situation. The reference desk and Technology Support desks has been combined but needs redesign so that the Technology Help Desk will face north for visibility and better services to students. The library classroom needs flexible, collaborative furniture to enable group work, better instructor-student communication and greater ability to implement interactive, student-centered pedagogies.

Events: The Library has grown its outreach programs and events in the last year including the second Human Library event funded by a PIF grant, continuing partnership with English Department on Poetry Month, and continuing the successful "De-Stress for Success" programming at finals. The Library has explored new ways to promote library resources to students and staff including Skyline Shines articles, partnering with Skyline View, and utilizing MCPR services.

Learning Commons integration: The Library has continued to work with the Learning Center team to better integrate services such as co-hosting academic success workshops. Building signage for the Learning Commons has not been updated to reflect our services and for student usability. Additional renovations are needed to physically integrate the Library and Learning Center into a true Learning Commons. Increased Learning Commons-wide training and team-building for staff and student assistants, cross-training of staff, and library faculty available for research help in the Learning Center itself will further the integration.

The Learning Center

Completed CPR in 2018-2019 narrative attached.

The following progress has been made on the previously listed TLC objectives:

- The Math lab has been expanded to include a defined area for statistics as well as for transfer level math. Additional space is needed to create a definitive Basic Skills math area, which will carry over into the next APP as a goal in relation to II.B: External changes that may impact our space with the new AB 705 compliant math course.
- TLC has continued to expand the scope and size of the Supplemental Instruction program.
- The following objectives have not yet had specific progress moving them forward:
- Modular furniture has not been purchased for TLC tutoring labs. Budget constraints have not allowed for additional furniture acquisition.
- Budget allocation for short term temp IA II has not been increased. District support of extended TLC evening hours allowed for an additional short term temp IA II, but this funding is not a guaranteed component of TLC operational budget moving forward.

- Student Assistant allocation budget has not increased.
- No additional permanent, part time .48 Instructional Aide II positions have been added to TLC staffing.

Academic Technology (formerly Media Services):

Currently, Academic Technology is meeting demand for their services. However, in order to do this, it required over $11K in overtime. With lecture capture beginning next year, the shortage of personnel will worsen without increased staffing and budget.

Evidentiary Documents

CTTL_APP.pdf

CTTL_Objectives_2018-2019.pdf

CTTL_Objectives_2018-2019_Budget Requests.pdf

Learning Center_CPR_2018-2019.pdf

Library_CPR_2018-2019.pdf

ObjectiveByStatusAndPlanningUnit_CTTL_Learning Center and Library.pdf

II.B. Analysis: Progress on Outcomes
Describe the progress on service area outcomes, conclusions drawn, and expected use of results.

Narrative
Outcomes

a. All Skyline College employees will develop as professionals through participation in comprehensive professional development activities. Faculty will enhance student learning and success through programs that promote best practices and transformative teaching and learning. These activities are offered through the Center for Transformative Teaching and Learning (CTTL)

Progress:

1. Strategic planning was completed and implementation has begun.
2. Purchased Frontline Professional Development Management System and has been designed to accommodate Article 13 requests. Faculty and staff training will begin Fall 2018.
3. Completed Canvas training, developed and implemented online Canvas training course, intermediate and advanced Canvas training.
4. Piloted new anti-plagiarism software tool but unfortunately, it was bought out and shelved by Turnitin.
5. Initiated Communities of Practice and continued into FY 2018-19.
6. Service learning program continued in FY 2018-19.
7. Continue online education accessibility tools.
8. Moved from Building 1 to Building 5
9. Hired new CTTL Coordinator

b. In support of learning, faculty and staff will integrate targeted academic support programs for students and will promote resources available to students through the Learning Center.

Progress:

1. SI expanded.
2. Retention Specialist hired.
3. Peer mentoring program continued. Pilot occured in FY 2017-18, and program expanded in FY 2018-19 mainly through BSI funding.
4. 24/7 Online tutoring was available continually through FY 2018-19, and will continue into FY 2019-20.
5. Completed CPR for Library and Learning Center

c. c.   Students will be able to demonstrate skills central to information literacy as a result of formal and informal interaction with the Library.
1. Established a Faculty and Student Canvas Help Desk in the library.

2. Continue support for Skyline College's Promise, through the lending library and textbook reserve. Program was successfully transferred to the Bookstore.
3. OER efforts continued through a grant funded by PIF and a Zero-Textbook Grant through the CCCCO
4. Continue and expand library outreach efforts. New for this year was poetry readings
5. Hired dedicated ZTC Librarian.

d. In support of learning, faculty will create and utilize technology enhanced learning environments and alternative modes of delivery that are proven to have a positive impact on student retention and graduation. ASLT is committed to be well informed of trending and cutting edge technology that can enhance student retention and graduation.

Progress:

1. Implementing Skyline Technology Plan.
2. Finished computer refresh schedule.
3. Work with IT to continue efforts to remedy WiFi issues

Evidentiary Documents

CTTL_APP.pdf

CTTL_Objectives_2018-2019.pdf

CTTL_Objectives_2018-2019_Budget Requests.pdf

Learning Center_CPR_2018-2019.pdf

Library_CPR_2018-2019.pdf

SC-TechnologyPlan-2018-22 .pdf

II.C.   **Analysis: Unit Environment**
Describe key factors and changes impacting the unit such as college initiatives, industry needs, regulatory changes, state mandates, grant requirements, personnel changes, demand for classes/services, and other issues.

Narrative
1. The SI Program has 2 dedicated rooms (SI Room A and SI Room B, formerly 5-115 in TLC) and the former Language Lab (5100C) in Building 5.
2. In order to meet the increased demand for all student services offered by the Learning Center, additional staff will need to be hired.
3. Skyline Promise and the lending library have place additional workload on a small staff. As this is scaled up, additional resources are going to be needed in personnel and annual book orders.
4. Increased demand for technological services will strain the capacity of Academic Technology and Media Services staff.

II.D. **Analysis: Unit Personnel**
Describe the current staffing structure of the unit and how it aligns with achieving the purpose of the unit. Attach the current organizational chart (an image of the org chart can be inserted in the box). Provide staffing FTE by category (FT/PT faculty, permanent staff, temporary staff, student workers, administrators).

HINT: To display the information in a table, it is easiest to create the table in Word and paste into the narrative box.

Narrative
See attached

Evidentiary Documents
ASLT_Labor Distribution_2018-2019.pdf

Copy of Copy of Fall 2018 org 2419.xlsx

Copy of Copy of Spring 2019 org 2419.xlsx

(Please see the Attachments tab to access any non PDF documents.)

III.A. Reflection: Considering Key Findings

Consider the previous analysis, identify unit strengths, challenges, opportunities, concerns, and areas in which further research is needed. Describe how the conclusions drawn can be used to improve the unit's effectiveness in order to promote student learning and achievement.

Narrative

Strengths:

1. A core of staff and faculty that are committed to student success.
2. New hires are providing exceptional energy and innovative ideas.
3. Ability and desire to work across silos.
4. Implementing several new innovative programs
   o Lecture capture
   o Live formative assessment
   o Communities of practice
   o Service Learning
   o Expanding OER
   o Peer mentoring
5. Successful launch of Canvas training has been followed up by developing and implementing ongoing beginning (including an online course), innovative, and advanced training.
6. A well-established professional development program that can evolve into a directed transformative effort.
7. The Learning Commons becoming the "center of the College".
8. 8.   A Learning Center with multiple programs that are in high demand by our students.
9. A Library that is in transformation - more outreach.

Challenges:

1. Fear of change.
2. Campus-wide bureaucracy that creates silos.
3. Resources needed to fund expanding efforts.

Opportunities:

1. The lack of innovative learning and teaching programs means that expansion of our new innovative efforts can be quick and effective.
2. Cross-campus collaborations exist or easily cultivated, especially in OER, ZTC, peer mentoring, equity, and service learning.

Concerns:

1. All Units across the division need to develop strategic plans that demonstrate connections across the division, and road map to College and District Goals.
2. ASLT does not have the resources to adequately support all of the new innovative efforts. Without adequate support, the efforts will need to be prioritized or eliminated.

Need for Data:

1. Data collection is mostly in the beginning stages. Units need to work with PRIE to develop robust data collection techniques and effective experimental design that can demonstrate effectiveness in student learning and achievement.

III.B.   Reflection: Synergy
Based on the CPRs/APPs for programs within the unit, identify any potential areas of synergy across unit and program activities that may not be easily recognized from within individual programs.

Narrative
Presently, there is good communication across the unit and synergies are well defined. The following are examples;

1) OER and ZTC efforts - collaboration between the library, CTTL, Book Store, and Learning Center

2) Lecture capture - collaboration between Academic Technologies and CTTL.

3) Faculty and Staff Technology Help Desk - collaboration between the library and CTTL.

4) Technology in the Learning Center - collaboration between Academic Technology and the Learning Center.

III.C. Reflection: Aspirations

Describe the aspirations of the unit. What is the preferred future of the unit? What long-term results does the unit want to achieve? Strategically thinking about the next 2-5 years, how can resources be leveraged and programs work together to achieve those long-term results?

Narrative

Academic Support and Learning Technologies Division ASLT's Vision is Skyline College will be recognized as the most innovative college in the district, region and the nation. We will work tirelessly to achieve the goal of eliminating the equity gaps in student success through program and services that we offer our students and through innovative and transformative best practices in learning that will serve our diverse students and their future. As part of this vision, we will be know for uplifting our surrounding communities through service learning and institutionalizing communities of practice. And our campus will become known for providing significant affordable learning solutions through innovative OER incentive programs, both for individual courses and fully online degree and certificate programs. In the next two to five years, with support from the College to expand our efforts in transformative learning initiatives, OER and affordable learning solutions, and online programs, we will be able to demonstrate the effectiveness of our initial (pilot) efforts. We can use promising data from our effort to leverage additional support from the district, state, federal and other private and public entities to fund an expansion of our innovative efforts. This in turn with support the Skyline Promise as well as scalable efforts across the campus. Center for Transformative Teaching and Learning (CTTL) Vision: The vision of the CTTL is to be the core of professional learning and development for all Skyline College employees. The CTTL will be known across the region as a community to share ideas and inspire innovation to meet the challenges of equitable teaching, learning, and support to improve student success. Mission: The CTTL ¬provides professional learning through activities promoting innovation, reflection, and collaboration for all employees in support of Skyline College's mission to empower and transform a global community of learners. CTTL 5-Year Goals (2017-18 to 2021-22): 1. Develop the scope, quality, accessibility, and accountability of CTTL programming that prepares Skyline College employees to meet their professional development goals as well as the needs of our students. (SCG 1,2,7) 2. Take a leadership role in promoting professional learning and development among community colleges in our region. (SCG 5,8) 3. Provide human, technological, and pedagogical resources to support employees with delivering instruction and services that meet the needs of our students. (SCG 3) 4. Foster the commitment of faculty, staff, and administration to ongoing improvement through access to opportunities for professional growth. (SCG 7) 5. Establish and maintain fiscal responsibility and alignment of CTTL programs and services to Skyline College's Mission, Vision, and Values. (SCG 6) 6. Ensure professional learning and development support campus efforts that value diverse communities of learners at Skyline College.

(SCG 2) Learning Commons A. Library 5-Year Goals (2017-18 to 2021-22): 1. Infuse ACRL Framework for Information Literacy in our services and revise Info Lit programs. 2. Implement embedded librarianship at program level or course level. 3. Make library resources more accessible and student centered by utilizing current technologies. 4. Lead Zero Textbook Cost and Open Educational Resources initiatives. 5. Modernize print collection by weeding outdated materials. 6. Expand outreach services through innovative and culturally relevant events, workshops, and collaborations. 7. Continue integration with Learning Center into a Learning Commons both physically and via design of services. B. Learning Center 5-Year Goals (2017-18 to 2021-22): 1. Implement more comprehensive online tutoring support utilizing current technologies and LMS. 2. Expand the scope and size of all academic support programs including Peer Mentor, Supplemental Instruction, and Embedded Tutoring. 3. Promote services through specialized presentations and collaborations. 4. Consolidate and report data to demonstrate impact of services. 5. Continue integration with Library into a Learning Commons both physically and via design of services.

IV.A. Strategy for Unit Enhancement: Action Plan and Resource Requests

Based on the reflection, develop an annual action plan with related resource requests. No narrative response will be entered in this section, but the objectives you create will be printed automatically in the ALUR report under this item.

(1) To begin, click on PLANNING at the top of the page, then CREATE A NEW OBJECTIVE. To view previously created objectives, click PLANNING at the top of the page, then VIEW MY OBJECTIVE.

(2) IMPORTANT! Make sure to associate each objective to this standard in the ALUR and link each objective to one or more institutional goals.

Need help? Contact the PRIE Office for further instructions.

Narrative
Please refer to planning modules.

Associated Objectives

1144-Expand and Improve Accessibility

1145-Expand and Improve Instructional Design

1146-Expand and Improve Instructional Technology

1147-Expand and Improve Professional Development

1103-Expand outreach and special events efforts

709-Expand outreach and special events efforts

717-Improve assessment of all services and gather analytics of online offerings

716-Improve/Expand staffing

710-Increase access to OERs, Textbooks, and materials

711-Modernize the Library's instructional, service, and learning spaces

715-Redesign library website

708-Revamp Information Literacy Program

338-Staffing

1148-Transformative and Innovative Initiatives

339-Transition from Multimedia Services to Academic Technology