### I. Team Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Specialty</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andy Haber</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cathy White-Lambert</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jon Gudmundsson</td>
<td>Statistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steve Brown</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Susan Andrien</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### II. Program Review Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Committee (Chairs)</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Derek Wilson</td>
<td>Curriculum Committee Chair (Program Review Web Tool Designer/Developer)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peggy Dodge</td>
<td>Educational Planning Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fernando Agudelo-Sil</td>
<td>Facilities Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yolanda Bellisimo</td>
<td>Institutional Planning Committee/Academic Senate President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anita Martinez</td>
<td>Instructional Equipment Committee (and Other Expenses)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patricia O'Keefe</td>
<td>SLO Coordinator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joetta Scott</td>
<td>Student Access and Success Committee</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### III. Vice President of Academic Affairs

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anita Martinez</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### IV. Board of Trustees President

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carole Hayashino</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I. Program Definition
The mission of the college's Instructional Media Services department is to provide instructional media equipment, resources, and services in the classroom to support student learning and for other college and community functions.

II. Program Purpose

<table>
<thead>
<tr>
<th>Primary Goal:</th>
<th>Secondary Goal:</th>
<th>Other Goal:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree/Transfer</td>
<td>Career/Work Training</td>
<td>Lifelong Learning</td>
</tr>
</tbody>
</table>

Primary and Secondary Goals Description:
Our primary goal is to support technology- and media-assisted learning through:
- acquisition and maintenance of emerging media/instructional technology
- training and orienting faculty, students, staff and community to effective use of
- providing support for faculty by reproducinging and creating media

Our secondary goal is to support noninstructional college functions including Board of Trustees meetings, college governance meetings, HR candidates' interviews, student events, graduation, community events, etc.

III. Students Served
Approximately 70% of all COM classes use MS. The average use per class is twice weekly. In addition, we serve community events, governance meetings, Human Resources interviews, Board of Trustee meetings. We provide services for 60 hours each week on both Kentfield and IVC campuses.

IV. Program History
Media and technology use in COM classrooms has doubled in the last three years. In addition, emerging technologies have made it necessary for MS staff to upgrade skills and field compatibility problems to a greater extent each year. Due to lack of stable funding, the department must also deal with an increasing percentage of outdated equipment. MS has also absorbed a 40% reduction in staff during this period.

The need to provide computer/media capability in a growing number of classrooms has been a budget challenge to many institutions of higher education over the past decade. Specific challenges faced by this college include oddly-shaped rooms that require very specific kinds of installation and the fact that screens, projectors, and other built-in equipment have not been maintained or replaced. As a result, many rooms currently are equipped with gerry-rigged used equipment pieced together from other rooms to create a working system. These solutions, intended to be temporary, have since become permanent. Because of the patchwork approach, the technology is not user-friendly or reliable. Media Services has created individual sets of instructions for each application, but the fact that directions vary from room to room can confuse the faculty who use these facilities and require MS staff to spend a lot of time troubleshooting. Even worse, since not every room has the same capability, faculty often have to prepare different versions of the same class presentation depending on the room they are teaching in.

As a result, we have resorted to portable equipment in most cases (on carts). This creates additional problems, since the wear and tear on equipment being dragged over cracked pavement and being constantly connected and disconnected, shortens its life. It is also more vulnerable to theft.

The overall effect is not only hard on equipment; it places a burden on staff who must break down carts and reconstruct them again many times each day.

IV. Program Review Questions
What is our current level of efficiency, productivity? How to anticipate emerging technologies?

Attachments:
Inventory report and graph illustrating usage
## I. Instructional Equipment/Materials Requirements

<table>
<thead>
<tr>
<th>Priority</th>
<th># of</th>
<th>Support</th>
<th>Expense Item</th>
<th>Unit Cost</th>
<th>Qty.</th>
<th>Tax &amp; S&amp;H</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>0</td>
<td>Classes</td>
<td></td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Shared With:**
None

**One-time Expense:**
None

**On-going Expenses:**
None

| Urgent | all | Classes | $10,000 | 0.00 | 0 | 0.00 | 0.00 |

**Shared With:**
All departments in college rely on Media Services for equipment and repairs/replacement.

**One-time Expense:**
None

**On-going Expenses:**
None

### $2500 supplies (replacement lamps, parts)
### $7500 replacement equipment

| High | all | Classes | 15 smart classrooms: equipment and contrator installation included | 5330 | 15 | 2550.75 | 82500.75 |

**Shared With:**
All programs and disciplines at COM use the equipment.

**One-time Expense:**
Installation of mounting brackets, connection plates and wiring; electrical installation to projectors.

**On-going Expenses:**
35 replacement lamps @ 325.00 each to cover the expected life of the 15 projectors

| Urgent | all | Classes | 26 replacement LCD projectors to replace failing ones no longer cost effective to repair and that do not meet ADA requirements, and are unable to reproduce high resolution images | 1000 | 26 | 2015 | 28015.0 |

**Shared With:**
Media Services equipment is used by every program at COM.

**One-time Expense:**
15 mounting brackets @ $480 each including $180 materials and $300 labor
## On-going Expenses:
55 replacement lamps @ $325 each for life of units

<table>
<thead>
<tr>
<th>Low</th>
<th>all Classes</th>
<th>Apple laptop computer</th>
<th>1500</th>
<th>1</th>
<th>116.25</th>
<th>1616.25</th>
</tr>
</thead>
</table>

**Shared With:**
All classes and disciplines at COM.

**One-time Expense:**
none

## On-going Expenses:
none

<table>
<thead>
<tr>
<th>High</th>
<th>all Classes</th>
<th>digital audio recorder</th>
<th>100</th>
<th>6</th>
<th>45.</th>
<th>645.0</th>
</tr>
</thead>
</table>

**Shared With:**
all classes and disciplines where recording a lecture or meeting is requested

**One-time Expense:**
none

## On-going Expenses:
none

<table>
<thead>
<tr>
<th>High</th>
<th>All Classes</th>
<th>DVD duplicator</th>
<th>1600</th>
<th>2</th>
<th>248.</th>
<th>3448.0</th>
</tr>
</thead>
</table>

**Shared With:**
All disciplines and classes at COM.

**One-time Expense:**
none

## On-going Expenses:
none

<table>
<thead>
<tr>
<th>High</th>
<th>All Classes</th>
<th>DVD/VHS combination player</th>
<th>100</th>
<th>30</th>
<th>77.50</th>
<th>3077.5</th>
</tr>
</thead>
</table>

**Shared With:**
This equipment is used by all classes and disciplines at COM.

**One-time Expense:**
none

## On-going Expenses:
none
| High All Classes | Increase the current Media Services supply budget from $2500. to 12500. to cover the cost of replacement lamps for LCD, and film projectors; parts; accessories; blank DVDs, batteries, labels, and office supplies. |

**Shared With:**
All of COM

**One-time Expense:**
none

**On-going Expenses:**
none

| High All Classes | Laptop computer | 1000.0 6 465.0 6465.0 |

**Shared With:**
All department and disciplines at COM.

**One-time Expense:**
none

**On-going Expenses:**
none

| Normal All Classes | Multi format VHS player | 600.0 1 46.50 646.5 |

**Shared With:**
foreign language

**One-time Expense:**
none

**On-going Expenses:**
none

| Low All Students | P.A. amplifier, speakers, and microphones | 2000.0 1 155.0 2155.0 |

**Shared With:**
for special indoor and outdoor events; meetings and rallies

**One-time Expense:**
none

**On-going Expenses:**
none

| Normal All Classes | Podium P.A. | 1200.0 1 93.0 1293.0 |

**Shared With:**
All department and the student union; used in classrooms and for special events and graduation ceremonies

**One-time Expense:**
none

**On-going Expenses:**
none

<table>
<thead>
<tr>
<th>Normal</th>
<th>All Classes</th>
<th>Portable P.A. system</th>
<th>1800.</th>
<th>2</th>
<th>139.50</th>
<th>3739.5</th>
</tr>
</thead>
</table>

**Shared With:**
All classes and disciplines as well as special events on and off campus.

**One-time Expense:**
none

**On-going Expenses:**
none

<table>
<thead>
<tr>
<th>High</th>
<th>0 Classes</th>
<th>powered speakers</th>
<th>160.</th>
<th>10</th>
<th>124.</th>
<th>1724.0</th>
</tr>
</thead>
</table>

**Shared With:**
all department and disciplines at COM.

**One-time Expense:**
none

**On-going Expenses:**
none

<table>
<thead>
<tr>
<th>High</th>
<th>All Classes</th>
<th>Wall screens</th>
<th>225.</th>
<th>10</th>
<th>174.38</th>
<th>2424.38</th>
</tr>
</thead>
</table>

**Shared With:**
all classes who use the rooms where the screens will be installed.

**One-time Expense:**
none

**On-going Expenses:**
none

### II. External Funds/Resources

<table>
<thead>
<tr>
<th>Allocation</th>
<th>Source of Funding</th>
<th>Funding Type</th>
<th>Funding Cycle</th>
<th>Funding Duration</th>
</tr>
</thead>
</table>

### III. Student Material Fees

<table>
<thead>
<tr>
<th>Current Fee</th>
<th>Description of Required Materials</th>
<th>Reason for Proposed Increase</th>
<th>Proposed Fee</th>
</tr>
</thead>
</table>

### IV. Justification for Projected Expense Requirements

**Primary Goal:**
Degree/Transfer

**Secondary Goal:**
Basic Skills or ESL

**Other Goal:**

**Application:** Please indicate when the projected requirements will be applied.
The 26 replacement LCD projectors will allow faculty to display computer images, including powerpoint and other information along with DVD, VHS, and live television.

**Instruction:** How will the projected expenses improve instruction for Student Learning and Success?

Studies show that computer-assisted instruction enhances both learning and retention. Use of information communication technology is imperative to attract students and enhance their success. Moreover, use of reliable and consistent equipment will ensure that valuable class time is not lost while equipment is being repaired.

**Access:** How will access be improved for Student Learning and Success?

Computer-generated images will be brighter and higher in resolution. In addition, the equipment will enable us to comply with closed captioning requirements of ADA legislation as well as providing access to learning for hearing-impaired students.

**Outcomes:** What Student Learning or other outcomes are expected?

Studies suggest that the use of CAI leads to more positive student attitudes than conventional instruction. Improved student attitudes have been demonstrated regarding course content/subject matter, the quality of instruction, perception of the school in general and student self-concept.

**Assessment:** How will the outcomes be measured for future planning?

We will implement student surveys to measure student perceptions regarding course content/subject matter, the quality of instruction, perception of the school in general and student self-concept. Faculty will be surveyed to determine the impact on instructional effectiveness.

**Evidence:** What data or evidence supports your projected requirements?

Report attached.

<table>
<thead>
<tr>
<th>Current Inventory</th>
<th>Recent Instructional Equipment &amp; Material Allocations</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

**Other Attachment(s):**

College of Marin Program Review Instructional Equipment• CG v.I February 2008
## I. Office Supplies, Materials and Equipment

<table>
<thead>
<tr>
<th>Priority</th>
<th># of Support</th>
<th>Expense Item</th>
<th>Unit Cost</th>
<th>Qty</th>
<th>Tax S&amp;H</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>0 Classes</td>
<td>$10,000 baseline budget covers office supplies, replacement parts and equipment</td>
<td>0.00</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Shared With:

**One-time Expense:**

**On-going Expenses:**

Urgent 999 Classes 15 smart classrooms 5500 0 0.00

Shared With:

all

**One-time Expense:**

construction costs=

**On-going Expenses:**

lamps—two per unit @ $287.00

## II. Non-Instructional Expenses

<table>
<thead>
<tr>
<th>Priority</th>
<th># of Support</th>
<th>Expense Amount</th>
<th>Expense Type</th>
<th>Purpose or Intent</th>
</tr>
</thead>
</table>

http://programreview.marin.edu/2007/OEreport.jsp (1 of 2)
### III. Other Student Expense

<table>
<thead>
<tr>
<th>Priority</th>
<th># of Support</th>
<th>Description</th>
<th>Projected Expense</th>
<th>Proposed Fee</th>
<th>Reason for Expense</th>
</tr>
</thead>
</table>

### IV. Justification for Projected Expense Requirements

#### Primary Goal:
- Degree/Transfer

#### Secondary Goal:
- Career/Work Training

#### Other Goal:

**Application:** Please indicate *when* the projected requirements will be applied.

The smart classrooms will...

**Instruction:** How will the projected expenses improve instruction for Student Learning and Success?

A large, one-time purchase is needed to allow standardization as obsolete equipment is replaced. Standardization will reduce necessity for repetition of faculty training.

**Access:** How will access be improved for Student Learning and Success?

New smart classrooms will reduce or eliminate the significant amount of instructional time lost as troubleshooting of worn-out equipment takes place.

**Outcomes:** What Student Learning or other outcomes are expected?

This should enhance student learning in every program.

**Assessment:** How will the outcomes be measured for future planning?

Lost instructional time will be logged in order to demonstrate improvement.

**Evidence:** What data or evidence supports your projected requirements?

All of it

- **Current Inventory**
- **Recent Instructional Equipment & Material Allocations**

**Other Attachment(s):**

College of Marin Program Review Other Expenses - CG v.I February 2008
### I. Program Faculty

**II. Instructional Support Staff**

<table>
<thead>
<tr>
<th>Name: Last, First</th>
<th>Purpose:</th>
<th># of</th>
<th>Supported</th>
<th>Hrs. per wk.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andy Haber</td>
<td>Other</td>
<td>113</td>
<td>Classes</td>
<td>30</td>
</tr>
</tbody>
</table>

**Leadership:**

Andy Haber is currently at 80% of full-time. His duties require 100%. He maintains all the instructional equipment for the District. He also participates on Technology Planning Committee.

<table>
<thead>
<tr>
<th>Name: Last, First</th>
<th>Purpose:</th>
<th># of</th>
<th>Supported</th>
<th>Hrs. per wk.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cathy White-Lambert</td>
<td>Lab Tech</td>
<td>all</td>
<td>Classes</td>
<td>37</td>
</tr>
</tbody>
</table>

**Leadership:**

Instructional Equipment Committee

<table>
<thead>
<tr>
<th>Name: Last, First</th>
<th>Purpose:</th>
<th># of</th>
<th>Supported</th>
<th>Hrs. per wk.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jon Gudmundsson</td>
<td>Lab Tech</td>
<td>all</td>
<td>Classes</td>
<td>9</td>
</tr>
</tbody>
</table>

**Leadership:**

Technology Committee

<table>
<thead>
<tr>
<th>Name: Last, First</th>
<th>Purpose:</th>
<th># of</th>
<th>Supported</th>
<th>Hrs. per wk.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Brown</td>
<td>Lab Tech</td>
<td>all</td>
<td>Classes</td>
<td>37</td>
</tr>
</tbody>
</table>

**Leadership:**

Instructional Equipment Committee. CSEA grievance officer.

### III. Projected Teaching Unit Requirements

### IV. Projected Staff Requirements
Increase Andy Haber from 80% (30 hours/week) to 100% (37.5 hours/week). Equipment maintenance and repair and creation of smart classrooms require more hours of staffing.

Please see attached documentation. Current staffing is inadequate to meet support needs for all classes as well as Board of Trustees' meetings, college governance meetings, student and community events, and Human Resources.

V. Justification for Teaching Unit & Staff Requirements

Primary Goal: Degree/Transfer

Secondary Goal: Basic Skills or ESL

Other Goal: lifelong learning

Application: Please indicate when the projected requirements will be applied.

Instructional Media Services is staffed 60 hours per week on the Kentfield campus alone. Of the 60 hours, there is single coverage for 41 hours. That means that only one person is on staff in the department 68% of the time. The sole employee runs the department, covers deliveries, troubleshoots problems, and performs orientations for both campuses. When someone is absent, there is potentially no coverage for 41 hours. In addition to the 60 hours we must cover in Kentfield, an additional 5-8 hours are spent in picking up and delivering equipment to IVCâ??work that obviously cannot be covered much of the time.

More than five years ago, 2 department employees retired. None of the duties performed by these employees have been discontinued. Rather, remaining staff have been assigned the duties of the 2 highest paid people in the department and continue to do so (This is a loss of 75 hours per week in staffing). During this time, statistics show that the number of deliveries has more than doubled, increasing 60% in the last 3 years alone. This speaks to a chronic staffing problem that has resulted in:

â?¢ Regularly closing the service window when delivering, orienting or troubleshooting.
â?¢ Not performing needed preventative maintenance on the equipment
â?¢ Not being able to conduct a complete inventory of our resources
â?¢ Not having the time to gain complete understanding of the emerging technology which we must explain to the college community- we learn by doing, not from being able to actually read an operating manual completely.
â?¢ Less opportunity for staff training

The proposed increases in priority order are:

1) Andy Haber is currently 80% (30 hours/week). He should be 100% (37.5 hours/week). This would allow him to keep abreast of equipment updating, maintenance and repair, and upgrading computer equipment.
2) 15-hour computer tech: The current Media Services staff is not adequate to cover the number of hours of operations.

**Instruction:** How will instruction be improved for Student Learning and Success?

1) Less delay in instruction while poorly-maintained equipment is repaired during class time.
2) For the first time, it has been necessary this year to decline faculty equipment requests despite staff willingness to move existing equipment between classrooms and between classes on an hourly basis. Since 2005, faculty demand for equipment has risen by 58% while staff has declined by 40%.

**Access:** How will access be improved for Student Learning and Success?

Media-enhanced instruction has been demonstrated to enhance learning and increase retention, as well as to attract students to a college and to particular courses.

**Outcomes:** What Student Learning or other outcomes are expected?

SLOs for all courses using media or computer-assisted instruction should improve. In addition, studies show that technology-enhanced instruction increases learning and improves student retention of what is learned, as well as resulting in improvements in student self-concept.

**Assessment:** How will the outcomes be measured for future planning?

In AY 08-09, MS will implement instructor and student surveys regarding the effects of media used in instruction, types of media and computer-assisted instruction that have proven most effective, and future directions. The r3e Evidence: What data or evidence supports your projected requirements?

The staff log shows that only 30% of planned maintenance was achieved in AY 07-08.

<table>
<thead>
<tr>
<th>Certificates/Degrees</th>
<th>Course Sections &amp; Waitlists</th>
<th>Faculty Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

**Other:** Description of other attachment(s)

College of Marin Program Review Faculty Unit Allocation and Support Staff • CG v.I February 2008
I. Enhance and maintain educational excellence in General Education and Transfer offerings by providing: high quality instruction, excellent faculty and student support services, rich curricular diversity, well-scheduled offerings, and strong relations with four-year institutions.

**Program Goals:** Ongoing acquisition of emerging technology/media to support student learning and faculty needs.

**Program Outcomes:** Inventory of current technologies to enhance instruction will be maintained and increased.

**Evidence:** Media Services has maintained and increased our inventory of current technologies to enhance instruction.

**Attachments:** Inventory attachment

II. Develop and maintain a supportive learning environment where individuals will be most likely to fulfill their personal and professional goals and expectations.

**Program Goals:** Support includes orientation in the use of a variety of audio visual hardware and software to faculty, staff and students. It includes delivery, setup, and testing to assure success.

**Program Outcomes:** Faculty, staff and students will be oriented in effective and safe use of audio/visual technologies.

**Evidence:**

**Attachments:**

III. Respond to changing demographics and community need by incorporating flexibility into: scheduling, facilities usage, curriculum development, and faculty assignment.

**Program Goals:** To meet the needs of community groups by providing presentation equipment/media for student and community events.

**Program Outcomes:** Student and community events will be provided with equipment/media when possible.

**Evidence:**

**Attachments:**

IV. Encourage broader community involvement in and use of the college by means of curricular offerings in a variety of formats, as in the creation of a community cultural center, in cultivating partnerships with K-12 educators, and by establishing appropriate advisory committees.

**Program Goals:**

**Program Outcomes:**

**Evidence:**

**Attachments:**

V. Identify and address workforce development needs, including: vocational technology programs that have ancillary enrollment, partnerships with four-year colleges and industries, and specific training needed by government agencies, industry and business.

**Evidence:**

**Attachments:**
VI. As a “learning organization,” investigate our institutional and instructional performance by continually gathering and analyzing both qualitative and quantitative data as appropriate. As part of program review, use evidence of effectiveness, in an ongoing and systematic cycle of goal clarification, performance evaluation, and implementation of improved methods, to more fully accomplish our organizational mission.

VII. Develop and implement sound and coordinated planning processes. Develop and implement sound and coordinated planning processes, utilizing data gathered through Program Review, and other data sources, to support institutional, instructional, and student support service goals, and to promote achievement of student learning outcomes.

VIII. Create a physical environment that is inviting to students, generates pride in the community, adheres to green principles, and supports the College’s Mission, Goals and Initiatives.

IX. Other Program Specific Goals: briefly outline all goals for your program that are in addition to the college goals above.
Concluding Remarks
Media Services-Spring 2008

I. Program Best Practices
Briefly describe "best practices" being utilized successfully for your program (as cited in this review).
MS provides emerging technologies to the entire campus to enhance student learning in every discipline.

II. Program Resources
Briefly describe key resources required to maintain or expand your program (as cited in this review).
MS desperately needs to upgrade equipment and to augment staff. Lack of resources has begun to impair our ability to provide excellent service.

III. Objectives for Moving Forward
Briefly describe intended actions and strategies as a result of this program review.
1) Improve documentation of services delivered.
2) (if funded) Improve training for faculty and offer access to emerging instructional technologies.

IV. Other Concluding Remarks
Please provide any additional insight necessary to summarize this program review.
Thanks for the opportunity to look closely at what we do.