

Bakersfield College

Program Review – Annual Update

Program Name: Dean of Instruction: Instructional Programs – Nursing (Registered and Vocational Nursing) and Public Health Sciences, Radiologic Technology and Health Information Technology. Student Services and Administrative Units: Student Health and Wellness Center, Career and Technical Education, Dual Enrollment and Student Employment programs.

Program Type: Instructional Student Affairs Administrative Service Other

Bakersfield College Mission: Bakersfield College provides opportunities for students from diverse economic, cultural, and educational backgrounds to attain Associate and Baccalaureate degrees and certificates, workplace skills, and preparation for transfer. Our rigorous and supportive learning environment fosters students’ abilities to think critically, communicate effectively, and demonstrate competencies and skills in order to engage productively in their communities and the world.

Describe how the program supports the Bakersfield College Mission:

This unit provides direct support to the instructional programs in Nursing, Public Health Sciences, Radiologic Technology and Health Information Technology as well as the administrative support to the Student Health and Wellness Center, Career and Technical Education department, Dual Enrollment and Student Employment programs. With a focus on the Institutional Learning Outcomes, the Dean’s office supports all aspects of the instructional, student services, and administrative units overseen so that students, faculty and staff can carry out the mission of the College with greater efficiency and flexibility.

Program Mission Statement:

The mission of the Office of Dean of Instruction is to support, encourage and enhance the effectiveness of the faculty, staff and students by providing planning, budgeting, leadership, and professional development; as well as ensure District and College policies, procedures, and practices are ensured.

Instructional Programs only:

- A. List the degrees and Certificates of Achievement the program offers
- B. If your program offers both an A.A. and an A.S. degree in the same subject, please explain the rationale for offering both and the difference between the two.
- C. If your program offers a local degree in addition to the ADT degree, please explain the rationale for offering both.

Progress on Program Goals:

- A. List the program’s current goals. For each goal (minimum of 2 goals), discuss progress and changes. If the program is addressing more than two (2) goals, please duplicate this section. Please provide an action plan for each goal that gives the steps to completing the goal and the timeline.

Program Goal	Which institutional goals from the Bakersfield College Strategic Plan will	Progress on goal achievement (choose one)	Status Update – Action Plan
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	be advanced upon completion of this goal? (select all that apply)		
1. Foster a comprehensive and rich learning environment – Initiate a Tobacco Free Campus	<input checked="" type="checkbox"/> 1: Student Learning <input checked="" type="checkbox"/> 2: Student Progression and Completion <input checked="" type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<input checked="" type="checkbox"/> Completed: <u>8/2017</u> (Date) <input type="checkbox"/> Revised: _____ (Date) <input type="checkbox"/> Ongoing: _____ (Date)	Tobacco Free Initiative KCCD Board AP was approved by Chancellor’s Cabinet 5/2017. Campus went tobacco free starting Fall 2017 semester, offering student and employee assistance for tobacco cessation. Campus signage needs to be addressed by Facilities.
2. Increase campus wide focus on CTE programs with a focus on integration with SSSP and Student Equity Initiatives	<input checked="" type="checkbox"/> 1: Student Learning <input checked="" type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<input checked="" type="checkbox"/> Completed: <u>8/1/17</u> (Date) <input type="checkbox"/> Revised: _____ (Date) <input type="checkbox"/> Ongoing: _____ (Date)	CTE committee’s webpage created, CTE website updated to include all aspects of responsibility related to CTE/Internships/Work Experience/Dual Enrollment/Career Pathways. https://www.bakersfieldcollege.edu/cte
3. Support Student Success initiatives	<input checked="" type="checkbox"/> 1: Student Learning <input checked="" type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<input checked="" type="checkbox"/> Completed: <u>6/2017</u> (Date) <input type="checkbox"/> Revised: _____ (Date) <input type="checkbox"/> Ongoing: _____ (Date)	Completed: <ul style="list-style-type: none"> • Successful completion of Rad Tech national accreditation • Support development of new Allied Health CA’s • Regional collaboration for Internship (Strong Workforce)
4. Effectively meet expenditure requirements for all grants, GU001 and restricted funds and oversee contract negotiations for Fire Technology /Allied Health Affiliation Agreements	<input checked="" type="checkbox"/> 1: Student Learning <input checked="" type="checkbox"/> 2: Student Progression and Completion <input checked="" type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<input checked="" type="checkbox"/> Completed: <u>8/2017</u> (Date) <input type="checkbox"/> Revised: _____ (Date) <input type="checkbox"/> Ongoing: _____ (Date)	Completed, however this is an ongoing responsibility and will be removed from Goals.
5. Provide administrative leadership for the implementation of the Strong Workforce recommendations and manage associated funding	<input checked="" type="checkbox"/> 1: Student Learning <input checked="" type="checkbox"/> 2: Student Progression and Completion <input checked="" type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing: <u>9/1/2017</u> (Date)	Support all aspects to improve efficiency of SWF program: <ul style="list-style-type: none"> • Increase personnel infrastructure – hire CTE/SWF Program Director • Improve funding responsibilities – increased relationship with Grants Analyst, provide increased budget monitoring • Develop reporting and compliance plan

			<ul style="list-style-type: none"> Actively participate in statewide initiative for CTE rebranding and promote on campus
6. Implement re-org to support expanding Allied Health/Public Safety Programs	<input checked="" type="checkbox"/> 1: Student Learning <input checked="" type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<input checked="" type="checkbox"/> Completed: 9/5/17____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input type="checkbox"/> Ongoing: _____ (Date)	College administrative re-org completed which resulted in 2 new Dean positions and reorganization of instructional programs and other administrative duties. Allied Health/Public Safety Chair was not approved with the reorganization
5. Provide administrative support to improve the effectiveness of the Dual Enrollment Program	<input checked="" type="checkbox"/> 1: Student Learning <input checked="" type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing: 9/1/2017____ (Date)	Dual enrollment department created to include: Program manager, DA 3, A&R technician. <ul style="list-style-type: none"> Need to further develop faculty leadership roles and increase collaboration with Academic Senate Improve faculty/staff resources with improvement of handbooks and training videos https://www.bakersfieldcollege.edu/cte/dual-enrollment Develop a data reporting and analysis plan Develop a compliance plan to ensure all College requirements are being met

B. List new or revised goals (if applicable)

New/Replacement Program Goal	Which institutional goals will be advanced upon completion of this goal? (select all that apply)	Status Update – Action Plan
1. Fully develop a Student Employment Center that provides integration of instructional programs with student employment opportunities for on and off-campus employment	<input checked="" type="checkbox"/> 1: Student Learning <input checked="" type="checkbox"/> 2: Student Progression and Completion <input type="checkbox"/> 3: Facilities <input checked="" type="checkbox"/> 4: Oversight and Accountability <input checked="" type="checkbox"/> 5: Leadership and Engagement	Develop infrastructure <ul style="list-style-type: none"> Hire staff - Program manager, Department Asst., Job Developers, Student Workers Ensure integration with instructional programs – all job developers to be assigned Pathways. Focus will be on offering career connections, student orientations to pathway and programs, employment opportunities (work experience, internships and on-campus employment).

		<ul style="list-style-type: none"> • Increase transparency – Develop written processes, increase web presence and provide on-campus training
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Best Practices:

Programs often do something particularly well; usually they have learned through assessment – sometimes trial and error – what solves a problem or makes their programs work so well. These are often called Best Practices and can help others. Please share the practices your program has found to be effective.



Program Analysis:

Take a look at your trend data (all programs should have some form of data that is used to look at changes over time).

1. Please report on any unexpected changes or challenges that your program encountered this cycle:
 - Staffing Challenges: The CTE department has encountered staffing changes that were not anticipated, the CTE Program Manager and Executive Secretary resigned summer 2017 and the Dual Enrollment program manager has been off due to an extended LOA. In addition, we also absorbed the Student Employment department 3 months earlier than anticipated and were not prepared for the staffing demands. These staffing changes and due to the slowness of our hiring processes have created an extensive burden on the existing staff, we have back filled the positions with temporary personnel but this has also left vacancies in the classified staff (the interim employees were classified staff who agreed to fill-in the administrative role).
 - Increased growth and complexity of the Dual Enrollment program without having an adequate infrastructure in place: Over the course of 4 years the Dual Enrollment Program has grown from serving 1 HS (Wonderful) to approximately 30 students with only 4 courses to currently serving 24 HS's and approximately 2500+ students.
 - Growth and complexity of Strong Workforce grant – this grant is currently \$2.3 million which supports 9 local projects and 6 local projects however due to timing issues the first year funding roles until December 2018 and compounding the complexity the 2nd year funding will arrive 17/18 requiring us to create new projects and to spend at the same time that we're doing year 1 projects. This complexity will just continue to compound for a total of 4 years.
 - Student Employment – due to the integration of on and off-campus employment we are now supporting approximately 450+ student employees, 80 work experience students, 100 internship sites and approximately 20+ internship students/term.
2. How does your trend data impact your decision making process for your program?
 When evaluating the effectiveness of my departments, my primary focus is looking at growth, complexity and workload associated with maintaining compliance. In evaluating the trends of the numbers of students served in dual enrollment or student employment, it is apparent that the workload and complexity continues to rise, thus necessitating improved staffing and infrastructure support.

3. Were there any changes to student success and retention for face-to-face, as well as online/distance courses?

N/A

4. Were there any changes to student demographics (age, gender, or ethnicity) for the past cycle?

N/A

Resource Request and Analysis:

Resource Request		If Fulfilled, Discuss How Previous Year's Requests Impact Program Effectiveness?
<p>Positions: <i>Discuss the impact new and/or replacement faculty and/or staff had on your program's effectiveness.</i></p>	<p><input checked="" type="checkbox"/> 1: Classified Staff <input checked="" type="checkbox"/> 2: Faculty</p>	<ul style="list-style-type: none"> • Converted 1 VTEA funded Ed Advisor to GU001 which allowed us to hire 1 VTEA funded Job Developer • Utilizing SWF we hired: <ul style="list-style-type: none"> ○ Dual Enrollment <ul style="list-style-type: none"> ▪ DA3 ▪ A&R technician ○ Student Employment <ul style="list-style-type: none"> ▪ Program Manager ▪ Job Developer ▪ Web Content Editor ○ CTE Counselor • College Futures <ul style="list-style-type: none"> ○ Research Analyst • Executive Secretary replaced <p>These positions have impacted the dept. both positively and negatively: the positive impact is that we are building the infrastructure to support the work, the negative impact is that it has created additional work and oversight for all managers due to training needs. The additional staff has also created a space allocation issue as well.</p>

<p>Professional Development: Describe briefly, the effectiveness of the professional development your program has been engaged in (either providing or attending) during the last cycle</p>	<input checked="" type="checkbox"/> 1: Provided Professional Development <input checked="" type="checkbox"/> 2: Attended Professional Development	<p>My area is extremely lucky to have funding that supports professional development activities for faculty and staff. VTEA currently supports approximately \$80,000 in professional development attendance. Strong Workforce can support professional development but has not been utilized greatly at this point.</p> <ul style="list-style-type: none"> • All managers have been provided funding to support professional development, attendance at conferences. • Ed Advisors have been provided funding to attend professional development conferences • Dual Enrollment and Student Employment manager and Health Center Director have provided flex activities for staff/faculty. • Ed Advisors presented at Regional Counselors Conference • Job Development Specialists are facilitating student employment training for all college staff
<p>Facilities: If your program received a building remodel or renovation, additional furniture or beyond routine maintenance, please explain how this request or requests impacts your program and helps contribute to student success.</p>	<input type="checkbox"/> 1: Space Allocation <input checked="" type="checkbox"/> 2: Renovation <input checked="" type="checkbox"/> 3: Furniture <input type="checkbox"/> 4: Other <input type="checkbox"/> 5: Beyond Routine Maintenance	<p>The department has benefited from funding that supported the remodeling and new furniture to increase numbers of people that could be within the area to FACE 16 and FACE 13. This repurposing of space has allowed us to support all of the new staff hires. By creating a designated space for Student Employment, Dual Enrollment, and Strong Workforce we are able to bring the connections for pathways in alignment and provide students with improved access and service. Strong Workforce funding 100% supported the cost.</p>
<p>Technology: If your program received technology (audio/visual – projectors, TV’s, document cameras) and computers, how does the technology impact your program and help contribute to student success?</p>	<input checked="" type="checkbox"/> 1: Replacement Technology <input checked="" type="checkbox"/> 2: New Technology <input type="checkbox"/> 3: Software <input type="checkbox"/> 4: Other _____	<p>VTEA 100% funded replacement computers as well as a replacement copy machine for the department staff which has improved the productivity of the staff. In addition, we were able to purchase a new copy machine for FACE 13 using SWF funding to support Student Employment department.</p>
<p>Resource Request</p>	<p>Discuss How Effective Request is for Student Success?</p>	

<p>Other Equipment: <i>If your program received equipment that is not considered audio/visual or computer equipment technology, please explain how these resources impact your program and help contribute to student success.</i></p>	<p><input type="checkbox"/> 1: Replacement <input type="checkbox"/> 2: New <input type="checkbox"/> 3: Other _____</p>	
<p>Budget: <i>Explain how your budget justifications will contribute to increased student success for your program. (Fiscal requests will be submitted by the faculty chair and/or area administrator.)</i></p>		<p>Due to the new HEIT program that began offering courses Fall 2017, I will be submitting a budget request to support this program as well as clerical personnel to support administration of this program and as mandated by the accrediting agency.</p>

Conclusions & Snapshot:

Present any conclusions and findings about the program. This is an opportunity to provide a brief abstract or synopsis of your program’s current circumstances and needs. Consider this a snapshot of your program, if someone were to only read this portion of your annual program review.

Overall, this administrative unit is functioning well and advancing the strategic directions of the institution, as well as creating opportunities for students to achieve learning outcomes (SLOs, PLOs, and ILOs). The Dual Enrollment program is currently supporting 2500+ dual enrollments/term and 1500+ articulated enrollments at 25 comprehensive HS’s. Utilizing the Guided Pathways model of clarifying the path and getting students on the path, the Dual Enrollment program will only continue to grow with the development of clear HS to college career and educational pathways that clearly articulate student enrollment opportunities using dual enrollment, concurrent enrollment and articulation. The student employment department is supporting 450+ on-campus student employees, 80+/term work experience students, 25+ internship sites and another 75 additional internship contracts. There is a need to grow this department to support the work of keeping students on the path (by keeping them engaged in work based learning opportunities) and ensuring learning by assisting them in getting jobs. The goal is to have a job development specialist per pathway so tht we can increase the number of pathway orientations, employer panels and career connection fairs.

Further effectiveness of the administrative unit’s success can be achieved with additional funding to support new programs that have not be included in past budget cycles, such as Health Information Technology and Student Employment department. In addition, the administrative unit’s success relies on providing

support to existing programs Dual Enrollment and CTE/Strong Workforce so that the infrasture is built that supports the growth of the unit as well as the complexity of the workload associated with the unit.