



TO: Academic Senate

CC: Academic Issues Council
Instructional Deans
Albert Gasparian, Acting Vice President of Instruction
Claudia Lee, Vice President of Student Services
Janet Houlihan, Vice President of Administrative Services

FROM: Wes Bryan, President

DATE: June 11, 2018

RE: 2018-19 Program Vitality Review

The purpose of this letter is to outline some actions being taken and/or proposed to address declining enrollments and student success in particular classes and programs. While the College has experienced declining enrollments consistent with many other community colleges, it cannot and will not ignore or accept this downward trend without determination to turn it around. We have been adding classes for several years as our primary strategy and, while this may have helped, it has diluted our average class size, costing more without a significant gain in student success or completion rates in some areas. We are running out of resources sufficient to simply add more classes. Now we need to look at low performing programs to see where the College might make reductions in order to garner sufficient resources to increase course offerings where there is demonstrated demand.

To respond in a timely manner, the College will continue to monitor enrollments for Summer 2018 and Fall 2019, and will cancel or add classes to achieve growth or repurpose resources. As of the date of this memo, the College has cancelled 56 class sections for low enrollment in areas such as Auto, Business, CBA, Digital Art & Media, DSGN, and Environmental Science. In addition to these normalized strategies, I have approved the following actions.

Journalism – All courses will be suspended effective Fall 2018, with the exception of Journalism 180 which is a general education transfer course. Enrollment has been extremely low for several years; however, last year we hired a one-year, full-time temporary instructor in a good faith effort to revive the Journalism. While positive changes were made, they were not sufficient to reverse an ongoing trend of low enrollments. Last year was the lowest enrollment in five years. At the point of cancelation, only 13 students were enrolled in seven of the eight classes offered. The classes were canceled early so students could make the necessary adjustments for Fall 2018.

The field itself is undergoing significant changes and the College needs to find a way to adapt as well. I have asked the Dean of Arts and Letters to work with the Executive Dean of Business and Career Education to examine what changes need to be made to create a strong digital delivery system and to identify redesign recommendations for more appropriate course work, including the requisite social media skills applicable to electronic publication platforms. They will invite a group of professionals to assist in the development of a proposal using Strong Workforce resources. We anticipate a proposal in Spring of 2019. I am also suggesting that Journalism 180 –

Mass Media be aligned with Communication Studies, as it is at many Colleges. GWC has never had an articulated Journalism major. I will formalize that recommendation for consideration in another memo.

Dance – The program has been directed to shrink course offerings for Fall 2018 in anticipation of a thorough PVR in Spring 2019. While the program did adopt a plan for 2017-18, that plan did not resolve the declining enrollment issues. Dance has an expanse of course offerings, which compounds their problems of low enrollment by requiring the stacking of courses to achieve modest enrollment; neither addresses the poor transfer and degree attainment rates. The number of classes/units far exceeds the 18-20 units need for a certificate or degree. In the last five years, only four degrees have been awarded (see VPI memo dated May 16, 2018 to David Hudson and Marie Ramm Engle RE: Fall 2018 Dance Schedule).

Program Vitality Review

It is important to identify as early as possible those programs which have been struggling so that they can get the help they need from peer review to refocus and identify potential strategies for renewal. Program Vitality Review is a College-recognized process to provide this assistance. However, because of the back-log of programs being reviewed, those that have been previously recommended to go through PVR, and recently identified issues I am proposing two programs for accelerated Program Vitality Review commencing in Fall 2018 and three programs commencing in Spring 2019.

Accelerated Program Vitality Review

The following programs will be scheduled for Accelerated Program Vitality Review in Fall 2018.

Computer Business Applications (CBA) – This program continues to be under-enrolled, with declining student success rates and an inability to sustain sufficient load for the full-time faculty assigned. It simply is not fair to students to continue to cancel classes due to low enrollments, nor is it sustainable to keep classes with fewer than 10 students in multiple sections. Because of requirements related to program suspension, the College needs a timely answer from the PVR committee on program viability. The College will initiate steps toward closure, pending a PVR report to the Office of Instruction no later than November 20, 2018. The Office of Instruction will begin to explore remedies as well. This is considered an urgent request with time certain requirements.

Gaming Certificate (Computer Science) – This is a relatively new certificate; however, it continues to be under-enrolled along with low success rates. It is not clear what the process is for removing a certificate. What is clear is that there has been insufficient interest in the certificate to satisfy the outcome data needed for a CTE degree. I am asking for the Academic Senate, working with the Vice President of Instruction, to appoint a modified (smaller) committee to review data and make a recommendation regarding the continuance of this certificate no later than November 20, 2018.

Program Vitality Review

The following programs will be scheduled for Program Vitality Review in Fall 2018.

Dance - Concerns have been identified above. The committee is directed to consider reducing the scope of this program. While the program does offer a major that requires 23 units of coursework, the program offers 25 different courses with more than 50 units to select from. It is this breadth of low enrolled courses coupled with the practice of stacking courses together that needs to be carefully examined. The program does not benefit from the advantage of having a large general education

course to offset low enrollment nor recruit base to draw interested students into the courses. These issues compound the problems the department is facing.

Cosmetology – In the last two years this program has begun to experience a significant decline in enrollments, particularly in the General Cosmetology Certificate. There is heightened competition with private providers, there may be scheduling issues, and other community colleges have been increasing offerings. By way of including this for a Spring PVR, I am asking the Vice President of Instruction and the Executive Dean of Career Education to give this area immediate attention in dedicating Workforce Development resources to collect data and develop scheduling options to recommend to the PVR committee for use in their deliberations. Schedule changes could begin with any new cohort. Two or more scheduling patterns may be proposed so long as course sequencing options are considered.

Digital Media and Digital Arts – I am requesting that one PVR be completed for both of these programs at the same time for several reasons. First, they both incur frequent class cancellations because of low enrollments. Second, they both train employees for a marketplace that utilizes employees whom share many of the same skill sets and platforms. Sometimes the dispute is a Mac/PC preference; however, skilled employees learn to navigate those differences. Both can be done in a garage or onsite using a mixture of multiple inputs/outputs. Some require a higher degree of specialty (like music or art) which is learned in other disciplines or out of self-interest, but the tool sets are often the shared link in these industries, which are, by nature, collaborations. The over specialization created by the division of these two departments has outlived the capacity of the College to sustain them. I am asking the PVR committee to address these concerns because, absent the ability to combine these programs in some meaningful manner, both programs have the potential of being cut so deeply or continue to have classes cut so frequently as to render both programs inadequate. I am directing the Vice President of Instruction and the Dean of Research, Planning and Institutional Effectiveness to give this area immediate attention in collecting data and scheduling options to recommend to the PVR committee for use in their deliberations.

2016-17 Program Review Follow Up

Computer Aided Design - Previously (Sept. 23,2017), the Vice President of Instruction made the following recommendation regarding Computer Aided Design:

5. The Computer Aided Design and Drafting program submitted an incomplete program review. The program has continuously had weak enrollment and has shown no plans for improving the state of the program. I had recommended that our new CTE dean evaluate the offerings from this program, consider the potential student populations for this program and work with the faculty to adjust scheduling practices in the hopes of improving the program. This work includes the Design Program as well since the two programs have had a number of overlaps and the Design program has experienced the same issues described for the CADD program. Additionally, these two programs are part of the same TOP code, serving the same industry segment. Since the only full-time faculty in CADD has now retired and there are no part-time faculty in this program, I am recommending that we cancel this PVR. Instead, I recommend that our CTE Dean, in collaboration with our CTE Local Planning Team, Orange County Regional Consortium Chair, and industry advisors evaluate the viability of this program going forward in response to industry needs. I would request for this group to prepare a revitalization proposal/report for the College's consideration by Winter 2018.

In a report to me on in June 2018, the Dean reported that the Local Planning Teams had scheduled four meetings; however, all had to be cancelled due to insufficient participation. Absent industry-level panels, this program does not meet the minimum requirements for funding or recertification. It appears that the faculty members are disengaged with industry and unable to recommend interested participants. I am going to reaffirm the request for the committee to meet this Fall and make a

recommendation no later than November 15, 2018. Absent a successful meeting and a viable plan, the College will proceed with program suspension.

Finally, in another proposal related to College re-organization, the following Instructional Support Programs will begin to discuss plans in Fall 2018 for re-alignment by Spring 2019.

- Writing Center
- ESL
- Tutoring
- Stem Center
- Athletic Study Center
- World Language Lab