

Program Vitality Review – Cosmetology, 2018-19

Date: May 17, 2019

To: Acting VP of Instruction, Albert Gasparian

From: Dr. David Gatewood, Dean, Committee Co-Chair
John Kasabian, Automotive, Committee Co-Chair
Christopher Whiteside, Executive Dean, Business & Career Education
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Cosmetology Program Vitality Review (PVR) Information and Recommendations

Introduction

“The purpose of the Program Vitality Review (PVR) Process is to determine the vitality and continued viability of a program in response to concerns identified during Program Review or in response to significant changes in enrollment, labor market demand, faculty availability, and/or facility and equipment costs and availability. This extended review process provides an opportunity to gather more data or information in response to these concerns. Evaluation may lead to program improvement, or possible elimination or suspension of the program” (Albert Gasparian, Memo: “Programs being placed in Program Vitality for 2018-19,” 11/20/2018).

Referenced in the November 20, 2018 memorandum from Acting VPI Gasparian was the original call for Cosmetology to engage in Program Vitality Review during the 2018-19 Academic Year:

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” (Wes Bryan, Letter” 2018-19 Program Vitality Review,” 6/11/2018).*

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The Cosmetology Program Vitality Review Committee (CPVRC) was, therefore, charged with the task of reviewing and making recommendations to the Administration which would address a.) significant **Declining Enrollments**, b.) the threat of **Heightened Competition**, and c.) challenges to **Program Scheduling** using the following six PVR elements:

1. Review and validate reasons certificate put into PVR
2. Document program inputs/resources
3. Analyze key performance indicators/Data
4. Identify root causes
5. Brainstorm possible solutions
6. State committee recommendations to Administration

Members of the COSMO Program (COSMO) and members of the COSMO PRV Committee considered the concerns identified in the charge from the President (see above) as well as identifying a variety of related concerns to add to their review process. Relevant data, reports, and documents were collected and reviewed (see Appendices). Although some of the “root causes” for performance concerns were outside the purview of the Committee and, therefore, could not be thoroughly explored—specifically, root causes related to concerns regarding departmental culture—the PRV Committee has provided possible solutions and recommendations for improving both program purpose and design, as well as organizational behavior, performance, and leadership.

A. Declining Enrollments

Based on the following 2018-19 Program Review – Summary Scorecard below, the enrollments, fill rates, and FTES for Cosmetology have been declining between 18-22% since 2013-14.

PROGRAM REVIEW - SUMMARY SCOREBOARD

2018-2019

Cosmetology								
Metrics	2013-14	2014-15	2015-16	2016-17	2017-18	3-Yr Trend 2015-16 to 2017-18		
						COSM	GWC	2017-18
Enrollment	664	595	576	525	546	↓	↓	78,146
Enrollment/Section	23	20	19	18	18	↓	↓	37
Average Fill Rate	88.2%	76.5%	73.9%	67.4%	69.6%	↓	↓	70.5%
FTES	440.9	405.9	375.0	337.6	354.3	↓	↓	9,404
FTES/FTEF	16.2	30.7	24.4	21.7	23.2	↓	↓	33
Success	93.1%	91.9%	91.7%	95.4%	93.4%	↑	↑	72.2%
Retention	98.5%	96.0%	96.9%	98.1%	96.5%	↓	↑	86.9%
AA Degree	6	2	1	8	5	↑	↑	860
ADT Degree	0	0	0	0	0	↔	↑	544
Certificates	112	106	94	90	101	↑	↓	1,286
Transferred to 4-Yr Institution*	2	1	--	--	no data	***	↓	no data
Assessment Activity	86%	100%	100%	100%	100%	↔	↓	64%

*Transfer data source: National Student Clearinghouse data. Three-year trend based on 2014-15 and 2016-17 data

Assessment Activity: Percent of courses assessed per academic year

Legend	↑	↓	↔	***
	Increased	Decreased	No Change	Insufficient Data

Program Vitality Review – Cosmetology, 2018-19

Even more striking, when adding Cosmetology enrollment data points back to 2009-10 (Program Review – Summary Dashboard 2015-16, p. 5), is the steady and overall decline in enrollments since 2009-10. From a peak high enrollment of 1,389 in 2010-11 to low of 525 in 2016-17, the drop in enrollments was 62.2%.

Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Enrollments	1300	1389	816	670	664	596	576	525	546

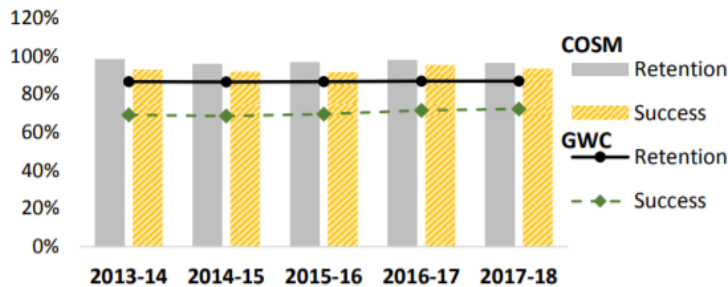
Although retention and success rates (see following table) of those students who do ultimately enroll in the Cosmetology program have remained consistently high over the years, especially as compared to the overall GWC Retention and Success Rates, the annual number of students who have enrolled has consistently trended downward year-over-year for the past decade. Those who enter are very likely to be successful completers, but there are significantly fewer of them.

PROGRAM REVIEW - SUMMARY SCOREBOARD

2018-2019

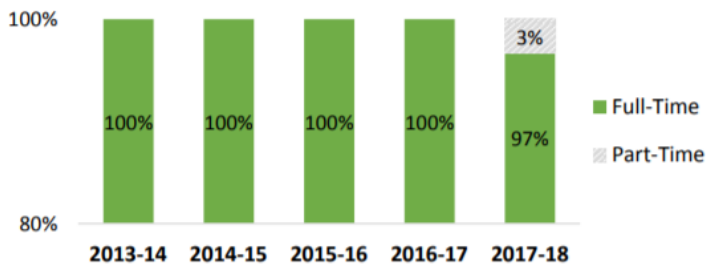
Cosmetology

Overall Retention and Success Rate



	COSM		GWC	
	Retention	Success	Retention	Success
2013-14	98.5%	93.1%	86.5%	69.1%
2014-15	96.0%	91.9%	86.4%	68.6%
2015-16	96.9%	91.7%	86.6%	69.6%
2016-17	98.1%	95.4%	86.8%	71.6%
2017-18	96.5%	93.4%	86.9%	72.2%

Courses Taught by Full-Time and Part-Time Faculty



	% Courses Taught		Total Courses Taught	
	FT	PT	FT	PT
2013-14	100%	--	29	
2014-15	100%	--	30	
2015-16	100%	--	30	
2016-17	100%	--	30	
2017-18	97%	3%	29	1

The **root cause** of these significantly declining enrollments does not appear to be associated with the preparation the program provides for taking the **Board of Barbering & Cosmetology** exam, required to work as a licensed cosmetologist in California. Golden West College Cosmetology and Esthetics Department consistently maintains a licensure passing rate of 91-100% for both disciplines. (cited in 2016 Program Review document). Again, those who enroll, have a high retention and success rate, and do well on the state exam. GWC's success does not appear to be a barrier to enrollment.

Program Vitality Review – Cosmetology, 2018-19

A second consideration for explaining decreasing enrollments is an overall decline of interest in Cosmetology careers due to **economic factors**. With an increased demand for employees in higher wage entry-level jobs, it is possible that individuals previously interested in Cosmetology are pursuing other opportunities. Wage data from the August 2018 report on Cosmetology and Barbering by the Los Angeles/Orange County Center of Excellence (LA/OC COE) indicates entry-level hourly earnings for hairdressers, Hairstylists, and Cosmetologists at between \$9.48 and \$12.78, with average annual earnings in our region of \$25,000 per year. Although cosmetologists typically receive tips and/or work on commission, the general entry-level position is well below a living wage in Orange County. Based on the LA/OC COE Report (2018), only “13% of students are earning a living wage” (p. 7). Further research would be necessary to determine if students might be choosing other career pathways due to economic factors.

Earnings of Cosmetology and Barbering-Related Occupations

SOC	Occupation	Entry-Level Hourly Earnings	Median Hourly Earnings	Experienced Hourly Earnings	Average Annual Earnings
39-5091	Makeup Artists, Theatrical and Performance	\$23.89	\$28.60	\$31.86	\$59,000
39-5094	Skincare Specialists	\$11.41	\$13.65	\$15.20	\$28,000
39-1021	First-Line Supervisors of Personal Service Workers	\$11.14	\$11.47	\$12.24	\$24,000
39-5012	Hairdressers, Hairstylists, and Cosmetologists	\$11.04	\$11.89	\$12.78	\$25,000
39-5011	Barbers	\$9.48	\$10.42	\$11.05	\$21,000
39-5092	Manicurists and Pedicurists	\$8.00	\$9.57	\$10.66	\$20,000

Source: EMSI 2018.3 – QCEW, non-QCEW, Self-Employed.

B. Are Declining Enrollments Due to Heightened Competition?

An additional consideration for explaining declining enrollments is the impact of **competition** from neighboring programs, reducing the number of students who may be interested in attending GWC’s Cosmetology Program. The LA/OC COE report, however, indicates that of the four programs closest in proximity to GWC—Saddleback, Fullerton, Santiago Canyon, and Cerritos—all but Fullerton College have seen decreases in completers, with Santiago Canyon dropping from 174 to 3 between the years 2014-15 to 2016-17 (see table below). Given the overall regional decrease of completers, it does not appear that any of the neighboring OC or South LA County Community Colleges, with the exception of Fullerton, are growing at GWC’s expense. A corollary argument is that the private cosmetology schools in our area are growing at the expense of our public colleges programs. However, given the disproportionate cost of attendance at private cosmetology schools, coupled with the low entry-level wages in our region, it is unlikely that these programs are enrolling hundreds of students away from GWC and our sister colleges.

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CCC Student Awards in Cosmetology and Barbering

TOP Code	Program	College	2014-15 Awards	2015-16 Awards	2016-2017 Awards	3-Year Award Average
3007.00	Cosmetology and Barbering	Cerritos	89	87	74	83
		Citrus	170	146	154	157
		Compton	1	N/A	4	3
		El Camino	45	44	40	43
		Fullerton	120	106	133	120
		Golden West	107	95	98	100
		LA Trade	82	78	89	83
		Pasadena	21	40	30	30
		Saddleback	160	96	108	121
		Santa Monica	6	25	34	22
		Santiago Canyon	174	17	3	65
Subtotal/Average			975	734	767	825

Source: California Community Colleges Chancellor's Office MIS Data Mart

Despite the declining number of annual awards aggregated between regional community college programs, the projected demand for cosmetologists in LA/OC is rising. Five-year projections indicate a 9% growth with annual openings of Hairdressers, Hairstylists, and Cosmetologists of nearly 3,000 (see table below) while our regional annual awards through community colleges programs are less than 800.

Five-Year Projections for Cosmetology and Barbering-related Occupations

SOC	Occupation	2017 Jobs	2022 Jobs	2017 - 2022 Change	2017 - 2022 % Change	Annual Openings
39-5012	Hairdressers, Hairstylists, and Cosmetologists	21,634	23,459	1,825	8%	2,995
39-5092	Manicurists and Pedicurists	3,905	4,511	606	16%	585
39-5011	Barbers	2,718	2,946	228	8%	300
39-5094	Skincare Specialists	1,553	1,744	191	12%	220
39-1021	First-Line Supervisors of Personal Service Workers	1,419	1,299	(120)	(8%)	127
39-5091	Makeup Artists, Theatrical and Performance	300	338	38	13%	43
Total		31,529	34,297	2,768	9%	4,270

Source: EMSI 2018.3 – QCEW, non-QCEW, Self-Employed.

Given the demand for licensed Cosmetology and Barbering-related workers, and the general decrease of surrounding public college programs with the exception of Fullerton College, what might be other explanations for GWC's predominant downward trend in enrollment? The CPVRC gathered data from faculty and staff interviews, student surveys, and college reporting structures and

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determined that there are organizational behavior and culture concerns that have been identified and may be contributing to public perceptions about the program and its commitment to high quality instruction delivered by a professional staff that put students first. As evidenced by personnel concerns which have been brought to the attention of administration, classroom management issues raised by both faculty and students, numerous student conflict situations requiring intervention, and evidence indicating disregard for consistent presentation of the curriculum, the program, and application of policies and procedures, it is a concern that enrollment may also be negatively impacted, to some degree, by the organizational culture of a perceived contentious environment. Although the COSMO PVR Committee did not create an assessment to gather data on the COSMO Department culture, documents of qualitative data was provided (without revealing names revealing information) to help inform the discussion of whether or not department culture was an issue of concern. The data provided indicated that there were many positive things about the program that students appreciated and enjoyed. The data also supported the committee's concern that a culture of distrust among instructors, lack of collegial behavior in the classroom, and conflicting messages—both instructional and operational—were potentially damaging to the reputation of the program.

In addition to potential decreases in enrollment due the economy and regional competition, it is also a noted concern that the department culture may be having a detrimental impact on future program growth.

C. Can Program Scheduling Improve Enrollments?

The California Board of Barbering and Cosmetology mandates the GWC COSMO Program curriculum, approved texts, required operations and hours for completion of the program. Completion of the course allows for student licensing for the California licensing for industry and trade. In order to accomplish these state objectives, the COSMO Program has been designed to provide modules of instruction that move students through a series of levels in preparation for their state exams. Historically, the COSMO Program schedule has been challenging due to the rolling cohort enrollment structure that aligns with content material levels and state learning outcomes, and *does not* align with the traditional Golden West Academic Calendar. The scheduling of levels and instructors poses a continual challenge year after year, especially as enrollments decrease and entering cohorts get smaller.

Given the rolling start dates of the year-long program, the schedule must be designed to contract and expand to optimize efficiency. Currently, with a trend of declining enrollment, efficiency metrics of Average Fill Rates and FTES/FTEF require re-thinking the program schedule and, consequently, the instructional assignments.

Looking at current fill rates (see table below), it is evident that the program has dropped nearly 20% in fill-rate efficiency over the past five-years period.

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PROGRAM REVIEW - ENROLLMENT AND FILL RATE

2018-2019

Cosmetology

Enrollment, Total Sections, and Fill Rate

FALL

	Enrollment	Max. Seats	Total Sections	Enrollment/Section	Average Fill Rate
2013-2014	275	326	12	22.9	84.4%
2014-2015	242	326	12	20.2	74.2%
2015-2016	241	326	12	20.1	73.9%
2016-2017	215	326	12	17.9	66.0%
2017-2018	214	332	12	17.8	64.5%

SPRING

	Enrollment	Max. Seats	Total Sections	Enrollment/Section	Average Fill Rate
2013-2014	284	302	12	23.7	94.0%
2014-2015	239	302	12	19.9	79.1%
2015-2016	225	302	12	18.8	74.5%
2016-2017	211	302	12	17.6	69.9%
2017-2018	231	302	12	19.3	76.5%

SUMMER

	Enrollment	Max. Seats	Total Sections	Enrollment/Section	Average Fill Rate
2013-2014	105	125	5	21.0	84.0%
2014-2015	114	150	6	19.0	76.0%
2015-2016	110	151	6	18.3	72.8%
2016-2017	99	151	6	16.5	65.6%
2017-2018	101	151	6	16.8	66.9%

Enrollment data from first census date.

Likewise, looking at the table below, it is evident that the program has dropped over 24% in FTES/FTEF efficiency since 2014-15 (i.e., 30.7 – 23.2). The average number of students per full-time equivalent instructor has fallen to below the planned cohort size of 28 students.

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PROGRAM REVIEW - ENROLLMENT AND FILL RATE

2018-2019

Cosmetology

FTES/FTEF by Academic Year

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Golden West College	38.4	37.3	33.0	30.9	32.8
Cosmetology	16.2	30.7	24.4	21.7	23.2

FTES: Full-time equivalent student. One FTES is equaled to a student who enrolls in 15 units per semester.

FTEF: Full-time equivalent faculty. One FTEF is equaled to 15 LHE of teaching in a semester.

FTES/FTEF: The FTES/FTEF is a measure of efficiency between the number of FTES generated per full-time equivalent faculty. To break even, the average FTES/FTEF needs to be at 35 FTES/FTEF.

Prepared by GWC Office of Research, Planning, and Institutional Effectiveness

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In order to address the scheduling needs of the COSMO Program, the Executive Dean of Career Education and Business has implemented a Planning Map (included in attachments) that provides a level of flexibility accounting for contracting and expanding enrollments. The Planning Map has been designed to improve efficiency by managing fill rates and optimizing FTES/FTEF. However, the schedule, in-and-of-itself, only *responds* to demand fluctuations and does not increase enrollments.

D. Opportunities and Recommendations

Based on this admittedly higher-level analysis of downward trending enrollments and the future vitality of the Cosmetology Program, there are several opportunities and recommendations which the PRV Committee brings forward.

- 1) Opportunities and Recommendations for **completing a more detailed analysis of neighboring regional programs** that are preparing students to sit for the State License exam.
 - a. Why is Fullerton growing while other colleges are notably shrinking?
 - b. What financial support, aid, discounts, grants, subsidies, are the other community colleges packaging in support of Cosmo students?
 - c. How much are students paying for their “kits”?
 - d. Which of the private institutions offer financial aid, how much, and what are the “real costs” to students for attending (i.e., how much debt do they accumulate, if any)?
 - e. What other similarities and differences exist between the various programs, their curriculum, their calendar, their marketing, their product partners, their business connections?

RECOMMENDATION: Conduct a detailed study of neighboring programs to glean best-practices and determine any viable threat of competition.

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2) Opportunities and Recommendations for **Improving Marketing and Recruitment**

- a. Continue to participate in campus outreach by providing tours of the program and participating in outreach events within the community.
- b. Continue to provide student/ faculty lead informational booths during campus events and community career fairs.
- c. Continue to host the Open House events during evenings at key times of the year.
- d. Participate in local high school outreach events by hosting hands-on informational booths during lunch time and at career fairs.
- e. Offer regular program orientations for students, providing them access to all necessary Student, Financial, and Campus Services.
- f. Increase experiences for students to practice their skills:
 - i. Discount services for students with valid school id
 - ii. Military and veterans discount day
 - iii. Friends and family day
 - iv. More than one color line to offer discounted color services vs. premium services
 - v. Back to school ½ price service days
 - vi. ½ price clipper haircuts on e.g. Tuesdays
 - vii. Have students distribute flyers or business cards on campus
 - viii. Offer cards that state 5th visit is free on equal or lesser value service
 - ix. ½ price blow dry styles or express thermal styles
 - x. Student competition days
 - xi. Braid bars on campus to advertise
 - xii. Mobile hair days to local assisted living facilities

RECOMMENDATION: Assign Department Chair the task of developing a detailed marketing strategy and budget proposal in cooperation with department staff, the Dean's Office, Promotions, and Outreach.

3) Opportunities and Recommendations for **Improving Program Outcomes**

- a. Complete development of Cosmetology and Esthetician Program Procedures manuals based on the input, review, consensus, and training of all FT and PT faculty, as well as industry experts and state representatives to support consistency and implementation of state updates and procedure revision.
- b. Create and implement a work-based learning and job placement strategy that offers services to all students, targeting 100% placement within three months of successful completion of the state license exam.
- c. Provide increased opportunities for students to practice on “local” clients, including developing sales and management skills.

RECOMMENDATION: Hire professional expert coordinate and create Policies and Procedures Manuals aligned with State License exams for Cosmo, Esthetician, and Barbering.

Program Vitality Review – Cosmetology, 2018-19

4) Opportunities and Recommendations for **Improving Program Offerings**

- a. Revisit strategies and plans for launching new Evening Barber/Barber-Crossover Course
 - i. A new curriculum for a Barber Course was produced by faculty member, Joan Christie. Approved in 2015 and ready for implementation pending strategic analysis.
 - ii. The Golden West College Barber Course will be one of only three community colleges to offer this program in Orange and Los Angeles Counties.
- b. Create non-credit courses and not-for-credit workshops that are designed intentionally to contribute and support the Cosmetology Program.
 - i. State Board Review Class
 - ii. Advanced training in Spa Skin Care
 - iii. Barber-Crossover Course
 - iv. Evening Esthetics Course
 - v. Massage Therapy Evening Course
 - vi. Advanced Instructor Training Program to create pipeline to train Instructors
 - vii. Certification of Advanced Hair Color Training

RECOMMENDATION: Hire professional expert to conduct Barbering program implementation viability analysis to launch or shelve the program. Create plan for program portfolio that increase non-credit offerings and professional development workshops to be marketed to graduates and area professionals.

5) Opportunities and Recommendations for **Improving Organizational Culture**

- a. Gather information from current students and graduates (e.g., surveys, focus groups, and inclusion in planning and implementation of program initiatives) to help confirm the program culture is student-aware.
- b. Engage in Professional Development for all faculty, staff, and administrators directly involved in the Cosmetology program, designed to help develop increased awareness and understanding of self, others, and the strengthening of a student-centric program.
- c. Establish clear roles and expectations for dividing up program curricula and operational program components to help minimize confusion among students, clients, and peers.

RECOMMENDATION: Engage HR expertise to help coach the COSMO Program faculty, staff, and administration through professional development skills designed to increase self-knowledge, communication skills, and high performing academic teams.

E. Documentation of Relevant Data

The following materials and information was considered in this PVR and is available on the ORPIE PVR site:

- 1) 2015-16 Program Review – Curriculum Packet
- 2) 2018-2019 Program Review – Curriculum Packet

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- 3) Program Cohort Scheduling Map
- 4) Advisory Meeting Minutes; November 2, 2015
- 5) Advisory Meeting Minutes; December 3, 2018
- 6) Report on Cosmetology and Barbering (TOP 3007.00). Los Angeles/Orange County Center of Excellence; August, 2018
- 7) Recommendation input from Cosmetology faculty
- 8) Student Feedback gathered via web-based survey

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**Cosmetology Program Vitality Review
Report Review and Signatures**

<i>Committee Names – Print Legibly</i>	<i>Committee Signatures</i>	<i>Date</i>
Edward Reyna, Cosmetology Faculty		
Jon Holland, Cosmetology Faculty		
Uyen Tran, ORPIE		
John Kasabian, Faculty, Co-Chair		
David Gatewood, Dean Library, Co-Chair		
Chris Whiteside, Exec Dean, Business & CTE, Ex-Officio		