

# Office of Instruction



2019-2020 Program Review

## CAN Program Review (Administrative) - Office of Instruction (Odd Year)

### Program Review Narratives

2019-2020

#### **Administrative Program Review (APR)**

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#### **Executive Summary**

**O. Executive Summary:** The Office of Instruction is dedicated to providing excellence in leadership for the college's academic programs, the faculty who lead them, and the divisions in which they are housed. We accomplish this outcome despite limited staffing and the challenges of serving the complex needs of our diverse student body and the multiple communities we serve. Our strengths lie in our ability to accomplish our goals by maintaining presence and remaining compliant with local, state, and federal expectations and opportunities, by leveraging faculty, staff, and administrative contributions, and by communicating effectively internally and externally. The Office of Instruction currently oversees the Kinesiology, Athletics and Dance Division as they continue to transition into their new space in the 2021.

#### **Program Context**

**1. Mission:** The Office of Instruction supports the college's mission of ensuring that students from diverse backgrounds receive quality instruction in general, transfer, career, and basic skills education.

We provide leadership and support to all instructional programs in the college that are offered in four instructional divisions: Business, Design, & Workforce, Humanities & Social Sciences, Science & Technology, Athletics, Kinesiology, Dance, Library, and Learning Resources, as well as the Counseling Department.

In addition, the Office of Instruction also provides support for and leadership in the committee:

- \*IDeans
- \*Instructional Planning Committee
- \*Academic Committee for Equity and Success (ACES) Accreditation
- \*Curriculum Committee
- \*Center for Innovation & Excellence in Teaching & Learning (CIETL) Honors Transfer Program
- \*Distance Education
- \*Expansion of ASLT programs and services
- \*Faculty Professional Development Program Review
- \*Student Appeals and Rights in collaboration with Office of Student Services

We are committed to the following goals:

Ensure compliance with all local, state, and federal guidelines, codes, and statutes

Provide leadership for and input into statewide educational issues. California Community Colleges chief Instructional officers (CCCCIO), California Community College Athletic Association(CCCAA), Statewide Academic Senate, Connections to College, Strong Workforce(State Chancellor's Office).

Expanding opportunities for access to postsecondary education. Currently being achieved through engagement in initiatives such as developing Dual Enrollment programs, leadership of the Adult-Education College and Career Educational Leadership (ACCEL) consortium, and through membership on the Steering Committee for the new high school in Sequoia Union HSD Establish educational partnerships within our community including high schools, outside agencies, private sector partners, community based organizations, government agencies, and others

Ensure a first-rate curriculum that promotes the successful completion of students' educational goals and meets their demands for transfer, certificate and degree completion, workplace preparation, and others

Ensure an exceptional teaching and learning environment

Facilitate the development of programs and services in academic support to ensure the successful completion of students' plans

Analyze evidence, make data-driven decisions, and formulate actions that ensure continuous improvement and that best address student needs, classroom pedagogy, program development, academic support services, and enrollment management

Support faculty professional development that fosters a culture of excellence and encourages institutional dialogue and feedback.

**2. Program Description:** The Office of Instruction provides support to all instructional programs in the college that are offered in four instructional divisions: Business, Design, & Workforce, Humanities & Social Sciences, Science & Technology, and Athletics, Kinesiology, Dance, Library, and Learning Resources, as well as the Counseling Department.

The Office of Instruction provides support, leadership, and oversight for all academic programs and related instructional support areas. Duties and expectations include:

Support cycles of meaningful assessment and reflection as part of the college's accreditation efforts Support of English, ESL, Math as new legislation, AB 705 has taken effect. The office continues to look into the development and reassessment of the Center for Innovation and Excellence in Teaching and Learning (CIETL)

Oversee Honors Transfer Program

Oversee the evaluation of all instructional programs through the Academic Senate approved program review process Help develop Program Review processes and procedures

Institute Student Appeals and Rights

Promote academic and curriculum excellence for student success

Oversee the evaluation and hiring of all instructional administrators, faculty, and staff according to District policy and procedures

Encourage employee involvement, initiative, and leadership in all instructional activities

Develop, manage, and review all instructional related budgets including general and categorical funds

Manage the allocation of, and budget for, instructional equipment and instructional materials, to ensure proper apportionment of resources to instructional programs, faculty, and staff

Support the Dean of Planning, Research and Institutional Effectiveness and SLO Coordinator in the identification, implementation, and assessment of student learning outcomes

Oversee distance education and learning technology for faculty and staff in conjunction with the Science and Technology Department,

Schedule instructional offerings to meet student and community needs by using a culture of evidence including the Educational Master Plan

Provide administrative support for the Curriculum Committee

Provide support and guidance for instructional administrators and instructional programs

Oversee the creation, production, and publication of critical institutional publications including, but not limited to: course schedule (Fall, Spring, Summer)

course catalog (yearly)

department brochures, flyers, posters, booklets, business cards, web and social media program promotions, newsletters (Olive Hill Press and Report to the SMCCCD Board of Trustees), and campus/community event support

Support student and faculty success through the and constant maintenance of the course schedule and online catalog Assist in the development of the Curriculum handbook

Preserve, with great care, the college brand in all instructional material

Coordinate the use of instructional facilities, especially classrooms, laboratories, and learning support centers Facilitate collaboration with area high schools and with San Mateo Adult Education

Address student grievances related to instruction

Oversee and ensure adherence to federal, state, and District rules and regulations, including the California Education Code, Title 5, and ACCJC Accreditation Standards

Assist with college's accreditation in addressing team recommendations and college plans for improvement Collaborate with Student Services to ensure effective, productive integration between Instruction and Student Services

**3. Community & Labor Needs:** The college is thriving and has seen a dramatic rise in efficiency in curriculum creation, cost effectiveness, enrollment transparency, course sections additions, and load balancing. The quality and consistency of course schedule and catalog has improved community relations and awareness.

Marketing materials including but not limited to the schedule of classes and the catalog ensures the college's primary instructional publications' information is accurate and current. The Office of Instruction works closely with the Director, Workforce Development in order to be sure that dialogue takes place and information regarding community and regional needs

are being met. In doing so, and with the overview of the Division-reviews the community locations list to provide access to the community we serve with our class schedules. Due to the constant evolution of digital media, even under-served communities have access to an electronic source of information. The Office of Instruction also publishes copies via hard copy so that the information about the college offering is placed throughout the city.

The Office of Instruction continues to utilize varying ways to reach out to the community utilizing potential markets to attract more students. This is done through various media outlets as this environment continues to evolve. As the state of media continues to evolve at a rapid pace, the need for quality print instructional materials and ads remains essential.

The needs of our students and employers are heard every semester, as our curriculum shifts according to program needs, student needs, and past enrollment trends. A delicate balance has to be maintained to run instructional programs efficiently. This is done not only for the faculty and students, but also to keep the college fiscally sound and constantly headed towards academic excellence. As community needs change and impact our College, the Office of Instruction ensures that the areas affected are served effectively. Classes are currently offered in various location outside the College including many high schools, community centers, adult schools, and nonprofit centers. Areas served include the coastside communities from Santa Cruz to Half Moon Bay along with North Fair Oaks, East Palo Alto, East Menlo Park and San Carlos among others. We are also meeting student and community needs by thoughtful growth of our online and distance education program by providing curricular offerings in various modalities (online, hybrid and web assisted).

### **Looking Back**

**4. Major Accomplishments:** The Office of Instruction was instrumental in being awarded in summer 2019:

2 Regional Director for Industry Engagement Grants: 1. Health 2. Global Trade

This grant is to assist the region in collaborating with business, colleges and other industry partners to assist colleges with the growth and development of programs and services. The grants are 5 years @ \$200,000. We are now into year 2 because of the lateness of the award.

Formerly Incarcerated and Incarcerated Grant which is a 1 year grant for 113,365.00

This grant is designed to assist the college in working with incarcerated and formerly incarcerated grant. Cañada College is new to the program and is working to develop innovative ways to address the needs of this very special population.

CTE Online Pathways Grant is a 1 year grant for over \$400,000. The grant is being utilized by faculty to ensure a more enhanced delivery of online pedagogy. It is also a program where faculty are assisting, coaching and facilitating each other in building camaraderie, and cohesiveness. We are also utilizing the grant to provide streamlined and personal services for incarcerated and formerly incarcerated students.

Expanded off-site locations with greater use of space and classrooms to offer relevant courses in that space so that information is made fully aware of the career advancement possibilities available for the communities.

In cooperation with the Academic Senate and through the Instructional Planning Committee, developed, and implemented a streamlined process for reassigned time allocation.

Continue to utilize outlets such as; Twitter, and Facebook and other media outlets to showcase the various social media ads, with one Facebook/Instagram, movie theatres and other community platforms.

- School Districts

Circulated Bus Ads throughout San Mateo County

Advertised via print in local daily and monthly publications, Chamber listings and community event programs:

- Spectrum Magazine
- Climate Magazine
- San Mateo Daily Journal
- Redwood City Chamber of Commerce Community Guide
- North Fair Oaks Festival Program

**5. Impact of Resource Applications:** Office of Instruction acquired over \$1,000,000 in grants for 2019-2020.

### **Current State of the Program**

**6A. State of the Program - Observation:** The Office of Instruction is comprised of very talented, educated, and team-oriented personnel. The office is committed to delivering the college mission and quality instructional programs, as well as delivering, accurate, consistent messaging and advertising that cements these qualities and improves student outcomes.

Some of our strengths include:

Dedicated to improving our curriculum and instructional materials Constant aim to provide quality instructional programs

Solid communication and technical skills

Transparency in decision making through new reassigned time allocation process, and through ongoing improvements in enrollment documentation efforts

Immeasurable supplemental and personal skills Team and customer-service oriented attitudes

Constant focus on campus dialogue and transparency Creative, collaborative, and objective driven

Open to new ideas

Constant dedication to learn new technology/methodologies

Use of an efficient data integrity process that ensures that schedule and catalog data is error free so that students and faculty are not negatively impacted

Significant impact on state policy, funding, and other topics through leadership on CCCIO, Academic Senate, CCCAA, TTAC, and other groups

Strong community engagement through the work of ACCEL and various partnerships with Sequoia Union HSD and other school districts

Support of, and collaboration with, San Mateo County Community College District, Skyline, and College of San Mateo initiatives

We are met with the following challenges:

Broad awareness of Brand/Styles

Broad awareness of decision making processes and outcomes

Inequities in staffing when compared to the Office of Instruction at the other sister colleges results in excessive workloads for the Visual Communications Coordinator and Curriculum and Instructional Systems Specialist

Web Updates are currently "re-active" instead of "pro-active"

**6B. State of the Program - Evaluation:** Hire additional staff to support curriculum, scheduling and web related functions of the

Office of Instruction Create a hands-on comprehensive CurricUNET manual to further support Faculty and Deans

Continue to improve our course scheduling system to maximize efficiency and meet both student and faculty needs Re-think registration awareness campaigns by including social media ad boosts

Refine the class schedule and catalog, optimizing user experience Refresh our College Brand/Style guide

Refresh curriculum web presence

**7A. SAO Assessment Plan:** The Office of Instruction has not previously identified any SAO's. Moving forward, we have outlined these outcomes:

#1: Use fiscal resources efficiently:

Assessment: improve collaborations and connective was of faculty to improve persistence and retention of online students

#2: Engage stakeholders in meaningful and transparent communication

Assessment: Create and continue to enhance efforts in transparent communication

process and the enrollment management process). Currently under consideration for this assessment are:

community and educational partner documentation efforts schedule processing improvements

**7B. SAO Assessment Results & Impact:** An evaluation of reassigned time occurred to better enhance the onboarding process in order to address the need for great archival and

## **Looking Ahead**

**8. Program Improvement Initiatives:** Action Plan Timeline Responsible Party Resources Required

Improve enrollment management by refining course scheduling system, and maximizing efficiency to meet student needs and faculty expectations within fiscal constraints and facility limitations Ongoing VP of Instruction, VP of Administrative Services, Division Deans, Faculty, and Curriculum and Instructional Systems Specialist Input from the Dean of Planning, Research and Institutional Effectiveness, District Facilities

Update general College marketing material; translate to Spanish to target our growing Hispanic population; Revise Web Spanish sections

Ongoing Director of Marketing, Communications, and Public Relations, Visual Communications Coordinator and College Recruiter Other pertinent Staff

Provide statewide leadership on statewide policies, funding, regulations, and processes impacting academic affairs Ongoing Vice President of Instruction Vice Presidents of Instruction at sister colleges, Vice Chancellor of Educational Services, Deans of CTE

Provide region-wide leadership for Adult Education Block Grant: staffing, budgeting, planning Spring 2016 - Spring 2017 Vice

President of Instruction and Adult-Education College and Career Educational Leadership (ACCEL) Consortium Leaders

Collaboration with Administrative Services, Human Resources and District wide faculty in specific disciplines

Develop dual enrollment pathways with SUHSD and other feeder schools Spring 2016 - Fall 2017 Vice President of Instruction,

Deans, Curriculum and Instructional Systems Specialist, AFT, Academic Senate and high School leadership Funding for faculty working on curriculum alignment and assessment

Update College Brand/Style Guide  
 Summer 2016 Director of Marketing, Communications, and Public Relations and Visual Communications Coordinator No additional resources required  
 Solicit feedback, assess needs, and create transparent processes for schedule production, distribution, and marketing improvements Summer 2016 - Fall 2016 Visual Communications Coordinator, Vice President of Instruction Input from Director of Marketing, Communications and Public Relations, Faculty, Classified Professionals, iDeans, other Colleges' Stakeholders  
 Approve/Create College social media guidelines  
 Fall 2016 Director of Marketing, Communications, and Public Relations and Visual Communications Coordinator Input from Skyline and College of San Mateo Marketing Staff  
 Create Curriculum webpages to refresh web presence Fall 2016 Curriculum and Instructional Systems Specialist and Visual Communications Coordinator No additional resources required  
 Expand and assess collaborations with community based organizations, high schools, outside agencies, private sector partners, adult schools, government agencies, and others Fall 2016 - Spring 2017 Vice President of Instruction, Instructional Deans, Faculty discipline experts, Outreach Department, College President Input from all stakeholders  
 Comprehensive CurricUNET manual Fall 2017 District Curriculum and Instructional Systems Specialists and Curriculum Committee Chairs Funding for increased capacity of current Instructional staff across the District. Input from Skyline and College of San Mateo Curriculum Chairs  
 Create responsive/mobile friendly website Fall 2017 - Spring 2018 Visual Communications Coordinator Additional staff and District staff resources  
**Program Review Narrative Status:** Complete

## Objective: To provide updates and guidance on new programs

To remain actively involved in new and innovative programs.

**Objective Status:** 1 - New (PR)

**Objective Year:** 2019-2020, 2021-2022

**Estimated Start Date:** 10/31/2018

**Estimated Completion Date:** 10/31/2019

**Please select the college goals with which this objective aligns.:** Community Connections - Build and strengthen collaborative relationships and partnerships that support the needs of reflect and enrich our diverse and vibrant local community.

**Please select the district goals with which this objective aligns.:** District Goal #4 - Ensure Necessary Resources Are Available To Implement This Strategic Plan Through Sound Fiscal Planning And Management Of Allocations. Protect Community-supported Status And Undertake The Development Of Innovative Sources Of Revenue That Support Educational Programs Beyond That Which Is Available From Community And State Allocations.

### Resource Requests

**Conferences for continued professional development and policy change updates that may go above regular meetings and conferences.**

**Type of Resource:** Professional Development

**Cost:** 15000

**The Office of Instruction needs to continue to remain active in the community by participating in local governmental events, and remain members of many organizations so that a clear partnership is developed.**

**Type of Resource:** Subscriptions or Memberships

**Cost:** 7500

**The Office of Instruction needs to remain active in the community, statewide and national initiatives. The Office needs to continue to thrive and remain innovative in how to approach its programs and programmatic needs.** - There are many programs that need outside contractors to assist with the initial growth and development.

**Type of Resource:** Contract Services

**Cost:** 100000

# CAN Program Review (Administrative) - Office of Instruction (Odd Year)

## Objective: Continue to develop partnerships that matter to our college and its community.

To continue to develop partnerships to strengthen our colleges presence to align with overall programmatic needs.

**Objective Status:** 1 - New (PR)

**Objective Year:** 2019-2020

**Estimated Start Date:** 11/02/2018

**Estimated Completion Date:** 11/01/2019

**Please select the college goals with which this objective aligns.:** Community Connections - Build and strengthen collaborative relationships and partnerships that support the needs of reflect and enrich our diverse and vibrant local community.

**Please select the district goals with which this objective aligns.:** District Goal #3 - Increase Program Delivery Options Including the Expanded Use of Instructional Technology to Support Student Learning and Success

### Action Plans

**2018-2019** - continue development and presence in the community and actively engage with potential partners. (Active)

**Who's Responsible for Completing this Action Plan?:** VPI, Deans and Directors.

**Estimated Completion Date:** 11/01/2019

## Objective: Improve collaboration

Improve collaboration between campus-wide programs, community partners and student needs to expand program offerings.

**Objective Status:** 1 - New (PR)

**Objective Year:** 2019-2020

**Estimated Start Date:** 10/22/2019

**Estimated Completion Date:** 12/31/2020

**Please select the college goals with which this objective aligns.:** Community Connections - Build and strengthen collaborative relationships and partnerships that support the needs of, reflect, and enrich our diverse and vibrant local community.

**Please select the district goals with which this objective aligns.:** District Goal #2 - Establish And Expand Relationships With School Districts, 4-year College Partners, And Community-based Organizations To Increase Higher Education Attainment In San Mateo County

### Action Plans

**2019-2020** - Continue to develop and build relationships with community, business partners so that the community is aware of available offerings and benefits of the college. (Active)

**Who's Responsible for Completing this Action Plan?:** Office of Instruction Teams

**Estimated Completion Date:** ongoing

**2019-2020** - Build strong collaborations with the high schools/adult schools and other feeder campuses to our college (Active)

**Who's Responsible for Completing this Action Plan?:** Office of Instruction, Outreach, Office of Student Services

**Estimated Completion Date:** Ongoing timeline to check-in frequently

**2019-2020** - Be sure that activities on campus are inclusive and serve the broader local and regional communities. (Active)

**Who's Responsible for Completing this Action Plan?:** Office of Instruction and Teams

**Estimated Completion Date:** This is an on-going activity.

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## Resource Requests

**Participation in community, regional, statewide and national events to continue to broaden the focus of the work done at the college.** - With the new legislation and curriculum changes, there are many meetings that are mandatory for the CIO to attend to be sure the college is in compliance.

**Status:** Continued Request - Active

**Type of Resource:** Professional Development

**Cost:** 20000

**One-Time or Recurring Cost?:** Recurring Cost

**Division/Department Priority:** High Priority

**to provide expertise to work with the campus and community partners** - In order to continue to have grants and continued activities on campus, it is necessary to hire various independent contractors to perform some of the duties.

**Status:** Continued Request - Active

**Type of Resource:** Non-Instructional Personnel

**Cost:** 100000

**One-Time or Recurring Cost?:** Recurring Cost

**Division/Department Priority:** High Priority