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Source: APR

Cycle: Administrative Program Review 2017-18

User Name: Tammy, Robinson

Response Types: All Responses Types

1	Executive Summary
0	Executive Summary

Summarize your program's strengths, opportunities, challenges, and action plans.

Response Detail

No Response Information to Display

Narrative

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 currency in local, state, and federal expectations and opportunities, by leveraging faculty, staff, and administrative contributions, and by communicating effectively internally and externally.

Suggested Follow Ups

Date	Suggested Follow Up

No Suggested Follow Ups to Display

2	Program Context
1	Mission

How does your program align with the college's mission. If your program has a mission statement, include it here.

Search Standards By User

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User Name: Tammy, Robinson
Response Types: All Responses Types

Response Detail
No Response Information to Display

Narrative

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, we also provide support for and leadership of:

Academic Committee for Equity and Success (ACES)
Accreditation
Curriculum Committee
Basic Skills
Center for Innovation & Excellence in Teaching & Learning (CIETL)
Honors Transfer Program
Distance Education
Faculty Professional Development
Program Review
Student Appeals and Rights
 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. Currently being achieved through Executive Board membership on the Research and Planning Group of California Community Colleges (RP Group) and the California Community Colleges chief Instructional officers (CCCCIO) Executive Board as well as Wedpac/Edpac, PCAH Writers' Group, TTAC, and others
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

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

2 Program Description

Source: APR

Cycle: Administrative Program Review 2017-18

User Name: Tammy, Robinson

Response Types: All Responses Types

Program description.

Response Detail
No Response Information to Display

Narrative

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 Basic Skills, 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

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

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3   Community and Labor Needs

Describe how changes in community needs, employment needs, technology, licensing, or accreditation affect your program.

Response Detail
No Response Information to Display

Narrative

Under new leadership, new faculty and administration shifts, and staff hirings, the college is thriving and has seen a dramatic rise in efficiency in curriculum creation, cost effectiveness, enrollment transparency, course section additions, and load balancing. The quality and consistency of course schedule and catalog has improved community relations and awareness. These two books serve as marketing materials as well as our primary instructional publications. In conjunction with the Outreach Department, the Office of Instruction 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 Visual Communications Coordinator has to constantly maintain knowledge of all current design, presentation, and web Content Management Systems (CMS) to deliver clear and concise messaging to our campus and surrounding communities concerning the latest program offerings. This includes (but is not limited to): Adobe Suite (Photoshop, InDesign, Illustrator, Dreamweaver), MS Office (Word, Excel, PowerPoint), Prezi, Google, Social Media, CMS (OmniUpdate), HTML and CSS knowledge.

As the state of media continues to evolve at a rapid pace, the need for quality print instructional materials and ads are still important, but the trend of digital media is growing with no signs of slowing down. Strategically distributed to community homes, our printed registration reminder mailers were sent out with two purpose: to bring awareness to the registration dates, and to drive back traffic to our schedule and our schedule locations web pages.

The needs of our students 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).

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

3	**Looking Back**

4   Major Accomplishments

Describe major accomplishments.

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Response Detail
No Response Information to Display

Narrative

Implemented the two- and five-year Curriculum Review Cycle, achieving currency of the college's course offerings while simultaneously meeting the recommendation contained in the ACCJC's report

Provided Curriculum Development and web/CMS training during Flex day activities held during the fall 2015 and spring 2016 semesters

Program Curriculum Development included: 102 program modifications, 3 program bankings; 3 new certificates of achievement; Developed 3 AA-T/AS-T degrees for transfer in: Biology, Nutrition and Spanish. These degrees are intended for students who plan to complete a bachelor's degree in a similar major at a CSU campus. Students completing these degrees (AA-T or AS-T are guaranteed admission to the CSU system, but not to a particular campus or major

Oversaw and supported the development and updating of course, degree, and certificate offerings, including: 25 new courses; 278 revised courses; 40 banked/deleted courses; 4 reactivated courses

In cooperation with the Academic Senate and through the Instructional Planning Committee, developed, piloted, and implemented a system for reassigned time allocation

Reconciled State Curriculum Inventory for data integrity against the catalog for both courses and programs

Received a clean (zero findings/zero recommendations) audit from the State compliance auditors for 2014-2015

Oversaw and supported articulation efforts including ADTs, C-IDs, IGETC, and other requirements. All Cañada courses available for C-ID approval are approved 100%. As of February 2016, the total number of courses with C-ID approvals total 123

Hired a Dean of Business, Design and Workforce

Administered faculty professional development funds allocating over 60 awards totalling over $ 32,000

Received award for registration print-mailer at Community College Public Relations organization (CCPRO) Conference 2015; Direct mailers encourage registration and drive traffic to website

Submitted marketing and instructional materials to CCPRO Conference 2016

Followed through on "iCAN" and "iCAN Become" campaigns for more than a year

Established Cañada branding across multiple mediums - Print, Web, and Social Media

Developed "Growth" and "Enrollment" interior web-pages to further support transparency and campus dialogue between administration, faculty, and staff

Attended "OmniUpdate" conference 2015 to maintain current Content Management System (CMS) knowledge and awareness of upcoming trends and technology shifts

Increase in web page views/traffic and users over the past few years:
 • August of 2013: 1,815 Users; 5,937 Page Views
 • August of 2014: 38,221 Users; 214,561 Page Views
 • August of 2015: 43,898 Users; 248,861 Page Views

Revived Youtube, Twitter, and Facebook accounts and placed various social media ads, with one Facebook/Instagram ad garnering over 40,000 impressions

Created marketing material to be circulated throughout the community:

Produce promotional brochures on the College, specific programs and special events

Display of class schedules in both on and off campus. Off campus locations include more than 50 strategic locations throughout Redwood City and San Mateo County:
 • Libraries
 • Community Centers
 • City Halls
 • High Schools
 • YMCA
 • Boys & Girls Club
 • Post Offices
 • 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

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Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

5	Impact of Resource Allocations

Describe the impact to-date that each new resource (staff, non-instructional assignment, equipment, facilities, research, funding) has had on your program/unit/office and measures of student success or client satisfaction.

Response Detail
No Response Information to Display
Narrative
No new resources were allocated to the Office of Instruction in this period.

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

4	**Current State of the Program**
6.A.	State of the Program - Observation

Describe the current state of the program (May include strengths and challenges).

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Response Detail
No Response Information to Display

Narrative

The Office of Instruction is comprised of very talented, educated, and team-oriented personnel. We are all committed to delivering the college mission and quality instructional programs, as well as 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 CCCCIO, RP Group, Wedpac/Edpac, 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"

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

6.B.   State of the Program - Evaluation

What changes could be implemented to improve your program?

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Response Types: All Responses Types

Response Detail
No Response Information to Display
Narrative

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

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

7.A.   SAO Assessment Plan

Describe your program's SAO assessment plan.

Response Detail
No Response Information to Display
Narrative

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 productivity by at least 15 points over the next two years

#2: Engage stakeholders in meaningful and transparent communication
Assessment: Create at least two new major efforts in transparent communication (in addition to the reassigned time review process and the enrollment management process). Currently under consideration for this assessment are:
community and educational partner documentation efforts
schedule processing improvements

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

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Response Types: All Responses Types

7.B.   SAO Assessment Results and Impact

Summarize the findings of your program's SAO assessments. What are some improvements that have been, or can be, implemented as a result of SAO assessment?

Response Detail
No Response Information to Display

Narrative
Not Applicable - No SAOs were identified the previous year

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

5	Looking Ahead
8	Program Improvement Initiatives

How will you address the opportunities for improvement that you identified throughout the prior sections of this Program Review? What research or training will you need to accomplish these plans? What supplies, equipment, or facilities improvements do you need? Please do not include a written response here. Rather, use the Planning module of SPOL to create your Strategic Action Plans.

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Response Detail
No Response Information to Display

Narrative

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

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	

9   Personnel Projections

List the current and near-future new or replacement staff positions that you anticipate requesting. Identify the term or year in which you anticipate submitting the staffing request. If none are anticipated, please write "not applicable". (List only; no justification needed here.)

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Response Detail
No Response Information to Display

Narrative
There is no Narrative Entered.

Suggested Follow Ups	
Date	**Suggested Follow Up**
No Suggested Follow Ups to Display	