Spring 2013 Update
As of April 26, 2013

Ohlone Community College District

Educational Master Plan

2010 – 2015

March 10, 2010

Endorsed by Faculty Senate: February 17, 2010
Endorsed by College Council: February 22, 2010
Approved by Board of Trustees: March 10, 2010
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i. Timeframe

The previous Educational Master Plan (Ohlone’s first ever comprehensive plan) encompassed a 10-year timeframe, 2001-2011. A subsequent update in 2003, which focused on refining the Educational Plan for the Ohlone College Newark Center for Health Sciences and Technology, included a 15-year district enrollment projection through 2018. The college Strategic Planning cycle is on a five-year timeframe and has just recently been updated for the 2010-2015 period. For consistency, the Educational Master Plan will now adopt the same planning timeframe as the Strategic Planning cycle. However, the enrollment projection scope will use a 15-year timeframe to provide a broader context for educational planning and to align with the 15-year time frame of the Facilities Master Plan.
ii. Location Nomenclature

In this Educational Master Plan there is a need for consistent nomenclature to be used for the three major instructional “sites” including the two physical locations in Fremont and Newark, and the growing online and hybrid course component. The following is background related to this and explanation of the names that will be used.

Fremont Campus

This is the oldest of the three educational sites. It opened in 1974. Until 1994 it was the only formal site and thus was referred to as Ohlone College. Although classes were offered at a number of locations in Newark over the years, it was not until 1994 that a formal and ongoing site was established at the MacGregor School, a former middle school. While the MacGregor site was operating, the Mission Boulevard site was referred to as the Fremont Campus or the Main Campus with many still calling it simply Ohlone.

Newark Campus

As mentioned above, a formal and ongoing site for classes in Newark was established in 1994 at the MacGregor School. For the first several years it was called the Newark Ohlone Center (NOC). As enrollment at the site grew and plans for a new center were being considered, the name was changed to the Ohlone College Newark Center (OCNC); although many still referred to it as NOC. The passage of the Measure A Bond in 2001 included funding for a new center in Newark with a focus on health sciences and technology, although a healthy offering of general education classes was also planned. As the plans were refined just prior to construction, the working title for a time was Newark Center for Technology and Health Science. Upon formal adoption of the Revised Educational Master Plan in 2003, the name became officially the Ohlone College Newark Center for Health Sciences and Technology (NCHST). This official name is not used in everyday language and people alternately refer to it as either the Newark Campus or the Newark Center. Although the state officially labels it as a “Center” as opposed to a “College,” the Educational Master Plan will, for consistency with the other two “sites,” will use the title Newark Campus.

E-Campus

In 1998 the college began offering online courses. Over the next 10 years, online courses grew to represent 10% of student enrollment. More recently hybrid courses, a combination of traditional classroom and online components, are becoming more and more common. Across the state these fully online and hybrid courses are governed under policies and guidelines within the context of Distance Education. For a while, Ohlone used Distance Education as an umbrella term for online classes but as the number of courses grew, we began to think more in terms of a “third instructional location.” We tend to use names such as Distance Education, Online Education, Online Learning, Virtual Campus, and Electronic Campus, and E-Campus. E-Campus is currently emerging as the more common name and it will be used in the Educational Master Plan to designate our online and hybrid offerings. As these offerings grow, it is important to look at this delivery method as a distinct “place” with a community of faculty and students needing focused planning attention. In March 2011 the ACCJC approved the college’s Substantive Change Proposal for offering various degrees and certificates with 50% or more of the courses available online.
iii. Introduction and Background for this Update of the Educational Master Plan

This Educational Master Plan provides a comprehensive and strategic framework for planning, implementing and evaluating the learning programs and services at the college, in accordance with the college mission, values, goals and institutional planning processes. The Educational Master Plan also provides direction for facilities and other resource planning in support of student learning.

Faculty and staff at Ohlone College demonstrate commitment to students and their learning success. We are a Learning College and learning is at the center of all we do on a daily basis. It is a challenge to find time to step back and engage in more strategic activities such as educational master planning. Yet, as reinforced by our accreditation standards, good practice dictates our daily work be done in the context of a broader planning perspective, especially when we must make difficult decisions about how we allocate our limited resources.

In March of 2002 the first ever comprehensive Educational Master Plan for the District was approved by the Board of Trustees following a shared governance development process during 2001. Simultaneously to the approval of the Educational Master Plan the District voters approved Bond Measure A providing $150,000,000 for construction of a Center in Newark, a new Student Services Support building on Fremont campus, and upgrades to existing facilities on the Fremont campus.

Since 2002, the faculty and staff at the college have engaged in ongoing educational master planning using the initial document as an overarching context. A Revised Educational Master Plan for the Newark Center for Health Sciences & Technology (NCHST) was approved by the Board of Trustees in December 2003, after an active shared governance development process. This plan and numerous associated planning retreats involving faculty and staff from across the college led to the successful opening of the new Newark Campus in January 2008. Further, the Emerging Fremont Campus Educational Master Planning Concepts were approved by the Board of Trustees May of 2004. These concepts have guided the use of Measure A Bond funds for Fremont Campus projects and the Facilities Master Plan.

During 2004-2005 the college community engaged in a comprehensive process of strategic planning resulting in a 2005-2010 College Strategic Plan approved by the Board of Trustees in May 2005. During 2008 and 2009 the college community engaged in an active process of assessment of the 2005-2010 College Strategic Plan and additional strategic planning leading to a 2010-2015 College Strategic Plan approved by the Board of Trustees in the Fall of 2009.

A comprehensive institutional self study was conducted in 2006 and 2007 in accordance with the standards of the Accreditation Commission for Community and Junior Colleges. A site visit was conducted by the Western Association of Schools and Colleges in March 2008. Highlights of the self study and evaluation related to educational planning include:

• No formal recommendations were made related to Standard II: Learning Programs and Services. This was a major statement of confidence by the Accreditation Commission in the academic excellence of the learning programs and services at Ohlone.
• A series of self-identified improvement objectives were developed.
• A focused assessment of distance education was completed.
• A comprehensive Substantive Change Proposal for the Newark Campus was completed.

During 2008-2009 a comprehensive redesign of the college planning processes resulted in a more formal and structured linkage between Program and Services Review and the overall college planning process, including the budget planning cycle. We are now using the CurricUNET Program Review Module to conduct Program and Services Reviews. The new web-based tool provides a template for performing the
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program review and creates a paperless system. It is a relational database tool, which facilitates the
generation of data and the linkages between program review, budget decision-making, facilities planning,
and information technology decisions. The software facilitates the tracking of activities and outcomes
tied to budget requests, provides historical tracking allowing for program review feedback loops, and
tracks recommendations and commendations from review to review. The ultimate vision is to use this
tool to make Program and Services Review an ongoing rather than intermittent process that continually
feeds into the institutional planning cycle.

A key element in the college planning and evaluation cycles is conducting and documenting an
Environmental Scan of internal and external data and of trends that have an impact on college planning.
The college’s Glossary of Planning Terminology defines Environmental Scan as “the acquisition and use
of information about events, trends, and relationships in the local community and beyond that informs the
college of forces and needs relevant to planning future direction. Environmental scanning constitutes a
primary mode for institutional learning and self assessment.” The Office of Institutional Research has
designed and published Ohlone’s Environmental Scan, which is being used as source information for all
college planning, including the Educational Master Plan update.

The Educational Master Plan is divided into three major sections.

A. Foundations

Section A presents the overarching educational philosophy and principles of Ohlone College.
The college mission and values are also expressed. Further, the commitment to the Learning
College Model is discussed and the students we serve are described.

B. Institutional and External Planning Context

Section B describes the integration of the Educational Master Plan with the overall institutional
planning processes. The relationship with the program and services review process of the college
is discussed along with the linkage with the institutional strategic goals and objectives. Given
that a major institutional accreditation self study was conducted in 2006 and 2007 and reviewed
by a external visiting team in 2008, the resulting improvement agenda for learning programs and
services is incorporated in our Educational Master Plan. Also incorporated are improvement
goals related to the Accountability Reporting for Community College Findings and Self
Assessment (2009). Finally, relevant data from the college’s Environmental Scan is analyzed and
gaps are identified to be addressed in our learning programs and services.

C. Academic Directions

Section C addresses important academic directions for the faculty and staff to pursue over the
next several years. Enrollment projections are presented at the college and program/department
levels and new program directions are identified. The need for a strong contingent of full time
faculty is described and goals established. Finally, specific direction is given for the facilities
master planning process as well as the standards we set for our learning spaces.
A. Foundations

This section of the Educational Master Plan focused on the overarching educational philosophy and principles of Ohlone College. The college mission and values are also expressed. Further, the commitment to the Learning College Model is discussed and the students we serve are described.

The following topics are covered in this section:

1. Foundation Principles for Educational Master Planning
2. Mission Statement
3. Core College Values
4. Our Students as Related to Our Mission
5. We Are a Learning College
6. Implications for the District Facilities Master Plan: Standards for Learning Spaces
1. Foundation Principles for Educational Master Planning

This 2010-2015 Educational Master Plan represents an update of the 2001-2011 Plan. It integrates many of the planning activities over the past decade mentioned above. The updated plan has also been developed on the foundation of a series of educational master planning principles that have emerged as the college community has engaged in significant planning and assessment efforts since 2001. The following is a list of principles:

• Our educational planning is conducted within a strategic and comprehensive district perspective.
• The college meets the accreditation standards of the ACCJC and uses the Self-Study process and resulting Planning Agendas for Improvement as integral components of our planning and evaluation processes.
• Faculty and staff engage in a robust process of instructional program, service and course reviews with an emphasis on student learning outcomes and assessment.
• All program areas are intentional about supporting the strategic goals of the college and conduct education planning in alignment with the College Mission and Values.
• Our educational master planning is done with a commitment to shared governance and the administration works closely with the College Council and Faculty Senate in the planning process.
• The Fremont Campus, Newark Campus and E-Campus, are parts of an integrated learning ecosystem.
• Faculty and staff professional development activities support active and collaborative learning and interdisciplinary approaches for all faculty and programs in the District.
• The Fremont Campus has a transfer emphasis; however basic skills and occupational programs are also offered.
• The Newark Campus has an emphasis on health, sciences and technology; however basic skills, transfer and general education programs and courses are also offered.
• The E-Campus provides a wide variety of courses in support of the college mission and the emphasis of the two other campuses.
• Academic Affairs and Student Development are integrated within a comprehensive system of teaching and learning.
• Providing pre-collegiate basic skills programs, courses and services is fundamental to our mission and directly relates to the needs of the community.
• Our basic skills program should be characterized by an interdisciplinary approach, particularly between the English, ESL and mathematics departments.
• We are committed to providing instruction for all who can benefit and maintain support services for physically and learning disabled students.
• Each of our academic divisions house career, technical and/or professional education programs and the Deans and faculty work together to provide a coordinated approach.
• Our transfer degrees and courses, our general education patterns, and our transfer and articulation are of high quality and provide students with maximum transfer potential.
• We engage in active partnerships with our area high schools to create access for high school students to college classes. We are also committed to increasing the number of students who complete high school and continue to college.
2. Mission Statement
The mission of Ohlone College is to serve the community by offering instruction for basic skills, career entry, university transfer, economic development, and personal enrichment for all who can benefit from our instruction in an environment where student learning success is highly valued, supported, and continually assessed. (Board approved on 12/13/06.)

3. Core Values
We provide lifelong learning opportunities for students, college personnel, and the community.
We open access to higher education and actively reach out to underserved populations.
We promote diversity, inclusiveness, and openness to differing viewpoints.
We maintain high standards in our constant pursuit of excellence.
We value trust, respect, and integrity.
We promote teamwork and open communication.
We practice innovation and actively encourage risk-taking and entrepreneurship.
We demonstrate stewardship for our human, financial, physical, and environmental resources.

4. Our Students as Related to Our Mission
This table presents the students served by Ohlone College as reflected in our Mission Statement:

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<tr>
<th>Components of the Mission Statement</th>
<th>Students</th>
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<tbody>
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<td>Basic Skills</td>
<td>At Risk and Dropouts</td>
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<td>Traditional College Age</td>
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<td>Delayed Entry</td>
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<td>Re-Entry</td>
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<td>Career Changing</td>
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<td>Incumbent Workers</td>
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<td>Dislocated Workers</td>
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<td>Disabled Students</td>
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<td>English Language Learners</td>
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<td>Career Entry</td>
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<td>At Risk and Dropouts</td>
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<td>English Language Learners</td>
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<td>Economic Development</td>
<td>Career Changing</td>
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<td>Incumbent Workers</td>
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<td>Personal Enrichment</td>
<td>Career Changing</td>
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<td>Lifelong Learners</td>
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Special Note on High School Students as part of Ohlone’s Constituency

The primary population for California community colleges includes people who are 18 years of age or older or high school graduates. However, colleges are allowed to enroll students K-12, if they so choose, through a process called Special Admissions. Special Admissions is now regulated under Education Code established by SB 338 in 2003. Enrollment of K-12 students in college courses is generally referred to as concurrent enrollment in California; although the term dual enrollment is used more frequently in other states where it is a growing trend. For many years Ohlone has allowed K-12 dual enrollment in college classes. And for the past ten years we have developed focused partnership programs with high schools in the district.

Because dual enrollment is a choice rather than a mandate it is subject to lower priority status when state funding is reduced due to economic downturns. In the current budget crises we have downsized dual enrollment rather significantly on a number of fronts. First, in the Spring of 2009 the Board of Trustees voted to discontinue dual enrollment of students in grades K-9. Although the parent community was upset, the Board felt this prioritization was in the best interest of the District. Further, the foreign language partnership with Irvington and Mission High Schools has been eliminated involving 35 course sections (although students are still able to earn credit, there is no fiscal impact and enrollment is not submitted for apportionment). Finally, Ohlone once offered 16 sections of American Sign Language at the Fremont high schools but this has been reduced to eight.

Our general strategy for working with the high schools on dual enrollment programs is to be responsive to interest expressed by the schools. We do not push any particular program agenda. As a general target, dual enrollment should not exceed 5% of the annual FTES capacity. A more comprehensive report titled “Description of High School Dual Enrollment Strategies” is provided in Appendix A and provides historical background, current strategies in use and partnership programs in place, and program reductions due to 2008-2010 budget crises.

5. We are a Learning College

The college vision, values, mission and resulting strategic plan represent a concerted college-wide effort to embrace, nurture and practice the tenets of the Learning College model. This model has been an influential movement among community colleges across the country over the past decade. The League for Innovation in the Community College has provided significant leadership in developing and promoting this model. Ohlone faculty and staff have responded to this model in a very positive way. Individual faculty members are engaged in a wide variety of teaching and learning innovations and improvements that support the Learning College model and focus of student success. It is not surprising that Ohlone faculty members have embraced the Learning College model as its focus on learning and student success has been part of Ohlone’s academic culture since its inception. The former Executive Director of the League, Dr. Terry O'Banion, in his landmark 1997 book A Learning College for the 21st Century defines a Learning College as an organization that:

1. Creates substantive change in individual learners.
2. Engages learners as full partners in the learning process.
3. Creates and offers as many options for learning as possible.
4. Assists learners to form and participate in collaborative learning activities.
5. Defines the roles of learning facilitators by the needs of the learners.
6. Succeeds only when improved and expanded learning can be documented for its learners.

Another key element of the Learning College model is all administrators, faculty and staff are learners; and learning is considered a fundamental strategy for organizational function and improvement.
Ohlone has a strong and long standing institutional commitment to being a Learning College. This commitment goes back to our beginning evidenced in the Ohlone College Master Plan Philosophical Guidelines from 1969. Listed below are a few important excerpts from the 1969 statement:

Ohlone College:
1. Focuses on the work and dignity of each student.
2. Focuses on learning.
3. (Demonstrates) flexibility in meeting student needs.
4. Perceives achievement as a function of individual growth and not of time alone.
5. Enables each student to acquire the trait of learning as a lifelong pattern.
6. Each member of the staff contributes to the process of guidance and counseling.
7. Seeks constant re-examination as a natural process of making appropriate modifications.
8. Seeks innovation, supports creativity and imagination, …conformity for its own sake is ignored.

This can be reviewed in full at the following site:

6. Implications for the District Facilities Master Plan: Standards for Learning Spaces

During the planning for the new Newark Campus, faculty, Deans, directors and administrators engaged in active dialogue to create standards, which guided the learning space design, and selection of technology. The Learning College Model provided the framework for these standards. A workshop with an instructional designer from the Stanford Center for Innovative Learning started our planning process by asking the users to, "Give me some verbs!" Technology, furniture and other resources are merely tools to support what students and faculty want to do. With this in mind, the following “verb statements” are offered as guidelines for the development of new and refurbished learning spaces at Ohlone College. These guidelines support the Learning College Model with a focus on active and collaborative learning and individual student success. Students and faculty will be able to:

- Engage with each other (student-student, student-faculty, faculty-faculty).
- Operate in teams and groups of varying size.
- Work in learning communities.
- Compare, contrast, analyze, and debate concepts and information.
- Construct information and knowledge.
- Present reports and project results.
- Project audio and visual images in digital, film, and printed formats.
- Connect with outside information sources.
- Communicate with outside resource people.
- Students can participate from other locations.
- Students with disabilities can participate easily.
- Capture learning activities for future reference.
- Work in informal learning spaces nearby.
- Work in virtual learning space, 24-7.
- Flexibility in the use of space, furniture, materials and technology.

In addition to these “verb statements” there are physical environment standards that must be met. Qualitative feedback received from students, faculty, staff and visitors to the Newark Campus has reinforced the significance of promoting a culture focused on learning, academic excellence, innovation and green building principles. Important considerations for formal and informal learning spaces need to include color, lighting preferably natural light, sound quality, healthy ergonomics, healthy air quality, and
the use of non-toxic building materials and cleaning products. Using sustainability principles of the U.S.
Green Building Council can ensure high quality learning environments. Learning spaces must be easy to
maintain budgetary commitments are needed for ongoing maintenance.

The Newark Campus has offered the opportunity to assess the designs incorporated into the campus
learning spaces. Shifting from traditional classrooms with tablet arm desks and chalkboards to learning
spaces designed based on a holistic view of the learning environment has been an integrated focus of the
educational master planning process. After the first semester at the new Campus, a survey was conducted
to collect data about the new learning environments. Faculty were asked, "What word best describes your
teaching/learning experiences at the Newark Campus? Responses included: stimulating, exciting,
rewarding, superb, growth, fun and, for one, frustrating. Another questioned asked, “As you reflect back
over the semester, and to what extent did the design of the learning space itself affect your
teaching/learning experience and your interactions with your students?” Responses included: The
movable furniture, huddle boards, and use of student laptops allowed me to plan any learning activity my
heart desired; Having technology that is actually designed into the room that works consistently makes it
so much easier to conduct my class, I cannot even compare it to the older classrooms in Fremont; The
windows and natural light were an incredible enhancement to mood and energy level; and the view
brought the outside in and I could feel the elevation of energy level and reduction in stress.
B. Institutional and External Planning Context

This section of the Educational Master Plan integrates with the institutional planning processes of the college. The relationship with the program and services review process of the college is discussed along with the linkage with the institutional strategic goals and objectives. Given that a major institutional accreditation self study was conducted in 2006 and 2007 and reviewed by an external visiting team in 2008, the resulting improvement agenda for learning programs and services is incorporated in our Educational Master Plan. Also incorporated are improvement goals related to the Accountability Reporting for Community College Findings and Self Assessment (2009). Finally, relevant data from the college’s Environmental Scan is analyzed and gaps are identified to be addressed in our learning programs and services.

The following topics are covered in this section:

7. Institutional Planning Cycles
8. Program and Services Review
9. Relationship to Institutional Strategic Goals and Objectives
10. Self Identified Improvement Agenda from 2008 Institutional Self Study Assessment
12. Thirty (30) Important Indicators from the Environmental Scan
13. Environmental Scan Gap Analysis
7. Institutional Planning Cycles

Educational Master Planning is conducted within the broader cycles of college planning and since we are an educational institution, the Educational Master Plan is central to college planning. Charts describing the strategic and annual planning cycles are presented in Appendix B. Also included in Appendix B is an Outline of Plans showing how the various college plans related to the college strategic goals and objectives.

The following is a brief description of the college strategic and annual planning cycles.

Strategic Planning Cycle

In order to establish a cyclical process for strategic planning, a comprehensive assessment was determined to be a good starting point. The elements of the assessment included an environmental scan (college community needs and college outcomes in meeting those needs, both expressed in a data-oriented document), accreditation planning agendas, results of Program and Service Reviews, and a thorough evaluation of the status of current college goals and objectives. The next step in the cycle is a reaffirmation of college values and a review and possible revision of the college mission statement. With the benefit of the assessment, the college is ready to analyze the degree to which it is fulfilling its mission and meeting community needs. A visioning process follows to encourage the college and community a voice in what the college will be in the future.

Following this work, the college determines what current goals should continue and drafts new goals to be achieved in the next cycle. Goals are expressed in more specific objectives and include timeframes. Over the life of the strategic plan, objectives which achieve the goals are implemented and the results assessed. Finally, a new assessment occurs and the cycle begins again.

Annual Planning Cycle

Each year, to coincide with budget deadlines, the college engages in a process to determine a prioritized list of improvements it would like to undertake to achieve college objectives. This process engages all programs and services by asking that they submit Program Improvement Objectives that are the products of their program reviews. These Program Improvement Objectives are accompanied by action plans and resource needs. The college prioritizes the objectives according to how effectively they contribute to college objectives and uses the list for determining resource allocation. Because the list includes all college programs and services, the result is an annual representation of needed college improvements. Currently, the college is reviewing its budget history to determine how program and service needs align with it. The purpose is to provide the college with a clear understanding of needed improvements and how to spend its resources accordingly.

8. Program and Services Review

A major strategy for improving the college planning is for Program and Services Review to be more central to the planning process. Two key elements for this are:

1. Creating linkage between Program and Services Review and college planning (Strategic Planning, Budget Planning, Educational Master Planning, Technology Planning, etc…);
2. Transforming Program and Services Review from an episodic process (once every four years) to an ongoing process with annual updates. The CurricUNET Program Review Module has been designed to implement these two key elements.
The CurricUNET Module brings faculty through a step-by-step web-based evaluations process:

- **Program Description and Scope**: An overview description of the program.
- **College Mission**: How the program supports the college mission, vision, and one or more of the college values; one or more of the college goals; and one or more of the college objectives.
- **SLO Assessment**: Expected student learning outcomes at the program level and associated assessment strategies and improvements.
- **SLO Matrix**: Maps and links course-level SLOs to program-level SLOs.
- **Student Achievement**: Includes a series of measures including course completion, course retention, persistence, program completion, and associated analysis.
- **Program Analysis**: Summarizes key assessment findings by describing program achievements and areas needing improvement.
- **Program Improvement Objectives and Assessment**: Action Plan (1-3 Years): Action steps needed to complete the Program Improvement Objective.
- **Use qualitative and quantitative data to describe PIO results and contributions to student success and the achievement of college goals and objectives; and analyze the impact of resources used.**
- **Outside Review Results**: Could include reviews by advisory committees, other closely related academic departments, focus groups of students, etc…

In the academic and student development areas, Deans and faculty are working on the goal to enter all instructional program and service reviews into the CurricUNET Program Review Module by the end of the 2010-2011 academic year. This should be achievable with only minor modification with our current Instructional Program and Services Review timelines as follows:

1. Areas “up for” review in 2009-2010 will be using the new module to complete their reviews.
2. Areas that completed reviews in 2008-2009 are asked to enter their work into the module this year.
3. Areas that are “up for” review in 2010-2011 will be using the new module.
4. Areas that are “up for” review in 2011-2012 are also encouraged to complete their review in the new module before the end of the 2010-2011 year.

There will be several very positive outcomes to accomplishing this important goal:

1. Once a program or service review is in the module, it will then be easily reviewed and updated regularly, rather than necessitating a big project every few years.
2. Course-level SLOs and program-level SLOs can be linked and analyzed for consistency.
3. We will be able to focus on assessment for program improvement on an ongoing basis.
4. Given that CurricUNET is a database program, the needs of each program will feed into the college planning process through the sorting and linking nature of the system.

Useful website: Program and Services Review Site: [http://www.ohlone.edu/org/programreview](http://www.ohlone.edu/org/programreview)

9. **Relationship to Institutional Strategic Goals and Objectives**

The Educational Master Plan integrates most directly with Goals 1 and 2 of the College Strategic Plan and the associated objectives. These goals and objectives are related directly to the core elements of the College Mission. Goal 1 focuses attention on university transfer, general education and basic skills education. Goal 2 relates to career entry and economic development. Various department and teams will be working to achieve the objectives in the plan.
GOAL 1: Through innovative programs and services, improve student learning and achievement.

Objectives:
1. By 2013, complete an assessment of student learning outcomes for all courses and programs. Objective was reworded to creating a system. Accomplished
2. By Spring 2013, increase average course retention to a rate at or above the statewide average. Accomplished
3. By Fall 2013, increase semester to semester persistence of ESL and basic skills students to a rate at or above the statewide average. Accomplished
4. By Fall 2014, increase success in basic skills courses to a rate at or above the statewide average. Accomplished
5. By Fall 2014, increase the improvement in ESL courses to a rate at or above the statewide average. For this objective “improvement” is defined by the California Accountability Reporting for Community Colleges (ARCC) report as follows: A student who started in ESL at least two levels below transfer and, within three years, successfully completes a higher level ESL or English course. This rate is reported to colleges each year from the Chancellor’s Office and is derived from MIS data submitted by the colleges. Accomplished
6. By Spring 2013, increase to 600 the number of students transferring to UC and CSU. Accomplished
7. By Spring 2013, increase to 500 the number of students receiving associate degrees. Accomplished
8. By Spring 2013, increase to 300 the number of students receiving certificates of achievement and accomplishment. In Progress
9. By 2015, increase the number of students taking 12.0 units or more per semester to a rate of 30% compared to headcount enrollment. Accomplished
10. Ongoing, consistently prepare transfer students to perform in the junior year at the university at a level at or above that of students who started at the university as freshmen. Accomplished
11. By 2015, expand the appropriate Student Services available to evening students, part time students, students on the Newark Campus, and students taking courses online. In Progress
12. By 2015, establish and maintain student mastery of Information Competency Standards at a level at or above the statewide rate. Eliminated
13. By 2012, implement systems that enable all students to declare an academic goal and are provided with an electronic degree audit which informs progress towards that goal. In Progress
14. By 2012, establish mutual agreements with local schools to redefine expectations of partnership in light of reduced staffing and budget support while maintaining clear pathways for students. Accomplished

Special Note on the Basic Skills Initiative

The faculty in English, mathematics, ESL, and Counseling have developed an ambitious plan to address the basic academic skills needs of students with a more focused and consistent set of teaching and learning strategies. We are working in concert with the statewide Basic Skills Initiative.

Useful Website: [http://www.ohlone.edu/org/basicskills/](http://www.ohlone.edu/org/basicskills/)
The Basic Skills Action Plan is presented in the Appendix C.

GOAL 2: Support the economic vitality of the community through educational programs and services that respond to identified employment needs.

Objectives
1. By 2011, produce a local strategic plan for Career Technical Education to include an inventory and assessment of our current programs, environmental scan data, a SWOT analysis, and a five-year set of goals, objectives and action plans. A strategic process map serving as a foundation for planning is presented in the Appendix D. Accomplished
2. Within the context of the CTE Strategic Plan, by 2012, identify needs of local employers and create responses through our existing programs, contract education, and new program development. Accomplished

3. By 2013, create a curriculum which enhances the availability of programs that focus on emerging industries including green technologies and those identified by the Alameda County Workforce Investment Board and Department of Labor’s high growth, high demand job training initiative. Accomplished

4. By 2013, provide opportunities across the curriculum for students to acquire key skill sets and concepts that will help them succeed in the workplace. In Progress

10. Self Identified Improvement Agenda from 2008 Institutional Self Study Assessment

During 2006 through 2008, a comprehensive Institutional Self Study was completed related to the standards of the Accreditation Commission for Community and Junior Colleges as administered through the Western Association of Schools and Colleges. Standard II is the framework for Learning Programs and Services. The Self Study yielded 41 improvement objectives, 16 of which are under Standard II and link directly with the Educational Master Plan. This agenda for improvement is presented below with reference to the specific sections of Standard II.

Instructional Programs

- An ongoing system of assessment of student learning outcomes at the program level will be in place for all programs. (II.A.1.c) Accomplished
- The Student Learning Outcomes and Assessment Committee will be an active leadership body, which will engage the college in ongoing development, review and assessment of student learning outcomes. (Beyond meeting the standard) (II.A.2.f) Accomplished
- A system of assessment of learning outcomes at the program level will be in place to indicate more clearly that all degrees and certificates are awarded based on achievement of student learning outcomes. (Beyond meeting the standard) (II.A.2.i) Accomplished
- A structured assessment process that can be individualized by each General Education area will be developed and faculty will be encouraged to complete their own assessment plan through course and/or program review. (Beyond meeting the standard) (II.A.3.a) In Progress
- An ongoing review of assignments and assessment/evaluations that correlate with course-level student learning outcome (on Official Course Outlines) will be in place and faculty will be encouraged to create assignments that promote active, collaborative learning and use of technology. (Beyond meeting the standard) (II.A.3.b)
- An ongoing review of assignments and assessment/evaluations that correlate with course-level student learning outcome (on Official Course Outlines) will be in place and faculty will be encouraged to create assignments that promote student learning related to ethical issues within the Social Science, Humanities, and/or Cultural Diversity areas. (Beyond meeting the standard) (II.A.3.c)

Student Support Services

- The Student Services Curriculum, incorporating the five student development learning concepts of Responsibility, Respect, Integrity, Leadership and Purpose, will be consistently applied to the program reviews of all student services, thereby ensuring a standardized approach and an improved delivery of services to students. (Beyond meeting the standard) (II.B.1) In Progress
- The appropriate, comprehensive, and reliable Student Services available to students on the Fremont Campus will be expanded to students on the Newark campus. Through the use of technology, improved Student Services will be available to students either in person or electronically any time they are attending classes on either campus. (Beyond meeting the standard) (II.B.3.a) In Progress
• A college culture that encourages personal and civic responsibility as well as intellectual, aesthetic, and personal development among students will be created at the Newark campus. (Beyond meeting the standard) [II.B.3.b] Accomplished

• Counseling and Student Services support staff will be available to support student development and success as the college continues to grow in enrollment. (Beyond meeting the standard) [II.B.3.c] Accomplished

• All student records will be electronically recorded and stored. (Beyond meeting the standard) [II.B.3.f] Accomplished

• A process and schedule for regular, ongoing student evaluation of Student Services will be established so that the college can measure achievement of student learning outcomes. (Beyond meeting the standard) [II.B.4] In Progress

Library/Learning Support Services
• Increase student mastery of Information Competency Standards, as defined by the Academic Senate of the California Community Colleges in 2002, and measured through a systematic implementation of data collection and analysis to track continued progress. (Beyond meeting the standard) [II.C.1.b] Eliminated

• Provide adequate access to the LRC and LRC learning support services for both campuses, regardless of student or faculty location or means of delivery. [II.C.1.c] Accomplished

• Achieve long-term maintenance and capital improvements necessary to increase effectiveness of learning support services. [II.C.1.d] In Progress

• Contribute to the achievement of student learning outcomes by providing adequate LRC and other learning support services. Provide evidence of this goal through the on-going evaluation practices currently employed, and development of new strategies to increase value of user input. (Beyond meeting the standard) [II.C.2] Accomplished


Each year the Chancellor’s Office issues the Accountability Reporting for Community College (ARCC) Findings and Self Assessment based in MIS data submitted by the colleges. The report provides analysis of a number of important indicators Student Progress and Achievement: Degree/Certificate/Transfer; Percent of Students Who Earned at Least 30 Units; Persistence Rates; Annual Successful Course Completion Rates for Credit Vocational Courses and Basic Skills Courses; Improvement Rates for ESL; and Basic Skills Improvement Rates. The most recent analysis of these indicators is presented below:

Student Progress and Achievement: Degree/Certificate/Transfer
Ohlone College’s degree/certificate/transfer rate has been steady for the past two years and remains well above the peer group and statewide averages. The effects of innovations such as learning communities, the learning college model, 16 new transfer degrees, and the emphasis on achievement fostered by Title III and NSF grants would not yet be reflected by students in the 2002-2003 cohort. The currently strong student achievement rate should become stronger as the report begins to capture student data from more current terms.

Percent of Students Who Earned at Least 30 Units
The percent of students earning 30 units is strong and above the peer group average; however, it is below the statewide average. Over the past two years, student headcount has declined while FTES has risen, indicative of students tending to take more units and to complete their courses of study earlier. Consequently, the percentage of full-time students has also risen, reflecting the positive effects of recent academic innovations, such as more consistency in basic skills assessment and instruction, physical
improvements in classroom learning environments, increase in active and collaborative learning methods, and increase in availability and use of technology tools in learning.

**Persistence Rate**
Ohlone has shown significant gains in its persistence rate over the past two years and continues to be above both the peer group and statewide averages. These gains reflect the results of innovations mentioned above aimed at fostering retention and completion and are indicative of students who are satisfied with their education.

**Annual Successful Course Completion Rate for Credit Vocational Courses**
Vocational course completion rates continue to be strong, above both peer group and statewide averages, despite a decline from the past two years' rates. Addition of new programs in Environmental Science, Chemical Technology, and Engineering Technology, coupled with successful department of Biotechnology and Computer Networking and Emerging Technologies, keep Ohlone’s vocational programs both on the cutting edge and in line with emerging vocations within the District.

**Annual Successful Course Completion Rates for Credit Basic Skills Courses**
Although the college has had consistently strong rates in vocational and general education indicators, it has not been at the peer average in Basic Skills, despite a 2008 rate that is above both the prior years' rates. It is anticipated that the good effects of the Basic Skills Initiative and the Title III grant—which includes improved placement testing and tracking, as well as innovations in tutoring and supplemental learning—will soon provoke higher rates within the Basic Skills areas.

**Improvement Rates for ESL**
A complete renewal of the ESL curriculum has produced noticeable gains over the past three years in the ESL improvement rate, but the college remains below the peer group and statewide averages. As the successes of more recent cohorts, who have the benefit of these curricular innovations, are captured in the data, the ESL improvement rate should also improve.

**Basic Skills Improvement Rate**
A decline in the basic skills improvement rate for 2008 has also moved Ohlone’s rate slightly below both the peer group and statewide averages. Recent additions of learning communities for basic skills students, Puente and Umoja programs, and new supplemental learning services, all specifically directed to support at risk students, should improve rates in the future.

**12. Thirty (30) Important Indicators from the Environmental Scan**
The following are 30 selected key indicators from the Environmental Scan that impact the educational planning environment of the college. These are not listed in any particular order. The full Environmental Scan, including sources, can be viewed on the web presented at:
http://www.ohlone.edu/org/research/envscan/

1. The Ohlone Community College District is characterized by a culture of attainment. In Fremont, where 54.4% of students live, 27.4% of the residents aged 25+ possess baccalaureate degrees, and an additional 20.6% also have graduate or professional degrees. Nearly half (44.6%) of the employed civilian population work as management or professionals. In such an environment, children are expected to attend college, and high standards are expected of schools and colleges.

2. Forty-three percent of district residents are foreign born and in 56.3% of the district households, English was the predominant language in only four of 10 district households in 2007. Other languages spoken at home were Spanish (14.3%), Asian languages (27.2%) and other Indo-European (13.9%). Of these households, 48.7% of Spanish speakers, 46.4% of Asian language
speakers, and 33.2% of other Indo-European speakers reported they spoke English “less than very well.”

3. The college is significantly underrepresented among Hispanic and White students.

4. Public high school graduates in Alameda County are projected to decline by 16.28% in 2007-2016.

5. The college’s projected ten year growth rate of 14.1%, as estimated by the Chancellor’s Office, is 65th among 72 California community college districts, despite a 39.7% projected growth for 18-19 year olds in the county over the same period. This suggests the district is “aging” and families with children are increasingly likely to reside elsewhere in the county.

6. Although high school enrollments in the district have increased slightly (0.9%), high school graduation rates have declined by 3.5%, suggesting a smaller pool of college-prepared students and an increased demand for basic skills. English learners and socio-economically disadvantaged students pass the high school exit exam at rates well below other students.

7. Mission San Jose High School continues to rank academically as one of the top high schools in the state, but only 10% of their graduates enroll at Ohlone after graduation. Conversely, 561 Mission San Jose students are concurrently enrolled at Ohlone, preparing themselves for universities after high school graduation.

8. Six district high schools have an Academic Performance Index score below the state’s target of 800, but five of the six increased their API between 2006-2007 and 2007-2008. Ohlone College students are diverse academically as well as ethnically and culturally.

9. Much of the employment growth is in computer, electronic, and technical services, consistent with the Silicon Valley environment. However, computer and semiconductor manufacturing industries are in decline, reflecting increased outsourcing in those industries.

10. Nearly 80 percent of all new jobs created in the United States require an Associate’s degree or less. The dominate mode of training employees is “on the job training,” so the college needs to partner closely with private employers to help provide training programs.

11. Many of those industries projected to add the greatest number of jobs by 2014 do not align with current college programs, but many, too, do not require college preparation. Of those occupations that are consistent with college programs, those in health sciences, business, and technology are the most common.

12. 63.5% of area jobs are in the mid-wage level ($30,000-$80,000). These are jobs that are often accessible with an associate’s degree, even those at the higher end of the scale. Two of the growth areas also correspond to emerging programs in multimedia and environmental science.

13. Among working age adults, about 52% of Hispanics do not have a high school diploma, compared to 8% of Whites. Alternately, only 12% of working age Hispanics have a college degree, compared with 46% of working age Whites.

14. By 2020, the percentage of the workforce in the state with a college degree is projected to decline and the share of the workforce with less than a high school diploma is projected to increase.

15. The decision by the California State University system in 2009 to cap enrollment will put added pressure on the state’s community college system to increase capacity at a time when community colleges are also facing resource shortfalls.

16. With 27.0% of all students enrolled for 12 or more units, Ohlone ranks in the middle of Bay 10 district colleges for rate of full time students. Four area colleges are above 35% full time enrollment, Ohlone’s stated goal.

17. The 2008 Accountability Reporting for Community Colleges report saw Ohlone rate above its peers on five of seven success indicators. The college remains strong in the areas of transfer preparation, vocational course completion, completion of 30 units, persistence, and basic skills improvement rate; however, the college is not as strong in ESL improvement or in basic skills completion rates.

18. Ohlone is mid-level in the Bay 10 for percentage of students transferring to California State Universities (9th of 21) but in the top third (7th of 21) in sending students to Universities of
California. The college’s percent of students earning associate’s degrees (2.0%) ranks in the bottom third of Bay 10 colleges within the overall range of 0.9%-3.8%.

19. 68.9% of students come from within the Ohlone Community College District; 11.6% come from other areas within Alameda County; 10.9% are from Santa Clara County.

20. Annual FTES has increased 10.9% since 2005-2006 despite a decline in overall headcount in 2007-2008. Fewer students are taking more units, so the percent of full-time students has increased 2% since 2006-2007.

21. 8.1% of FTES is generated through distance learning. Since Fall 2004, online sections have increased almost 200% (192.9%) and online enrollment has increased 174.7%.

22. 78.3% of all course enrollments in Fall 2007 were in CSU/UC transferable courses. Vocational course enrollments have declined 3% from Fall 2006. Basic skills enrollments have increased 43.6% over Fall 2006, reflecting an increased demand and the focus of the goals of Title III and the Basic Skills Initiative.

23. Enrollment by first-time freshmen aged 19 and younger is trending upward in California community colleges. At Ohlone, there are about 30% (29.2%) more students aged 19 or less than there were in Fall 2005. There was also a 7.7% decline for all age groups over age 25, most dramatically among students age 40-49.

24. All program awards (degrees and certificates awarded) have been in decline for each of the past four years, and degrees awarded have declined 20% since 2004-2005.

25. Although the numbers have risen and fallen over the last six years, the total number of transfers to CSU/UC campuses is exactly the same as in 2002-2003. There are now more transfers to UCs and fewer transfers to CSUs.

26. Ohlone’s course retention and success rates are below the state averages and both have been in decline for each of the past three years, although the rates still compare favorably to those colleges identified by the Chancellor’s Office as “peers.”

27. The college’s persistence (year-to-year retention) rate is above both the California Community College average and above those “peer” colleges as identified by the Chancellor’s Office.

28. The percentage of students successfully completing vocational courses is above both the CCC and peer group averages; however, the percentage of students successfully completing basic skills courses is below both the CCC and peer group averages.

29. Weekly student contact hours (WSCH) increased by 26.6% in 2007-08 over the previous five year average, while full-time equivalent faculty (FTEF) only increased by 10.9%. This resulted in a 14.4% increase in efficiency in WSCH/FTEF.

30. Basic skills enrollments have increased 45.5% in English but have declined 8.3% in mathematics compared to the previous five year average.

13. Environmental Scan Gap Analysis

An analysis of the Environmental Scan has led to the identification of gaps between current data and the need for additional data, as well as gaps between the community and student needs described in the data and the ability of college’s programs and services to meet those needs. These gaps are described below.

Data Gaps

- Population, age and K-12 data need to be integrated for clearer projections.
- Look more deeply at district attainment, income level, property value, ESL need by city areas.
- Is there a gap between the characteristics of Mission San Jose and the other feeder high schools?
- On data about predominant household language, what is percent of fully non-English speakers?
- Need to quantify students reporting a disability to determine trends and relationship to district numbers.
- What are the growth industries that don’t align with current college programs?
Education Master Plan 2010-2015

- How many people from other counties commute into Alameda County?
- The first-time student number seems low. What has been the trend here and at other colleges?
- Student survey data on satisfaction with offerings should be included here.
- Basic skills enrollments have increased 45.5% in English but declined 8.3% in math compared to the previous five year average. We should look at the math trends, as they appear to spike up and down annually.

Program and Service Gaps

- There is a gap between projected demand for classes and what our funding is likely to support.
- Increase the percent of Hispanic/Latino students.
- We need to strengthen our staff capacity in career/technical and workforce development programs.
- We should focus more on the needs of adult students.
- We should continue the development of our E-Campus concept.
- Our Multimedia program is established but may need to grow. The Environmental Science Program is new but growing.
- Should we add gerontology studies?
- Student outreach improvement:
  - Focus on the value of an associate’s degree.
  - Promote financial aid more. One-Stop Center should help with this.
  - Does EOPS focus on the emancipated minor group?
- Student success rates needing improvement:
  - ESL improvement or in basic skills completion rates.
  - Percent of students earning associate’s degrees and certificates.
  - Transfers to CSUs.
  - Course retention and success rates.
  - Degree and Certificate completion.
C. Academic Directions

This section of the Educational Master Plan identifies important academic directions for the faculty and staff to pursue over the next several years. Enrollment projections are presented at the college and program/department levels and new program directions are identified. The need for a strong contingent of full time faculty is described and goals established. Finally, specific direction is given for the facilities master planning process and well as the standards we set for our learning spaces.

The following topics are covered in this section:

14. 15-Year Enrollment Growth Assumptions: 2010-2025
15. Growth Projections by Program
16. New Program Directions
17. Local Commitment to Strong Contingent of Full Time Faculty
18. New Faculty Position Prioritization
19. Full Time Faculty Position Projections
20. Implications for the District Facilities Master Plan: Fremont Campus
21. Implications for the District Facilities Master Plan: Newark Campus
22. E-Campus Planning and Development
14. 15-Year Enrollment Growth Assumptions: 2010-2025

There are two major factors affecting enrollment growth at community colleges:

- Student demand can ebb and flow with the economy and local population trends
- State funding sets enrollment caps or growth rates

The average annual growth rate for Ohlone has been approximately 1.5% since the college opened in 1967. This 42-year history of the interaction between student demand and state funding levels is a solid bell-weather metric for strategic enrollment planning.

Often more state funding is available when the economy is good but the good economy can decrease student demand for classes because employment rates are up. Conversely, a poor economy leads to less state funding when unemployment and student demand is up.

The Educational Master Plan for the Newark Campus was updated and approved by the Board on December 10, 2003. This Educational Master Plan contained a rational for a projected 15-year (2003-2018) annual growth rate of 1.5% for the District. This plan can be accessed at: http://www.ohlone.edu/org/academicaffairs/docs/20031210educmstrplannewark.pdf

Additional explanations of the rationale for the 1.5% annual growth rate, including K-12 enrollment trends, are presented on Pages 5-9.

Using the 1.5% annual growth rate the college would grow from 8,600 FTES in 2009-2010 to 10,752 in 2024-2025. Because the growth rate is compounded annually the effective growth rate for the 15-year period would be 25%.

Re-bench this chart to reflect workload reductions. 12-13 workload measure would be new baseline.

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### GROWTH FORECASTING CALCULATOR

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Re-benching enrollment projections based on statewide FTES reductions from 2009-2012

GROWTH FORECASTING CALCULATOR

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2023 Fremont Outcome 2725

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</table>
Based on enrollment trends, environmental scan data, program reviews, and dialogue amongst faculty and Deans, the following general assumptions are being made about the average growth in academic programs over the next 15 years:

- English and math will grow at 1.75%
- Chemistry and Biology will grow at 1.5%
- ESL will grow at 1.25%
- Core Transfer and General Education will grow at 1%
- Health Science will remain at current levels
- All other areas will grow an average of .75%

Another important facilities planning factor are our assumptions about growth at the major instructional locations. The following is the current thinking on enrollment patterns over the next 15 years by location, assuming no building on the Newark Campus during that time:

<table>
<thead>
<tr>
<th>Location</th>
<th>Current Levels</th>
<th>2024-2025</th>
<th>Growth</th>
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</thead>
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<td>Fremont</td>
<td>63% 5,418</td>
<td>58% 6,236</td>
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<tr>
<td>Newark</td>
<td>18% 1,548</td>
<td>20% 2,150</td>
<td>39%</td>
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<tr>
<td>Online</td>
<td>11% 946</td>
<td>15% 1,613</td>
<td>70%</td>
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<tr>
<td>OOC</td>
<td>8% 688</td>
<td>7% 753</td>
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<tr>
<td>OOC 100%</td>
<td>8,600</td>
<td>100% 10,752</td>
<td>100%</td>
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</table>

Fremont Campus:
FTES will grow by 15%
Percent of total FTES will drop from 62% to 58%

Newark Campus:
FTES will grow by 39%
Percent of total will grow from 18% to 20%

E-Campus:
FTES will grow by 70%
Percent of total will grow from 11% to 15%

Off Campus:
HS Dual Enrollment Partnerships, Public Safety Consortium and Other Off-Campus
Educational Master Plan 2010-2015

FTES will grow by 13%
Percent of total will decrease from 8% to 7%
15. Growth Projections by Program

This will update the program growth analysis charts from the 2001 Educational Master Plan. Those charts proved to be an efficient and effective tool.

Legend

M: Maintain existing courses/programs
L: Limit courses/programs
AC: Add courses
AFP: Add a full program
R: Reduce courses
DP: Delete program
D: Delete inactive courses
FL: Facility improvements/renovations
E: New equipment needed
F: Fremont
N: Newark
O: Online
OC: Off Campus
### Educational Master Plan 2010-15

#### Divisions:
- **Birkedahl:** Arts, and Social Sciences
- **Buehler:** Business, Technology and Learning Resources
- **Takakuwa:** (Interim) Counseling
- **Carli:** Health Science and Environmental Studies
- **Holcomb & Pauliukonis:** (Interim) Deaf Studies
- **Holtzclaw:** Science, Engineering and Math
- **Lieu:** Language and Communication
- **Warden:** Kinesiology, Athletics & Newark Campus

Programs with designated growth projections other than “M” will have an explanatory narrative.

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<tr>
<th>Activity</th>
<th>Dean</th>
<th>Name</th>
<th>1 - 5 Years</th>
<th>Location(s)</th>
<th>6 - 10 Years</th>
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<td>AC</td>
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<td>F, N</td>
<td>AC</td>
<td>F, N</td>
</tr>
<tr>
<td>22001</td>
<td>Birkedahl</td>
<td>Sociology</td>
<td>M</td>
<td>F, N</td>
<td>AC</td>
<td>F, N</td>
</tr>
<tr>
<td>22003</td>
<td>Birkedahl</td>
<td>Chicano Studies</td>
<td>M</td>
<td>F, N</td>
<td>AFP</td>
<td>F, N</td>
</tr>
<tr>
<td>49001</td>
<td>Lieu</td>
<td>English as a Second Language</td>
<td>M</td>
<td>F, N</td>
<td>M</td>
<td>F, N</td>
</tr>
<tr>
<td>49306</td>
<td>Lieu</td>
<td>Basic Skills</td>
<td>AC</td>
<td>F, N</td>
<td>AC</td>
<td>F, N</td>
</tr>
<tr>
<td>08005</td>
<td>Warden</td>
<td>Physical Education</td>
<td>AFP/D/FL</td>
<td>F/N/O/OC</td>
<td>AFP/FL</td>
<td>F/N/O/OC</td>
</tr>
<tr>
<td>08005</td>
<td>Warden</td>
<td>Kinesiology: Athletic Training</td>
<td>AC</td>
<td>F</td>
<td>M</td>
<td>F</td>
</tr>
<tr>
<td>69600</td>
<td>Warden</td>
<td>Athletics</td>
<td>AFP/FL</td>
<td>F</td>
<td>AFP/FL</td>
<td>F</td>
</tr>
</tbody>
</table>
Explanatory narratives for programs with designated growth projections other than "M"

**Arts and Social Sciences**

06000, Mass Communications
Add three courses to class schedule that have already been approved. The degree application is under review. Expand the number of smart classrooms.

06001, Broadcasting – Television
The TV program has an urgent need to continue renovating facilities and equipment to stay current with the industry, which is outlined in the strategic plan submitted by the TV department. To achieve full parity with industry, a significant investment is required.

06002, Broadcasting – Radio
U.S. licensed radio broadcasting continues its evolution toward HD digital transmission. KOHL has made progress and will continue to seek to be fully equipped for current trends.

06003, Journalism
This program will expand the curriculum in journalism to include more of an emphasis on new media, such as online and mobile delivery of the news.

06160, Multimedia
New courses will be added to reflect changes in technology and needs in the Multimedia industry, with emphasis on mobile media technology and programming skills. New computers and some equipment may be necessary.

10000, Art and Art Gallery
In order to better serve the existing student populations it would be beneficial to have two 3D studios; one for ceramics and one for sculpture and glass. In 6-10 years the old gas and electric kilns in 4204 will need to be replaced. In the long-term, all of the arts should be housed in a new Building 2.

10002, Graphic Arts
Equipment and software must be kept up to date, including printers.

10003, Photography
When the current full-time instructor was hired in 2003 there was discussion of a new photography facility. We will now move forward with plans for facility improvements/renovations to bring a new facility into existence to have Ohlone at the forefront of photo-based arts in our community.
10004, Theatre & Dance
The Theatre & Dance department has extensive needs for upgrading or replacing equipment. Because of space limitations in the Smith Center, additional rehearsal and storage facilities needed.

10008, Music
Legacy courses must be removed. Mac labs must be upgraded, studio gear upgraded, grand piano purchased. 2125 needs a new sound reinforcement system. For longer term, studios and 2125 need soundproofing. Add additional commercial music courses; retire courses no longer needed as faculty turns over. Building 2 should be reconfigured for expanded rehearsal space. Percussion, amplifiers, and other sound reinforcement must be replaced within this 10-year period.

Expand ensemble offerings in Chinese folk music, Indian classical music, and Mexican mariachi to better reflect the area’s diverse ethnic backgrounds.

15004, Philosophy
A new AA-T Degree in philosophy will be approved. The Department wishes to expand to an additional full-time faculty member and would like to explore whether Religious Studies should be recognized as a separate department.

20000, Psychology
The Psychology Department will continue to develop an AA Degree and add classes that support the degree.

22000, History
The History Department has added new classes and is developing an AA Degree. The instructors plan to continue broadening the offerings of the History Department for the AA Degree.

22001, Sociology
With the retirement of the fulltime sociology professor, sociology courses are limited and a new professor will not be hired until the budget improves. Once the budget improves, a new fulltime professor will be hired, new classes created and added to the curriculum in order to have a more comprehensive sociology department.

22003, Chicano Studies
The Chicano Studies Program currently offers one or two classes per semester because of the decrease in demand for the course. The instructor is no longer fulltime, but the adjunct professor is suggesting the development of an Ethnic Studies Program that would include Chicano Studies. A broader program would better meet the needs of our diverse student population.

Business, Technology and Learning Resources

05005, Business Administration
The following new courses should be added: Introduction to Accounting Information Systems, Financial Accounting for Non-Accounting Managers, Governmental Accounting. New AA/T degree has been proposed.

05006, Business Supervision and Management
Make the Certificate of Completion available online by converting BSM 103 to online format.
05000, Computer Applications and Occupational Technology
Courses need continuous updating to keep up with changing technology. More online courses are envisioned.

07000, Computer Science
Older computers in the computer science classrooms in Hyman Hall will need to be replaced within five years to provide up-to-date training. New courses will be added to the catalog to meet the technological advances in this field. There is a continuing need to renew the software licenses used to teach computer science during the next five years.

07081, Computer Networking/Technology
The CNET program comprises four key areas within Information and Communication Technology (ICT): Technical Support; System Administration; Database Administration and Development; and Networking/ Telecommunications. Replacement of computers on a five year recycle plan is desired. Specialty hardware including integrated services routers, switches, wireless access point and controllers, and virtualization servers are also required on a five year cycle. Software licenses are of less importance than IT Industry Academy annual subscription fees for Microsoft, Oracle, VMWare, and other potential industry alliances. We have become a CITREX Academy and a LINUX Academy.

08002, Work Experience Education
Work Experience Education may add new courses in the coming years in order to reflect the college’s efforts with links to industry, internships, and experiential and service learning as the college continues to meet the workforce needs of students and the community. This program is moving to a fully online format.

Health Science and Environmental Studies

03020, Environmental Studies
The Environmental Studies program is creating a sequence of courses for students seeking careers in the emerging “green” fields and green market place. These courses provide the opportunity to acquire and develop skills and knowledge required for jobs, as well as transfer level courses. Currently there three certificates in environmental studies: Environmental Stewardship, Natural Resource Conservation, and Management and Renewable Energy and Sustainable Development.

08003, Allied Health
The California Employment Development Department has published papers indicating that medical lab technician (MLT) constitutes a skills set higher than those of a phlebotomist. MLTs have more versatility than phlebotomists, as they can work in the medical as well as biotech fields. An AA degree will be awarded after completion of this two year program. The Phlebotomy Program was put on moratorium in 2008. As more resources become available, we would like to develop and offer this program.

12001, Nursing
Many hospitals are striving to achieve magnet status in patient care. Part of their certification will be the number of Registered Nurses who have graduated with a BS in nursing. We have an agreement with CSU-EB for a semester AND to BSN program. A statewide pilot program is being conducted in Southern California to investigate the feasibility for community colleges to offer BSN on their campuses

12002, Respiratory Therapist
The accreditation agency is strongly suggesting AS program graduates continue their education to pursue a BS degree. During Spring 2013, the Program Director will investigate BS education opportunities.
Deaf Studies
08009, American Sign Language
Education Master Plan calls for ASL Lab and classrooms to move to Building 6. Facilities will need to be prepared for this move. Current ASL Lab will be overhauled with new equipment, new computers and high technology usage to keep up with the quality of ASL program. We are pursuing outside funds to support and implement this vision.

Science, Engineering and Mathematics

04000, Biology
To maintain the quality of the biology programs, such as the Biology Majors Program and the Allied Health Biology Program, a significant upgrade of the facilities is necessary to replace the present three biology laboratories and two stockrooms/prep areas. Aging equipment should be replaced when the new facility is built and there should be a schedule for replacement as the equipment ages. The Anatomy laboratory needs a human cadaver dissection and storage facility with adequate ventilation so that this learning and teaching environment is safe for students and teaching staff. Communications technologies and software programs, such as PowerLab, as well as various anatomy, animal and plant models will need to be purchased as part of the move into the new facility.

04004, Biotechnology
Within the next five years new instrumentation will be needed to insure that our biotechnology program is training students to industry standards. Research and manufacturing in stem cells and their products will require the biotechnology program to offer more classes on these emerging fields of study and medicine.

09001, Engineering Technology
This new occupational program is now offered primarily by bringing together courses that already exist in the college catalog. However, new courses in Electronics for Technicians; Basic Materials; and others will require supportive instrumentation and equipment as part of the move to the new facility.

The strategy we are employing is to first add a Certificate of Accomplishment in Engineering-Manufacturing Technician during the next five years. This certificate will be followed by a needs assessment and application to the Chancellor’s Office for a Certificate of Achievement and possibly an occupational 2-year degree during the next ten years. In order to properly meet the future training needs of the emerging robotics-related programs and jobs, the robotic kits will need to be replaced within the next five years.

19000, Astronomy
During the next five years, courses will be added to the astronomy curriculum to broaden the scope of this program to include learning modules to prepare students for jobs as planetarium technicians. Within the next ten years the college should build a community planetarium at the Newark Center. Additional telescopes and other instruments will be required during the next ten years for the astronomy laboratory course. The new facility at Fremont should have rooftop access and safe viewing area to take telescopes to the top of the building.

19001, Chemistry
To maintain the high standards of the courses in this majors program in general and organic chemistry, new equipment and significant facilities upgrades and/or replacement are needed. The program is currently housed in modular. The new science center will replace the modular and provide a higher quality place for learning.
Within the next five years, new courses and a Certificate of Accomplishment will be added to the curriculum with direction from an advisory committee and faculty research. Within the next six to ten years a new Certificate of Achievement and AS Degree will be developed, approved and implemented.

**19001, Pharmaceutical Technology**
This is a new area of exploration building from the biotechnology and chemical technology programs. This is a potential area for future growth and could result in a Certificate of Accomplishment. The program could be housed on the Fremont Campus or possibly at the Newark Campus with the other Health Sciences and Biotechnology programs. This program may require some new equipment.

**22002, Geographic Information Systems**
Within the next five years a new Certificate of Accomplishment will be added. Computer hardware and software upgrades will be necessary to support the program. A Certificate of Achievement is also in the planning stages.

**22002, Anthropology**
The Anthropology Department is exploring the addition of courses in linguistics and forensics anthropology to enhance the transfer program. The plan is to apply for and implement the AS Degree in Anthropology during the next five years.

**22002, Geology**
Courses such as Environmental Geology and California Geology are planned to be developed and offered during the next five years. Upgraded laboratory equipment will be needed for the Geology, Paleontology and Oceanography Lab classes within the next six to ten years.

**Language and Communication**

**11000, Foreign Languages**
The department will be developing a degree program aligned with the Transfer Model Curriculum for Spanish. In addition, the department will look to developing a full program for Chinese.

**15000/15001, English/English Learning Center**
The development of the learning commons necessitates a re-evaluation of the space needs for the services of the English Learning Center and the attendant equipment. The English Department will continue to develop literature electives.

**15003, Speech and Communication**
With the development of the learning commons, the department will need to evaluate space needs for the Speech and Communication Lab. Regardless of space, the lab needs equipment for a video facility to allow students to record their speeches.

**49001, English as a Second Language**
The development of the learning commons necessitates a re-evaluation of the space needs for the ESL services of the English Learning Center and the attendant equipment.

**49306, Basic Skills**
The English and mathematics departments will develop new courses to better address the needs of basic skills students.

**Kinesiology and Athletics**

**12010, Health**
Educational Master Plan 2010-15

The area of Health currently holds but a few courses. Within the next 1-5 years, there will be a faculty-driven movement to create Certificates of Accomplishment to address the growing need for health educators and careers in the health related fields. Ultimately, (6-10 years) a new Associates of Art degree will be created to have a focus on both the vocational and transfer aspects of health education.

08005, Physical Education
The Physical Education program will be creating and sequencing curriculum in support of students seeking careers and transfer pathways in the disciplines of Physical Education, Coaching, and Wellness. In these courses, students will acquire core skills and knowledge needed to assist in moving on to the work force as well as being transfer ready. Program awards planned include Certificates of Accomplishment (1-5 years) and a Certificate of Achievement and AS Degree (6-10 years).

08005, Kinesiology: Athletic Training
We will continue to build the relationship with Mission Valley ROP, Irvington High School SHAPE Academy, and the Irvington High School concurrent enrollment connection with the KIN-258 class. Cross-curricular recruitment via assignments in KIN 240 in particular can identify viable and interested students. As these relationships grow, we predict an increased number of program completers in the AS degree for Kinesiology: Athletic Training. Long term projects include creating an International component to the programs student body. In partnership with the International Programs, we will begin to welcome and recruit International students who have a desire to learn and be trained in the techniques of Athletic Training.

69600, Athletics
Athletics is an academic program with a cohort of students who will ultimately follow different paths for their educational needs. Within the next 1-5 years, the department will be fully compliant with Title IX law requiring interest surveys identifying viability of new sports. Over the next ten years, we will continue to stay compliant with Title IX and secure a funding to address all facilities and staffing needs.

English and Math Department PIOS
Related to Moving Learning Centers from HH to Campus Core

English Department

Program Improve Objective:
Increase success of tutoring sessions, student lab test scores, student lab work grades, and student paper grades by improving both the student learning environment of the ELC and through a thorough examination of the lab programs and their relationship to course SLOs.

Action Plan
Year 1:
Improve the student learning environment in the English Learning Center (by either moving it into a quieter, smaller, more manageable space, i.e. one or two classrooms in either Hyman Hall, or upstairs in Building One in one or more of the experimental classrooms).
Move into one or two classrooms in Hyman Hall (or into one or two of the experimental classrooms upstairs in Building One). Alternatively, to buy materials necessary and hire workers to redesign the open lab in Hyman Hall to put up walls and create smaller, quieter, separate study, tutoring, and testing spaces, separate from the rest of the classrooms and open lounging areas.
Educational Master Plan 2010-15

We also plan to develop a philosophy for the lab, to gather data to determine the effectiveness of current programs, and to discuss options for redesigning programs to better meet our lab philosophy and course SLOs.

Math Department

Program Improve Objective:
Move the Math Learning Center to the center of campus in order to improve student access to tutorial services.

Action Plan
Year 1:
While the original plan was to consolidate services in Bldg 1, nothing was done and the project is now on hold, waiting for the results of the Measure G construction.

16. New Program Directions

Potential new programs based on the Environmental Scan and the Newark Campus Educational Master Plan

Newly Approved
Environmental Studies AA/AS
Human Development AA
Mathematics (AS-T)
Natural Resource Conservation and Management (Certificate of Accomplishment)
Psychology (AA-T)
Renewal Energy and Sustainable Development (Certificate of Accomplishment)
Sociology (AA-T)

Pending
Business Administration (AA-T)
English (AA-T)
Kinesiology (AA-T)
Kinesiology (Certificate of Achievement)

In Development
Engineering Technology (CTE) Chemical Technology (CTE)
Computer Science (AS-T)
Early Childhood Education (AA-T)
Geographic Information Systems (CTE)
History (AA-T)

Journalism (AA-T)
Philosophy (AA-T)
Physics (AS-T)
Solar Technology (CTE)
Spanish (AA-T)
Wind Technology (CTE) Kinesiology – Sports Management

17. Commitment to a Full and Strong Contingent of Full Time Faculty

The Importance of College Planning

The central goal of college planning is to improve learning and the decisions on hiring full time faculty are the most important resource decision a college makes. These decisions must be central to annual resource allocation. The deployment of full time faculty should result from ongoing analysis and educational planning based on student need and demand, along with program needs and course offering. At Ohlone, the Faculty Senate and the Academic Deans meet (usually annually) to review proposals for new faculty positions. This is an important Educational Master Planning process. Proposals for positions must address a series of criteria, as explained in Section 18 below.

Internal Commitment Full Time Faculty Are the Backbone of Our College

The establishment and support of a strong and vibrant core of full time faculty members is critical to the quality and effectiveness of the teaching and learning process. This is particularly true for community colleges given the unique diversity of our student body, the broadness of our mission, and the importance of our commitment to shared governance. Leadership from full time faculty is fundamental to shared governance, curriculum strength and ongoing innovation in the teaching and learning process.

At the core of this leadership role are academic freedom and tenure. Genuine excellence in teaching and learning would be limited if faculty felt their jobs were at risk for expressing unpopular comments in the context of their subject-matter presentations and discussion. This is the essence of academic freedom. Tenure, or continuing contracts for full time faculty, protects academic freedom and is only available for full time faculty.

The arguments for maintaining a strong cadre of full time faculty are convincing. Full time faculty decisions are central to the college planning process, accreditation standards call for a substantial core of full time faculty, and California state law and regulations direct high levels of full time faculty presence. The planning a college does for full time faculty levels and the deployment of the faculty is done within the context of external directions from accreditation standards and state directives. These arguments are explored more fully below.

External Requirement for Full Time Faculty Levels

In addition to a firm local commitment to a full an strong contingent of full time faculty positions, two significant external requirements direct colleges to maintain appropriate levels of full time faculty. Standards for Accreditation of the Western Association of Schools and Colleges Accrediting Commission for Community and Junior Colleges indicate the importance of full time faculty. In 1988, landmark legislation in California (AB 1725) was enacted to reform the community colleges. AB 1725 (and subsequent Title V regulations) included directives to increase the ratio of full-time to part-time or adjunct faculty in community colleges to 75% of instruction. In 1997 the Chancellor’s Office began issuing an annual number of required full time faculty positions to each college based primarily on enrollment numbers. Although the 75-25 requirement did not carry penalties for non-compliance, the Full Time Faculty Obligation Number (FON) does have fines attached for non-compliance.

A more extensive documentation of these external requirements is presented in Appendix E.
Current Situation at Ohlone (2009-2010)

We enter the 2009-2010 academic year with 139 full time faculty positions, which is 12 below our high of 151 in 2003-2004. This drop has occurred because of an artificial lowering of our FON (to 124) from the Chancellor’s Office in 2006 coupled with budget decisions to keep positions vacant in response to severe cuts in state funding support. Further, the current budget crisis has led to the District offering an early retirement incentive program and this will reduce the full time faculty ranks by another 12 positions in 2010-2011 bringing the full time positions down to 128.

The artificial drop in the FON was due to the reporting of 1,100 FTES fewer for 2004-2005 as part of a planned strategy to go into enrollment restoration for 2005-2006. We were going to miss cap by several hundred FTES in 2004-2005 and decided to report much lower to make restoration the following year easier. We have since restored our enrollment but the FON remains artificially low.

The following are key data regarding the changes in Ohlone’s FON:

- For 2003-2004 Ohlone’s FON was 150.2 and FTES was 8,027, a ratio of 53.4 FTES per position.
- For 2006-2007 the FON plummeted to 120.2 even though FTES was at 8,194, yielding a ratio of 68.2 FTES per position. This represents a 27% increase in the ratio.
- For 2008-2009 the FON was 123.2 and FTES was 8,327, yielding a ratio of 67.6 FTES per position.

In 2003-2004 our 75-25 ratio was reached its highest level ever at 68% but by 2008-2009 it had dropped to 59%. This is a direct result of not filling full time positions and backfilling with adjunct faculty.

We have studied the FON assigned to 13 California Community Colleges that are 300-400 FTES more or less than us in size, based on comparative Fall semester data. The average FON is 157.5 and the average FTES per FON was 26.9 for Fall of 2008 and extrapolated to 53.8 as an annual ratio.

<table>
<thead>
<tr>
<th>College</th>
<th>2008FA FTES</th>
<th>2008FA FON</th>
<th>Ratio Semester</th>
<th>Est. Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foothill</td>
<td>4,944</td>
<td>213.8</td>
<td>23.1</td>
<td>46.2</td>
</tr>
<tr>
<td>Antelope Valley</td>
<td>4,863</td>
<td>150.6</td>
<td>32.3</td>
<td>64.6</td>
</tr>
<tr>
<td>Butte</td>
<td>4,811</td>
<td>164.4</td>
<td>29.3</td>
<td>58.5</td>
</tr>
<tr>
<td>Cuesta</td>
<td>4,510</td>
<td>146.4</td>
<td>30.8</td>
<td>61.6</td>
</tr>
<tr>
<td>West Valley</td>
<td>4,303</td>
<td>197.6</td>
<td>21.8</td>
<td>43.6</td>
</tr>
<tr>
<td>Merced</td>
<td>4,269</td>
<td>174.6</td>
<td>24.5</td>
<td>48.9</td>
</tr>
<tr>
<td>Allan Hancock</td>
<td>4,180</td>
<td>136.4</td>
<td>30.6</td>
<td>61.3</td>
</tr>
<tr>
<td>Chabot</td>
<td>4,177</td>
<td>174.9</td>
<td>23.9</td>
<td>47.8</td>
</tr>
<tr>
<td>Laney</td>
<td>3,892</td>
<td>134.9</td>
<td>28.9</td>
<td>57.7</td>
</tr>
<tr>
<td>San Jose City</td>
<td>3,787</td>
<td>123.6</td>
<td>30.6</td>
<td>61.3</td>
</tr>
<tr>
<td>Solano*</td>
<td>3,771</td>
<td>166.6</td>
<td>22.6</td>
<td>45.3</td>
</tr>
<tr>
<td>Shasta</td>
<td>3,766</td>
<td>122.1</td>
<td>30.8</td>
<td>61.7</td>
</tr>
<tr>
<td>San Mateo</td>
<td>3,723</td>
<td>142.0</td>
<td>26.2</td>
<td>52.4</td>
</tr>
<tr>
<td>Average</td>
<td>54,996</td>
<td>2,048</td>
<td>26.7</td>
<td>53.7</td>
</tr>
</tbody>
</table>

As demonstrated by these data, Ohlone’s current FON is 123.2 while colleges of our size have an average FON of 157.5. It is clear that our current FON is artificially low due to the factors described earlier.
Future Commitment to Full Time Faculty Levels

The deployment of full time faculty resulting from college planning and the required number of full time faculty as directed by the state are integrated and cannot be viewed as separate and distinct processes. Having an artificially lower FON has allowed the college to create budget savings by not filling faculty positions. However, we should have a specific ratio of FTES per full time faculty position as goal and standard of quality. The 2003-2004 ratio of 53.4 FTES per position was in alignment with our peer colleges and seemed to be the best balance of fulltime positions with the FON and with the 75-25 performance.

We will use the target ratio 53.4 FTES per position to determine our internal targets for the appropriate number of full time faculty positions.

18. New Faculty Position Prioritization

The Faculty Senate and the Academic Deans meet (usually annually) to review proposals for new faculty positions. This is an important educational master planning process. The results are forwarded to the President of the College as advisory input into the process of selecting faculty positions to be filled. Proposals for positions must respond to the following criteria:

A. Relationship to College-Wide Needs
   1. How does the position relate to our college goals?
   2. How will classes offered meet student needs and goals?
   3. How does the position address the needs of the Newark Campus?
   4. Does the position address an area of growth?

B. Relationship to Department Needs
   1. Does the position reflect department goals resulting from program review?
   2. What is the ratio of full time to part time faculty?
   3. What is the current WSCH/FTEF in the department?
   4. Does this position relate to a new program?

Proposed New Faculty Positions for 2008-2009

On October 10, 2007, the Faculty Senate and the Division Deans heard proposals for eight new faculty positions. Considering campus goals and objectives, the Faculty Senate and the Deans ranked the proposed positions in order of priority. The recommendation was made to the College President to fill the proposed new positions in the following order:

1. Learning Disability Specialist
2. Chinese Language Instructor
3. Anatomy and Physiology Instructor
4. Geography Instructor
5. DSPS Counselor (Deaf)
6. Costumer Technology Instructor
7. Chemistry Instructor
8. International Student Counselor

Detailed proposals for each position can be found at the Faculty Senate website:
http://www.ohlone.edu/org/facultysenate/proposedpositions

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19. Full Time Faculty Position Projections

As the college recovers from the current budget crisis, the faculty and the administration will work toward rebuilding the full time faculty contingent. The following chart will be used to guide this planning using the shared governance described in Section 17 above.

| Faculty Inventory by Discipline, Current Vacancies, Projections for 2015 |
|-----------------------------|-----------------------------|
|                             | 19-10, 10-11, Vacancies     | Projections  |
| Approved Positions and Departments | Net For 2015 |
| Counseling                  | 20                           |              |
| English                     | 1 Retirement, 3 SERP         | 4 14         |
| Mathematics                 |                              | 14           |
| Nursing                     | 2 Retirement                | 2 10         |
| Biology/Biotechnology       |                              | 6            |
| Art                         | 1 SERP                      | 1 4          |
| Business/Economics          | 2 SERP                      | 2 2          |
| Deaf Studies                |                              | 4            |
| Computer Science            | 1 SERP                      | 1 3          |
| Music                       | 1 SERP                      | 1 3          |
| Theater and Dance           |                              | 4            |
| Physical Education          | 1 Retirement, 1 Resignation, 1 SERP | 3 1       |
| Athletics                   | 1 Resignation (Baseball)     | 1 2          |
| Chemistry                   |                              | 3            |
| Computer Networking         |                              | 3            |
| ESL                         |                              | 3            |
| Anthropology/Geology/Environ.|                              | 3            |
| History                     |                              | 3            |
| Librarians/LRC              | 1 Retirement                | 1 3          |
| Psychology                  | 1 SERP                      | 1 2          |
| Speech                      | 1 SERP                      | 1 2          |
| ASL                         |                              | 2            |
| Computer Applications/BSM   | 1 Resignation               | 1 1          |
| Early Childhood Studies     |                              | 2            |
| PTA                         |                              | 2            |
| RT                          |                              | 2            |
| Foreign Languages           |                              | 2            |
| Physics                     | 1 SERP                      | 1 1          |
| AJ                          |                              | 1            |
| Engineering                 |                              | 1            |
| Fitness/Wellness            |                              | 1            |
| Interpreter Preparation     |                              | 1            |
| Journalism                  | 1 SERP                      | 1 0          |
| Multimedia Studies          |                              | 1            |
| Philosophy                  |                              | 1            |
| Sociology                   | 1 Retirement                | 1 0          |
| CHS                         | 1 Resignation               | 1 0          |
| Instructional Technologist  | 1 Resignation               | 1 0          |
| Totals                      |                              | 23 128       |
President’s Advisory Committee on Faculty Position Planning

The Dean and one faculty member from each Academic Division will meet at least twice per year to engage in the following work:

- In 2010-11, review the 25 baseline vacancies from the 2008-09 Hiring Freeze and the 2009-10 SERP, and subsequent deaths of two faculty members, and advise on priorities for filling the vacancies over the 10-year period.
- In the fall of each year review and advise on the progress of filling the 25 baseline vacancies.
- In the fall of each year review new vacancies as of July 1 of that year and advise on filling them.

Meetings: To be determined
Members: 9 Faculty, 8 Deans, 2 Administrators
Website: http://www.ohlone.edu/org/academicaffairs/facultypositionplanning/

Chair: Wright, Jim & O’Connell Jeff
Arellano, Rick
Ganguly, Anu
Holcomb, Thomas
McCarty, Heather
Myers, Susan
Runyon, Donna
Scofield, Sally
Tomblin-Brown, Janel
Educational Master Plan 2010-15

Spring 2013 update on Faculty Position Planning efforts

2009 – 10
Educational Master Plan updated, including the rebuilding plan and new committee established

2010 – 11
Pilot test of the prioritization process conducted

2011 – 12
Prioritized from 24 proposals
Six positions were recruited and hired, yet 10 faculty members retired or resigned lost for net loss of four

2012 – 13
Prioritized from 25 proposals
Three years of workload (base) reduction
Re-benching the rebuilding target of 152 down to 141 based on re-benched workload (base)

Re-Benching Full Time Faculty Position Goal

<table>
<thead>
<tr>
<th>Initial Baseline</th>
<th>FTES</th>
<th>FT Faculty Positions</th>
<th>FTES/Position</th>
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</thead>
<tbody>
<tr>
<td>FA07</td>
<td>4,160</td>
<td>152</td>
<td>27.4 Baseline Ratio</td>
</tr>
</tbody>
</table>

New Benchmark Goal for Full Time Faculty Position Goal

<table>
<thead>
<tr>
<th>New Benchmark Goal</th>
<th>FTES</th>
<th>FT Faculty Positions</th>
<th>FTES/Position</th>
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</thead>
<tbody>
<tr>
<td>FA12</td>
<td>3,860</td>
<td>141</td>
<td>27.4 Baseline Ratio</td>
</tr>
</tbody>
</table>

Current Positions 114

Gap 27

20. Implications for the District Facilities Master Plan: Fremont Campus

The opening of the new Newark Center for Health Sciences and Technology in the Spring of 2008 and the completion of the Student Services Center on the Fremont Campus in the Summer of 2009, along with the continued growth in the E-Campus, have increased available space at the Fremont Campus. Even with a 1.5% growth rate over the next five years there should be no need for “additional” space. However, the need to upgrade and remodel the existing space on the Fremont Campus is considerable. In fact, there may be a need for replacing some of the old space with new space such as the Science Center described below. Other initiatives such as the fire suppression project and the above-grade water intrusion project will require the availability of “swing space” during construction. However, the space needs of the
District for the foreseeable future should be met with existing square footage; but the square footage on the Fremont Campus will require significant investment.

Over the past decade, the ongoing Educational Master Planning has provided the direction for the Facilities Master Planning. A primary example of this was the comprehensive planning associated with the design, construction, and implementation of the Newark Campus. The following presents a series of implications for the Facilities Master Plan over the next five years derived from the Educational Master Planning Process. As will be seen, much of this is based on actions by the Board over the past 10 years related to the Newark Campus and directions for the Fremont Campus.

**Redesign the Fremont campus to create learning environments to support the Learning College model using the design of the Newark Campus as a planning framework.**

Natural daylight will be increased wherever possible and up-to-date lighting, materials (carpeting, tiling, window shades, etc...), color and furniture in all buildings. New and changing wireless networking technologies will be incorporated into classrooms, meeting rooms and gathering areas. The E-Campus will be supported with appropriate learning spaces and video conference facilities.

**Strategically align enrollment planning for Fremont Campus, Newark Campus, and E-Campus and plan facilities accordingly.**

**Incorporate the needs of evening and weekend students to ensure the facilities meet their needs of students attending classes at those times.**

**Encourage collaboration by clustering instructional spaces.**

There is a growing recognition of the cost, efficiency, and instructional advantages to having certain disciplines, especially those that are lab space intensive, to be located in close proximity to one another. This is not aimed at rearranging faculty office spaces, which would require separate discussion and consultation with the Faculty Senate. However, some faculty may prefer to be located close to the spaces that they use the most. A summary of how the clustering of academic facilities and faculty offices over the years is presented in the Appendix. This provides a good overview showing that clustering is not a new concept at Ohlone and that the clustering projects described below are part of a longer term evolution that has been underway for years.

During 2003, as planning for the Newark Campus was being finalized, attention turned to planning the future of the Fremont Campus in the light of the secondary effects of space vacated by the move of programs and faculty to Newark. A comprehensive study of space allocation at the Fremont Campus showed that several academic areas were scattered about the campus. There was recognition of the cost, efficiency, and instructional advantages to having certain disciplines, especially those that are lab space intensive, to be located in close proximity to one another.

In 2004 the Board of Trustees approved a set of Emerging Master Planning Concepts for the Fremont Campus, which included the clustering of various academic program areas into three Centers: 1) Science and Engineering; 2) Deaf Studies; and 3) Fine, Performing, and Media Arts.

**Center for Science and Engineering**

The science and engineering faculty and staff had been exploring the advantages of centralizing the location of the science and engineering labs which are currently in Buildings 8 and 16. The development of a new facility would result in all science and engineering labs, faculty offices, the biology and chemistry learning center, prep rooms, and some lecture rooms to form a Science and Engineering Center.
The Center for Science and Engineering will include sufficient spaces for students to study and gather throughout the day. The plan also includes an expanded Science and Engineering Learning Center for drop-in tutoring. In addition, the closer proximity of the science and engineering laboratories will make possible the sharing of laboratory equipment and facilities between these disciplines and support the development of more interdisciplinary programs. In addition, the new Center would allow for growth in a number of the departments by adding additional lab space as well as increased prep room area than is currently available.

Center for Deaf Studies and ASL: Building 6

Currently the classrooms and labs associated with the Division of Deaf Studies are distributed in several areas. The ASL Lab is located on the fourth floor of Building 1, a classroom and staff offices are located on the third floor of Building 5, and four classrooms are located in Portable Building 15. Faculty and staff in the Division are discussing how bringing these resources together in a unified setting would benefit students and staff. Since the first floor of Building 6 was vacated upon the move of Network Technology to Hyman Hall and the move of the Physics and Engineering Labs to the Building 8, it seems like a logical spot for the Division, particularly as it will be right on the “Main Street” level. The classrooms on the second and third floors on the west side of Building 6 would be ideal for the Divisions course offerings.

Since 2004, the Interpreter Preparation Program has been relocated from Building 15 to Room 6315 using Measure A Bond funds. Also, active planning and resource development are underway to move the ASL lab and classroom from Rooms 1401A and B in Building 1 to Rooms 6104 and 6105.

Revision to Educational Master Plan – Fine and Media Arts Cluster

Ohlone College arts faculty see benefits to clustering arts departments in a new building located in close proximity to the departments already housed in the Smith Center. Some of these benefits are efficiencies in faculty integration, greater creativity emanating from the energy gained by massing the arts together, benefits to students whose coursework crosses through varying arts or media departments, and enhanced interaction among these constituents. Smith Center departments include Theatre and Dance (with the Entertainment Design Technology program), Television, Radio, and Dance. The Music Department also uses the Smith Center stages for many of its performances. Departments in the new building will include Art (with Photography), Graphic Design, Interior Design, Multimedia, and Music. Also, Theatre and Dance faculty would like to have some expanded rehearsal and teaching space in the new building, if possible. These departments will join forces to form an interdisciplinary institute and center that should be attractive to students for some time to come. The Smith Center and the new building, with their approaches from the parking lot, should be integrated in such a way as to establish a formal entrance to the north side of the campus.

The clustering of academic space is not a new concept at Ohlone. A more thorough review of space clustering over the years is presented in the Appendix F.

21. Implications for the District Facilities Master Plan: Newark Campus

The Learning College philosophy was at the center of the facility planning for the Newark Campus and
the Newark Campus is serving as a model for the facility planning for the Fremont Campus. Although the Newark Campus is relatively new, the future of the facility, particularly the maintenance of the high levels of excellence in sustainability and learning environments, needs to be a high priority in the overall District facility plans.

The directions in this plan have implications for the future of the Newark Campus and the following objectives have been identified:

1. The campus should have assigned Information Technology, Maintenance, and Security staff. This leads to a team approach that is vital to the ongoing support of the site.
2. The operational budget associated with the campus should reflect the significant portion of the student body served at the site.
3. Regular assessments of the LEED Platinum criteria should be conducted to assure the facility continues to meet these standards.

The Educational Master Plan identifies a number of new program development areas, most of which are within the scope of environmental studies and environmental technology: Solar Technology; Wind Technology; Ecosystem Restoration; Geographic Information Systems; Environmental Engineering Technology; and Alternative Fuels Technology.

As these programs are investigated, developed and implemented, planning will be undertaken to explore the building of an additional environmental learning laboratory, separate from but adjacent to, the 1100 and 2100 wing of the campus. The vision would be to construct a "net-zero" building at the LEED Platinum level. Possible public-private funding strategies, including grants and donations, will be pursued.

To accommodate the future growth of the Newark Campus (39%) over the next 15 years we anticipate the need for 100-150 additional parking spaces. We should pursue immediate exploration for the development of an overflow gravel surface for 100-150 vehicles, which could be used as the footprint for an eventual paved lot.

22. E-Campus Planning and Development

In 1998 a small group of faculty “online pioneers” began exploring and developing online classes. Since then, online learning has increased significantly at the college. In 2001 there were 26 courses approved for full online delivery, which has grown to the current figure of 101 approved courses. Further, the number of sections offered each semester has increased from 42 sections in Fall of 2004 to 117 in Fall 2009. Full Time Equivalent Student figures have correspondingly increased from 106 in Fall of 2004 to 400 in Fall 2009. These increases in online offerings and enrollments have been the results of grassroots faculty interest and development, along with parallel increases in student demand. In 2007 the college has worked to support this growth by reinstating the Dean for Learning Resources and Academic Technology position that was left vacant upon a retirement during the budget crisis of 2002-2003. This Dean position is responsible for coordination of the E-Campus. Since the E-Campus courses are managed by the various Academic Deans, considerable collaboration with these Deans and their faculty is required.

The growth in online learning has led to the vision for a third Ohlone campus, referred to as the E-Campus. The E-Campus currently offers over 100 courses that are completely online. The Blackboard course management system used to deliver these courses is also used by many faculty to 'web enhance' lecture based classroom courses. The E-Campus offers a variety of classes with Internet access in an effort to meet the needs of our community. These classes are grouped into three categories:

- Fully Online: Classes which are entirely conducted via Internet. These courses are Instructor led
Educational Master Plan 2010-15

Courses that usually have weekly assignments, quizzes and discussions. The courses are conducted using the tools of the Blackboard course management software. Students are not required to come to either the Fremont or Newark campus.

• Hybrid: A blended course comprised of onsite and online components. Classroom hours are reduced and it requires some kind of on-line student activity as part of the course work. This activity may include some or all of the following: quizzes, homework assignments, group discussion, e-mail communication, downloading of files, and tests. Dates for when students need to be in class on campus are given in the class schedule.

• Web-enhanced: The course is delivered in the classroom with some web components to supplement class materials and activities. Your instructor will notify you on how to access this course. Class follows the traditional in class format.

The structure of the E-Campus is developing in alignment with the standards defined in the ACCJC/WASC Distance Learning Manual (August 2006). In 2007, the college prepared an Accreditation Self Study in preparation for a March 2008 site visit. As part of the self study process, the Distance Education Committee conducted a focused assessment of distance education using the ACCJC/WASC manual as a framework for review. The manual provides guidelines for implementation and questions to aid in the evaluation of distance learning in the following broad categories: Curriculum and Instruction; Institutional Context and Commitment; Learning Resources; Students and Student Services; and Evaluation and Assessment. The focused assessment was reviewed positively by accreditation visiting team and is presented as Appendix G. The following self-identified improvement objectives were identified in the assessment:

• A resource website will offer faculty more tools/assistance with various needs towards online teaching. Under consideration are guidelines similar to those used by Mt. San Jacinto College. Accomplished

• Instructional materials and activities in hybrid and fully online classes will fully meet ADA accessibility requirements. Accomplished

• The current Enterprise Resource System, WebAdvisor, will directly interface with the Course Management System (Blackboard). This will not only speed up the process of getting students into the course management system, but allow them earlier access to their class(es) and instructors. Accomplished

• Student evaluation of faculty will be done using an online system for all courses to show more clearly if faculty members are using/have adequate technical skills. This will allow online students to participate more fully in the faculty evaluation process. Accomplished

• A system of ongoing research on student retention in online classes will be in place. Accomplished

Additional Objectives

In addition to the improvement objectives identified in the 2007 focused assessment a number of additional important objectives are being pursued as the E-Campus continues to emerge as a third instructional “site”:

• Cover the annual licensing fees for the course management software tool, Blackboard, in the General Fund Budget rather than categorical budgets. Accomplished

• Create an online portal interface for students and faculty designed to build a sense of community and to facilitate communication and services for online learning. In Progress

• The Substantive Change Proposal for the Newark Center for Health Sciences and Technology (Approved by the Ohlone Board of Trustees, October 24, 2007 and the ACCJC/WASC
Educational Master Plan 2010-15

Substantive Change Committee as part of the 2008 Institutional Self-Study, Site Visit and Evaluation Report) included the following objective: Fifty percent or more of an Associate Arts degree course work in Liberal Studies will be offered at the NCHST and/or through our E-Campus, which offers over 130 course sections. Accomplished

- Other program areas, including the Ohlone Plan A General Education pattern, will be continually analyzed to determine if substantive change proposals are needed for any program areas for which 50% or more of the courses can be completed through distance education means.

Accomplished
APPENDIX

A. Description of High School Dual Enrollment Strategies
B. Institutional Planning Cycles
C. Basic Skills Action Plan
D. Workforce and Economic Development Process Map
E. External Requirements for Full Time Faculty Levels
F. Clustering of Academic Space Over the Years
G. Distance Learning: A Focused Assessment
A. Description of High School Dual Enrollment Strategies (Updated: Fall 2009)

The purpose of this document is to provide background on Ohlone College’s approach to Concurrent Enrollment of high school students (or as it is known nationally, Dual Enrollment). As will be seen, the college offers general dual enrollment for students who register individually and we also have “partnership” programs with individual high schools for school based classes. The strategies we use are described in detail in this report. A unique program is College Connection, which involves high school students taking their senior year at the Ohlone Fremont Campus with college-based high school teachers. They attend their high school classes in the morning and take Ohlone classes in the afternoon. Finally, the impact of the current budget crisis on our Dual Enrollment activities is discussed.

The document has the following four sections:

1. Background
2. Current Dual Enrollment Strategies in Use
3. Current Array of Partnership Programs
4. Program Reductions Due to Budget Crisis (2009-2010)

1. Background

The primary population for California community colleges includes people who are 18 years of age or older or high school graduates. However, colleges are allowed to enroll students K-12, if they so choose, through a process called Special Admissions. Special Admissions is now regulated under Education Code establish by SB 338 in 2003. Enrollment of K-12 students in college courses is generally referred to as concurrent enrollment in California; although the term dual enrollment is used more frequently in other states where it is a growing trend. For many years Ohlone has allowed K-12 dual enrollment in college classes. And for the past ten years we have developed focused partnership programs with high schools in the district.

A meeting between Ohlone and the Fremont Unified Boards in 1998 resulted in efforts to increase opportunities for high school students to earn college credit. Ohlone President Floyd Hogue, VP of Instruction Paulette Perfumo, and Fremont Superintendent Sharon Jones created an approach to offer Ohlone courses at high schools using two strategies: 1) Courses taught by high school teachers as part of their regular daytime load, and 2) Courses taught by Ohlone faculty. The program was designed around the Education Code related to “special admissions,” often referred to as “concurrent enrollment.” We now use the term “dual enrollment,” more commonly used nationally.

In 2001-2002 a problem with dual enrollment (mainly in southern California) involved abuses in the system in the areas of physical education and athletics, which prompted a focused statewide audit in 2002-2003. Because of the procedures Ohlone had in place, we passed that audit with no findings and have had clear dual enrollment audits since. The dual enrollment problem led to new legislation, SB 338, clarifying the Education Code. We have fully adopted the provisions of SB 338 in our dual enrollment partnerships. An agreement form for each individual course section is signed by the high school Principal and Ohlone Dean committing to the compliance requirements.

2. Current Dual Enrollment Strategies in Use

There are now five strategies in use. Strategies 1 – 4 are partnership activities between the college and school districts to offer courses to groups of students during the school day. Strategy 5 involves students taking college classes independently outside of the school day. Our general strategy for working with the high schools on dual enrollment programs is to be responsive to interest expressed by the schools. We do
not push any particular program agenda. As a general target, dual enrollment for apportionment purposes will likely not exceed 5% of our annual FTES.

**Strategy 1: Dual Enrollment Using High School Teachers**
The college contracts with the school district to offer the courses using high school teachers to teach the courses as part of their regular daytime assignments. This is a “contract for instruction” arrangement, with the college paying the district for the courses taught. The formula for payment began with the college paying for each course based on what would have been paid for an adjunct. Subsequently, this was amended to the basis of 33 students per section; total enrollments are divided by 33 yielding “adjusted sections” reimbursed at $3,122.10 per section. The college submits the enrollment to the state for apportionment subject to SB 338 special admissions and dual enrollment regulations.

**SB 338 Guidelines specific to Strategy 1:**
- The content of the course must be reviewed by appropriate staff and faculty at the high school and college and be equivalent to the Ohlone course.
- The instructor will follow the Ohlone Course Outline of Record.
- The instructor must meet the minimum qualifications to teach the Ohlone course.
- An Ohlone Faculty Employment Application must be completed (including transcripts).
- The Strategy 1 sections are a “contract for instruction” arrangement, with the college paying the school district for the courses taught. The Office of Academic Affairs should send the annual contracts to the school districts by the end of March of each year (sample attached). This details all the courses taught and the amount to be paid for each. This serves as the source information for the school district to bill the college for the courses.

**Strategy 2: Dual Enrollment Using Ohlone Faculty**
The college assigns its faculty to teach the courses at the high school sites during the school day. The college submits the enrollment to the state for apportionment subject to SB 338 special admissions and dual enrollment regulations.

**Guidelines for both Strategies 1 and 2:**
- Courses will appear in both the college and high school schedules of classes.
- Course sections will be open to the general public. School District Board policy does not prohibit the general public from being on campus during the school day to attend a course.
- High school students enrolled in an Ohlone class during the regular school day will otherwise meet their minimum daily attendance requirement in their other classes.
- While in a partnership class students are subject to Ohlone’s academic and disciplinary policies.
- Principals are responsible for assuring documentation of concurrent enrollment permission forms and assurance that students are prepared to benefit from the instruction.
- High school staff will work with Ohlone’s Registrar to facilitate student application and registration.
- High schools should consider standards for acceptance of students into these classes.

**Strategy 3: Dual Enrollment Using High School Teachers (Non-Apportionment)**
The school district contracts with the college to offer the course using high school teachers to teach the courses as part of their regular daytime assignments. This is a Contract Education approach. The college does not submit the enrollment to the state for apportionment and the arrangements are not subject to SB 338 dual enrollment regulations.

[Individual agreement forms are completed for every course run under Strategies 1, 2 and 3. Copies of these forms are included below]
Strategy 4: 2 + 2 Articulation and Career Pathway Development

Courses offered through the high schools and ROP can, by joint faculty review and agreement, be articulated with Ohlone courses. While the students are taking these courses at the high school or ROP site, they are not enrolled in an Ohlone class. Upon entering Ohlone, they can apply for award of credit with grades of B or higher. This is a common strategy across the country for developing Career Pathway Programs between colleges and high schools. Concurrent/Dual Enrollment could also be used.

ROP and high school courses are articulated by faculty such that when students enroll at the college they are able to receive credit for the articulated course. Students are not enrolled in a college course while they are taking the course. The arrangements are not subject to SB 338 dual enrollment regulations but are subject to Title V regulations concerning 2+2 articulation.

Useful Website: Tech Prep 2+2 - http://www.ohlone.edu/org/techprep/

Strategy 5: General Dual Enrollment Outside the School Day

High school students in Grades 10 – 12 are able to enroll in college classes outside the school day and in the Summer. The college submits the enrollment to the state for apportionment subject to SB 338 special admissions and dual enrollment regulations. With permission of the Principal and parents, high school students may take Ohlone courses on an individual basis under the Special Admissions process. Some take classes on the college campus during the school day – principally home schooled students or participants in the College Connection Program (see description below): Some students take classes in the evening or on weekends. A large number of students take classes through Special Admissions during the Summer term.

Useful Website: General Guidelines for Dual Enrollment - http://www.ohlone.edu/org/admissions/k12admission.html

Separate Note on the College Connection Program

The College Connection program is partially a Special Admissions – Concurrent/Dual Enrollment activity; however, its uniqueness warrants a separate description. In this program a high school teacher(s) is assigned to the Ohlone Fremont Campus with a cohort of high school seniors. The students complete their high school requirements in the morning and augment their schedules in the afternoon by taking Ohlone classes. The College Connection Program began in 2006-2007 with a pioneer cohort from Newark Memorial High School. In 2007-2008 cohorts from both Newark Memorial and Kennedy High School in Fremont completed the program. Both Newark Memorial and Kennedy plan cohorts for 2008-2009. Logan High School in the New Haven District has also been working on developing a cohort.

Useful Website: College Connection - http://www.ohlone.edu/instr/collegeconnection/

3. Current Array of Partnership Programs (2009-10)

The following is the current array of programs with the schools:

<table>
<thead>
<tr>
<th>High Schools</th>
<th>Transfer</th>
<th>CTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>NUSD: Newark</td>
<td>ASL, College Connection</td>
<td>Biotech/LAB, Career Ed., Junior High</td>
</tr>
<tr>
<td>FUSD: Kennedy</td>
<td>Philosophy, Psychology, Sociology, College Connection, ASL, English, Math</td>
<td>Biotech/LAB, Green Technology Academy</td>
</tr>
<tr>
<td>FUSD: Irvington</td>
<td>Art, Music, Theater, Foreign Languages, ASL</td>
<td>Information Technology, Kinesiology, S.H.A.P.E.</td>
</tr>
<tr>
<td>FUSD: Mission</td>
<td>Music, Foreign Languages, Math</td>
<td></td>
</tr>
<tr>
<td>FUSD: Washington</td>
<td>ASL, Theater</td>
<td></td>
</tr>
<tr>
<td>FUSD: American</td>
<td>ASL</td>
<td></td>
</tr>
</tbody>
</table>
4. Program Reductions Due to Budget Crisis (2009-2010)

Because dual enrollment is a choice rather than a mandate it is subject to lower priority status when state funding is reduced due to economic downturns. In the current budget crises we have downsized dual enrollment rather significantly on a number of fronts. First, in the Spring of 2009 the Board of Trustees voted to discontinue dual enrollment of students in grades K-9, except in very rare instances in a very limited set of courses. Although the parent community was upset, the Board felt this prioritization was in the best interest of the District. Further, the foreign language partnership with Irvington and Mission High Schools has been eliminated involving 35 course sections (although students are still able to earn credit, there is no fiscal impact and enrollment is not submitted for apportionment). Finally, Ohlone once offered 16 sections of American Sign Language but this has been reduced to eight.

In the Fall of 2008 we had 76 "partnership" dual enrollment classes at the high schools with 1,862 enrollments generating 600 FTES. Many of the Fall classes are "annual" which are treated as Fall classes leading to the Fall numbers being higher. In the Spring of 2009 we had 21 classes with 530 enrollment generating 83 FTES. Due to budget issues the Fall of 2009 offering of classes to receive apportionment dropped to 36 with projected enrollments of 800 generating a projected 250 FTES (a 53% reduction). The Spring of 2010 classes will be reduced to 19 with projected enrollment of 480 and FTES of 75 (a 10% reduction).
OHZONE COLLEGE
DUAL ENROLLMENT AGREEMENT – Form 1
Ohlone College Course Taught by a High School Faculty Member
As Part of His or Her Regular Daytime Teaching Load
2009-10 School Year

Name of High School: __________________________

Ohlone Course ________________________________

Prefix – Number – Title __________________________
(e.g. MATH-188-01 Pre-Calculus)

Section No. ______________

Number of Ohlone Units: ______________

Total Number of Classroom Hours: ______________

Meeting Days and Times: Days: ______________
Times: ______________

High School Room Number ______________

Classroom/Enrollment Capacity ______________

Beginning and Ending Dates: Start Date: ______________
End Date: ______________

Name of Instructor: __________________________

Social Security Number: ________________________

The undersigned agree to the following:
1. The content of the course has been reviewed by appropriate staff and faculty at the high school and
   College and has been determined to be equivalent to the Ohlone College course.
2. The instructor will follow the Ohlone College Course Outline of Record.
3. The instructor meets the minimum qualifications to teach the Ohlone College course.
4. The course will appear in both the College and high school schedule of classes.
5. The course section will be open to the general public. School District Board policy does not prohibit
   the general public from being on campus during the times this course is offered.
6. High school students enrolled in an Ohlone College class during the regular school day will otherwise
   meet their minimum daily attendance requirement in their other classes.
7. An Ohlone College Faculty Employment Application has been completed (including transcripts) and
   is attached (not necessary if this have been submitted previously).
8. The instructor will not be compensated by Ohlone, nor covered for worker’s compensation insurance;
   and no rights to employment with Ohlone will vest to the instructor as part of this service.

______________________________  ______________________________
Signature: High School Principal          Signature: Ohlone College Dean

______________________________  ______________________________
Date: ______________________________

I agree to teach this Ohlone College course in accordance with the agreement above.
OHLYONE COLLEGE

DUAL ENROLLMENT AGREEMENT – Form 2
Ohlone Course to be Taught by an Ohlone College Faculty Member
On a High School Campus During the School Day

2009-10 School Year

Name of High School: _______________________________

Ohlone Course
Prefix – Number – Title 
(e.g. MATH-188-01 Pre-Calculus) ____________ Section No. __________

Number of Ohlone Units: ______

Total Number of Classroom Hours: ________

Meeting Days and Times: Days: ___________ Times: _____________

High School Room Number ________________

Classroom/Enrollment Capacity ______

Beginning and Ending Dates: Start Date: _______ End Date: _______

The undersigned agree to the following:

1. The course will appear in both the College and high school schedule of classes.
2. The course section will be open to the general public. School District Board policy does not prohibit the general public from being on campus during the times this course is offered.
3. High school students enrolled in an Ohlone College class during the regular school day will otherwise meet their minimum daily attendance requirement in their other classes.

Signature: High School Principal ___________________ Signature: Ohlone College Dean ___________________

Date: _______________ Date: _______________
Name of High School: ________________________________

Ohlone Course Prefix – Number – Title ________________________________
(e.g. MATH-188-01 Pre-Calculus) _______ Section No. _______

Number of Ohlone Units: ______

Total Number of Classroom Hours: ______

Meeting Days and Times: Days: _______ Times: _______

High School Room Number: ______

Classroom/Enrollment Capacity: ______

Beginning and Ending Dates: Start Date: _______ End Date: _______

Name of Instructor: ________________________________

Social Security Number: ________________________________

The undersigned agree to the following:

1. The content of the course has been reviewed by appropriate staff and faculty at the high school
   and College and has been determined to be equivalent to the Ohlone College course.
2. The instructor will follow the Ohlone College Course Outline of Record.
3. The instructor meets the minimum qualifications to teach the Ohlone College course.
4. An Ohlone College Faculty Employment Application has been completed (including transcripts)
   and is attached (not necessary if this have been submitted previously).
5. The instructor will not be compensated in any form by Ohlone College, nor covered for worker’s
   compensation insurance; and no rights to employment with Ohlone will vest to the instructor as
   part of this service.

Signature: High School Principal ________________________________

Date: ____________

Signature: Ohlone College Dean ________________________________

Date: ____________

I agree to teach this Ohlone College course in accordance with the agreement above.
B. Institutional Planning Cycles
C. Basic Skills Action Plan

Link: http://www.ohlone.edu/org/basicskills/
D. Workforce and Economic Development Process Map

Working Document 11/3/09
Ohlone College Workforce and Economic Development Matrix

Strategic Goal 2: Support the economic vitality of the community through educational programs and services that respond to identified employment needs.

Meeting of the Minds (MOM) Jan 2011 (basic skills & CTE faculty April 2010)

CTE Programs

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Program Name</th>
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<tbody>
<tr>
<td>0502.00</td>
<td>Accounting</td>
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<tr>
<td>2105.00</td>
<td>Administration of Justice</td>
</tr>
<tr>
<td>0514.00</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td>0430.00</td>
<td>Biotechnology</td>
</tr>
<tr>
<td>0604.00</td>
<td>Broadcasting</td>
</tr>
<tr>
<td>0506.30</td>
<td>Business Supervision and Management</td>
</tr>
<tr>
<td></td>
<td>Chem Tech</td>
</tr>
<tr>
<td>0708.00</td>
<td>Computer Networking and Emerging Tech</td>
</tr>
<tr>
<td>0707.10</td>
<td>Computer Studies</td>
</tr>
<tr>
<td>1305.00</td>
<td>Early Childhood Studies</td>
</tr>
<tr>
<td>1006.00</td>
<td>Entertainment Design and Technology</td>
</tr>
<tr>
<td>1228.00</td>
<td>Exercise Science: Option in Athletic Training</td>
</tr>
<tr>
<td>1030.00</td>
<td>Graphic Arts/Computer Graphics</td>
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<tr>
<td>1302.00</td>
<td>Interior Design</td>
</tr>
<tr>
<td>0850.10</td>
<td>Interpreter Preparation Program</td>
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<tr>
<td>0602.00</td>
<td>Journalism</td>
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<tr>
<td>509.00</td>
<td>Marketing and Distribution</td>
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<tr>
<td>0614.10</td>
<td>Multimedia Studies</td>
</tr>
<tr>
<td>1222.00</td>
<td>Physical Therapist Assistant</td>
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<tr>
<td>0511.00</td>
<td>Real Estate Sales Broker</td>
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<td>1230.10</td>
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<tr>
<td>1210.00</td>
<td>Respiratory Therapist</td>
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<td>Solar Tech/Environmental Studies</td>
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Strategic Plan Goal 2: Objectives

1. By 2011, produce a local strategic plan for Career Technical Education to include an inventory and assessment of our current programs, environmental scan data, SWOT analysis, and a five year set of goals, objective and action plans.
2. Within the context of the CTE Strategic Plan, by 2012, identify needs of local employers and create responses through our existing programs, contract education, and new program development.
3. By 2013 create a curriculum which enhances the availability of programs that focus on emerging industries including green technologies and those identified by the Alameda County Workforce Investment Board and Department of Labor’s high growth, high demand job training initiative.
4. By 2013 provide opportunities across the curriculum for students to acquire key skill sets and concepts that will help them succeed in the workplace.
E. External Requirement for Full Time Faculty Levels

Eligibility Standards for Accreditation of the Western Association of Schools and Colleges Accrediting Commission for Community and Junior Colleges indicate the importance of full time faculty in Eligibility Standard 13. Faculty:

The institution has a substantial core of qualified faculty with full-time responsibility to the institution. The core is sufficient in size and experience to support all of the institution's educational programs. A clear statement of faculty responsibilities must include development and review of curriculum as well as assessment of learning.

Further the ACCJC 2002 Standards of Accreditation include this statement regarding full time faculty in Standard 3.A.2 (Human Resources):

The institution maintains a sufficient number of qualified faculty with full-time responsibility to the institution.

The California Community Colleges Chancellor's Workgroup on 75/25 Issues: Report and Recommendations (June 1, 2005) stated:

…the benefits of a sufficient complement of full-time faculty members are numerous, from providing essential stability for planning and curriculum functions to providing the levels of availability that students need outside of the classroom. In their book The American Community College, (Jossey-Bass, San Francisco, 2003. p. 88) authors Arthur Cohen and Florence Brawer identified a number of functions which are normally performed either entirely or in greater measure by full-time faculty than by part-time faculty: Instructional Activities, Curriculum Management Activities, Periodic Syllabus Revision, Joint Teaching with Colleagues, Interdisciplinary Participation, Involvement in Honors Courses, General Education Involvement, Organization of Extracurricular Activities, Professional Activities, Participation in Educational Associations, Disciplinary Associations, Community College Associations, Service as Department Chair, and Institutional Committee Service.

In 1988 landmark legislation in California (AB 1725) was enacted to reform the community colleges. AB 1725 (and subsequent Title V regulations) included directives to increase the ratio of full-time to part-time or adjunct faculty in community colleges to 75% of instruction.

*Section 4.1.b. of AB 1725 states:* If the community colleges are to respond creatively to the challenges of the coming decades, they must have a strong and stable core of full-time faculty with long-term commitments to their colleges. There is proper concern about the effect of an over-reliance upon part-time faculty, particularly in the core transfer curriculum. Under current conditions, part-time faculty, no matter how talented as teachers, rarely participate in college programs, design departmental curricula, or advise and counsel students. Even if they were invited to do so by their colleagues, it may be impossible if they are simultaneously teaching at other colleges in order to make a decent living.

*Section 35 states:* … the Legislature wishes to recognize and make efforts to address longstanding policy of the Board of Governors that at least 75 percent of the hours of credit instruction in the California Community Colleges, as a system, should be taught by full-time instructors. [This was chaptered as Education Code Section 87482.6.]
Section 70 states: Because the quality, quantity and composition of full-time faculty have the most immediate and direct impact on the quality of instruction, overall reform cannot succeed without sufficient members of full-time faculty...

According to the 2004 Chancellor’s 72/25 Workgroup:

Implementation (of AB 1725) was initially achieved by Education Code 87482.7 stating:
(a) The board of governors shall, pursuant to paragraph (6) of subdivision (b) of Section 70901, adopt regulations that establish minimum standards regarding the percentage of hours of credit instruction that shall be taught by full-time instructors.

Subsequently the Board of Governors adopted Title 5 regulations designed to reach the “75% full-time faculty standard.” These regulations appear in sections 51025 and 53300 through 53314.

In 1997 the Chancellor’s Office began issuing an annual number of required full time faculty positions to each college based primarily on enrollment numbers. Although the 75-25 requirement did not carry penalties for non-compliance, the Full Time Faculty Obligation Number (FON) does have fines attached for non-compliance.

The Chancellor’s 75-25 Workgroup also identified other support for a strong full time faculty contingent:

The Academic Senate for California Community Colleges (ASCCC) has adopted numerous resolutions in support of the general goal of 75% full-time instruction and commenting on particular details of the Title 5 regulations. They show consistent, strong support over a long period of time.

The California State University system has also recognized that full-time faculty are important to students and have identified a similar 75% goal as the community colleges (September 2001, ACR 73 (Strom-Martin).
F. Clustering of Academic Space over the Years

The clustering of academic areas has been in place at Ohlone for years:

When the college opened in 1974 (Building 9 in 1975) clustering was already in place:
- The Physical Education and Athletics Departments and faculty have been clustered in Building 9 in the gym and pool, and near the athletics fields.
- The Music Department and faculty have been clustered in building 2 near their studios and practice rooms.
- The Art Department and faculty have been clustered in Building 4 near their studios.
- The Biology Department and faculty have been clustered in Building 8 near their labs.
- The Chemistry Department and faculty have been clustered in Building 2 near their labs.
- The Library faculty have been clustered in Building 1 in the Library.
- The Counseling faculty were clustered in Building 1 for years and continue to be clustered in the new Student Service Center.

The clustering strategy continued on the Fremont Campus over the years:
- The Theater and Dance Department and faculty and Radio and Television programs have been clustered in the Smith Center near their theaters and studios since it opened in 1994.
- The Computer Science, Computer Networking, CAOT and Multimedia Department and faculty have been clustered in Hyman Hall since it opened in 2001.
- The English/ Math Learning Centers have been clustered in Hyman Hall since it opened in 2001.
- Deaf Studies faculty are clustered in Building 5.

When the Newark Campus was being planned after the passage of Measure A in 2001 the academic areas were clustered in the wings:
- LRC, First Floor, Wing 1
- Environmental Studies – First Floor, Wing 2
- Student Services – First Floor, Wing 3
- Fitness and Wellness – First Floor, Wing 4
- General Education, Second Floor, Wings 1 and 3
- Health Science - Second Floor, Wing 2
- Science and Biotechnology, Second Floor, Wing 4

This clustering has been in place since the Center opened in 2008.

Note on faculty office space:

The clustering of academic space has also evolved to include clustering of faculty offices, as more faculty members have desired to be near their labs or studios. Currently (2009) 66% of faculty offices are clustered. The 34% of un-clustered offices consist mainly of English and Math faculty, along with various GE disciplines, and concentrated on the third floors of Buildings 2 and 6.
G. Distance Learning: A Focused Assessment

[From the Accreditation Institutional Self Study, Fall 2007]

Overview

Online learning has increased significantly at the college. In 2001 there were 26 courses approved for full online delivery, which has grown to the current figure of 101 approved courses. Further, the number of sections offered each semester has increased from 42 sections in Fall of 2004 to 130 in Spring of 2007. Full Time Equivalent Student figures have correspondingly increased from 106 in Fall of 2004 to 331 in Spring of 2007. These increases in online offerings and enrollments have been the results of grassroots faculty interest and development, along with parallel increases in student demand.

The dramatic growth in online learning has motivated the faculty to increase the development of outcome-based methodologies to ensure academic quality for online courses. The Faculty Senate, through the Curriculum Committee, has made excellent progress on evaluating the effectiveness of online and media-supported courses. There is one official Course Outline of Record format used for all courses, including courses that may have traditional and online sections. The Curriculum Committee has a standing Distance Learning subcommittee that must approve all courses that will be offered online. The Distance Learning Committee reviews include the frequency of student/faculty contact and online technology support. The Distance Learning Committee provides faculty with guidelines and best practices for online teaching and learning. Course Outlines of Record must specify measurable student learning outcomes, with assignments and assessment strategies to evaluate the stated outcomes. The CurricUNET database for online course development is used as a guide by faculty to maintain consistency. The Curriculum Committee, along with Deans and department faculty, systematically reviews all courses every six years to assure there are relevant measurable outcomes with specific evaluation criteria.

Given the growth of online teaching and learning, the Distance Learning Committee decided to conduct a focused program assessment, which is presented below. This assessment addresses standards defined in the ACCJC/WASC Distance Learning Manual (August 2006) and uses the guidelines for implementation and the questions to aid in the evaluation of distance learning provided in the manual to organize the assessment. This assessment is enhanced by conducting surveys of online faculty and students. The survey of online students was designed in alignment with the survey conducted of students in traditional, classroom-based classes. While the survey of traditional classes was done in paper and pencil format, the online student survey was a web-based format and students were contacted by email to participate. The survey of traditional classes yielded 1126 responses and the online survey yielded 466 responses. The full results of both surveys are located on the college website. (DL-1)

Curriculum and Instruction

1. Each electronically-delivered course or program of study results in learning outcomes appropriate to the rigor and breadth of the course credit, degree, or certificate awarded.
2. Review and approval processes ensure the appropriateness of electronic delivery to meeting the course and program objectives.
3. Portions of courses delivered through electronic means adhere to the same principles as courses delivered entirely through these means.

Descriptive Summary

The Curriculum Committee requires that all courses reflect the appropriate learning outcomes, regardless of location or delivery method. The Curriculum Committee approves and regularly reviews all Official Course
Outlines of Record. The Committee has implemented CurricUNET, an online curriculum development and review database tool (DL-2). CurricUNET is database software that acts as a repository for the course data and then returns it to the viewer to oversee the whole course content in the form of a PDF file. CurricUNET provides guidelines that direct the development of student learning outcomes and strategies for assessing those outcomes for all courses. Any course involving technology mediation for more than 50% of the delivery is subject to additional academic scrutiny. The Distance Learning Committee reviews all such courses to ensure that the delivery systems meet or exceed the academic standards of the Course Outline of Record.

On using CurricUNET, screen prompts the user to the following area (shown below in Figure 1) where the faculty member will need to edit each line item. As you will notice from this screen image, the Student Learning Outcomes are part of the review process.

![Figure 1](image_url)

When a course has completed its approval cycle and every line item in CurricUNET is checked off, it is presented to the Curriculum Committee. At this presentation, the originator (the original faculty member who started the course outline process) is present. If the originator cannot be present, another member of the course division (program, certificate etc.) is there to address or answer any concerns. At this time, any notes from the Advisory Committees etc., are available if there are questions on any of the line items. The Articulation Officer or representative is also present to ensure units and credits measure up appropriately.

Figure 2 below is a sample print out of Student Learning Outcomes as listed in CurricUNET for one course. This course is for CAOT-148, Computer Applications in Biotechnology.

![Figure 2](image_url)

Page Last Saved on Friday, Aug 26, 2005 at 10:42 AM by Lesley Buehler
Top of Form
Please enter each outcome separately.
The student will:
1. Create a worksheet and add an embedded chart.
2. Construct graphs that are commonly used in an introductory Biotechnology course.
3. Create a PowerPoint presentation.
4. Manipulate data tables and structure, forms, reports and queries using MS Access.

All courses at the college, regardless of delivery method, follow a strict approval and review process. Any course that contains an online component that replaces traditional seat time also goes through a separate course approval process. This approval form process is built into CurricUNET and asks the originator of the course how they will teach their online course; that is delivery through email, chat rooms, discussion boards, interactive exercises and so on. The originator has to review each section on this separate course approval process, which ensures compliance with TITLE V descriptions of online courses and makes the originator think about what and how they are teaching online.

Self-Evaluation

With the implementation of CurricUNET and the extensive review process that course outlines encounter, each of the electronically-delivered courses or programs of study result in learning outcomes appropriate to the rigor and breadth of the course credit, degree, or certificate awarded. The Distance Learning Committee is required to review, for approval, each course that delivers more than 50 percent of its course content through technology-mediated delivery.

A significant majority, 95%, of online students responding feel the assignments and assessments in their courses effectively cover the course content and 79% report receiving the same or equal attention from their instructors. Ninety-four percent of those responding state they are achieving their learning goals through the online delivery format. Further, 92% of students responding rate their instructors as well prepared and able to teach and 91% indicate that they are able to participate actively in their learning. This shows a consistency across delivery methods of instruction.

The college meets this standard.

Planning Agenda

Although the college meets this standard, the following planning agenda has been developed to improve beyond meeting the standard.

Outcomes: A resource website will offer faculty more tools/assistance with various needs towards online teaching. Under consideration are guidelines similar to those used by Mount San Jacinto College.

Tasks: The Distance Learning Committee is currently looking into planning strategies on how to implement departmental guidelines and will be referring to other college examples in use. Faculty will be asked to contribute ideas and information to the resource website.

Ensuring ongoing compliance: Resource website will be monitored and updated on an ongoing basis, and guidelines prepared by the specific departments will be reviewed regularly.

Impact on student learning: Faculty can spend more time making impacts on student learning rather than having to spend time searching for answers to questions such as those which can be found on the resource website and/or referred to in their specific departmental guidelines. This translates into more time for them to work with their students.
4. Student experiences results in achievement of intended learning outcomes whether electronically-delivered courses provide for synchronous or asynchronous interaction between faculty and students and among students.

Descriptive Summary

Student learning outcomes are consistently pursued throughout a course whether it is taught traditionally (synchronous), hybrid and/or fully online (asynchronous). For a course to be approved all components of the Course Outline of Record must be processed through CurricUNET, as discussed in Standards 1 and 2 above. Faculty refer to the Official Course Outlines produced by CurricUNET as a guide for teaching. The intended learning outcomes and assessment strategies are clearly defined in it and they are again expressed in the syllabus for the course. All courses, whether synchronous or asynchronous are subject to the periodic course review cycle through the Curriculum Committee.

Self-Evaluation

The Curriculum Committee ensures the quality and rigor of all courses. The course approval, course review, and program review processes all address student learning outcomes and assessment. See Standard II.A. earlier in this self study for a more comprehensive description of development and quality assurance processes related to the curriculum.

The college meets this standard.

Planning Agenda

No planning agenda required.

Institutional Context and Commitment

Role and Mission

5. Delivery of courses and programs through electronic means is consistent with the institution’s role and mission.

Descriptive Summary

The college Mission Statement reads as follows: “The mission of Ohlone College is to serve the community by offering instruction for basic skills, career entry, university transfer, economic development, and personal enrichment for all who can benefit from our instruction in an environment where student learning success is highly valued, supported, and continually assessed.” The delivery of courses through electronic means is very much in keeping with the college’s mission to provide an education to a diverse student population. Electronic classes provide more access to the college. For working people, parents, or students with variable schedules, being able to take a class online means access to classes they might not be able to otherwise attend.

The electronic classes offered by the college include courses from 28 disciplines ranging from Allied Health to Women’s Studies. Many of these classes fulfill graduation or transfer requirements, such as English 101A (freshman composition) or American History; enhanced personal enrichment, such as Digital Photography and Women’s Health, or training for career entry, such as classes in computer programming or real estate practice. Each semester, approximately 2500 students take online classes to complete their educational goals.
Experienced teachers have tried to offer basic skills classes online (primarily ESL classes) with little success. Few students enrolled, as they appear to prefer in-person instruction. As a result, the college does not offer basic skills classes online since this format does not yet seem appropriate to the needs or success of these students.

Self-Evaluation

The large number and variety of course offerings online and the growing number of students who take advantage of the opportunity to take classes online demonstrate the mission of the college is being met through the distance learning program. Student survey data shows that 86% feel the college offers a good variety of classes online that meet their needs, and 95% of those responding feel the online classes are preparing them for their career and/or educational goals.

The college meets this standard.

Planning Agenda

No planning agenda required.

6. Specific needs of students for whom electronically delivered courses are intended are identified and addressed.

Descriptive Summary

Students for whom electronically delivered courses are intended made aware of the specific skills they need to be successful in an online class. Faculty members teaching fully online or hybrid courses make learning resources available to their students using WebCT and their individual websites. The Online Education website has a page devoted to Student Resources (DL-3), which includes links to advice, self-assessment tools, accessibility page/college ADA statements and help for online students. Below is part of a reproduction of the Student Resources page:

- **Help Desk.** If you are having problems logging into your course, or any other technical problem, click here and complete the form. Someone will respond to you within 24 business hours.
- **Online WebCT Orientation.** Students should click here to take the Online WebCT Orientation, one week before their course starts.
- **Electronic Counseling @ Ohlone.** Students can go here to get counseling questions answered online via online e-counselors.
- **Online Learning Self-Test.** A resource for students to self-assess if they are ready for online learning.
- **Online Student Survival Guide** A document that is a valuable resource for any student taking or considering taking online courses.
- **WebCT Student Resources** A student guide to WebCT.
- **Library Resources for Online Students** Access library resources for online students, including the online library catalog, periodical database, access to reference librarians, and links to the Internet.
- **Hardware and Software Requirements** A recommended list of hardware, software and connectivity requirements. Download Netscape or Internet Explorer and various plug-ins.
- **Browsers Tune up** The browser tune-up will ensure that you are using a supported browser. It includes step-by-step instructions to make sure your browser settings are optimized for the best possible WebCT experience.
Within the umbrella of the home page of the college website, there are several links under the SEARCH function and the A-Z listing that allow for both faculty and students to seek accessibility help and information. Students can refer to this information, if they need to. There is also an Adaptive Workstation offered by the Student Technology Center, which offers technology for the disabled student, including software for screen magnification, scanning text, and reading text aloud.

Faculty are engaged in developing many innovative approaches to teaching and learning, both in the traditional classroom setting and in hybrid and fully online classes. Strategies such as instructor developed videos (e.g. Camtasia), websites created by instructors, and Podcasting are useful in more fully engaging students in the learning process. However, these strategies carry with them an obligation to meet ADA accessibility requirements. The experience of the Distance Learning staff indicates that there needs to be a better understanding of, and response to, these ADA issues.

Self-Evaluation

A rich array of online learning resources is available to students. These include resources made available by individual instructors through WebCT and instructor websites.

There are concerns about ADA accessibility to instructional materials, which need to be addressed. The college partially meets this standard.

Planning Agenda

The following planning agenda has been developed to meet the standard.

Outcome: Instructional materials and activities in hybrid and fully online classes will fully meet ADA accessibility requirements.

Tasks: Raise awareness of ADA accessibility requirements. Place a new list item within the CurricUNET Special Course Approval form that allows for the reviewing committee to ensure that the faculty member, (designer) of the course(s) has met with either the Educational Technologist and/or Web Technician to ensure they are aware of online ADA compliances and tools. The Distance Learning Committee is deciding how this list item will be formatted within the CurricUNET database.

Ensuring ongoing compliance: For the ADA compliance area, reports can be run within CurricUNET to ensure that over time all online courses will have this ADA list item checked done. Course review and Program Reviews can also serve as a safety net for this condition.

Impact on student learning: Resulting impact for students regarding ADA compliance introduced into all online courses will allow for more students who may not have taken a course to try it. It will also give opportunity for those who need these tools to better succeed where they may have challenges.

Learning Resources

7. Appropriate learning resources are available to students taking electronically delivered courses.

Descriptive Summary

There are several learning resource tools available for students who take online courses. Some of these tools can be found within the online course management software itself; the college is currently using WEBCT 4.1 (DL-4). Use of these tools may be facilitated by the instructor or independently by the students by simply
clicking on an icon that says, “References.” Other tools may be found through hyperlinks that give the students easy access to external reference websites.

Tools within the course management system include items such as, the course management orientation tool. This is one of the first things students normally look for on their course homepage and this is an icon that tells them how to navigate around the course. There is also an icon that will take them directly to the 24/7 help desk support service (implemented in Spring 07). There are other icons that lead to tools such as the discussions-boards, where students can ask their peers and/or their instructor’s questions to enhance their learning, an icon that links directly to the college library and other icons that may house resource materials such as supplemental PowerPoint presentations, PDF documents, videos and text links. One other resource tool that was started about a year ago is the link to an e-counselor.

Self-Evaluation

There are a number of tools that students have access to as well as faculty to use as resources.

The college meets this standard.

Planning Agenda

No planning agenda required.

Students and Student Services

8. Students receive clear, complete, and timely information on the curriculum, course and degree requirements, nature of faculty/student interaction, assumptions about technological competence and skills, technical equipment requirements, availability of academic support services and financial aid resources, and costs and payment policies.

Descriptive Summary

A variety of tools are used to deliver information to e-learning students. First, the online student has access to the college website (DL-5). On the homepage are many links that can take students to another page with the information they are seeking. If students do not see their intended link immediately on the homepage, they can SEARCH and/or use the A-Z drop down list of links. These links include, but are not limited to, an online Academic Calendar and an online catalog by Academic Year. There is also a listing of web pages that clearly explain what courses are needed for degree programs, courses and other necessary information. There are student resource pages for the bookstore, finance, tuition area, tutoring, and health. Students can access their own profile through the online Enterprise Resource system, also known as WebAdvisor. In addition, there is a campus directory for all faculty with contact information should students wish to connect with their instructor prior to a course launching and there is access to the class course outlines via the CurricUNET e-tool.

There are several links to the online education page with a direct connection to the onsite course management technician, the 24/7 support helpline, and the resident Educational Technologist. Students also have access to an e-counselor who can provide valuable academic information. Another option students have is an email link and often a website link to their instructor. Often these websites can yield much needed information for the student.

Self-Evaluation
Students are provided a wealth of online services and information to support their learning. The college meets this standard.

**Planning Agenda**

No planning agenda required.

**9. Enrolled students have reasonable and adequate access to the range of student services appropriate to support their learning and assess their progress.**

**Descriptive Summary**

Many services are offered to the students to enhance their online educational experience. The Student Technology Center provides students access to computers with Internet connections as well as other resources (software; scanner, etc.). There is also an Adaptive Workstation offered by the Student Technology Center, which offers technology for the disabled student, including software for screen magnification, scanning text, and reading text aloud. Online students have access to a free online help desk available 24/7. They also have access to online orientations (tutorials); extensive online resources that help them get started with online education. Students also have the option within the Course Management System, to track their progress and review their grades. Students get feedback from their quizzes if they are automated and comments from their instructors on how they are progressing throughout the course. Of the online students responding to the recent survey, 69% were pleased with the 24/7 hotline. WebAdvisor also allows students access to their personal profile and the ability to see their grades.

**Self-Evaluation**

Not only are students offered online and in-person orientations, but have access to other support services. The faculty ensure that their students have reasonable and adequate access to a range of student services appropriate to support their online learning.

The college meets this standard.

**Planning Agenda**

Although the college meets this standard, the following planning agenda has been developed to improve beyond meeting the standard.

**Outcome:** The current Enterprise Resource System, WebAdvisor, will directly interface with the WebCT. This would not only speed up the process of getting students into the course management system, but allow them earlier access to their class(es) and instructors (and vice versa).

**Tasks:** Selected Faculty, including the Distance Learning Committee and appropriate personal personnel from the Information Technology Department/Academic Technology have been asked to explore this arena.

**Ensuring ongoing compliance:** Currently the Information Technology department is searching for upgrades of the tools necessary for this integration to occur. At this time (Fall 2007) there is in motion an upgrade install of the latest release of the college’s Enterprise Resource Planning system. Once the upgrade is completed more can be done to expedite/test the integration of WebAdvisor and WebCT.
Impact on student learning: Having two integrated systems (Enterprise Resource Planning/ Course Management System) would allow for faster student processing to occur and afford more students time inside their courses. Faculty, as well as admissions and records, would also benefit from this faster processing. Faculty would gain more access time to their students and admissions and records would have more accurate headcounts of which students are in online sections.

10. Advertising, recruiting, and admissions materials clearly and accurately represent the courses and programs, and the services available.

Descriptive Summary

The college uses multiple strategies for advertising, recruiting, and creation of admissions materials that clearly and accurately represents the courses and programs, and the services available. There is a check and balance system that is initiated when information is to be presented about the courses, programs and the services, etc., that comes into play. For example, all courses and programs, as stated before, go through a rigorous approval process using the CurricUNET software tool and the Curriculum Committee. Through that process, courses, programs and related information are reviewed by the Dean for Institutional Research and Curriculum Management (oversees the Curriculum Office) and reviewed for articulation. The end point is the Registrar (oversees the Scheduling Office) who ensures that the student educational database accurately reflects program and course content. Supplemental printed materials that may go through the Public Relations department are often reviewed by the faculty who may have originated that flyer or brochure, their Dean, and consequently the Vice President of Academic Affairs before the flyer and brochure launch. Students can also visit the college website which is consistently updated and maintained.

Self-Evaluation

There are many checks along the way from the faculty originator, to the Dean, to both the Curriculum Office and Scheduling Office who are mainly responsible for assisting with the accuracy of the courses and programs in the Class Schedule.

The college meets this standard.

Planning Agenda

No planning agenda required.

11. The institution demonstrates a commitment to ongoing program support, both financial and technical, and to continuation of the program for a period sufficient to enable students to complete a degree/certificate.

Descriptive Summary

The college demonstrates a commitment to ongoing program support for faculty and for students. This is evident by the following: Online Education Technical Support, Staff Development Training, the Instructional Technology Center facility, and Teaching and Learning lending library at that site.

Recent additions such as the 24/7 WebCT support and extended Innovation and Technology Center hours also show appropriate expansions of opportunities and access. The Instructional Computing Building (Hyman Hall) also showcases the college’s planning for facilities and equipment, and recently replaced thin-client technology with individual hard drive stations.
The Distance Learning Manual states: “Because technological currency is important, the level of support for staff development is one indicator of institutional commitment to distance learning.” All of the above demonstrates these key factors in enabling the continuation of the program for the long term, institutionally, and for the sake of student degree completion.

Self-Evaluation

The college has clearly embraced ongoing program support for faculty and students.

The college meets this standard.

Planning Agenda

No planning agenda required.

12. The institution ensures that qualified faculty provides appropriate oversight of courses delivered electronically.

Descriptive Summary

There is currently an Educational Technologist and WEBCT Technician who assist faculty. Initially when a faculty member requests to teach online or produces a course that is technology-mediated, they need to complete the online approval process, which involves completing the CurricUNET special course approval form. Online courses are also reviewed and approved by both the Educational Technologist and the Distance Learning Committee and the Curriculum Committee.

During the course approval process, distance learning staff will review online teaching requirements and then assist with the content and formation of a course. Online courses may also be overseen by a mentoring group known as www.LearningCoaches.com, a new service comprised of senior members of the faculty who have piloted and taught online courses. They are there to assist newcomers. Distance Learning Committee members are also available for assistance in the mentoring process. Several workshops are offered each semester at the college, where senior faculty and/or experts in the field, are invited to facilitate classes aimed at how to use ADA compliant teaching tools and or other useful online teaching methods and strategies. For example, November 2007 yielded a visit by Sean Keegan, a well known ADA compliance resource faculty member from De Anza College to come to the college to host a workshop about how to use ADA software techniques and tools in an online course. Review of the course content and delivery mechanics are also achieved by the Deans gaining permission to enter an online course and issuing an online evaluation of the said course. The Chancellor’s Office also requests the completion of a survey by students at the end of the course period.

Self-Evaluation

Not only have the credentials of the Educational Technologist and support staff been excellent, but they have had the innate ability to instruct and assist others who wish to teach online. As stated earlier, 92% of online students responding to a recent survey stated that their instructors are highly-skilled and are well-prepared in their work.

The college meets this standard.

Planning Agenda
No planning agenda required.

13. The faculty evaluation process provides a means to evaluate technical skills when appropriate.

Descriptive Summary

The faculty evaluation process and associated forms are subject to collective bargaining, changes can be problematic. However, within the existing process, the dean has the option of reviewing the online course, individually, or with the faculty member, and using the course management system WebCT. The dean also has access to student feedback, as the Faculty Staff Technology Center has set up an automated process whereby student evaluations are forwarded directly to them.

The college has several ways of evaluating online faculty including: Self-Evaluation; Peer Evaluation Student Evaluation; Review of the course content and delivery mechanics are also achieved by the Deans gaining permission to enter an online course and issuing an online evaluation of the said course; and Instructor own feedback surveys

At this time the online evaluator tool used may not clearly show if faculty members are using or have adequate technical skills. However, as mentioned previously, students rate faculty ability very highly. The Distance Learning Staff and the Innovation and Technology Center offer faculty training workshops for those who wish to master or improve their current skills.

Self-Evaluation

No one institution can be in true continuing compliance with this standard, as technology is constantly changing and faculty and students strive to keep up with the latest effective teaching tools. The Innovation and Technology Center has been created to assist faculty to keep current with the latest developments in academic technology.

The college meets this standard.

Planning Agenda

Although the college meets this standard, the following planning agenda has been developed to improve beyond meeting the standard.

Outcome: Student evaluation of faculty will be done using an online system for all courses to show more clearly if faculty members are using /have adequate technical skills. This will allow online students to participate more fully in the faculty evaluation process.

Tasks: Currently online survey tools are available to use for faculty beginning during the Fall 2007 semester.

Ensuring ongoing compliance: These surveys were compiled using several campus resources (areas/departments). Constant review of these tools will ensure ongoing compliance.

Impact on student learning: Review of the surveys and analysis of the results will yield for better understanding on how to impact student learning in a positive way.

14. The institution provides faculty training and support services specifically related to teaching via electronic means.
Descriptive Summary

Faculty development for online learning has also increased. The staff at the Innovation and Technology Center (DL-6) offers online workshops and hands-on training on both the pedagogy and the technologies to deliver online teaching and learning. A faculty member is designated full time as an Educational Technologist and provides one-on-one consultations to all faculty who plan to develop online courses.

Staff Development organizes a range of activities and workshops related to distance education. A sampling of programs include; Introduction to Podcasting, CCC Confer, How to use the Grade book and Quiz Feature in WebCT, Flex Workshops, Flex workshops often address Distance Learning issues.

The Innovation and Technology Center provides online and one-on-one training to faculty and staff. Training is offered on Web/multimedia presentations, communication and collaboration technologies. The center also provides assistance for online course planning, instructional design and development, pedagogy, and best practices for online teaching/learning, research of discipline-specific web resources, as well as utilization of various educational software tools.

A March 2006 survey of online instructors (DL-7) shows that 80% agree that the training received effectively prepared them to use the technology to teach online. And, 73% agree that they were adequately prepared to teach the course online. In addition, 87% wanted training face-to-face, 50% expressed interest in facilitated online teaching, and 56.7% expressed interest in developing courses that are self-paced online. Further, 60% responded that they would like us to develop and offer in the future more workshops on methods and strategies for online teaching and learning.

Self-Evaluation

The college offers many choices to both its faculty and staff in providing professional faculty training and support services specifically related to teaching via electronic means.

The college meets this standard.

Planning Agenda

No planning agenda required.

Evaluation and Assessment

15. The institution evaluates the educational effectiveness of electronically delivered course work, including assessments of student learning outcomes, student retention, and student and faculty satisfaction. Students have access to such evaluation data.

16. The institution provides for assessment of student achievement in each course and at completion of a program.

Descriptive Summary

The college utilizes assessments that take place in the individual courses by the faculty members, as directed in the Official Course Outlines of Record and monitored by the Curriculum Committee. During program reviews such tools are reviewed and adjusted to suit the ever-changing needs of the subject matter at hand, or if applicable, the skill set demanded by industry. Distance Learning has increased tremendously in the last few years and a procedure has been developed to allow for ongoing student and faculty surveys an ongoing
assessment strategy. In 2006, surveys were completed as part of the Program Review for Distance Learning (DL-8). In 2007, the surveys of all students and online students were conducted and will be continued.

Self-Evaluation

The college has a good system in place to survey students and faculty about assessments of student learning outcomes, and student and faculty satisfaction etc. However, more research is needed in the area of student retention.

The college partially meets this standard.

Planning Agenda

The following planning agenda for has been developed to meet the standard.

Outcome: A system of ongoing research on student retention in online classes will be in place.

Tasks: The Distance Learning Committee will work with the Office of Institutional Research to develop the system for the assessment of student retention.

Ensuring ongoing compliance: The retention data will be housed on the Office of Institutional Research website and will be updated regularly.

Impact on student learning: Analysis of student retention trends will assist in better understanding of how online education impacts student achievement.
Distance Learning References


DL-3. Link to: Online Education Website, Student Resources Page:
http://www2.ohlone.edu/instr/onlineeducation/


DL-5. Link to: Ohlone Website: http://www.ohlone.edu/

DL-6. Link to: Innovation and Technology Center: http://www.ohlone.edu/org/itc/

DL-7. Link to: March 2006 survey of online instructors
http://www.ohlone.edu/org/programreview/20052006/20052006progrevedistanceeducation.pdf

DL-8. Link to: Program Review for Distance Learning:
http://www.ohlone.edu/org/programreview/20052006/20052006progrevedistanceeducation.pdf