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COMPLETE

Collector: Email Invitation 1 (Email)
Started: Sunday, March 03, 2024 8:49:18 PM
Last Modified: Sunday, March 03, 2024 11:00:23 PM
Time Spent: 02:11:04
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Page 1: I. Service Area Overview and Update

Q1

1 Service Area for Review:

Office of Instruction, Vice President of Instruction (OVPI)

Q2

2 Lead Author:

Jeanie M. Machado Tyler

Q3

3 Collaborator(s):

Julie Kahler; Debi Ridulfo

Q4

4. Manager(s):

Jessica Robinson

Q5

Date / Time

08/25/2023

5. Initial Collaboration Date with your Manager:

Page 2: II. Service Area Reflection and Description

Q6

6. Provide your service area's mission statement. If your service area does not have a mission statement, what is your timeline for creating a mission statement?

To provide leadership, direction, and administrative oversight to all instructional programs, as well as the library, computer technology, and learning assistance resources that support the programs. Administer a wide range of essential services to support instructional operations such as catalog production, faculty evaluations, and the development of the class schedule.

Q7

Yes

7. Is the service area description in the current college catalog up to date and accurate?

Q8

8. Describe how your service area advances the College's new vision of equity, excellence, and social justice through education. How does the service area reflect the College's mission and values?

The core function of the Office of Vice President of Instruction (OVPI) is to promote, enhance, and further the college's mission of equity, excellence, and social justice through education. By providing administrative leadership and oversight that is student-focused and innovative for transfer education, career technical education, and general education the OVPI supports every facet of the mission to include overseeing curriculum, developing and publishing the class schedule, publishing the college catalog, evaluating instructional faculty, and ensuring that instruction takes place with the regulatory framework of Title 5 regulations and California Education Code.

In alignment with the college's mission of advancing equity and social justice through student-centered and innovative approaches to education, the OVPI directly supports the following college and/or CCCCCO initiatives:

- Acceleration – the OVPI ensures that the college curriculum is compliant with AB 705 and supports the developmental education reform through its implementation of the class schedule. In addition, the OVPI further supports curriculum acceleration through AB 1705, by ensuring there is adequate professional development for faculty and ensuring that instruction is working closely with student services to ensure equitable placement in college level math and English classes.
- Guided Pathways – The VPI is a member of the college's Guided Pathways team, and has participated in two Guided Pathways academies hosted by the State Chancellor's office.
- Student Transfer Achievement Reform Act (AB 928) – ensuring that students can easily enter a transfer pathway fits into the college's mission of providing equitable and innovation curriculum that leads to transfer. The OVPI and the Curriculum committee are leading the college's efforts to ensure a transfer pathway as well as providing a local GE pattern that can effectively serve career technical education students and those who complete the local degree and enter the workforce.
- Open Educational Resources (OER)/Zero Textbook Costs (ZTC) – the VPI co-chairs the college's OER committee, and ensures faculty are award of the benefits of OER for students as well as preparing ZTC materials students can use in their Cuyamaca College courses.

The OVPI work on the above initiatives directly to the college values of: student-centered, equity, student success, innovation, excellence, social justice, and community.

Q9

9. Administrative areas collect data in many different ways. This may include the number of students, employees, or community members served, survey results, number of projects completed, number of square feet maintained, or other data collected by the department. Please provide a summary of the kinds of data your service area uses to assess performance.

Part of the OVPI's mission is to use data to inform decision making. Through a series of reports generated by district, and college, Institutional Research, the VPI access and uses the following reports to make decisions related to offering a student-centered schedule:

- FTES Targets - annual target of FTES generated by course offerings
 - FTEF Allocation – annual funding for offering classes based upon the FTEF targets
 - From the GCCCD Reporting Server, the VPI utilizes information from the following on a weekly basis:
 - o Enrollment Reports
 - o WSCH-FTEF-FTES Analysis
 - o Waitlist Sections Report
 - o Cancelled Class Report
 - o Faculty LED Report
 - GCCCD Chancellor's Office Enrollment Reports (specialized reports used at Cabinet to review enrollment data compared to the previous year)
-

Q10

10. What do these data imply about the progress made on goals set in your previous comprehensive program review?

The previous goals were set by a different VPI in 2020. Since then, the college has been through a horrific global pandemic that changed our course offerings, the way we offer courses, and its enrollments. Current data indicates we are beginning to recover enrollments.

Q11

11. How will these data inform goals, action steps, or other changes in the department over the next four years?

The reports/resources listed will continue to provide data for effective decision making as it relates to: creating a student-centered schedule, ensuring compliance with faculty contract, tracking of students who complete degrees and/or certificates, and curriculum needs.

Q12

12. Over the next 4 years, how will your service area apply an equity-minded approach to its work?

Disaggregated student data will help us ensure we are effectively serving all student population, but most specifically those most marginalized. We will use the data to ensure we have a class schedule that fits the needs of working adults, students with children, students with special abilities, and students who are first generation.

Q13

13. Please describe the most significant or impactful ways your service area has worked across the college to advance the college's vision over the past four years.

The current VPI joined the institution in August 2023.

Q14

Respondent skipped this question

OPTIONAL UPLOAD 1: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

Q15

Respondent skipped this question

OPTIONAL UPLOAD 2: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

Q16

Respondent skipped this question

OPTIONAL UPLOAD 3: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

Page 4: IV. Strengths, Challenges & External Influences

Q17

14. Please describe your service area strengths.

For the OVPI the first strength that comes to mind is the Instructional Operations team led by Julie Kahler. This is the division of the OVPI that is responsible for the clerical and technical supports of the academic calendar, Curriculum Committee, curriculum workflow, college catalog, faculty evaluations, and clerical support for the Academic Senate. The small, but mighty group, of three are consummate professionals who care very much about the excellent work they produce. Other strengths in the OVPI that support the college mission include:

- A diverse faculty body that produces innovative and equity-minded curriculum
 - Divisional Administrative Assistants who care very much about serving and supporting not only their dean, but the faculty and students in their areas.
 - Faculty leaders who are willing to serve on committees and councils (participatory governance) in order to promote the college's vision, mission, and values.
-

Q18

15. Please describe your service area challenges.

The OVPI is challenged by:

- The inevitable sun-setting of Hold Harmless.
 - A pandemic-related need to return more classes to on-campus versus solely online.
 - Not having an online curriculum management system.
-

Q19

16. Please describe external influences that affect your service area (both positively and negatively).

- State's economy
 - GCCCD budget
 - New administrators (VPI and Deans)
 - Enrollment management post-pandemic
-

Q20

17. Given these factors, what opportunities exist for the service area to advance the College's goals in the next 4 years?

The opportunities that exist for the OVPI to advance the college's goals in the next 4 years include:

- Optimizing class modalities to meet need
 - Expansion of Dual Enrollment/CCAP
 - Create an effective, and seamless pathway for students in the ACPs.
 - Research options for non-credit courses.
-

Page 5: V. Previous Goals

Q21

Previous Goal 1:

Implement a productive class schedule that serves the needs of our students in a cost-efficient way.

Q22

In Progress - will carry this goal forward into next year

Goal Status

Page 6: V. Previous Goals continued

Q23

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

Q24

Respondent skipped this question

Do you have another goal to update?

Page 7: V. Previous Goals continued

Q25

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards

Producing a student-centered schedule is the most important goal for the OVPI. The college will always be looking for ways to produce a schedule that meets the needs of our student while having efficient productivity. As a college, we will continue to monitor our FTES targets and FTEF allocation. We will ensure administrators and faculty are fully trained in effective enrollment management. Additionally, we will work closely with the ACP leads to ensure students are fully informed on course progress and anticipated time to completion.

Q26

Which College Strategic Goal does this department goal most directly support? (Check only one)

**Increase completion and eliminate equity gaps
(graduating with a degree/certificate, or transferring)**

Q27

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Respondent skipped this question

Q28

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Respondent skipped this question

Q29

Do you have another goal to update?

Yes

Page 8: V. Previous Goals continued

Q30

Previous Goal 2:

Clarify the educational pathways for the college transfer and career technical education programs.

Q31

Goal Status

In Progress - will carry this goal forward into next year

Page 9: V. Previous Goals continued

Q32

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

Q33

Respondent skipped this question

Do you have another goal to update?

Page 10: V. Previous Goals continued

Q34

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal. OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

The ACPs have been a part of the college work at both fall and spring convocations. The college has a team of faculty, staff, and administrators that attend the State-sponsored Guided Pathways Institute. The ACPs have a faculty coordinator who works with the ACP leads in order to ensure the college messaging is clear and students are adequately supported.

Q35

Increase persistence and eliminate equity gaps (re-enrolling the subsequent semester or year)

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q36

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

Continue to fine-tune the ACP work currently being done on the campus.

Q37

Respondent skipped this question

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Q38

Yes

Do you have another goal to update?

Page 11: V. Previous Goals continued

Q39

Goal 3:

Promote and enhance career counseling and job preparation for students across the college, in all programs.

Q40

In Progress-will carry this goal forward into next year

Goal Status

Page 12: V. Previous Goals continued

Q41

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

Q42

Respondent skipped this question

Do you have another goal to update?

Page 13: V. Previous Goals continued

Q43

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal. OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

Through Strong Workforce funding, both regional and local, the college has been able to hire a project coordinator and Job Placement Case Manager to work with the Career Center director to ensure there is robust career information and exploration opportunities for students.

Q44

**Increase completion and eliminate equity gaps
(graduating with a degree/certificate, or transferring)**

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q45

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

The VPI will work with the CTE dean to ensure there is continuous collaboration with student services to ensure the Career Center is effectively staffed.

Q46

Respondent skipped this question

What resources, if any, are needed to achieve this goal?
Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Q47

Yes

Do you have another goal to update?

Page 14: V. Previous Goals continued

Q48

Goal 4:

Enhance the services provided by Instructional Operations.

Q49

In Progress-will carry this goal forward into next year

Goal Status

Page 15: V. Previous Goals continued

Q50

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

Page 16: V. Previous Goals continued

Q51

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal. OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

The 23-24 academic year has been an exciting one for Instructional Operations (IOPS). With the District's support by contracting with CourseLeaf, we were able to launch the first ever online college catalog in fall 2023. The Master Class Scheduler has been here for a year, and continue to gain mastery of the position. In 2019, the IOPS Administrative Assistant I was reclassified from .75 FTEF to 1.0 FTEF.

Q52

Increase equitable access (enrollment)

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q53

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

In collaboration with District consultant, CourseLeaf, IOPS, in spring 2024, will begin working on the online course management system.

Q54

Respondent skipped this question

What resources, if any, are needed to achieve this goal?
Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Page 17: VI. New Goals

Q55

Yes

Would you like to propose any new goal(s)?

Page 18: VI. New Goals continued

Q56

New Goal 1:

Support the respective dean in hiring of faculty that are reflective of the student population we serve. During academic year, 23-24, the following are being recruited:

- Earth Science (MSE)
 - Center for Water Studies (CE)
-

Q57

Increase hiring and retention of diverse employees to reflect the students and communities we serve

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q58

Please describe how this goal advances the college strategic goal identified above.

By recruiting and hiring faculty who are reflective of our student body, we are meeting our students where they are at. When we effectively onboard new faculty, we are ensuring their success.

Q59

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

The faculty positions are a result of the Faculty Hiring Prioritization Committee process.

Q60

Action steps for the Next Year:

Ensure we are advertising positions in the correct places to ensure diverse and numerous applicants.

Q61

Respondent skipped this question

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q62

How will this goal be evaluated?

The goal will be evaluated by proof of hire. The faculty themselves will embark on the faculty tenure review process.

Q63

No

Do you have another new goal?

Page 19: IV. New Goals continued

Q64

Respondent skipped this question

New Goal 2:

Q65

Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q66

Respondent skipped this question

Please describe how this goal advances the college strategic goal identified above.

Q67

Respondent skipped this question

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

Q68

Respondent skipped this question

Action steps for the Next Year:

Q69

Respondent skipped this question

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q70

Respondent skipped this question

How will this goal be evaluated?

Q71

Respondent skipped this question

Do you have another new goal?

Page 20: IV. New Goals continued

Q72

Respondent skipped this question

New Goal 3:

Q73

Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q74

Respondent skipped this question

Please describe how this goal advances the college strategic goal identified above.

Q75

Respondent skipped this question

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

Q76

Respondent skipped this question

Action steps for the Next Year:

Q77

Respondent skipped this question

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q78

Respondent skipped this question

How will this goal be evaluated?

Q79

Respondent skipped this question

Do you have another new goal?

Page 21: VI. New Goals continued

Q80

Respondent skipped this question

New Goal 4:

Q81

Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

Q82

Respondent skipped this question

Please describe how this goal advances the college strategic goal identified above.

Q83

Respondent skipped this question

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

Q84

Respondent skipped this question

Action steps for the Next Year:

Q85

Respondent skipped this question

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q86

Respondent skipped this question

How will this goal be evaluated?

Page 22: VII. Resources Needed to Achieve Goal(s)

Q87

Respondent skipped this question

1. Administrator Position Request 1:a. Description

Q88

Respondent skipped this question

b. This position is being requested to advance the following Program Goal(s):

Q89

Respondent skipped this question

2. Administrator Position Request 2:a. Description

Q90

Respondent skipped this question

b. This position is being requested to advance the following Program Goal(s):

Page 23: Final Check

Q91

I am ready to submit my program review

Are you ready to submit your program review? If you would like to go back and review a section, select a section and click "Next."
