

## CAN Program Review (Instructional) - College for Working Adults (Even Year)

### Annual Updates

#### 2019-2020

**1. Changes & Updates:** The following objective has been changed to better focus on two separate and distinct goals.

Improve data collection and program assessment.

Conduct CWA surveys and/or focus groups to gather information about student needs. Work with PRIE office to assign a Banner attribute for CWA students or identify another method of improving the accuracy of CWA student effectiveness, persistence and completion data.

The two revised objectives are as follows:

Conduct CWA surveys and/or focus groups to gather information about student needs

NEEDS – In order to complete these surveys and focus groups, we will need additional support from our retention specialist. At 48% time, our retention specialist will not be able to complete this new objective.

Work with PRIE and District IT staff to assign a Banner attribute for CWA students or identify another method of improving the accuracy of CWA student effectiveness, persistence and completion data.

**2. Progress Reports:** Institutionalize the College for Working Adults(CWA) program to provide stability to the program Supports effective program planning for the long term.

COMPLETED - The College for Working Adults has been successfully institutionalized. An operational budget is allocated annually, and the program is managed through the Humanities and Social Sciences division.

Convert current full-time Counselor position to a permanent tenure-track counselor

Addresses the issue of the high turnover rate in the counselor position.

COMPLETED - On December 14, 2018, we were notified by the college president that our position request for a full-time tenure track counselor had been granted. The hiring process was completed by May 31, 2019.

Increase open office hours for CWA office and increase counseling services: CWA office open on at least one Friday per month and provide counseling services at least one Saturday per month

Addresses identified gaps in student support as evidenced by CWA student feedback received.

NEEDS – In order to provide much needed student advising and/or counseling support, on Friday and selected Saturday mornings, we will need to increase our retention specialist to at least 80% time.

Revamp orientations for new students and faculty

Addresses recognized the need for faculty to understand the unique aspects of CWA students and the challenges they face.

Addresses the needs of CWA students who may have been away from formal education for long time periods before starting the program.

COMPETED - In May 2019, our retention specialist, Sophia Vu, completed the development of our new student orientation called the CWA Academy. All but five of our 70 new fall enrollees attended. In addition, a complete rewrite of our CWA Faculty Handbook was completed in early August 2019, before instructors returned for Flex Day activities.

Continue to review curriculum and degree offerings

Addresses need to identify areas for program expansion and align new curriculum with projected employment growth fields.

ONGOING – Beginning Fall 2019, CWA added a new AA-T degree (Social Work & Human Services) to our CWA curriculum. Additionally, in spring 2019 we began discussions

on adding an AA-T Business degree for fall 2020. Our first meeting included the Dean Business, Design, Workforce and the chair of the business department along with the CWA Project Director and Counselor. Meetings will continue throughout the 2019-20 academic year.

Create outreach partnerships with private sector companies.

Addresses need to strengthen the connection of the CWA program with area employers, many of whom are actively seeking training and education opportunities for their current and prospective employees.

NEEDS – CWA needs the support of our District and college administrators to provide introductions and opportunities to meet with potential partners in the private sector.

Our colleges have numerous affiliations with large biotech and high tech companies that have large administrative staffs that seek evening educational opportunities.

Work with PRIE and District IT staff to assign a Banner attribute for CWA students or identify another method of improving the accuracy of CWA student effectiveness, persistence and completion data.

COMPLETED - In mid-January 2019, we held our first meeting to assess the CWA data warehouse collection process in an effort to improve accuracy in reporting. These meetings included staff from PRIE, District IT, and CWA. Because Banner attributes had been assigned to every CWA student since the program began in 2011, we were able to quickly identify data inconsistencies and begin finetuning current reporting data. Over the span of about four weeks, our retention specialist not only able to confirm the accuracy of the new reports, but she was able to clean up historical data for program review reporting.

Conduct CWA surveys and/or focus groups to gather information about student needs

NEEDS – In order to complete these surveys and focus groups, we will need additional support from our retention specialist. At 48% time, our retention specialist will not be able to complete this new objective.

**3. Rationale for New Objectives:** Increase Retention Specialist hours from 48% to 100%.

Addresses identified gaps in student support as evidenced by CWA student feedback received.

NEEDS – Newly established programs that effectively support our student populations including the CWA Academy and the CWA Progress Reporting System require that we increase work hours for our retention specialist from 48% to 100%. The current budget will sustain 60% of the increase, including benefits, leaving about 20% to add to the annual operational budget—approximately \$30,000. The retention specialist can continue to support students in areas of time management, Canvas, WebSmart, tutoring appointments, and general student and faculty program support.

Move the CWA offices to Building 9 to provide a safer environment for our evening counselor and retention specialist, as well as providing proximity to Admissions & Records, counseling, financial aid, and other programs.

Addresses need for a centralized location that supports the needs of CWA staff and improves their delivery of support services to CWA students.

NEEDS - As part of the building 13 improvement project, many departments in Building 13 will be temporarily relocated to other buildings on campus. For several years

CWA has requested a safer, more appropriate office space to better serve our students and our staff. We would like to suggest that during the planning phase of the

Building 13 improvement project, CWA be relocated to a permanent site that better meets our needs.

First and foremost, this should be a safe area for our counselor and retention specialist to be at night. In addition, this would be an area that provides offices for our director, counselor, and retention specialist; an area for our instructional aides to tutor our students; and a reception area.

Create a more defined action plan for early intervention

Addresses need to support student populations with gaps in retention and success as evidenced by recent data analysis.

COMPETED - In January 2019, our retention specialist, Sophia Vu, completed the development of our new CWA Progress Reporting System. A short training email was sent to all CWA instructors along with all necessary class lists, forms, and deadlines. Only three progress reports were requested

during the semester the week before each “drop deadline” to ensure students understand their options at critical times during the semester. For the most part, approximately 80% of our instructors submit their reports.

This process has been extremely helpful to our students and instructors. (This progress reporting process will not continue without the additional hours requested for our Retention Specialist.)

**Annual Update Status:** Complete

## Objective: Institutionalize the College for Working Adults program

Secure stable funding for the program beyond current use of Innovation funds and other non-permanent funding sources

**Objective Status:** 2 - Continuing (PR)

**Objective Year:** 2019-2020

**Estimated Start Date:** 11/01/2018

**Estimated Completion Date:** 12/17/2018

**Please select the college goals with which this objective aligns.:** Student Completion/Success - Provide educational and student services programs that highlight inclusivity diversity and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success., Community Connections - Build and strengthen collaborative relationships and partnerships that support the needs of reflect and enrich our diverse and vibrant local community.

**Please select the district goals with which this objective aligns.:** District Goal #1 - Develop and Strengthen Educational Offerings Interventions and Support Programs that Increase Student Access & Success, District Goal #2 - Establish And Expand Relationships With School Districts 4-year College Partners And Community-based Organizations To Increase Higher Education Attainment In San Mateo County, District Goal #3 - Increase Program Delivery Options Including the Expanded Use of Instructional Technology to Support Student Learning and Success

### Action Plans

**2019-2020** - Link CWA to ongoing Guided Pathways work at the college by incorporating new pathways models for evening and returning students that are based on the structure of CWA. (Active)

**Who's Responsible for Completing this Action Plan?:** ASLT Dean, CWA Project Director

**Estimated Completion Date:** Fall 2019

## Objective: Convert current temporary full-time Counselor position to permanent tenure-track counselor

Create a stable counseling presence for the CWA student cohort by ensuring continuity of support as a result of reducing turnover in the position.

**Objective Status:** 2 - Continuing (PR)

**Objective Year:** 2019-2020

**Estimated Start Date:** 11/01/2018

**Estimated Completion Date:** 12/11/2018

**Please select the college goals with which this objective aligns.:** Student Completion/Success - Provide educational and student services programs that highlight inclusivity diversity and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

**Please select the district goals with which this objective aligns.:** District Goal #1 - Develop and Strengthen Educational Offerings Interventions and Support Programs that Increase Student Access & Success

### Action Plans

**2018-2019** - Prepare new faculty position proposal, present faculty position proposal to Administration, earn support of Academic Senate, receive approval for permanent hire from college president. (Active)

**Who's Responsible for Completing this Action Plan?:** CWA Project Director, Dean of Counseling, Dean of Humanities and Social Sciences

**Estimated Completion Date:** June 30, 2019

# CAN Program Review (Instructional) - College for Working Adults (Even Year)

## Objective: Increase open hours of CWA office and increase counseling services: CWA office open on at least one Friday per month and counseling services provided on at least one Saturday per month

Provide increased support for students who are unable to travel to campus on other days of the week.

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

**Objective Year:** 2019-2020

**Estimated Start Date:** 01/15/2019

**Estimated Completion Date:** 01/31/2019

**Please select the college goals with which this objective aligns.:** Student Completion/Success - Provide educational and student services programs that highlight inclusivity diversity and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

**Please select the district goals with which this objective aligns.:** District Goal #1 - Develop and Strengthen Educational Offerings Interventions and Support Programs that Increase Student Access & Success

### Action Plans

**2019-2020** - Change counseling hours to include some Friday and Saturday counseling time. (Active)

**Who's Responsible for Completing this Action Plan?:** CWA Project Director, Dean of Counseling, Dean of Humanities & Social Sciences

**Estimated Completion Date:** June 30, 2020

## Objective: Revamp orientations for new students and faculty

For faculty: ensure that new and continuing faculty have an appreciation for and understanding of the unique needs of CWA students and have the tools to support their success. For students: ensure incoming CWA students are provided the resources to identify and locate necessary supports and understand what is required of them to succeed.

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

**Objective Year:** 2019-2020

**Estimated Start Date:** 01/14/2019

**Estimated Completion Date:** 01/21/2019

**Please select the college goals with which this objective aligns.:** Student Completion/Success - Provide educational and student services programs that highlight inclusivity diversity and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

**Please select the district goals with which this objective aligns.:** District Goal #1 - Develop and Strengthen Educational Offerings Interventions and Support Programs that Increase Student Access & Success

### Action Plans

**2018-2019** - Identify calendar date(s) for orientations

Identify any needed budget for staff overtime, supplies, hourly faculty compensation  
(Active)

**Who's Responsible for Completing this Action Plan?:** CWA Project Director, CWA Counselor, CWA Retention Specialist, CWA Instructional Aide

**Estimated Completion Date:** Ongoing each fall or each semester

# CAN Program Review (Instructional) - College for Working Adults (Even Year)

## Objective: Improve data collection and program assessment

Conduct CWA student and faculty surveys and/or focus groups to gather information about student needs.

Work with PRIE office to assign a Banner attribute for CWA students or identify other method of improving the accuracy of CWA student effectiveness, persistence and completion data.

**Objective Status:** 2 - Continuing (PR)

**Objective Year:** 2019-2020

**Estimated Start Date:** 01/15/2019

**Estimated Completion Date:** 01/14/2020

**Please select the college goals with which this objective aligns.:** Student Completion/Success - Provide educational and student services programs that highlight inclusivity diversity and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

**Please select the district goals with which this objective aligns.:** District Goal #1 - Develop and Strengthen Educational Offerings Interventions and Support Programs that Increase Student Access & Success

### Action Plans

**2018-2019** - Work with Karen Engle, Dean of Planning, Research, Innovation & Effectiveness; Elaine Lau, ITS Senior Programmer; Sophia Vu, Retention Specialist; Jeri Eznekier, CWA Project Director (Active)

**Who's Responsible for Completing this Action Plan?:** Jeri Eznekier

**Estimated Completion Date:** June 30, 2019

## Objective: Identify new outreach partnerships with private sector companies

Expand awareness of the CWA program to regional employers and utilize resources such as recent Hanover environmental scan report to focus efforts.

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

**Objective Year:** 2020-2021

**Estimated Start Date:** 08/13/2019

**Please select the college goals with which this objective aligns.:** Student Completion/Success - Provide educational and student services programs that highlight inclusivity diversity and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success., Community Connections - Build and strengthen collaborative relationships and partnerships that support the needs of reflect and enrich our diverse and vibrant local community.

**Please select the district goals with which this objective aligns.:** District Goal #1 - Develop and Strengthen Educational Offerings Interventions and Support Programs that Increase Student Access & Success, District Goal #2 - Establish And Expand Relationships With School Districts 4-year College Partners And Community-based Organizations To Increase Higher Education Attainment In San Mateo County

### Action Plans

**2019-2020** - Hold meetings with related groups to discuss goals, complete a needs assessment, action plan, new report application and testing to verify report accuracy. Work to set up procedures to maintain data integrity, timely reporting, and data analysis. (Active)

**Who's Responsible for Completing this Action Plan?:** CWA Project Director, Karen Engel

**Estimated Completion Date:** March 1, 2019

# CAN Program Review (Instructional) - College for Working Adults (Even Year)

## Objective: Relocate CWA Offices

Move the CWA offices to Building 9 to provide a safe environment for our evening counselor and retention specialist, as well as providing proximity to Admissions & Records, counseling, financial aid, and other programs. Addresses need for a centralized location that supports the needs of CWA staff and improves their delivery of support services to CWA students.

**Objective Status:** 2 - Continuing (PR)

**Objective Year:** 2019-2020

**Estimated Start Date:** 10/01/2018

**Estimated Completion Date:** 03/01/2020

**Please select the college goals with which this objective aligns.:** Student Completion/Success - Provide educational and student services programs that highlight inclusivity diversity and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

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

### Action Plans

**2019-2020** - When Building 13 remodel plan is confirmed, instead of having CWA relocate to a temporary location, it would be a good time to relocate the CWA offices to a permanent location that offers safety, private offices for our Project Director, counselor, and retention specialist. (Active)

**Who's Responsible for Completing this Action Plan?:** Dean of Humanities and Social Sciences, CWA Project Director, facilities  
**Estimated Completion Date:** March 1, 2020

## Objective: Increase Retention Specialist hours from 48% to 100%.

Addresses identified gaps in student support as evidenced by CWA student feedback received.

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

**Objective Year:** 2019-2020

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

**Estimated Completion Date:** 06/30/2020

**Please select the college goals with which this objective aligns.:** Student Completion/Success - Provide educational and student services programs that highlight inclusivity, diversity, and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

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

### Action Plans

**2019-2020** - Increase Retention Specialist hours from 48% to 100%. Addresses identified gaps in student support as evidenced by CWA student feedback received. (Active)

**Who's Responsible for Completing this Action Plan?:** Dean Humanities and Social Sciences, CWA Project Director  
**Estimated Completion Date:** June 30, 2010

**Related Documents & Links:**

[CWA Retention Specialist - Classified-Hiring-Justification Oct. 2019.docx](#)

### Resource Requests

# CAN Program Review (Instructional) - College for Working Adults (Even Year)

**Increase classified staff hours from 48% to 100%** - Newly established programs that effectively support our student populations including the CWA Academy and the CWA Progress Reporting System require that we increase work hours for our retention specialist from 48% to 80%.

**Status:** New Request - Active

**Type of Resource:** Budget Augmentation

**Cost:** 30000

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

**Division/Department Priority:** High Priority

## Objective: Move the CWA offices to Building 9

To provide a safer environment for our evening counselor and retention specialist, as well as providing proximity to Admissions & Records, counseling, financial aid, and other programs. Addresses need for a centralized location that supports the needs of CWA staff and improves their delivery of support services to CWA students

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

**Objective Year:** 2019-2020

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

**Estimated Completion Date:** 01/01/2020

**Please select the college goals with which this objective aligns.:** Student Completion/Success - Provide educational and student services programs that highlight inclusivity, diversity, and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

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

## Action Plans

**2019-2020** - As part of the building 13 improvement project, many departments in Building 13 will be temporarily relocated to other buildings on campus. For several years CWA has requested a safer, more appropriate office space to better serve our students and our staff. We would like to suggest that during the planning phase of the Building 13 improvement project, CWA be relocated to a permanent site that better meets our needs. First and foremost, this should be a safe area for our counselor and retention specialist to be at night. In addition, this would be an area that provides offices for our director, counselor, and retention specialist; an area for our instructional aides to tutor our students; and a reception area. (Active)

**Who's Responsible for Completing this Action Plan?:** Dean of Humanities and Social Sciences

**Estimated Completion Date:** January 1, 2020