### Department - Discipline - Improvement Plan

#### Art and Architecture

**Architecture**
- More emphasis shall be placed on all faculty meeting their flex obligations.

**Art**
- We have too few full-time faculty members doing any of the administrative work. Several full-time faculty members are not being accountable for the work that needs to be done for their courses. All of the work falls on the backs of just a few. There is nothing that we can do about this. Eventually, as we hire new professors, we will clarify the terms of employment and the needs of the department, so that new full-time professors will pitch in.

#### Environmental Design

- More emphasis shall be placed on all faculty meeting their flex obligations.

#### Business

**Accounting**
- (blank)

**Business**
- We plan to submit an AUP for a full time faculty member over the next couple of years. This should improve both FTES/FTEF and % full time areas. We also plan to have PT faculty attend flex day in fall 2013 and in the future to automatically complete flex requirements and stay current on department goals. Additionally, an eve. meeting may be introduced to accommodate PT faculty not able to attend flex day due to work constraints. We are 100% in Full time flex completion, as well as course and program SLO.

**Computer Applications Office Technologies**
- We plan to improve our FTES/FTEF by continuing to review our offerings to ensure we do not have too many sections of a course so our efficiency rate stays high. We are in quadrant 3 for % of all faculty that are full time, which is good. With cuts in adjunct assignments, that ratio should improve. We are 100% in Full time flex completion, but 55.8% among adjuncts. We plan to have PT faculty attend flex day in fall 2013 and in the future to automatically complete flex requirements and stay current on department goals. Additionally, an eve. meeting may be introduced to accommodate PT faculty not able to attend flex day due to work constraints.

**Finance**
- We plan to improve our FTES/FTEF by continuing to review our offerings to ensure we do not have too many sections of a course so our efficiency rate stays high. We just hired a full time faculty in this discipline. So the data may not be accurate. But that should improve our % full time. We are 100% in Full time flex completion, but 55.8% among adjuncts. We plan to have PT faculty attend flex day in fall 2013 and in the future to automatically complete flex requirements and stay current on department goals. Additionally, an eve. meeting may be introduced to accommodate PT faculty not able to attend flex day due to work constraints.

**International Business**
- We are in quadrant 4 and 3 for FTES/FTEF and % Full Time Faculty, respectively. We don't see improving too much in that category. We're also 100% in Full Time faculty flex obligations. However, we plan to have PT faculty attend flex day in fall 2013 and in the future to automatically complete flex requirements and stay current on department goals. Additionally, an eve. meeting may be introduced to accommodate PT faculty not able to attend flex day due to work constraints.

**Management**
- We plan to submit an AUP for a full time faculty member over the next couple of years. This should improve both FTES/FTEF and % full time areas. We also plan to have PT faculty attend flex day in fall 2013 and in the future to automatically complete flex requirements and stay current on department goals. Additionally, an eve. meeting may be introduced to accommodate PT faculty not able to attend flex day due to work constraints. We are 100% in Full time flex completion, as well as course and program SLO assessments.

**Marketing**
- We plan to improve our FTES/FTEF by continuing to review our offerings to ensure we do not have too many sections of a course so our efficiency rate stays high. We are in quadrant 3 for % Full Time Faculty. We don't see improving too much in that category. We're also 100% in Full Time faculty flex obligations. However, we plan to have PT faculty attend flex day in fall 2013 and in the future to automatically complete flex requirements and stay current on department goals. Additionally, an eve. meeting may be introduced to accommodate PT faculty not able to attend flex day due to work constraints.

We are 100% complete in course and program SLO assessments.
ACCOUNTABILITY: Improvement Plans by Department

Source: Instructional Disciplines Report, March 2013; compiled 060713

**Department - Discipline - Improvement Plan**

**Real Estate**

We plan to improve our FTES/FTEF by continuing to review our offerings to ensure we do not have too many sections of a course so our efficiency rate stays high. We also plan to submit an AUP for a full time faculty member over the next couple of years. This should improve both FTES/FTEF and % full time areas. We are 100% in Full time flex completion, but 55.8% among adjuncts. We plan to have PT faculty attend flex day in fall 2013 and in the future to automatically complete flex requirements and stay current on department goals. Additionally, an eve. meeting may be introduced to accommodate PT faculty not able to attend flex day due to work constraints.

**Supervision**

We are in quadrant 4 and 3 for FTES/FTEF and % Full Time Faculty, respectively. We don't see improving too much in that category. We're also 100% in Full Time faculty flex obligations. However, we plan to have PT faculty attend flex day in fall 2013 and in the future to automatically complete flex requirements and stay current on department goals. Additionally, an eve. meeting may be introduced to accommodate PT faculty not able to attend flex day due to work constraints.

We are 100% complete in course and program SLO assessments.

**Chemistry and Geophysical Sciences**

**Chemistry**

Beginning for Fall 2013, we will hire an additional full-time chemistry professor. With the coming retirement of 2 additional full-time faculty members, it should remain a priority of the department to advocate strongly for hiring priority each year until recent and future retirees are replaced.

**Earth Sciences**

The only measure scoring in category 2 was the percent of faculty that are full-time. Though future full-time positions are vital to growing the program, our part-time faculty are qualified and experienced, successfully provided courses and serving students.

**Geography**

The only measure scoring in category 1 or 2 was Part-Time Flex completion. We have improved our departmental communication recently, and combined with campus-wide threats of pay loss, we do not believe that an improvement plan is needed.

We do anticipate that current enrollment trends combined with new courses in development will justify and additional full-time geographer sometime in the next few years, when growth positions are allowed.

**Geology**

The only measure scoring in category 1 or 2 was Part-Time Flex completion. We have improved our departmental communication recently, and combined with campus-wide threats of pay loss, we do not believe that an improvement plan is needed.

**Oceanography**

The only measure scoring in category 1 was Part-Time Flex completion. We have improved our departmental communication, and combined with campus-wide promise of pay loss, we do not believe that an improvement plan is needed.

**Child and Family Studies**

**Child Development**

To increase the percentage of FTES/FTEF and percentage of full-time, the three retirement positions need to be replaced. No need to increase FT Flex obligation as this is currently 100%. However, once the list of adjunct is corrected, the Vice Chairs of Child Development and Dietetics will work more closely with the part-time faculty who have not completed their obligation. However, it is the contractual that all faculty complete their Flex obligation and those who do not should be docked their pay. The department has no authority to enforce the requirements, but the administration does and should follow through.

**Family & Consumer Studies**

The reported data is incorrect. S. Higgins retired and S. Kennedy is deceased. The Dietetic Program Director will meet with the two PT faculty who did not report flex, although they did attend flex activities. PTES/FTEF does not require an improvement plan due to a finite number of supervised training sites which limits the number of students in each class.
## Department - Discipline - Improvement Plan

### Cinema and Television

#### Cinema
- **FTES/FTEF Student/Faculty Ratio:**

1. Change of curriculum. We would like to include more entry-level courses and fuse the TV program with Cinema.

2. Faculty changes: To increase the percentage of FTES/FTEF the percentage of full time, FIVE total retirement positions need to be replaced. The two spring 2013 hires are welcome but will NOT complete our compliment of retired professors.

- **Flex:**
  Our strong adjunct representative, Charles Domokos, will communicate the need for part time flex obligation and promote the concerns of adjuncts.

- **SLO:**
  Continue to bring changes suggested by the SLO assessments.

#### TV
As stated above, the Television program is on the mend, but needs reworking to remain viable and work out of the (1) and (2) quartile fill rates and enrollment rates.

We will do that by:

1. Change of curriculum. We would like to include more entry-level courses, and rewrite of some of the TV advanced courses, to more intermediate and beginning level students, and use the TV program with Cinema.

2. Faculty changes: We will better utilize our adjunct faculty and will hire two new FT faculty this spring. To increase the percentage of FTES/FTEF and percentage of full-time, FIVE total retirement positions need to be replaced. The spring hires are welcome but will not complete our compliment of retired professors.

Our strong adjunct representative, Charles Domokos, will communicate the need for part time flex obligation and promote the concerns of adjuncts.

3. Better promoting our program classes, certificates and degrees with social media.

### Cooperative Education

(Blank)

### Counseling

#### Personal Development
Upon SLO assessment of PD 40 A, B & C and archiving PD 20 A,B & C we will see a significant increase in course SLO completion. Additionally we will achieve a 100% completion rate upon implementation and assessment of PD 41 at the local high school.

### Dental Technology

#### Dental Technology
This section has been previously addressed above.

### English and ESL

#### E.S.L.
Ours FTES/FETF rates are high.

#### English
We need to ensure better FLEX reporting from our part-time faculty. We were surprised by the low overall reporting. Our full-time staffing is beyond our power, quite frankly, so how are we supposed to address it? We are doing well with SLO completion and already have action plans in place at both the course and program level.
## Comprehensive Program Review 2013 Results

### ACCOUNTABILITY: Improvement Plans by Department

Source: Instructional Disciplines Report, March 2013; compiled 060713

<table>
<thead>
<tr>
<th>Department - Discipline - Improvement Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foreign Languages and Humanities</strong></td>
</tr>
<tr>
<td><strong>American Sign Language</strong></td>
</tr>
<tr>
<td>Implementing mandatory meeting or event that reflects the completion of the flex obligations.</td>
</tr>
<tr>
<td><strong>Arabic</strong></td>
</tr>
<tr>
<td>(blank)</td>
</tr>
<tr>
<td><strong>Armenian</strong></td>
</tr>
<tr>
<td>Offer more courses.</td>
</tr>
<tr>
<td><strong>Chinese</strong></td>
</tr>
<tr>
<td>Department Chair shall advise partimer to pay attention to Flex requirement.</td>
</tr>
<tr>
<td><strong>French</strong></td>
</tr>
<tr>
<td>(blank)</td>
</tr>
<tr>
<td><strong>Humanities</strong></td>
</tr>
<tr>
<td>(blank)</td>
</tr>
<tr>
<td><strong>Italian</strong></td>
</tr>
<tr>
<td>For Part-timers obligations it should be an implementation form the chair to accomplish the flex responsibility.</td>
</tr>
<tr>
<td><strong>Japanese</strong></td>
</tr>
<tr>
<td>FTES/FTEF will greatly improve with the more complete program of Japanese by adding a full-time instructor.</td>
</tr>
<tr>
<td><strong>Korean</strong></td>
</tr>
<tr>
<td>The F/T and P/T faculty flex obligation rate reflects the department's not the Korean Programs. The only F/T faculty in the Korean Studies Program has completed her flex obligation every academic year since Spring 2001 and she makes sure the 2 P/T faculty members complete their flex obligation every Fall/Spring semester. We will work with both the Curriculum and Institutional Effectiveness to obtain the correct data in the future for a more accurate perspective of the FTES/FTEF.</td>
</tr>
<tr>
<td><strong>Russian</strong></td>
</tr>
<tr>
<td>-- We continue to advocate with the Hiring Prioritization Committee for a full-time Russian position</td>
</tr>
<tr>
<td>-- Restoring cut sections (incl. the evening class cut in 2012) may improve FTES/FTEF over current 23.7</td>
</tr>
<tr>
<td><strong>Spanish</strong></td>
</tr>
<tr>
<td>All the Full-time Spanish professors have completed the flex obligation. For the Part-time flex obligation, the Department Chair should send email reminders of their flex obligation annually.</td>
</tr>
<tr>
<td><strong>Law and Administration of Justice</strong></td>
</tr>
<tr>
<td><strong>Administration of Justice</strong></td>
</tr>
<tr>
<td>FTES/FTEF can be improved by offering a Transfer Degree. Better advertising of the Administration of Justice Program would also help. Flex completion for full-timers will increase because of the monetary penalty for those not in compliance. Flex completion for part-timers can increase by more communication with part-timers. There should also be a mandatory college-wide training for first-time part-timers. Course SLO - the only courses that have not yet been assessed are two courses that were recently taken out of archives. These corrections. Offering a Transfer Degree is a current goal. This will have a positive effect on FTES/FTEF.</td>
</tr>
<tr>
<td><strong>Law</strong></td>
</tr>
<tr>
<td>FTES/FTEF can be improved by adding the Paralegal Certificate for Degree Holders. Better advertising of the Paralegal Program would also help. Flex completion for full-timers will increase because of the monetary penalty for those not in compliance. Flex completion for part-timers can increase by more communication with part-timers. There should also be a mandatory college-wide training for first-time part-timers. Course SLO - the only course that has not yet been assessed is a course that was recently taken out of archives. This course is being offered, for the first time, this semester. The course will be assessed this semester.</td>
</tr>
</tbody>
</table>
Learning Skills

FTES/FTEF:
Each full-time faculty member will begin to teach at least 2 sections of the departments core courses as group classes; these classes will include LS Reading, Vocabulary, Writing, Study Skills, Math Fundamentals, and Algebra--courses which have demonstrated a high fill rate (over 70%). Working with the Department Chair, the IDWG Dean, the departmental Curriculum Representation, and the Campus Curriculum Chair, the department will recode some of its sections, so they become FTES-generating, rather than positive attendance reporting, which will have a significant impact on the FTES/FTEF ratio.

Percent of all Faculty that are Full-time:
The department has maintained its full-time faculty for over twenty years, and it has been successful in providing a quality basic skills instructional program to thousands of remedial students at the college. However, over the 2011-2012 academic year, the department had one retirement, within its Language Arts program, and as a result the department will be requesting a Probationary Position Replacement.

F/T Faculty FLEX Obligation Completion:
Full-time faculty members have diligently and consistently completed their FLEX obligation as indicated (100%) and will continue to do so, as required by the AFT contract.

P/T Faculty FLEX Obligation Completion:
The adjunct faculty will submit documentation of their FLEX obligation completion to both the Department Chair and the Chair of Staff and Organizational Development so that documents may more easily be collected, retrieved, and maintained.

SLO Course Completion:
The department has completed its SLO cycle with 100% completion of its courses, and with the assistance of its’ departmental SLO team, it will continue to actively participate in the campuswide SLO assessment cycle and comply with its timelines and reporting requirements.

Library

Library Science
P/T faculty member is aware of FLEX obligation. There are currently no other P/T librarians.

Life Science

Anatomy
n/a

Biology
We are assigning our adjunct rep to be in charge of reminding adjuncts about turning in their flex hours.

Microbiology
n/a

Physiology
n/a

Mathematics and CSIT

Computer Science-Information Technology
(blank)

Computer Technology
(blank)

Electronics
(blank)

Math
(blank)
## Department - Discipline - Improvement Plan

### Media Arts
- **Applied Photography**
  - SLO and Flex obligations are at 100%
  - Low % of fulltime faculty is beyond the control of the program.

### Journalism
- (blank)

### Music
- **FTES/FTEF**
  - --Increase efficiency by reducing # of evening sections and once-a-week classes
  - --Move into CH where our classrooms are larger
  - --Alter the schedule to a 4-day music major program
  - --Survey students to determine access needs
  - --Offer orientation and increase counseling to music students, especially once the new AA-T and certificates are available
  - --Increase outreach to feeder schools

- **%FT**
  - --Continue to request a FT hire in instrumental music

- **Flex Completion/FT and PT**
  - --Continue to spread the word that faculty will lose income if they don't do it
  - --Add non-compliance on faculty evaluations

- **Course SLO Completion**
  - --Will research which courses we have not assessed and assess them

### Nursing
- **Registered, Nursing**
  - All categories are in #3 or #4, except PT Flex (#1 = 30%). Faculty who are designated SLO coordinators for our program (Portugal), or RN Residency program coordinator (Simpson-Turk), Associate Directors (Levy, Portugal); Student success coordinator (Berry) will be team leaders to maintain and improve these areas. Again, hiring is critical to maintain and improve measures. An all-faculty meeting will assist in more directly addressing PT Flex completion and submission before the end of May 2013. All RNs must obtain continuing education to maintain licensure so we know that all faculty have completed the required Flex hours; it is the submission of this data that seems to be deficient and that is being addressed via telephone, email and FT faculty notification of adjunct Flex status.

  - SLOs will be re-visited and likely changed from this point forward to more accurately reflect desired program outcomes. Objective

### Philosophy
- **Concerning Accountability, the only need our department has is to hire a full-timer.**

### Physical Education
- **Dance**
  - (blank)

- **Dance Activities**
  - (blank)

- **Dance Specialty**
  - The department has to work on getting flex obligations met. We could do this by offering in-service workshops. Also by getting part-time faculty to keep better track of their non-teaching activities that are eligible for Flex and to submit their paperwork to the Staff and Organizational Development Office in a timely manner.

- **Dance Studies**
  - A Full time instructor would help support the promotion, focused effort in regards to program development, student support, and future goal planning for all Dance Disciplines.
## Department - Discipline - Improvement Plan

### Dance Techniques
A Full time instructor would help support the promotion, focused effort in regards to program development, student support, and future goal planning for all Dance Disciplines.

### Physical Education
Regarding Flex Completion:
1) Early semester face to face and written explanations of obligations, planning, reminding and assurances of compliance might help.
2) Tracking in the form of sending regular status of attainment levels in visual formats (such as bar graphs and flex hours accrued) both in email form, wall charts, and placed in individual faculty mail boxes should help. These should also be illustrated during department meetings.
3) The importance of flex activities for professional development and as part of one’s professional and employment obligation should be stressed.

Regarding SLO Completion:
PE is actually at 95% completion rate. Only 1 course remains to be assessed, PE 185. This course is only offered if a student arranges to complete a special project with a particular instructor. The next time a student enrolls in PE 185, the course will be assessed using the Curriculum Committee approved SLO and Assessment Task.

### Physics and Engineering

#### Astronomy
More sections are required to maintain access. More full-time faculty are required to address low FT/PT ratio. P/T faculty need assistance in filing paperwork for FLEX.

#### Engineering, Electrical
Flex completion of PT instructors needs to be addressed. All other measures have been indicated as being at maximum or are currently at maximum.

#### Engineering, General
Flex completion of PT instructors needs to be addressed. All other measures have been indicated as being at maximum or are currently at maximum.

#### Physical Science
(blank)

#### Physics
FTES/FTEF is currently at maximum in Physics. Classes are becoming overcrowded which is affecting learning and access. More sections are required and will be requested if enrollment trends continue.

Only reasonable method of increasing %FT is to hire more full-time instructors.

Flex completion/FT is at 100%. Flex completion for PT is low and is due to confusion about the twice yearly reporting.

SLO completion at Course and Program level is currently at 100%.

### Radiologic Technology

#### Radiologic Technology
FTES/FTEF can be improved by adding additional certificates for Radiologic Technologists.
Flex completion for part-timers can increase by more communication with part-timers. There should also be a mandatory college-wide training for first-time part-timers.
## Department - Discipline - Improvement Plan

### Social Science

**African American Studies**  
Dept. Chair has no authority to force anyone to do anything.

**Anthropology**  
The Dept. has no authority to enforce Flex or SLO requirements on Full time faculty. The Dept. is working with majority part-time faculty who will not complete SLOs.

**Chicano Studies**  
100% in most areas. We only have 1 full time faculty and two part-time faculty.

**Economics**  
Depts. have limited authority.

**History**  
The Administration needs to hire more full time history faculty.

**Political Science**  
Administration needs to work with K-12 Feeder schools.

**Sociology**  
The Administration needs to hire more full time faculty. Dept. has no authority to force a faculty member to do anything.

### Speech

**Speech**  
With replacing the vacated positions with probationary hires, the % Full-time instructors available will improve as well as the FTES/FTEF. A strategy of coordinating Full-time faculty to make contact with a given number of Part-time faculty will develop a collaboration to encourage part-time faculty to complete their flex obligations. With a complete team of FT faculty, planning and coordinating Program SLO completion can be done in a timely and thoughtful manner.

### Theater Arts

**Theater**  
FT Faculty will be mentoring PT Faculty in individual pairs to assist with compliance. In general it is believed that PT Faculty have completed appropriate Flex activities but simply have not completed the necessary paperwork. With mentoring and assistance from specific FT faculty this should be remedied

### Workforce

**Basic Skills**  
(blank)

**English Literacy & Civics**  
(blank)

**ESL Non-Credit**  
(blank)

**Vocational Education**  
FTES/FTEF can be improved by hiring at least one full-time faculty member. If deducting pay from part-time faculty who have not completed Flex obligation has not been implemented, then the Dean must receive a report with the names of faculty who have not completed their Flex obligation, so she can implement a corrective action plan.

**Health**  
We requested a full-time faculty for health, dance and Kines. in our AUP. We hope to have at least one filled in the next year. We will do a better job at getting our part-time faculty the information that is needed in a timely manner. The Adjunct Faculty Rep will assist in contacting all P/T faculty to help facilitate this.