

Program and Services Sustainability Analysis - Executive Summary

The goal of any program and services sustainability analysis is to review all programs and services and to determine the ability of the college to continue to support its current portfolio of offerings. This report presents a summary analysis of specific College programs and services which are currently financially and/or operationally unsustainable, along with options and strategies for addressing these issues. Programs and services on this “short list” have shown significant recent declines in enrollments, poor outcomes, or growing financial concern.

This review considered certain high cost, low FTE programs with a focus on mission, effectiveness, and efficiency. In order to understand any disproportionate impact, or unintended consequences, an equity lens review was conducted prior to making recommendations for program revision, reduction, or elimination.

Summary

Academic Learning Skills

Primary Issues/Concerns:

- Declining enrollments over multiple years
- Reduction in sections due to declining enrollments
- Course success rates below college-wide average

Recommendations:

- Perform curriculum review
 - o Noncredit/credit alignment
 - o Co-requisite and acceleration options
- Evaluate benefit of ALS courses and faculty within College and Career Foundations Division as opposed to discipline areas (e.g. Math, English, College Success, etc.)

Timeline:

- Recommendations for curriculum revisions and Division alignment ready for implementation AY 2022-2023

Aviation Maintenance

Primary Issues/Concerns:

- Declining award completions despite increasing enrollments
- Employment opportunities
- Escalating expenses, declining revenues

Recommendations:

- Review staffing and align with current program needs
- Complete Program Review to address current strengths and weaknesses
- Review and revise program structure to align with current entry-level employment needs
- Conduct curriculum revision to facilitate increased completions

Timeline:

- Review conducted and recommendations made to Provost for implementation AY 2022-2023

Flight Technology

Primary Issues/Concerns:

- Escalating expenses and declining revenues
- Veteran's Administration billing issues
- Fleet maintenance and replacement
- Structural operating deficit in Fund IX
- Low award attainment due to:
 - o Lack of perceived value to degree completion
 - Competency instead of Award

Recommendations:

- Investigate external funding (Public and Private) for capital investments
 - o Grants
 - o Partnerships
- Curriculum revision to better meet industry needs and foster completions
- Consider moving to Fund I

Timeline:

- Ongoing; reviewed annually

Culinary Arts

Primary Issues/Concerns:

- Declining enrollments
- Cost of program to student relative to entry-level wages
- Misalignment of program with entry-level workforce needs
- High cost of materials

Recommendations:

- Revise curriculum to better align with industry needs (completed 2020/2021)
- Investigate tighter connections to HS programs, ABSE/ESL
- Consider noncredit "on-ramp"
- Consider partnership with Food for Lane County
- Monitor progress of completed curriculum reform

Timeline:

- Ongoing; reviewed annually

Hotel/Restaurant/Tourism Management

Primary Issues/Concerns:

- program misalignment with entry-level industry needs
- Recent steep decline in enrollments
- Cost of program to student relative to entry-level wages

Recommendations:

- Revise curriculum to better meet industry needs
 - o Develop 1 yr. certificate and short-term Career Pathways Certificate
 - o Eliminate current HRTM AAS; Consider AAS track within Business Management degree
 - o Consider track within applied baccalaureate in Applied Business Management

Timeline:

- Curriculum revision conducted with updated curriculum ready for implementation AY 2022-2023
- Review of possible baccalaureate complete and recommendations made to Provost by June 2022

Manufacturing Technology

Primary Issues/Concerns:

- Declining enrollments despite industry demand
- Multiple years of zero AAS awards, other awards in single digits
- Program misalignment with entry-level industry needs
- High stakes, dated, all-or-none curriculum
- Cost of current program to student relative to entry-level wages

Recommendations:

- Revise curriculum to better meet industry needs
 - o Develop 1 yr. or less than 1 yr. certificate in Manual Machining
 - o Develop certificate in CNC programming and operation
 - o Continue/Grow short term Career Pathways Certificate
 - o Eliminate current AAS
- Invest in development of Advanced Manufacturing AAS

Timeline:

- Manufacturing/Machining curriculum and program revision conducted with updated curriculum ready for implementation AY 2022-2023
- Development of Advanced Manufacturing degree option: ongoing

Specialized Support Services

Primary Issues/Concerns:

- Alignment with College mission
- Duplication of community efforts

Recommendations:

- Partner with community organizations to provide services
- Continue to provide on-campus employment opportunities
- Review income to ensure proper inclusion in department-level revenue

Timeline:

- Ongoing; reviewed annually