

# #23

**COMPLETE**

**Collector:** Email Invitation 1 (Email)  
**Started:** Monday, November 27, 2023 10:12:58 AM  
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**Time Spent:** Over a week  
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## Page 1: I. Program Overview and Update

### Q1

1. Department(s) Reviewed:

Center for Water Studies

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### Q2

2. Lead Author:

Joe Young

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### Q3

3. Collaborator(s) - list of any person that participated in the preparation of this report:

None

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### Q4

4. Dean/Manager(s):

George Dowden

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### Q5

5. Initial Collaboration Date with Manager/Dean:

Enter the initial date you met **11/27/2023**  
with your dean to discuss  
your program review using  
this format: MM/DD/YYYY

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**Q6**

6. Program Update (Required): Please summarize the changes, additions, and achievements that have occurred in your program since the last program review. You can access 2022 program reviews on the program review webpage.

The Center for Water Studies has been pursuing the development of a four-year bachelor's degree focused on public administration management and policy specific to the water industry. The water industry has identified a need for such a program to provide a path to management positions in their agencies for their employees. The CWS submitted an application to the California Community College Baccalaureate Degree Program which was well received but ultimately not chosen for development. When another opportunity to compete for a bachelor program comes up, the CWS plans to resubmit.

The Center for Water Studies has been continuing to pursue veterans, women, and high school STEM graduates for recruitment into the water industry. We are planning a second Warriors2Waterworks veterans career symposium in the spring '24 semester. The symposium will feature speakers and sessions highlighting the similarities in technical training and developed skills possessed by military personnel and how those skills align favorably with skills sought after by water utility agencies. Additionally next spring, we plan to host our 6th annual Women in Water Symposium. This annual event has been very successful in highlighting the many careers available to women in the water industry.

The Center for Water Studies is beginning to offer classes in Hyflex mode, with the goal of expanding accessibility for students and bringing enrollment numbers up. Three classes were offered in Hyflex in the fall '23 semester, and six classes are scheduled for Hyflex in the spring '24 semester.

We have recently been expanding our outreach activity with local high schools, participating in two high school career days and taking advantage of six high school campus tours arranged by Cuyamaca College Outreach.

Another push is to reach out to former students working in the water industry to return to school and complete their studies and earn higher industry certifications. The incentive for the former students is to advance their careers and enhance their wages. CWS participated in nine such employee events at the City of San Diego, Sweetwater Authority, and Olivenhain MWD this past fall semester. This effort has already begun to bear fruit with former CWS students returning to the classroom.

Page 2: II. Assessment and Student Achievement

**Q7**

**Yes**

7. Did your program complete and submit SLO assessment in the last year? If you are unsure, check the most recent updates on your program's SLO Assessment Updates.

**Q8**

7a. Which SLOs did you assess in the last year? If you did not assess in the last year, please share why, including whether your program is experiencing barriers to assessment or data submission, and/or if your program would benefit from outcomes and assessment support.

Course	SLO's Assessed
CWS 100-4988	SLO # 1, 2, 3, 4
CWS 101-4966	SLO # 1, 2, 3, 4
CWS 102-4974	SLO # 1, 2, 3, 4
CWS 103-1433	SLO # 1, 2, 3, 4, 5
CWS 105-8435	SLO # 1, 2, 3, 4
CWS 107-5626	SLO # 1, 2, 3, 4, 5
CWS 114-1646	SLO # 1, 2, 3, 4
CWS 130-4983	SLO # 1, 2, 3, 4, 5
CWS 204-4977	SLO # 1, 2, 3, 4
CWS 212-6770	SLO # 1, 2, 3, 4, 5, 6
CWS 280-0007	SLO # 1, 2, 3, 4
CWS 284-8539	SLO # 1, 2, 3, 4, 5
11 Courses	54 SLO's Assessed

**Q9**

8. Please share any outcomes assessment projects your program has worked on in the last year, including SLOs on Canvas, PLOs by ACP, Equitable Assessment Strategies (innovative collective/common assessments, project-based, work-based learning, student-centered, etc.), or other.

None

**Q10**

Respondent skipped this question

OPTIONAL: You may upload a copy of any assessment-related documents here. If you have an Excel sheet, please convert it to one of the supported files listed below before submission.

Page 3: II. Assessment and Student Achievement

**Q11**

9. Please discuss any equity gaps in access or success

Equity gaps occurred primarily with Black, Asian, Hispanic, and Multiple ethnicities. Some gaps were significant, others were relatively small. I could not see any trends or patterns to the equity gaps, the results appeared to be random.

## Q12

10. What action will the department or discipline take to address these equity gaps? If equity gaps have been reduced or eliminated, please share what the program did to achieve this. If equity gaps still exist, consider the specific steps your department will take to address equity gaps.

Many students, of all ethnicities, come into our program unprepared for the college learning experience. There are many factors that contribute to their lack of success. They may not possess certain personal traits that promote success: strong work ethic, self-motivation, self-development skills, ability to meet deadlines, taking responsibility, etc. They may not have had the technical STEM education and background that would benefit them in our program coursework: basic math skills, science education, analytical skills, problem solving skills, etc. The strengths and weaknesses that students bring with them into the classroom are established long before we have an opportunity to work with the student.

I cannot think of any specific actions that could be taken to eliminate equity gaps. All students are individuals who bring different skills and abilities to the classroom. Some students are better prepared for the college experience than others. Some students will thrive in the classroom environment while others will struggle. It would be unreasonable to expect that we can guarantee equal outcomes for every student in every class. CWS faculty will continue to support each and every student in their effort to promote achievement and success in every class.

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## Q13

11. How has this data impacted the goals set in your previous comprehensive program review?

The equity data hasn't impacted any goals set in previous comprehensive program reviews.

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## Q14

12. Please describe the most significant or impactful ways your program worked across the college to advance the college's vision of equity, excellence and social justice through education over the past year.

CWS faculty are committed to working with each and every student to facilitate and promote student success. All students are treated with respect, receive the same training and instruction, and are given the same opportunity to succeed in our program. We utilize every college support mechanism available to assist students that are falling behind: counseling, tutoring, help desk, financial aid, Canvas support, etc. Instructors offer one-on-one tutoring before and after class to students who appear to be struggling. Not all students that are struggling accept the offers of assistance. It is ultimately up to the student to take such action. It cannot be forced upon them.

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## Q15

13. What challenges is your program still experiencing due to the disruption of operations caused by the pandemic and the need to offer services in various modalities?

We aren't experiencing any serious challenges at this point in time. The Hyflex systems can be frustrating. Zoom is inherently unstable and often crashes during class, but we're dealing with it best we can. Offering courses in the Hyflex modality has definitely resulted in higher enrollments.

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## Q16

OPTIONAL: Please upload any documentation you would like to include as part of your responses to this section of the program review.

**Success%20Chart.pdf (86.4KB)**

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Page 4: II. Assessment and Student Achievement continued

**Q17** **Yes**

11. Does your department offer classes that are approved distance education courses?

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Page 5: DE Course Success Rates

**Q18**

12. If there were differences in success rates for distance education (online) versus in-person sections of program courses in your last comprehensive program review, what has the department done to address these disparities? If online and in-person sections had comparable success rates, please describe what the program did to achieve that.

The only classes offered in DE are CWS 106, 112, and 212. The differences in success rates between in-person and distance are minor, not significant.

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Page 6: III. Previous Goals: Update

**Q19**

Previous Goal 1:

Improve workforce development as follows:

- 1) Recruit transitioning military members, women and other underrepresented populations for entry into the water & wastewater industry through nontraditional pathways
  - 2) Create an apprenticeship program for transitioning active-duty military members and veterans
- 

**Q20** **In Progress - will carry this goal forward into next year**

Previous Goal 1:

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Page 7: III. Previous Goals: Update continued

**Q21** **Respondent skipped this question**

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

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**Q22** **Respondent skipped this question**

Do you have another goal to update?

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Page 8: III. Previous Goals: Update continued

**Q23**

**Increase equitable access (enrollment)**

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

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**Q24**

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).

- 1) CWS will work with key industry partners like AWWA, CWEA, ACWA, regional water and wastewater agencies, Zero8hundred, Operation Reboot and other groups to develop the apprenticeship program for transitioning military members.
- 2) CWS will adapt the Women in Water symposium format for use with transitioning members of the military.
- 3) CWS will expand the Women in Water symposium, targeting additional outreach to women and high-school age students to recruit high-school age women into water and wastewater career pathways.

These efforts will be ongoing into the next reporting year.

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**Q25**

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

**New faculty position,**

Other, please specify::

CWS will utilize funding available from Perkins and Strong Workforce funds

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**Q26**

Do you have another goal to update?

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**No**

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Page 9: III. Previous Goals: Update continued

**Q27**

1. Previous Goal 2:

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**Respondent skipped this question**

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**Q28**

3. Goal Status

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**Respondent skipped this question**

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Page 10: III. Previous Goals: Update continued

**Q29**

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

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**Respondent skipped this question**

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**Q30** Respondent skipped this question

Do you have another goal to update?

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Page 11: III. Previous Goals: Update (If Applicable) continued

**Q31** Respondent skipped this question

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

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**Q32** Respondent skipped this question

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).

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**Q33** Respondent skipped this question

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

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**Q34** Respondent skipped this question

Do you have another goal to update?

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Page 12: III. Previous Goals: Update continued

**Q35** Respondent skipped this question

1. Previous Goal 3:

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**Q36** Respondent skipped this question

3. Goal Status

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Page 13: III. Previous Goals: Update continued

**Q37** Respondent skipped this question

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

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**Q38** Respondent skipped this question

Do you have another goal to update?

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Page 14: III. Previous Goals: Update continued

**Q39** Respondent skipped this question

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

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**Q40** Respondent skipped this question

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).

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**Q41** Respondent skipped this question

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

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**Q42** Respondent skipped this question

Do you have another goal to update?

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Page 15: III. Previous Goals: Update continued

**Q43** Respondent skipped this question

1. Previous Goal 4:

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**Q44** Respondent skipped this question

3. Goal Status

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Page 16: III. Previous Goals: Update continued

**Q45** Respondent skipped this question

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

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Page 17: III. Previous Goals: Update continued



**Q46**

Respondent skipped this question

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

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**Q47**

Respondent skipped this question

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).

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**Q48**

Respondent skipped this question

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

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Page 18: IV. New Goals

**Q49**

Yes

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

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Page 19: IV. New Goals continued

**Q50**

1. New Goal 1:

Continue existing efforts to recruit and improve enrollment numbers, add more classes offered in Hyflex modality.

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**Q51**

Increase equitable access (enrollment)

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

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**Q52**

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

If successful, it would increase enrollment numbers.

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**Q53**

4. Please indicate how this goal was informed by SLO (student learning outcomes) assessment results, PLO (program learning outcomes) assessment results, student achievement data, or other qualitative or quantitative data (from any source):

This goal was informed by successive years of declining enrollment that began at the outset of the pandemic in spring 2020.

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**Q54**

5. Action Steps for this 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 computer hardware).

Continue our existing efforts to recruit, promote, and improve enrollment numbers

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**Q55**

6. How will this goal be evaluated?

Increasing enrollment numbers in future years will validate the goal.

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**Q56**

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

**New faculty position,**

Other, please specify::

CWS will utilize available funding from Perkins and Strong Workforce funds.

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**Q57**

Do you have another New Goal?

**No**

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Page 20: IV. New Goals continued

**Q58**

1. New Goal 2:

**Respondent skipped this question**

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**Q59**

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

**Respondent skipped this question**

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**Q60**

3. Please describe how this goal advances the college strategic goal(s) identified above.

**Respondent skipped this question**

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**Q61** Respondent skipped this question

4. Please indicate how this goal was informed by SLO (student learning outcomes) assessment results, PLO (program learning outcomes) assessment results, student achievement data, or other qualitative or quantitative data (from any source):

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**Q62** Respondent skipped this question

5. Action Steps for this 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 computer hardware).

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**Q63** Respondent skipped this question

6. How will this goal be evaluated?

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**Q64** Respondent skipped this question

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

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**Q65** Respondent skipped this question

Do you have another New Goal?

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Page 21: IV. New Goals continued

**Q66** Respondent skipped this question

1. New Goal 3:

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**Q67** Respondent skipped this question

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

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**Q68** Respondent skipped this question

3. Please describe how this goal advances the college strategic goal(s) identified above.

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**Q69** Respondent skipped this question

4. Please indicate how this goal was informed by SLO (student learning outcomes) assessment results, PLO (program learning outcomes) assessment results, student achievement data, or other qualitative or quantitative data (from any source):

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**Q70** Respondent skipped this question

5. Action Steps for this 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 computer hardware).

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**Q71** Respondent skipped this question

6. How will this goal be evaluated?

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**Q72** Respondent skipped this question

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

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**Q73** Respondent skipped this question

Do you have another New Goal?

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Page 22: IV. New Goals continued

**Q74** Respondent skipped this question

1. New Goal 4:

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**Q75** Respondent skipped this question

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

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**Q76** Respondent skipped this question

3. Please describe how this goal advances the college strategic goal(s) identified above.

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**Q77**

**Respondent skipped this question**

4. Please indicate how this goal was informed by SLO (student learning outcomes) assessment results, PLO (program learning outcomes) assessment results, student achievement data, or other qualitative or quantitative data (from any source):

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**Q78**

**Respondent skipped this question**

5. Action Steps for this 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 computer hardware).

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**Q79**

**Respondent skipped this question**

6. How will this goal be evaluated?

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**Q80**

**Respondent skipped this question**

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

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Page 24: Final Check

**Q81**

**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 a click "Next."

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