



# Program Review

## Purpose

*“Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices” – Academic Senate for California Community Colleges*

## Data Driven Decision Making

*Continual improvement  
Evaluation of program resource needs  
Fiscal stewardship and transparency  
Culture of evidence*

## Reporting Cycle

Program Review will be conducted every two years beginning Fall semester 2021.

Reporting Cycle Activities	Timeline
Program Review forms posted on the <a href="#">Program Review website</a> :	August 22, 2023
Data is available on the ORPIE website:	
<ul style="list-style-type: none"> <li><a href="#">Instructional Program Review Dashboard</a></li> </ul>	Available now
<ul style="list-style-type: none"> <li>Student Services Program Review Dashboard</li> </ul>	Coming August 28, 2023
<ul style="list-style-type: none"> <li>State comparison data may be found on <a href="#">Data Mart</a> or <a href="#">Cal-Pass Plus</a></li> </ul>	Available now
Program Review Office Hours and Data Support offered in a hybrid format in the Language Arts (LA) Room 115 and by zoom.	See the Program Review website schedule information.
Program Review draft due via Dynamic Forms.	Friday, October 6, 2023
Review and Feedback Steps to Finalize Program Review:	
<ul style="list-style-type: none"> <li>Step 1a: <b>Technical Review</b> by IEC (for all) and Academic Senate (for any that include a faculty request).</li> <li>See the technical review rubrics.</li> </ul>	Friday, October 6, 2023
<ul style="list-style-type: none"> <li>Step 1b: <b>Content Review</b> by Deans/Director. Feedback due to author.</li> </ul>	Friday, October 6, 2023
<ul style="list-style-type: none"> <li>Step 2: <b>Completed Revisions</b> submitted by author for final approvals by Deans/Manager and Vice Presidents. Final draft will address technical and content review feedback.</li> </ul>	Friday, November 3, 2023
<ul style="list-style-type: none"> <li>Step 3: <b>Final Program Review Approvals</b> by Deans/ Manager, Vice Presidents, and IEC. ORPIE will post final draft to the website.</li> </ul>	Friday, December 1, 2023
<ul style="list-style-type: none"> <li>Step 4: Funding Requests proceed through governance structure.</li> </ul>	
<ul style="list-style-type: none"> <li>Depending on the request either the Vice President or the IEC will assign the Program Review to the appropriate committee(s), including Planning Council for prioritization.</li> </ul>	Friday, December 1, 2023
<ul style="list-style-type: none"> <li>Committees forward recommendations to the Budget Committee</li> </ul>	Friday, December 1, 2023

• Faculty Hiring timeline:	
• Academic Senate Q&A	Tuesday, November 14, 2023
• Senator Ratings due	Friday, November 17, 2023
• Academic Senate – Special Meeting to Review Rankings	Tuesday, November 28, 2023
• Prioritized requests for faculty positions will be provided by the Academic Senate to the Executive Team	Wednesday, November 29, 2023
<ul style="list-style-type: none"> <li>President makes final faculty decisions and reports to Senate at Special Meeting.</li> <li>Based on approved faculty positions, faculty submit search committee membership and supplemental questions to HR and the Academic Senate.</li> </ul>	Tuesday, December 5, 2023
• Hiring committee participants appointed by the Academic Senate.	Tuesday, December 12, 2023
• The Budget Committee forwards all recommended non-faculty requests to the Executive Committee	Tuesday, December 12, 2023
• President announces all funded recommendations campus-wide	Monday, April 1, 2024

## AUTHOR INFORMATION

Employee ID (E# or C#):  First Name  Last Name   
Wing  Email Address  Office Phone

Dean/Manager First Name  Last Name  Email   
Vice President First Name  Last Name  Email

### Program Review - Draft

\*2023-2024 Program Review - Arts and Letters.docx

### Program Review - Final Submission

\*2023-2024 Program Review - Arts and Letters.docx

This Program Review includes the following:

*Pick all that apply.*

Faculty Request

Facilities, Technology, Equipment Request

Classified Request

This Program Review includes the following:

*Pick all that apply.*

Faculty Request

Facilities, Technology, Equipment Request

Classified Request

### Faculty Requests (up to 3) One upload per request

Faculty Upload1  
Faculty Upload2  
Faculty Upload3

### Faculty Requests (up to 3) One upload per request

Faculty Upload1  
Faculty Upload2  
Faculty Upload3

### Facilities, Technology or Equipment Draft Requests (up to 5)

FTE Upload1

### Facilities, Technology or Equipment Update Requests (up to 5)

FTE Upload1

FTE Upload2

FTE Upload2

FTE Upload3

FTE Upload3

FTE Upload4

FTE Upload4

FTE Upload5

FTE Upload5

**Classified Personnel Draft Requests (up to 3)**  
*One upload per request*

**Classified Personnel Updated Requests (up to 3)**  
*One upload per request*

Classified Upload1

2023-2024 Program-Review-Arts & Letters -Classified-Personnel - Administrative Asst.docx

Classified Upload1

Classified Upload2

2023-2024 Program-Review-Arts & Letters -House manager and box office manager.docx

Classified Upload2

Classified Upload3

Classified Upload3

**Supporting Materials (Optional)**

**Supporting Materials (Optional)**

Upload1

Upload1

Upload2

Upload2

Upload3

Upload3

...3335323396

*Martie Ramm Engle*

10/03/2023

**Author - Draft Signature**

**Date**

...3035373439

*Martie Ramm Engle*

10/14/2023

**Author - Final Signature**

**Date**

**Dean/Manager Draft Feedback**

FileUpload2 2023-2024 Program Review - Arts and Letters.docx

**IEC Feedback**

FileUpload4

Program Review Rubric Upload

**Academic Senate Executive Board Feedback**

FileUpload1

Program Review Rubric Upload

**Dean/Manager Final Feedback**

FileUpload2

...3433353539

*Martie Ramm Engle*

10/15/2023

**Dean/Manager Signature**

**Date**

Vice President Feedback

Unclear if the numbers provided are the 22-23 data or targets for 23-24.  
Would like to see

FileUpload3 2023-2024 Program Review - Arts and Letters-reviewed.docx

...3138333532

*Kay Nguyen*

10/21/2023

Vice President Signature

Date

Downloaded to the following Committee Teams folder on:

-- Choose --

...3230373638

*Lauren Davis-Losenko*

12/11/2023

IEC Signature

Date

Dean/Manager -  
Feedback Signature

Electronically signed by Martie Ramm Engle on 10/10/2023 1:56:07 PM

Academic Senate:  
Technical Review  
Signature

Signature not required

Academic Senate  
Signature

Signature not required

IEC: Technical Review  
Signature

Electronically signed by Karen Putnam on 10/14/2023 10:56:00 AM



# Program Review Request

## Administrative Services – Arts & Letters Division

### Program Review Purpose

*“Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices” –Academic Senate for California Community Colleges, 2009*

### DATA

<b>Number of disciplines supported:</b>	13
<b>Number of faculty in division:</b>	118 full and part ime in Fall 2023
<b>Number of staff in division:</b>	36 (Fall 2023)
<b>Number of administrators in division:</b>	1

**KPIs: Include data for 2022-2023 and goals for 2023-2024**

<b>Total FTES:</b>	1993
<b>Total LHEs:</b>	1497.97
<b>Efficiency (FTES to LHE ratio):</b>	0.9
<b>Enrollment count:</b>	17,070
<b>Course Success Rate:</b>	72
<b>Number of Certificates Awarded:</b>	101
<b>Number of Associate Degrees Awarded:</b>	78
<b>Number of ADTs Awarded (subset of above):</b>	120
<b>Number of dual enrollment students:</b>	1,101
<b>Number of first-time students who completed English in their first year:</b>	NA

<p><b>List the Administrative Service Outcomes (ASOs) for Arts &amp; Letters Division:</b> <i>If you have not defined your ASOs, please describe how you will define them in 2023-2024.</i></p>	<p>As the Arts &amp; letters division does not have any ASO's, these newly created ASO's will guide the Arts &amp; Letters division in its mission to provide a high-quality educational experience and support the success of its students, faculty and staff.</p> <ol style="list-style-type: none"> <li>1. Increase student enrollment and retention while using assessment to measure SLO and improve course offerings.</li> <li>2. Present relevant and innovative academic programs and courses.</li> <li>3. Support professional development oppotunities for faculty and staff.</li> <li>4. Maintain and upgrade Arts &amp; Letters division facilities and technology.</li> <li>5. Grow partnerships with cultural institutions and community</li> </ol>
---	---



## Program Review Request Administrative Services – Arts & Letters Division

	<p>groups and promote student involvement in community based projects and initiatives.</p> <p>6. Comprehensive budget management.</p>
<p><b>Describe how you assessed your ASOs this year? (e.g., survey, document review) If you have not assessed ASOs, describe your plan to assess in 2023-2024.</b></p>	<p>As these are new ASO's assessment, over the next year the Arts &amp; Letters division will seek to:</p> <p>A. Put plans into motion and monitor progress.</p> <p>B. Clarify the objectives and expected outcomes.</p> <p>C. Review and analyze enrollment data, retention rates, survey results and other important data.</p> <p>C. Identify patterns and trends along with areas of success and concern.</p> <p>D. Consider if the division is allocating resources effectively.</p>
<p><b>What were the findings of your ASO assessment?</b></p>	<p>NA</p>
<p><b>How do you plan to strengthen practices/policies to improve your outcomes?</b></p>	<p>Meet realistic goals and make improvement in a timely manner.</p>

**Outside of hiring new faculty or staff, please discuss the data trends above, and your plans for serving more stakeholders (students, employees) or improving your outcomes.**

There are no data trends listed above. However, the Arts & Letters division can serve more students, faculty and staff by having sufficient support staff in appropriate positions of responsibility to carry out the work of this large division. Since that factor is not to be considered, all that can happen is continuing focus on trends to improve what we currently have and do now. Also, allowing faculty to create for the future will allow for growth and innovation. Staying open to new ideas is essential for making good decisions that will affect the future.

### PROGRAM-SPECIFIC QUESTIONS

**Describe the functions of the Arts & Letters Division?**

The Arts & Letters division is one of the largest in the Coast Community College District with 13 departments (American Sign Language, Art, Communication Studies, Dance, English Language Learning, English, English as a Second Language, General Education Development, Music, Photography, Spanish, Theater Arts and Vietnamese), 29 full time faculty (Fall 2023), 89 part time faculty (Fall 2023), 36 classified, hourly and part-time workers (Fall 2023).



## Program Review Request Administrative Services – Arts & Letters Division

The division offers comprehensive, innovative and stimulating courses in 13 different disciplines in a highly professional manner. The Fine and Performing Arts continue to be award-winning, innovative, challenging, and thorough in educating fine and performing student artists. The Letters disciplines continue to find new paths to present classical studies in innovative ways while embracing technology as students have.

Division administration is charged to be organized, well-staffed, thorough, and open-minded to enable all of the above to happen in a professional manner while supervising and impacting 154 faculty and staff.

### **What does the Arts & Letters Division do exceptionally well?**

The Arts & Letters division does many things well. This division has:

Innovative courses and programs to help students transfer, earn degrees and certificates, and advance their careers.

Exceptional faculty who are focused and serious about their tasks.

Faculty and staff who have been awarded teacher of the year, teacher of the month, employee of the month and year, and other college and district wide recognitions.

Faculty who continue to embrace new approaches, strategies and modalities to meet the demands of courses and students.

The new Language Arts building which has become a wonderful place for students and faculty to interact, learn and create.

The Language Arts Resource Center as a hub for students engaging in individual and group study, taking online courses, and tutoring.

Embraced the size of the new Language Arts building and the sheer amount of class spaces available to allow course offerings to increase and many to simply come to fruition. The size and atmosphere of the building has allowed for creative academic thinking in creating and offering courses.

Outstanding staff and professional experts who bring their expertise to courses and programs.

### **How does the Arts & Letters Division help GWC meet its mission?**

*Golden West College provides an intellectually and culturally stimulating learning environment for its diverse student population. The College provides enriching and innovative programs that help students: transfer to four-year institutions, earn associate degrees, complete certificates in career and technical education, advance their careers, and demonstrate college readiness. The College is committed to continuous assessment and improvement of student learning and institutional effectiveness.*

The Arts & Letters division is the center of the intellectual and cultural learning environment at Golden West College due to the 13 disciplines housed in this division. Our classes provide innovative programs to help students transfer, earn degrees and certificates, and advance their careers. Each discipline is charged with assessing students, updating curriculum, and using modalities to improve student learning all in the name of institutional effectiveness. This division requires the attention of the college in terms of funding and staffing to continue to help the college meet its mission.



## Program Review Request Administrative Services – Arts & Letters Division

### How can the Arts & Letters Division adapt to handle the increased volume in programs requiring additional tracking and reports?

Provide guidance and assistance to faculty as needed to handle increased tracking and reports.  
Effectively use SLO assessments.  
Hire additional administrative staff to assist current Dean and division coordinator in handling increased volume of reports, financial requirements, scheduling, and administrative tasks required to run a large division office servicing 13 departments and 154 employees.

### What are the most impactful changes in processes to the Arts & Letters Division that can improve service to students and the campus community?

Eight of the thirteen departments in the Arts & Letters division now reside in the new Language Arts building. Having nearly all courses of those eight departments and housing most of the faculty offices of those who teach in the Language Arts building has aided the division in improving service to the students and the campus community by building community with students and faculty and providing additional services such as housing the Language Arts Resource Center, a study and tutoring center for students. Faculty are more readily available to students especially for office hours.  
Strategically use all modalities available for course offerings.  
Additionally, Arts & Letters division curriculum needs to be current so active participation from all departments with CCI and revision of Course Outlines of Record remains a priority.

### What are the biggest challenges facing the Arts & Letters Division in completing its role?

Lack of two specific personnel.  
  
Administrative Assistant to assist Dean and division coordinator in handling increased volume of reports, financial requirements, scheduling and administrative tasks required to run a large division office.  
  
House and Box Office Manager  
As the Arts & Letters division is responsible for theatrical event facilities on campus, lack of a permanent House and Box Office manager to facilitate smooth operations, audience services, safety and security, guest relations and coordination is a big challenge.

---

## GOALS AND REQUESTS FOR FUNDING

---

**Requests – If you are requesting any of the following, they MUST be addressed within your goals. These forms must be submitted separately from the Program Review.**

- Faculty
- Equipment, Facilities, Technology
- Support Staff



# Program Review Request

## Administrative Services – Arts & Letters Division

### GWC Strategic Plan Goals Legend

1. **Enrollment:** GWC will increase credit and noncredit enrollment while providing efficient academic programs and student services.
2. **Equity and Success:** GWC will support, enhance, and develop equity-minded services and academic programs that lead to student success.
3. **Completion:** GWC will ensure students' timely completion of degrees and certificates by providing high quality academic programs and student services.
4. **Workforce Preparation:** GWC will support student success by developing and offering academic programs and student services that maximize career opportunities.
5. **Facilities:** GWC will provide flexible, accessible, and sustainable learning environments that support the success of students, faculty, staff, and communities.
6. **Professional Development:** GWC will support the success of all employees by providing professional development opportunities that focus on the achievement of the College Goals.
7. **Communication:** GWC will effectively communicate and collaborate within the College and its communities.

### GOALS FROM PREVIOUS PROGRAM REVIEW CYCLE

*Please refer to your previous Program Review cycle and summarize all outcomes for each goal.*

#### **Summary and Outcomes of Previous Goals (from the last Program Review) including resource requests and if they were funded or not.**

The Arts & Letters division has been revised since the previous program review. Most goals listed dealt with the Office of Research and much less with the 13 departments in the current Arts & Letters division. This summary will address the goals directly related to the current organization of the Arts & Letters division:

Improve divisions overall scheduling efficiency: Data from all 13 departments suggests improvement in fill rates and increased FTES. Division fill rate for all four semesters of 2022-2023 was 76.9%. FTES increased from 1,966 to 1,993.

Increase overall enrollment within the division - Data from all 13 departments shows an increase in overall enrollment from 16,979 to 17,070.

### GOALS FOR CURRENT PROGRAM REVIEW CYCLE

*Current goals should be connected to GWC's Strategic Plan Goals.*

#### **GOAL 1 (Required)**

**Description of goal:**



## Program Review Request

### Administrative Services – Arts & Letters Division

Improve division scheduling efficiency, increase enrollment, retention and success in all division disciplines and courses

#### What actions will be taken to accomplish the goal?

With department chairs, identify and monitor lower fill rate courses and strengthen scheduling to generate greater student participation.  
Work with faculty to promote programs and courses in a consistent manner.  
Develop a strong working relationship with GWC marketing and promotions to increase awareness of Arts & Letters courses.  
Strengthen the caliber and quality of part-time instructors in the Arts & Letters division through meaningful observations and evaluations. Identify a healthy source of new part-time instructors in all disciplines. Work to bring back the TERC program at GWC.  
Continue with existing support services including tutoring.

#### What metric will you use to measure your goal?

Improvement in fill rates, retention and increase in FTES.  
Increase in FTES  
Increase in number of degrees and certificates awarded  
Increase in meaningful transfer opportunities for students  
Increase in participation, retention and success by under-represented groups as identified per department.

#### Which of the College's missions and goals does this goal support? (check all that apply)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

#### **GOAL 2 (Required)**

#### Description of goal:

Promote interdisciplinary collaboration

#### What actions will be taken to accomplish the goal?

Encourage faculty to work collaboratively to promote interdisciplinary courses and programs within the division and with other academic programs and disciplines on campus to encourage cross-disciplinary learning and research.



## Program Review Request

### Administrative Services – Arts & Letters Division

--

#### What metric will you use to measure your goal?

Increase in FTES  
Increase in number of degrees and certificates awarded  
Increase in meaningful transfer opportunities for students  
Increase in participation, retention and success by under-represented groups as identified per department.

#### Which of the College's missions and goals does this goal support? (check all that apply)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

#### **GOAL 3 (Required)**

#### Description of goal:

Hiring of appropriate staff related to the duties of the Arts & Letters administration and the duties of the theater box office and house operations.

#### What actions will be taken to accomplish the goal?

Hire Administrative Assistant for division office and administration.  
Hire a Theater House Manager/Box Office Manager

#### What metric will you use to measure your goal?

Increased efficiency in division office.  
  
Full supervision of box office operations and full coverage of all house manager operations at all performances in the Mainstage Theater, The Studio at GWC, Stage West, Forum 2 performances and the Amphitheater. Result should be much less overtime for classified staff.

#### Which of the College's missions and goals does this goal support? (check all that apply)

- Enrollment
- Equity and Success



# Program Review Request

## Administrative Services – Arts & Letters Division

- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

### OTHER INFORMATION

---

#### What additional information would you like to share about your program?

The GWC Arts & Letters division differentiates itself from other divisions through its emphasis on creativity, critical thinking, cultural perspectives, community engagement, language skills, and adaptability. These strengths contribute to the division's role on the GWC campus.

**Submitter's Signature:** *Martie Ramm Engle*

**Date:** 10/3/2023

#### Supervisor's Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

**Comments:** Click or tap here to enter text.

**Supervisor's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.

**Vice President's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.



# Program Review Request- Facilities, Equipment, Technology & Other

Golden West College

## FACILITIES, EQUIPMENT, TECHNOLOGY & OTHER FUNDING REQUEST

<b>Submitter's First Name:</b>	Martie
<b>Submitter's Last Name:</b>	Ramm Engle
<b>Submitter's Email:</b>	mrammingle@gwc.cccd.edu
<b>Submitter's Phone Number:</b>	X58772 or 58104
<b>Who is your Dean/Supervisor?</b>	Kay Nguyen
<b>Are you the Department Chair?</b>	NA
<b>Who is your Vice President?</b>	Kay Nguyen
<b>Program/Department:</b>	Arts & Letters division

### Type of Review:

Note: Library and Counseling should submit individual Program Reviews: one for Instruction and one for Student Services.

- Instruction
- Student Services
- Administrative

### Directions:

- Fill out the GOAL section, including narrative (required) and include supporting data (if necessary/desired).
- Fill out the REQUEST FOR FUNDING section, indicating a request for Facilities, Technology or Equipment, including description of the item(s) being requested and total dollar amount.
- Fill out one form per GOAL/REQUEST FOR FUNDING.

## GOAL

Description of Program's Goal (required):
Complete interior sound system for Mainstage Theater to replace aging equipment originally purchased decades ago with district/college funds. The existing sound system is decades old, with aged capabilities and continuing interference from other sound technologies. This would be a college capital expense that will benefit the campus and community.

Data to support the Program's Goal (if necessary/desired)
<a href="#">Data Dashboards</a>
If additional data is necessary/desired, fill out a <a href="#">Research Request</a> - May take up to 4 weeks
The Theater Arts department at Golden West College does many things well. Retention rates were 93% and more importantly, success rates averaged 82.2% in 2022-2023. We continue to serve our students by presenting a diverse and rigorous theater arts program to facilitate students to transfer, graduate or move directly into career paths. Successful replacement of aging equipment will result in state-of-the-art equipment for students to use in courses, training, and performance.

What actions will the program take to accomplish this goal?
Seek district/college funding



# Program Review Request- Facilities, Equipment, Technology & Other

Golden West College

**What metric will you use to measure this goal?**

Increased ability to properly provide sound effects and amplification for all events housed in the Mainstage theater. Increase in rentals and increase in use of Mainstage theater resulting in increased student and community participation and increased revenue due to rentals of the theater facility.

**Which of the College’s missions and goals does this goal support? (Vision 2030)**

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

**Please describe how this goal supports the College’s missions and goals (Vision 2030).**

This goal supports the college missions and goals of enrollment, workforce preparation and facilities.

## REQUEST FOR FUNDING

**Request: What do you need to accomplish this goal? (Mark one per request)**

- Facilities (e.g. improvements/repairs to classrooms, offices and buildings)
- Technology
- Equipment
- Other (e.g. conferences, funding for professional development)

**Description of Item(s) / Cost**

All requests must have a sales quote that includes:

1. Sales tax
2. Installation fee
3. Training fee
4. Service life agreement/fee

*Please note: approved requests over 10k will need 3 quotes before purchase*

Description of Item(s)	Total Dollar Amount Requested
Theater Audio System – Part 1	\$61,661.00 including labor, shipping, and taxes
Theater Audio System – Part 2	\$101,818.00 including labor, shipping and taxes
Theater Audio System – Part 3	\$92,695.00 including labor, shipping and taxes
Theater Audio System – Part 4	\$114,608.00 including labor, shipping and taxes
<b>TOTAL</b>	<b>\$370,782.00</b>



# Program Review Request- Facilities, Equipment, Technology & Other

Golden West College

Click or tap here to enter text.	College/district would need to consult theater sound system companies for walk-thru and renewed formal quotes.
----------------------------------	--

**Do you have any existing funds in your budget to cover this expense? Please describe.**

No

**Will there be an on-going cost for this request? What is the total cost of ownership?**

Replacement of parts as needed. However, with new system, should be minimal.

**Supervisor's Review**

As the supervisor of this program, I have reviewed this request.

No concerns

I have concerns about this recommendation

I believe department or wing funds exist to cover this request:  partial  full payment

**Comments:** Click or tap here to enter text.

**Supervisor's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.

**Vice President's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.

## OFFICE USE ONLY

**President's Recommendation:**

- Funding recommended
- Funding not recommended

**President's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.



# Program Review Request- Classified

Golden West College

## CLASSIFIED REQUEST

Submitter's First Name:	Martie
Submitter's Last Name:	Ramm Engle
Submitter's Email:	mrammengle@gwc.cccd.edu
Submitter's Phone Number:	714-895-8772
Who is your Dean/Supervisor?	Kay Nguyen
Are you the Department Chair?	Yes
Who is your Vice President?	Kay Nguyen
Program/Department:	Arts & Letters division

### Type of Review:

Note: Library and Counseling should submit individual Program Reviews: one for Instruction and one for Student Services.

- Instruction
- Student Services
- Administrative

## POSITION REQUEST

### Please check one of the following:

- Replacement Position (Previously funded/ not currently funded)
- New Position (Never been funded/newly created)

*Please note: that an approved job description from the District office is required in order to complete the request form. You may not proceed with the request without the job description.*

If this request is for a replacement, how long has the position been vacant?	Over 5 years. Previously filled by a Secretary E52.
Job Title	Administrative Assistant

### Salary Information

Salary Schedule Range:	Salary Grade 115
Annual Salary (Step 1) \$:	\$62,255.18
Step 5 \$:	\$75,671.36

### Contract (check one):

- 100% FTE
- Other FTE %:
- 12 month
- 11 month
- 10 month

### Job Description Summary

- Required:** Attach a copy of the department Organizational Chart showing all positions and highlighting the position requested.
- Required:** Attach a copy of the CCCD Position Description, if available (obtain from Personnel Dept).
- CCCD does not have a position description as it is a new position within the district.**



## Program Review Request- Classified

Golden West College

### What are the essential duties this position will fulfill?

Perform specialized administrative support duties to administrative projects, workflow, office and related functions, and support activities for the GWC Arts & Letters division.

### JUSTIFICATION

#### What is the compelling need for an immediate replacement?

We can proudly state that the GWC Arts & Letters division is the largest division in the Coast Community College district. In Fall 2023, this division is responsible for over 150 full and part-time faculty, and classified and hourly staff. In Fall 2023, the Arts & Letters division is healthy and functioning at a professional level but the argument can be made and substantiated that the replacement for the previously assigned position should be approved and filled.

The Arts & Letters division currently has an outstanding, highly qualified, and extremely capable division coordinator who along with the dean and one part-time student worker, is well managing the pace of activity. However, one might question if this level of activity is sustainable in the long term. This division has traditionally employed two full time administrative employees to handle the sheer volume of work demanded. In the last couple of years and during the Covid lock-down the work force in the Arts & Letters division office was reduced to one division coordinator.

Other divisions have significantly more support staff (through categorical funding and grants) to support a much smaller amount of disciplines, faculty, staff, programs and facilities.

Filling this administrative position will lead to increased efficiency, improved organization, better communication, streamlined event coordination, reduced stress, enhanced data management, adaptability, and improved support for students and staff. Overall, having a dean, division area coordinator and an administrative assistant will contribute to the smooth operation of the office and the success of the division's mission.

#### What are the consequences if this position is not immediately replaced?

If not immediately replaced, the Arts & Letters division can demonstrate decreased efficiency, reduced responsiveness, impact student services, have issues with resource allocations, and experience missed opportunities to support faculty, staff and students. We simply require additional help to accomplish necessary tasks.

**If the full-time position is approved, will there be a request for funding for 160-day position during the hiring process?**

Yes

No

#### Position title and Area of Specialization (if applicable)

Administrative Assistant

#### Needs/Priority Rubric (1-10 points)

- 1 - 4 points: Little or no contribution or impact
- 5 - 7 points: Some contribution or impact
- 8 - 10 points: Significant contribution or impact

**How does this request for a classified position meet the following criteria? (2 page max.)**

*Fully respond to each of the following questions. Your responses will be the basis that Planning Council and the Executive Team members will apply the criteria and rate this request.*



# Program Review Request- Classified

Golden West College

## #1. Program Needs (1-10 points):

Explain the conditions that are unique to the program/department which support the need for additional full-time classified staff and how this position addresses those needs. If this position is not filled, explain the consequences to the **program/department** that will result. Please use information from Program Review.

We can proudly state that the GWC Arts & Letters division is the largest division in the Coast Community College district. In Fall 2023, this division is responsible for over 150 full and part-time faculty, and classified and hourly staff. In Fall 2023, the Arts & Letters division is healthy and functioning at a professional level but the argument can be made and substantiated that the replacement for the previously assigned position should be approved and filled.

The Arts & Letters division currently has an outstanding, highly qualified, and extremely capable division coordinator who along with the dean and one part-time student worker, is well managing the pace of activity. However, one might question if this level of activity is sustainable in the long term. This division has traditionally employed two full time administrative employees (1 division coordinator and 1 administrative assistant) to handle the sheer volume of work demanded. In the last couple of years before the Covid lock-down, the work force in the Arts & Letters division office was reduced to one division coordinator and no part-time student worker.

There has been no hourly employee in this position since before the Covid lockdown. In Fall 2023, the division has grown to include 13 departments, over 150 faculty and staff and several facilities. Other GWC divisions have significantly more support staff (through categorical funding and grants) to support a much smaller amount of disciplines, faculty, staff, programs and facilities.

Filling this administrative position will lead to increased efficiency, improved organization, better communication, streamlined event coordination, reduced stress, enhanced data management, adaptability, and improved support for students and staff. Overall, having a dean, a division area coordinator and an administrative assistant will contribute to the smooth operation of the office and the success of the division's mission in support of the college goals.

If this position is not filled, there could be an impact on student services, challenges with resource allocations, decreased efficiency, delayed responses to students, faculty and staff, less effective management of events and program, and missed opportunities for the Arts & Letters division office to pursue new opportunities, collaborations or initiatives that could benefit the college or division.

The Arts & Letters division is asking for careful consideration of the benefits of hiring an additional administrative assistant and allocating resources to support the division offices's administrative needs.

## #2. College-Wide Priority (1-10 points):

How does this request align and directly support the [College's Goals](#)? How does this position address stated long-term college priorities identified by College plans? (e.g. Master Plan, Instructional Plan, Student Equity Plan, Facilities Plan) *Please cite the plans and goal(s).*

In the GWC Arts & Letters division office, an administrative assistant can provide valuable support to students by assisting with inquiries, processing paperwork related to enrollment and academic requirements, and guide them through administrative processes. An administrative assistant can assist in data collection, compilation, and reporting, organizing information and managing paperwork, maintain efficient filing system to ensure that important documents are readily accessible and enhance communication. All of these functions align with college goals of communication, equity and success, facilities, and workforce preparation.

## #3. Contributions to Other College Operations (20 points):



## Program Review Request- Classified

Golden West College

To what extent would the position requested benefit or serve other departments, programs, or plans?

Filling this administrative position will lead to increased efficiency, improved organization, better communication, streamlined event coordination, reduced stress, enhanced data management, adaptability, and improved support for students and staff. Overall, having a dean, a division area coordinator and an administrative assistant will contribute to the smooth operation of the Arts & Letters division office and the success of the division's mission in support of the college goals.

**#4. Request fills a current position that has been filled by an hourly employee for over one year because there is a demonstrated need. (10 points):**

(Determined by the Executive Team)

Click or tap here to enter text.

**Please provide justification why the department wants the position to be permanent.**

The GWC Arts & Letters division has grown and there is every reason to believe that growth will continue. There has been no administrative assistant in this position since before the Covid lockdown. The division has grown since that time to include 13 departments, over 150 faculty and staff and several facilities.

This growth is a welcomed challenge.

However, there needs to be sufficient staffing to accomplish the demands of this division in a highly professional and efficient manner as we have been doing.

**Submitter's Signature:** *Martie Ramm Engle*

**Date:** 9/30/2023

**Submitter's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.

**Supervisor's Review**

As the supervisor of this program, I have reviewed this request.

No concerns

I have concerns

**Comments:** Click or tap here to enter text.

**Supervisor's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.



## Program Review Request- Classified

Golden West College

**Vice President's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.

### OFFICE USE ONLY

---

**President's Recommendation:**

- Hire position
- Hire one-year temporary
- Not hiring at this time

**President's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.



# Program Review Request- Classified

Golden West College

## CLASSIFIED REQUEST

Submitter's First Name:	Martie
Submitter's Last Name:	Ramm Engle
Submitter's Email:	mrammengle@gwc.cccd.edu
Submitter's Phone Number:	X58772 or 58104
Who is your Dean/Supervisor?	Kay Nguyen
Are you the Department Chair?	NA
Who is your Vice President?	Kay Nguyen
Program/Department:	Arts & Letters division

### Type of Review:

Note: Library and Counseling should submit individual Program Reviews: one for Instruction and one for Student Services.

- Instruction
- Student Services
- Administrative

## POSITION REQUEST

### Please check one of the following:

- Replacement Position (Previously funded/ not currently funded)
- New Position (Never been funded/newly created)

**Please note:** that an approved job description from the District office is required in order to complete the request form. You may not proceed with the request without the job description.

If this request is for a replacement, how long has the position been vacant?	Over 10 years
Job Title	(Previous title) House Manager

### Salary Information

Salary Schedule Range:	PE 25 - \$33.00 per hour for 30 hours max per week
Annual Salary (Step 1) \$:	Click or tap here to enter text.
Step 5 \$:	Click or tap here to enter text.

### Contract (check one):

- 100% FTE
- Other FTE %:
- 12 month
- 11 month
- 10 month

### Job Description Summary

- Required:** Attach a copy of the department Organizational Chart showing all positions and highlighting the position requested.
- Required:** Attach a copy of the CCCD Position Description, if available (obtain from Personnel Dept).
- CCCD does not have a position description as it is a new position within the district.**



## Program Review Request- Classified

Golden West College

### What are the essential duties this position will fulfill?

This is a request for a professional expert or permanent hourly position and not for a classified position as no CCCD classified position exists with this job description. This request is to be funded by the district/college and not by any GWC individual department. This position would report to the Dean of Arts & Letters.

Theater House Manager and Box Office Manager is a position in theatrical management and production. No formal CCCD position description is available.

Mainstage Theater, Stage West, Amphitheater and (at some point in the future The Studio at GWC) hosts approximately 50+ events a year. Each event requires a house manager to be present and to function as listed below. Being a house manager is nearly a full time position.

In addition, the Mainstage Theater box office handles all ticketing functions for theater arts productions, dance productions, music productions, rentals and other college and community events. Supervision of an active box office is nearly a full-time position.

In this capacity, the box office and house manager would:

- perform all professional functions of a theatrical house manager
- supervise and manage all front of house activities including box office operations, concessions and ticket sales
- ability to work flexible hours and be regularly available for weeknights and weekends depending on performances scheduled for theater arts, music, and dance department productions, college events, and miscellaneous non-college events including rentals scheduled in the Mainstage Theater and, if applicable, in the Stage West Theater and Star Shower Amphitheater. Theater House and Box Office Manager would be scheduled as needed.
- handle box office cash and credit card transactions
- use box office ticketing software (training available)
- ability to use a computer and various computer software programs including email, Excel and Word
- training and scheduling of box office staff, ushers and concessions staff for each production or event as needed
- provide outstanding customer service between the theater and the public/audience including patron services and safety
- provide backstage support if assigned
- perform other duties as assigned that support the overall objective of the position

## JUSTIFICATION

### What is the compelling need for an immediate replacement?

This is a request for a professional expert or permanent hourly position and not for a classified position as no CCCD classified position exists with this job description. This request is to be funded by the district/college and not by any GWC individual department. This position would report to the Dean of Arts & Letters.

For all theater arts, dance and music department productions, college events and outside rentals, GWC Foundation events, department and division graduations, ASGWC events, outreach events and annual performances of THE NUTCRACKER and other ballets and music concerts there must be a house manager present for each event.

There has been limited funding for a part-time permanent house manager and for a box office technician but that limited funding is from the Theater Arts department trust account which cannot sustain sole responsibility for positions that are serving the entire college in a college facility. This is a request for district/college funding for this necessary position.



# Program Review Request- Classified

Golden West College

### What are the consequences if this position is not immediately replaced?

The theater arts department cannot sustain funding these two positions. If the district can fund the house manager/box office manager position at the necessary pay scale and hours per week, department funding might be able to support the box office technician position with less hours and less pay.

If not funded, theater facilities will continue to be understaffed resulting in overtime being paid to classified staff at a high rate in order to have a house manager and/or a box office manager present for all events. Additionally, the theater arts department will continue to pay for personnel it cannot always afford.

A house manager must be present as does a box office manager or technician. There is no other choice.

### If the full-time position is approved, will there be a request for funding for 160-day position during the hiring process?

- Yes
- No

### Position title and Area of Specialization (if applicable)

Box office and House Manager for Mainstage Theater, Stage West, Amphitheater and The Studio at GWC

### Needs/Priority Rubric (1-10 points)

- 1 - 4 points: Little or no contribution or impact
- 5 - 7 points: Some contribution or impact
- 8 - 10 points: Significant contribution or impact

### How does this request for a classified position meet the following criteria? (2 page max.)

Fully respond to each of the following questions. Your responses will be the basis that Planning Council and the Executive Team members will apply the criteria and rate this request.

#### #1. Program Needs (1-10 points):

Explain the conditions that are unique to the program/department which support the need for additional full-time classified staff and how this position addresses those needs. If this position is not filled, explain the consequences to the program/department that will result. Please use information from Program Review.

This is a request for a professional expert or permanent hourly position and not for a classified position as no CCCD classified position exists with this job description. This request is to be funded by the district/college and not by any GWC individual department. This position would report to the Dean of Arts & Letters.

Theater House Manager and Box Office Manager is a position in theatrical management and production. No formal CCCD position description is available.

Mainstage Theater, Stage West, Amphitheater and (at some point in the future The Studio at GWC) hosts approximately 50+ events a year. Each event requires a house manager to be present and to function as listed below. Being a house manager is nearly a full time position.

In addition, the Mainstage Theater box office handles all ticketing functions for theater arts productions, dance productions, music productions, rentals and other college and community events. Supervision of an active box office is nearly a full-time position.



## Program Review Request- Classified

Golden West College

In this capacity, the box office and house manager would:

- perform all professional functions of a theatrical house manager
- supervise and manage all front of house activities including box office operations, concessions and ticket sales
- ability to work flexible hours and be regularly available for weeknights and weekends depending on performances scheduled for theater arts, music, and dance department productions, college events, and miscellaneous non-college events including rentals scheduled in the Mainstage Theater and, if applicable, in the Stage West Theater and Star Shower Amphitheater. Theater House and Box Office Manager would be scheduled as needed.
- handle box office cash and credit card transactions
- use box office ticketing software (training available)
- ability to use a computer and various computer software programs including email, Excel and Word
- training and scheduling of box office staff, ushers and concessions staff for each production or event as needed
- provide outstanding customer service between the theater and the public/audience including patron services and safety
- provide backstage support if assigned
- perform other duties as assigned that support the overall objective of the position

### #2. College-Wide Priority (1-10 points):

How does this request align and directly support the [College's Goals](#)? How does this position address stated long-term college priorities identified by College plans? (e.g. Master Plan, Instructional Plan, Student Equity Plan, Facilities Plan) *Please cite the plans and goal(s).*

This request supports workforce preparation, facilities and communication. This request supports the goals of the Comprehensive Master Plan.

### #3. Contributions to Other College Operations (20 points):

To what extent would the position requested benefit or serve other departments, programs, or plans?

Since the Mainstage Theater box office handles all ticketing functions for the theater arts department, dance department, music department, rentals, and other college and community events, and since a house manager must be present for each of these events, having a permanent box office and house manager would directly benefit other constituencies allowing for the supportive operation of the event facilities.

### #4. Request fills a current position that has been filled by an hourly employee for over one year because there is a demonstrated need. (10 points):

(Determined by the Executive Team)

Click or tap here to enter text.

**Please provide justification why the department wants the position to be permanent.**

This position needs to be permanent since the position is necessary for the operation of all college event facilities and because the GWC theater arts department cannot be relied on to fund these position on a temporary hourly basis as they have been.



# Program Review Request- Classified

Golden West College

If not funded, theater facilities will continue to be understaffed resulting in overtime being paid to classified staff at a high rate in order to have a house manager and/or a box office manager present for all events. Additionally, the theater arts department will continue to pay for personnel it cannot always afford.

This is a request for a professional expert or permanent hourly position and not for a classified position as no CCCD classified position exists with this job description. This request is to be funded by the district/college and not by any GWC individual department. This position would report to the Dean of Arts & Letters.

Theater House Manager and Box Office Manager is a position in theatrical management and production. No formal CCCD position description is available.

Mainstage Theater, Stage West, Amphitheater and (at some point in the future The Studio at GWC) hosts approximately 50+ events a year. Each event requires a house manager to be present and to function as listed below. Being a house manager is nearly a full time position.

In addition, the Mainstage Theater box office handles all ticketing functions for theater arts productions, dance productions, music productions, rentals, and other college and community events, and annual performances of THE NUTCRACKER, other ballets and music concerts.. Supervision of an active box office is a nearly full-time position.

Submitter's Signature: *Martie Ramm Engle*

Date: 9/30/2023

Submitter's Signature: Click or tap here to enter text.

Date: Click or tap to enter a date.

### Supervisor's Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments: Click or tap here to enter text.

Supervisor's Signature: Click or tap here to enter text.

Date: Click or tap to enter a date.

Vice President's Signature: Click or tap here to enter text.

Date: Click or tap to enter a date.

### OFFICE USE ONLY

#### President's Recommendation:

- Hire position
- Hire one-year temporary
- Not hiring at this time



## Program Review Request- Classified

Golden West College

**President's Signature:** Click or tap here to enter text.

**Date:** Click or tap to enter a date.