



## General Information

### Important Information

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Submitter's First Name:

Submitter's Last Name:

Submitter's Email:

Submitter's ID:

Submitter's Phone Number:

Type of review? \*

- Administrative
- Instruction (Please note: Library and Counseling should submit individual Program Reviews: One for Instruction and one for Student Services)
- Student Services

Who is your Dean/Supervisor?

- Robyn Brammer
- Joseph Dowling
- Rick Hicks
- Janet Houlihan
- Danny Johnson
- Claudia Lee
- Alice Martanegara
- Carla Martinez
- Alex Miranda
- Kay Nguyen
- Meredith Randall
- Christina Ryan Rodriguez
- Matthew Valerius
- Tim Vu
- Chris Whiteside

Are you the Department Chair? \*

- Yes
- No
- Not applicable

Who is your Vice President? \*

- Lee, Claudia
- Houlihan, Janet
- Randall, Meredith

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If you experience any technical difficulties completing this form, please contact [Damien Jordan](#).

### 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 Driven Decision Making

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

### Program Review Reporting Cycle

1. Program Review will be conducted every two years beginning Fall semester 2021.
2. Department Chair/Originator will be given feedback at each step in the process.
3. Data provided by ORPIE, including statewide data for success given to departments the first week of October (October 8, 2021).  
Originator: The originator owns this information (usually the Department Chair). The document is "locked" unless sent back.(October 22, 2021).
4. Department Chair: If the Department Chair did not submit the document, it will go to the Department Chair for general feedback (November 1, 2021).
5. Dean/Supervisor: The Dean/Supervisor provides feedback in a single text box. The Dean/Supervisor may send back to the Department Chair if something needs to be changed. (November 8, 2021).
6. IEC: IEC provides feedback for a technical review. (November 15, 2021).
7. CCD: provides feedback on curriculum or instruction section. (November 22, 2021).
8. Vice President: The identified VP provides feedback and can send the document back for edits (December 1, 2021).
9. Review: The Department Chair incorporates the feedback and resubmits. The Dean/Supervisor can send back if there is still something missing (January 31, 2022).
10. Submission: Once the originator (Department Chair) submits the document, it will be locked (February 11, 2022).
11. Committee Reviews: Requests for funding will be sent to committees for their review (February 11, 2022). Reviews by committees must be submitted to Planning and Budget by March 15, 2022.
12. Hiring Deadline: Approved requests for faculty positions will be provided by the Executive Team (February 25, 2022).
13. Hiring Deadline: Ratings for classified professional positions will be provided to the Executive Team by April 22, 2022.
14. Funding Deadline: Planning and Budget will make determinations on Categorically funded requests (April 22, 2022).
15. General Funds and Classified positions: Items funded through general funds and available Classified Professional Positions will be determined (October 7, 2022).

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## Important Update

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## Program Information

Name of Program (Academic Programs should be listed per discipline)

\* Political Science

Please provide a brief description and any significant change in your program since the last program review cycle.

1. Created, submitted, and received approval for a new AAT in Law, Public Policy and Society.
2. Hired a new full-time PSCI faculty member, Dr. Joel Powell.
3. Updated GLST curriculum, revised PEAC curriculum to be part of GLST, and transferred program to Fran Faraz, full-time faculty, Liberal and Cultural Department.
4. Created two new ethnic studies courses.
5. Increased collaboration with Student Services/ASB.

What are your program's strengths?

1. Increased retention, completion, and success rates by reducing class size.
2. Average fill rate has increased; efficiency rates continue to be much higher than college average.

What are the challenges for your program? (If there are regulations or requirements for your program that require additional support, please note those here.)

1. Facilities: inadequate classrooms, seating, technology; no proposal to retrofit our building; no new building proposed for our Division.
2. On campus collaboration: We have requested a hub or center for all Social and Behavior Sciences; Liberal Arts and Culture students for years. We have been passed over.
3. Scheduling, especially during and after this pandemic.
4. Enrollments have decreased during this pandemic.
5. Latinx students rates are still too low.
6. Promoting/Marketing our programs.
7. Too few full-time faculty in our department to manage the 6 AAT and 1 AA program and to work on/lead shared governance committees..

## INSTRUCTIONAL PROGRAMS

**Do any of the courses in your program have a CTE TOP code?**

- \*  Yes  
 No

**What type of awards does your program offer?**

- Certificates  
 AA/AS Degree  
 Associate Degree for Transfer

Please provide the information for the number awards for Associate Degrees (CCI-approved), Associate Degrees for Transfer (State-approved), and Certificates of Achievement for this program. Please put N/A if an area is not applicable for your program.

	3-years ago	2-years ago	1-year ago
Certificates	* 0	* 0	* 0
Associate Degrees	* 0	* 0	* 7
Associate Degrees for Transfer	* 12	* 16	* 22

Please comment on the trends for the number of awards. You may then comment on any other relevant information provided by the Office of Research, Planning, and Institutional Effectiveness (ORPIE).

1. The number of completions has increased.
  2. The number of 4 year transfers has increased.
- No data on the new AAT in Law, Public Policy and Society.  
 We do not offer a Certificate of Achievement.
- American Government is a required course for the US Constitution requirement.
- Political Science courses play a role in the Liberal Arts: Social and Behavioral Sciences degree, one of the most awarded degrees with over 700 degrees granted.

For the below questions, please provide your FTES (full-time-equivalent students, resident) divided by your FTEF (full-time-equivalent faculty). Please submit your rates from four years ago, two years ago, and this year.

**Please note:** For programs with earned credit, please use FTESr/FTEF. For non-credit or the International Students Program, please use FTESm/FTEF.

**FTES/FTEF ratio from 3 years ago**

\* 54

**FTES/FTEF ratio from 2 years ago**

\* 53

**FTES/FTEF ratio from last year**

\* 46

**Outside of hiring new faculty (which should be included in your program goals, if needed), please discuss this trend and your plan for improving efficiency**

PSCI efficiency continues to be well above the college-average. The FTES/FTEF has decreased because of reducing class sizes; this, however, has resulted in an increase in retention, completion and success.

**Using the data received from Office of Research, Planning, and Institutional Effectiveness (ORPIE), what strategies has your department implemented over the past two years to be more inclusive of the distinct student populations you serve?**

1. Two new ethnic studies courses.
    - \* The first course is PSCI 181 which satisfies both the US Constitution 2,3 and Area F. Second is a PSCI 103 issues course which is an approved Area F course.
    - \* The second is a PSCI 103 issues course which is an approved Area F course.
- Our new f/time hire, Dr. Powell, will be spearheading these courses.

**Identify challenges and successes with respect to mode of delivery and/or technology. For instructional programs, address any differences between on-campus and distance education.**

\* PSCI has been teaching in various modalities for years. Prior to COVID, we did not see major difference between on-campus and distance education.

- We have offered fully online, hybrid and fully on campus; LCF and regular size classes. We rotate electives in and out of the schedule (i.e., 185 Spring only) and are sure to also rotate modality (i.e., 185 Sp 20 online, 185 Spring 21 on campus).
- The new LiveONLINE modality was not a problem and will be added into our schedule.

The problem we face is that there are not enough regular size (45 students) on campus classrooms sufficient for us to offer a balanced schedule; lack of technology including Chromebooks and Smart TV.

## Program Review Curriculum

### **After a thorough review of your courses, provided by CCI...**

Do you have any courses that have not been updated to CCI within the required timeframe (6 or more years for a transfer-level-course; 3 or more years for a CTE course)?

- Yes
- No

Do any of your SLOs use the exact wording as the course objectives?

*(SLOs should be written to reflect and encompass the course objectives while not using the exact same language as the course objectives)*

- Yes
- No

Are there courses in your Program (Degree/Certificate) that have not been successfully offered since the last Program Review? (Please note, classes that were cancelled, they were not successfully offered).

- Yes
- No

Do you have active courses that are not part of a degree or certificate?

- Yes
- No

Please indicate the name of the course(s) and the name(s) of the certificate(s) or degree(s) you intend to connect it to when you submit your revision to CCI.

**Once we finalize the above, we will make multiple options available for faculty to complete.**

### **How are you using your Program SAOs/SLOs to improve your program outcomes? (If you are not actively using SAOs/SLOs to improve program outcomes, discuss how you plan to do so in this coming Program Review Cycle.)**

PSCI faculty continue to assess SLOs and use this data to improve our modalities, class sizes and teaching strategies.  
Our course SLOs have been mapped to our Program SLOs. Unfortunately, these have not been connected given the technology available in TRAC DAT. We will work with Administration to get this connected.

## Program Review Goals and Requests for Funding

### **Requests – If you are requesting any of the following, they *MUST* be addressed within your Department goals.**

- Faculty
- Equipment, Facilities, Technology
- Support Staff

(When you click that you need any of the above (Faculty, Equipment, Facilities, Technology or Support Staff) you will be provided the appropriate form on subsequent pages of this document)

### **Vision 2030 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 College Goals.
7. **Communication:** GWC will effectively communicate and collaborate within the College and its communities.

## Goals from Previous Program Review Cycle

Please refer back to the goals from 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.**

These goals were for our entire department which at that time included Economics, Political Science, Psychology and Sociology.

Goal #1: Hire a new f/time Political Science and a new f/time Sociology faculty member to help promote Political Science and Sociology, and in the case of the Sociologist, to help create a new Social Justice ADT.

- Complete: Hired PSCI faculty; Social Justice ADT completed and approved.
- Incomplete: Lost our full-time Sociologist and are now requesting two hires

Goal #2: Offer additional core disciplinary courses in a non-LCF modality.

- Complete: Offering non-LCF courses; reduced LCF capacity with increased success rates.

Goal #3: Improve our Distance Education courses and begin offering fully online programs.

- Complete: All PSCI faculty will have completed Level II training by Spring 2022 (Dr. Powell was just hired and will complete by Spring 2022.) PSCI Programs can be offered fully online.

• Incomplete: Most PSCI COR DE Addendums have been updated. Remaining COR DE Addendums will be updated by Spring 2022.

Goal #4: Collaborate with faculty within our Division and create a more effective divisional schedule.

- Complete: PSCI, ECON and SOC (Social Science Departments) have a well-balanced schedule.
- Incomplete: M. Bowlby had initially created a proposal for a divisional schedule (Social Sciences, Psychology, Liberal/Cultural) which was rejected by the former VPI.

Goal #5: Provide adequate support to our students (LCF, disproportionate success gaps).

- Complete: SIA support is still being maintained.
- Incomplete: Success gaps, especially for LatinX and Veterans still need to be reduced.

Goal #6: Create a Social Science building/complex/hub and make our classrooms conducive to learning, including better technology.

- Incomplete: Requested but were denied purchase of laptops on a rolling cart; requested but denied smart TV on a rolling cart; requested but denied a hub, more classrooms and a building.

## Goals for Current Program Review Cycle

Current goals should be connected to Vision 2030.

### Goal 1 (Required)

#### Description of Program's Goal

\* Increase enrollments.

#### What actions will the program take to accomplish this goal?

\* Complete and submit Law Pathway Initiative proposal to tag our AAT to law schools in California. Work with Counseling and Promotions to help promote our new AAT in Law, Public Policy and Society.

Work with Administration to help plan a facility to include the Social Science, Psychology and Liberal/Culture Departments.

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

\* ORPIE data on enrollment rates.

#### 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

#### Requests: What do you need to accomplish this goal? (Mark any or all that apply)

Please note: Indicating one of the following will create a form to appear on a subsequent page.

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

### Goal 2 (Required)

#### Description of Program's Goal

\* Increase completion rates.

#### What actions will the program take to accomplish this goal?

\* Work with Counseling to ensure that Guided Pathways are accurate. Work with Counseling faculty teaching the Counseling course for Social and Behavioral Sciences to help students choose and stay on one of our pathways.

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

\* ORPIE data on completions..

#### 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

#### Requests: What do you need to accomplish this goal? (Mark any or all that apply)

- Faculty

- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

### Goal 3 (Required)

**Description of Program's Goal**

Improve scheduling of PSCI courses.

**What actions will the program take to accomplish this goal?**

Track enrollments in different modalities, days, times.  
 Use end of the semester surveys to obtain student preferences.  
 Collaborate with faculty within our Division and create a more effective divisional schedule.

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

ORPIE data: Average fill rate.

**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

**Requests: What do you need to accomplish this goal? (Mark any or all that apply)**

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

### Goal 4 (Optional)

**Description of Department's Goal**

Improve PSCI participation campus-wide.

**What actions will the program take to accomplish this goal?**

Place new full-time faculty on important committees.  
 Encourage part-time faculty to participate.  
 Work with the ASB.

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

Number of faculty serving on committees together with the number of times faculty have participated in ASB events.

**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

**Requests: What do you need to accomplish this goal? (Mark any or all that apply)**

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

### Goal 5 (Optional)

**Description of Department's Goal**

Support the academic growth and productivity of Joel Powell toward tenure.

**What actions will the program take to accomplish this goal?**

Conduct TERC processes according to the CFE contract.  
Mentor Joel Powell toward best practices.  
Provide opportunities on representative committees.

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

Approval of Dr. Powell's tenure.

**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

**Requests: What do you need to accomplish this goal? (Mark any or all that apply)**

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

**Please describe the type of Professional Development required.**

Conduct TERC processes according to CFE contract.

When do you plan to implement this Professional Development.

Spring 2024

What budget will this require?

This is within the District's b

## OTHER INFORMATION

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

Optional file upload (if desired)

Optional file upload (if desired)



# Program Review

## One-Time Funding Request Equipment, Technology, and Professional Development

How many funding requests would you like to submit?

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

### 1st Equipment/Technology/Facilities/Professional Development Request

**TYPE OF FUNDS REQUESTED** (Note: This form CANNOT be used for any personnel requests, including faculty, classified, and hourly positions.) Please only select one type of request.

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

**Please note** that all requests will need the following information:

- Sales tax
- Installation fee
- Training fee
- Service life agreement/maintenance/fee

Approved requests over \$10,000 will need 3 quotes before purchase.

Total dollar amount for this request:

\$ 1

Does this request address a clear health and safety issue?

- Yes
- No

What is the health and safety issue? How long has this condition existed? Have any work orders been submitted for this issue and when? What are the consequences if not funded?

The first floor of the Administration (Admin) building is sinking and currently vacated. It can easily become a nesting ground for all sorts of rodents. It is unlikely that the rest of the building is structurally sound.

How long has this condition existed?

Several years.

Have any work orders been submitted for this issue and when?

Reportedly engineers have checked on the Admin building. The date and conclusion of these reports are not public, nor is there evidence of ongoing inspections.

There may be proposals to retro fit the existing building, demolish the Admin building while keeping the Business Building with a new required elevator, demolish the entire complex (Admin and Business) and/or build a new building.

What are the consequences if not funded?

Unsafe for students, faculty and staff.

**Program Needs:** What program conditions support the need for the requested funds, and how does this request address those needs? Please provide data to support the need for this request.

Thousands of students each semester walk through the hallways of the current deteriorating building – Administration (Admin) Building. In this building is housed one of the largest divisions (Social Sciences, Psychology, Liberal Arts/Culture departments). The need for an appropriate facility for this large and efficient division is glaringly apparent and yet has been overlooked both by the previous administration and in Vision 2030. GWC needs to revisit Vision 2030 and explore the feasibility of a Social Sciences Building, as it relates to: productivity, contribution, learning, support of programs across campus, participation and engagement, student support and transformation via education, and faculty support and morale. This division offers many of the most demanded and efficient classes and programs, yet there is not adequate space in the Admin building. This building is seriously outdated and poorly represents our college. It is also in serious disrepair. The first floor is sinking and vacated. The second floor lacks classroom space—space that is clean and safe. The current building does not facilitate a sustainable learning environment, nor does it support the success of our students. This division's students would greatly benefit from a 21st century learning environment, including clean and safe classrooms with new technology, faculty offices and a place outside of the classroom where students can collaborate with their classmates and professors, similar to the STEM center "hub." Currently, only some of the college students in certain majors have this type of learning environment. This is inequitable. Creating this new learning environment for thousands of the college's students will help to reduce inequities facing our marginalized student populations. This could/should be included in planning of the new facility.

**Support of College Goals:** How does this request align and directly support the College's Goals? Please cite the college goal or strategic priority that the requests will support. Please describe how this request (if funded) will lead to the improvement of Key Performance Indicators associated with the College goals.

College Goals:  
Learning Environments  
Golden West College seeks to provide a safe, welcoming, and supportive environment to benefit students, faculty, staff, and the community.  
Resource Optimization  
Golden West College optimizes financial resources, facilities and technology to enhance student learning and success.



**Equitable Achievement**  
Golden West College seeks to close any identifiable student achievement gap while promoting and recognizing the diversity and contribution of all individuals.

**Outcomes/Key Performance Indicators**  
Increase in  
PACE indicator - structure  
CCSSE - faculty interaction  
Course Completion  
ADT/AA Degrees  
UC and CSU Transfer  
Efficiency

**Contributions to Other College Operations:** Will the item requested benefit and/or serve other departments, programs, or plans? If so, how?

\* This division offers required courses for transfer (U.S. History/American Gov't) and/or courses required for other degrees (i.e., Nursing, Business, Education).  
This division offers 12 AATs, 1 AA and 1 Certificate of Achievement; three Statistics course options and a Consumer Math option (equity); three Area B science courses; numerous area C/3 and D/4 courses many which AAM.  
  
This division, therefore, serves a large portion of our students and is unique in that it reaches across many academic areas.  
  
A facility dedicated to this division will, therefore, benefit thousands of students, other departments and programs.

**Demonstrates long-term cost savings or improves program efficiency or effectiveness:** If funded, how will this contribute to long-term cost savings for the college or improve program efficiency and effectiveness?

\* An investment in a new facility for this division will bring a positive return to our college.  
Increase in enrollments in these efficient programs helps generate FTES; additional FTES is necessary to reach the level of a mid-size community college which includes a large financial incentive (around \$500,000/year).  
  
The increased state money (i.e., apportionment, AAT completion, other degree completion, transfer, retention) generated by these programs provides additional money needed to subsidize under-funded college programs.

**Please rank this request against your others.** For example, if you are requesting 3 equipment/facility/professional development requests for this program, you could put a "2" in this box, a "1" in the next box, and a "3" in the final request box. This will help later reviews better understand the needs of your program and your preference for hiring. If you only have 1 request, please put a "1" here.

\* 1

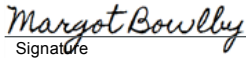
**Supervisor's Review**  
As the supervisor of this program, I have reviewed this request.  
\*  No concerns  
\*  I have concerns

Comments:  
\* Excellent report and argument.  
For deeper credibility and impact, please change \$100,000,000 to the following, or the like -  
"revisit Vision 2030 and explore the feasibility of a Social Sciences Building, as it relates to: productivity, contribution, learning, support of programs across campus, participation and engagement, student support and transformation via education, and faculty support and morale..."

## General Information

**You have finished your Program Review!** Your supervisor, IEC, and (possibly) CCD will review your submission and provide feedback.

**Please note, you will only be able to edit this form again if it is returned to you from your supervisor or your VP. Please stay in touch with your supervisor, if you receive feedback that you wish to incorporate.**

...3235313834  
  
Signature \_\_\_\_\_ 10/23/2021, 5:09 PM  
Date \_\_\_\_\_

## Review Feedback

Dean/Supervisor: Please provide feedback on this Program Review

**Deans/Supervisors - If you would like to return this document to the originator, prior to IEC's review, please DO NOT CLICK NEXT here.**

**Instead, please click on "Return for Revision" (bottom of page) to send the document to the originator.**

**If you sign the document, it will go forward to IEC.**

**You will get another chance to review the document after IEC, CCD (if instructional), and the Vice President have provided comments.**

IEC: Please provide feedback on this Program Review

Should address DI data on Hispanic/Latinx students in data analysis section.

Dean's Second Review

Superuser final check

## CCD Reviewer

1. **Once you click the checkbox button below, scroll to the bottom and**
2. **Click on "Return for Revision" to send the document to the originator. DO NOT CLICK NEXT. When you click on Return for Revision, you will be given a page to provide your feedback.**

I have completed the CCD Review

**Vice Presidents - If you would like to return this document to the originator, prior to the Dean's 2nd review, please DO NOT CLICK NEXT here. Instead, please click on "Return for Revision" to send the document to the originator. If you want to see the document again, please remove any comments from this page and add your comments on the email page that appears after you return the document.**

**If you sign the document, it will go back to the dean for a final review. If the dean forwards the document without returning it, the document will be locked, and the originator will not be able to incorporate the feedback from the reviewers.**

Please provide feedback here. When finished, click on "Return for Revision" at the bottom of this page.

Vice President: Please provide feedback on this Program Review

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### DEAN'S ASSESSMENT OF POTENTIAL FUNDING METRICS

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Which of the following *might* be a potential funding source for any of your requests? (Mark all that apply - or skip if not applicable)

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- Equity:** Help disproportionately impacted students outside the classroom to either come to the college (access), stay in college (retention), complete transfer-level math or English, complete their degree/certificate, or transfer to a 4-year institution.
- Higher Education Emergency Relief Fund (HEERF II):**  
Assist students impacted by the COVID-19 pandemic
- Lottery:**  
Purchase of instructional materials to be used by students in the classroom.
- State Funded Equipment:**  
Any equipment considered that will last more than a year and costs more than \$5,000 that is used within the classroom.
- Workforce Development:**  
Improve the access, retention, or degree/certificate/career attainment for students in non-credit, Career Education, or career development

Dean / Supervisor  
Signature

Electronically signed by Alex Miranda on 10/25/2021 6:06:14 AM

IEC Signature

Electronically signed by Robyn Brammer on 11/15/2021 7:34:51 PM

CCD Signature

Electronically signed by Robyn Brammer on 11/22/2021 6:07:47 PM

Vice President Signature

Electronically signed by Meridith Randall on 01/14/2022 3:39:54 PM