Program Revitalization, Suspension, or Discontinuation

**Philosophy and Purpose**

The College of the Redwoods District is committed to upholding the vitality and integrity of its educational programs through processes of regular and ongoing evaluation. This may lead to instances where there are concerns about program viability and that may cause a program to be recommended to the President/Superintendent for analysis. This procedure delineates a transparent and data-driven process to consider the relevant issues and to bring an appropriate and timely resolution regarding program revitalization, suspension or discontinuation.

**Definition of a Program**

An instructional program is defined as a discipline and/or as an organized sequence or grouping of courses leading to a defined objective such as a major (area of emphasis), degree, or certificate.

**Consideration of Collective Bargaining Rights**

Nothing contained in this Administrative Procedure is intended to infringe upon, diminish, or supersede any collective bargaining rights established for employees of the District. Consideration of issues that fall under the scope of bargaining will be addressed through the regular processes established for such consideration by the District and its collective bargaining units.

**Program Revitalization, Suspension or Discontinuation Evaluation Process**

*Step One: Program Analysis Request*

Program revitalization, suspension, or discontinuance discussions can be initiated by administration, faculty, Program Review Committee or Academic Senate. The Program Analysis Request (Appendix A) submitted to the appropriate Dean/Director shall be forwarded to the Chief Instruction Officer/Chief Student Services Officer (CIO/CSSO). The Academic Senate Co-Presidents shall be consulted on whether to move the recommendation forward to the President/Superintendent.

*Step Two: Appointment of the Task Force*

If a Program Analysis Request is approved by the President/Superintendent, a task force will be appointed. The Task Force shall be composed of the following:

- One Dean or Director not connected to the program
- One Academic Senate Co-President or their designee
• Two faculty members who are not members of the program or division, appointed by the Academic Senate (or designee appointed by the President if a faculty member is not available)
• One representative appointed by the President/Superintendent

The Task Force will be co-chaired by the Dean/Director and one faculty member. The Co-chairs’ responsibilities include, but are not limited to, the following:

• Consult with the Office of Institutional Research and other resources to gather information being used to formulate recommendations
• Prepare a written summary of each meeting
• Produce a Task Force Recommendation Report

The Dean/Director and faculty who are responsible for, or teach in, the program under review will not serve as members of the Task Force but shall provide information to the Task Force.

The work of the Task Force is strictly confidential. Information relating to the process may only be discussed with other Task Force members.

**Step Three: Program Analysis**

Program Analysis involves completion of Appendices B and C. The Office of Institutional Research is responsible for completing the quantitative data within Appendix B. The Task Force is responsible for researching and gathering the qualitative data within Appendix C. When data collection is complete, the Dean/Director and faculty from the program shall be given the opportunity to review and/or supplement the data from Appendices B and C. The Task Force will then commence analysis of all data.

**Step Four: Task Force Program Recommendation Report**

Subsequent to review of all of the relevant information, the Task Force will prepare a report that consists of a summary and analysis of the data used to arrive at the recommendation. Any disagreement among Task Force members on the final recommendation will be documented in the report.

The Dean/Director responsible for and Faculty who teach in the program under review will have the opportunity to review the initial report for findings of fact. The final report shall be submitted to the CIO/CSSO and the President/Superintendent no more than sixty (60) days after formation of the Task Force unless otherwise agreed to between the CIO/CSSO and the task force co-chairs.

The three possible recommendations that may be provided by the Task Force include:

1. **Program Revitalization**: A program may be recommended to continue with qualifications. These qualifications may include specific interventions designed to improve the viability of the program, such as training and professional development,
AGENDA ITEM 5.3

curriculum changes, reallocation of resources, a new full-time faculty position, or restructuring the program.

The Task Force Recommendation Report for Program Revitalization shall include:

- Detailed description of recommended interventions
- Timeline during which these interventions will occur
- Expected outcomes following program revitalization
- Plan for program re-evaluation that includes a timeline for feedback regarding program viability from the CIO/CSSO to the President/Superintendent and Academic Senate

2. Program Suspension: A program may be recommended for one or more year’s suspension.

The Task Force Recommendation Report for Program Suspension shall include:

- Detailed plan and recommended timeline for the suspension of the program that minimizes the impact on students, faculty, staff and the community
- Impact report explaining how phasing out the program for suspension will affect students, faculty, staff, and the community
- Amount of cost savings achieved by the program’s suspension
- Recommendations for how currently enrolled students may meet their educational objectives through alternative means while the program is under suspension
- Requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining of faculty and staff, if necessary, while the program is under suspension
- Conditions necessary for program reinstatement (refer to AP 4020)

3. Program Discontinuance: A recommendation to discontinue a program will occur when, after a full evaluation study, it is concluded that it is no longer in the best interest of the College, its students, and the larger community for the program to continue.

The Task Force Recommendation Report for Program Discontinuance shall include the following:

- Detailed plan and recommended timeline for phasing out the program that minimizes the impact on students, faculty, staff and the community
- Impact report explaining how phasing out the program will affect students, faculty, staff, and the community
- Amount of cost savings achieved of the program’s discontinuance
- Recommendations for how currently enrolled students may meet their educational objectives through alternative means
- Requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining
Step Five: Decision

The President/Superintendent has full responsibility and authority to implement the recommendation as designee of the Board of Trustees. If the President/Superintendent concurs with the Task Force recommendation, the President/Superintendent will direct the appropriate administrators to work with faculty and staff to create a detailed plan for implementation.

If the President/Superintendent decides not to implement the recommendation for revitalization, suspension, or discontinuance, then he or she shall communicate the reasons in writing to the College community.

History:
Interim edition implemented July 1, 2013
Revisions September 2013, February 2014 (Academic Senate and College Council feedback)
2nd Interim edition implemented Spring 2014
Revisions ongoing by ASPC Fall/Spring 2014-2015
For Academic Senate Approval 3/6/2015
AGENDA ITEM 5.3

Appendix A

PROGRAM ANALYSIS REQUEST FORM

Program Name: ____________________________________________________

This Program Analysis Request must be supported by the program review or other appropriate data and shall be submitted to the President/Superintendent. The President/Superintendent will determine if a Task Force shall be convened to evaluate the program for revitalization, suspension or discontinuance.

Please check the indicators that triggered the initiation of the program revitalization, suspension or discontinuance process. Please attach the program’s most recent Program Review to this proposal request.

MULTIPLE INDICATORS (please check multiple indicators below)

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<td>Enrollment has declined at least three of the last five years.</td>
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<td>FTES/FTEF is consistently below the district average, or has declined at least three of the last five years.</td>
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<td>Success rates are consistently below the district average, or have declined at least three of the last five years.</td>
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<td>Program completions are consistently below the division’s district average, or have declined at least three of the last five years.</td>
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<td>Insufficient availability of courses for students to complete the program within its stated duration.</td>
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<td>Nonaligned with federal and state law.</td>
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<td>Lack of available program personnel (faculty/staff).</td>
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<td>Changes in the local and/or regional job market.</td>
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<td>Changes in community/student needs or interests.</td>
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<td>Outdated curriculum.</td>
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<td>Other:</td>
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Name of Requestor _________________________ Date ____________

Approved ☐ Denied ☐

President/Superintendent _________________________ Date ____________
If the Program Analysis Request is approved by the President/Superintendent, the Director of Institutional Research will complete the Program Analysis Form within a two-week period and submit to the co-chairs of the Task Force. The form will address all applicable criteria below for the most recent 6 terms (compared to the current district average) unless information is unavailable or not applicable.

### PROGRAM REVITALIZATION, SUSPENSION AND/OR DISCONTINUANCE

#### PROGRAM ANALYSIS FORM– QUANTITATIVE DATA

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<th>Criteria</th>
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<td>8. Student Success (C or better)</td>
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### AGENDA ITEM 5.3

**Appendix C**

**PROGRAM ANALYSIS FORM – QUALITATIVE DATA**

This report will address all applicable criteria below unless information is unavailable or not applicable.

1. The impact the action will have on the general education curriculum or the curriculum of other programs.
2. The ability of students to complete their degree or certificate or to transfer. This includes maintaining the catalog rights of students.
3. The College’s ability or inability to provide the resources to maintain the program.
4. Balance of college curriculum (for example, ensuring the non-elimination of all of one type of programs, such as foreign languages).
5. Replication of programs in the surrounding area and their efficacy.
6. The potential impact on diversity at the College.
7. Alignment with Chancellors Office priorities, college mission, accreditation standards, and state and federal law.
8. Effects on local business and industries- i.e., declining market/industry demand (local, regional).
9. Availability of the program at other community colleges.
10. If this is a grant-funded program, what was the agreed institutional commitment for the campus to continue this program?
11. Describe additional financial resources that would be required to sustain the program on an annual basis:
   - Faculty compensation FT/PT
   - Support Staff compensation
   - Facilities costs
   - Equipment costs
   - Supplies cost
12. Potential impact on the community.
PROGRAM REVITALIZATION, SUSPENSION, AND/OR DISCONTINUATION

Philosophy and Purpose

The College of the Redwoods District is committed to the vitality and integrity of its educational programs as validated by processes of regular and ongoing evaluation. Following a transparent process and using appropriate data, this procedure provides a framework for the effective consideration of program vitality that utilizes regular and rigorous institutional evaluation, and in those instances where consideration of discontinuance is appropriate, provides a framework and a process of effective engagement within which to consider the relevant issues and to come to an appropriate and timely institutional resolution.

This procedure will be used to review the revitalization, suspension, or discontinuance of instructional programs. An instructional program is defined as a discipline and/or as an organized sequence or grouping of courses leading to a defined objective such as a major (area of emphasis), degree, or certificate.

Changes in the following indicators may cause a program to be recommended to the President/Superintendent for evaluation (based on quantitative and qualitative data):

- Program review and analysis trends (i.e. enrollment, FTES/FTEF ratio, success and retention rates, etc.)
- Degree and certificate completions
- Alignment with the Chancellor’s Office priorities, the College’s mission, and accreditation standards
- Alignment with state and federal requirements
- Changes in requirements from transfer institutions
- Availability of fulltime and associate faculty
- Budget concerns and lack of sufficient funding
- Changes in demand in the workforce
- Lack of adequate facilities and equipment
- Outdated curriculum

The Program Review process, unit plans, and other strategic, educational and annual planning activities should be referenced and considered among sources of data and direction in this process, but it is important to emphasize that their primary purpose and use is not to target programs for discontinuance. It is also important to note that program revitalization, suspension, or discontinuance should occur only after serious deliberation.

It is necessary to keep in mind that during times of budget reductions or reallocations which necessitate the reduction in (cutting) class sections and reduction in faculty positions, it is possible that the College may not have sufficient course offerings to maintain a program or a major at the College. In such instances, as best as possible, consideration should be given to
satisfying the mission of the College and accreditation standards, meeting student needs, and addressing fiscal realities.

**Consideration of Collective Bargaining Rights**

Nothing contained in this Administrative Procedure is intended to infringe upon, diminish, or supersede any collective bargaining rights established for employees of the District. It is the intention of the District that consideration of issues that fall under the scope of bargaining be addressed through the regular processes established for such consideration by the District and its collective bargaining units.

**Program Revitalization, Suspension and/or Discontinuance Evaluation Process**

*Step One: Program Analysis Request*

Program revitalization, suspension, or discontinuance discussions can be initiated by the administration, faculty within the discipline, the Program Review Committee or the Academic Senate at any time by submitting a Program Analysis Request (Appendix A) to the President/Superintendent. **Recommendations from individual departments or advisory committees will be brought to the appropriate division dean to bring forward to the Vice President/Chief Instruction Officer/Chief Student Services Officer (CIO/CSSO). The Vice President/CIO/CSSO will consult with the Academic Senate Co-Presidents on the recommendations moving forward.**

*Step Two: Appointment of the Task Force*

If a Program Analysis Request is approved by the President/Superintendent, he or she will, with consultation with Expanded Cabinet, appoint a Task Force. The Task Force shall be composed of the following:

- [ ] 2 Deans or Directors **not connected to the program of the program** (Co-Chair, with one of the faculty members described below)
- [ ] Academic Senate Co-President or **designee member of the Executive Committee**
- [ ] 1 faculty member who teaches in the program appointed by the Academic Senate (or designee appointed by the President if a faculty member is not available)
- [ ] 1 faculty member 2 faculty members who is are not a member of the program or division appointed by the Academic Senate (or designee appointed by the President if a faculty member is not available)
- [ ] 1 representative appointed by the President/Superintendent
- [ ] 1 manager appointed by the Managers Council

Deans/Directors or faculty who are responsible for, or teach in, the program under review will not serve as members of the task force but will be expected to provide information to the task force.

To protect the revitalization, suspension, or discontinuance process, all task force members are required to maintain confidentiality throughout and after the conclusion of the process. Confidential information includes issues discussed during the process. All
information relating to the process may only be discussed with other task force members or administrators in the chain of command of the program under review.

The Task Force will be co-chaired by a faculty member to be selected from and by the membership of the Task Force. The responsibilities of the co-chairs of the Task Force include, but are not be limited to, the following:

- Consultation with the Office of Institutional Research and other resources to validate information being used in determining recommendations
- Maintenance of objectivity and integrity during the entire process
- Written summary recorded for each meeting
- Production of a Task Force Recommendation Report

Step Three: Program Analysis

The Office of Institutional Research will complete the Program Analysis Form (Appendix B) within two weeks of the President/Superintendent’s approval of the Program Analysis Request and submit this to the co-chairs of the Task Force, who will then begin work analyzing both quantitative and qualitative data provided.

Current and past quantitative and qualitative data on the program must be researched and reported so that the Task Force can make an informed recommendation to the President/Superintendent and Expanded Cabinet regarding the program’s revitalization, suspension, or discontinuance.

Program faculty will have the opportunity to provide information about their program prior to the initial recommendation by the task force(s). Deans/Directors or faculty who are responsible for, or and Faculty who teach in, the program under review will have the opportunity to review the initial recommendation for findings of fact.

Step Four: Task Force Program Recommendation Report

Subsequent to review of all of the relevant information, the Task Force, working with the Office of Institutional Research, will present its findings, including a recommendation on a course of action, and a timeframe for resolution to the Vice President CIO/CSSO and President/Superintendent. This recommendation report shall be submitted no more than 60 days after formation of the Task Force unless otherwise agreed to between the Vice President CIO/CSSO and the task force co-chairs.

The three possible recommendations that may be provided by the Task Force include:

1. Program Revitalization: A program may be recommended to continue with qualifications. These may include, but are not limited to, specific interventions designed to improve the viability and responsiveness of the program. Examples of Program Revitalization may include a plan of action to enhance the performance and effectiveness of an existing program, which could include training/professional development for faculty and/or curriculum changes/updates; a recommendation to restructure an existing program for
3.2.3 Latest revised AP 4021

greater effectiveness; reallocation of resources; or a recommendation to develop a new program from the existing program.

The Task Force Recommendation Report for Program Revitalization shall include a timeline during which these interventions will occur, an assessment plan, and expected outcomes. All interventions and timelines will also be communicated in writing to the appropriate administrator. After the specified revitalization period is completed the program will be reviewed again on a regular program review cycle.

2. Program Suspension: A program may be recommended for a one or more years suspension. Any recommendation for program suspension must include the criteria used to arrive at the recommendation. Examples or reasoning for the temporary suspension may include but are not limited to:

- Safety issues
- Lack of required equipment or facilities
- Lack of available fulltime or associate faculty
- Regulatory suspension,
- Lack of funding resources
- Misalignment with state, Chancellor’s Office priorities, the College’s mission, accreditation standards, federal law/mandates
- Budget concerns and lack of sufficient funding

The Task Force Recommendation Report for Program Suspension shall include: a detailed plan and recommended timeline for the suspension of the program with the least impact on students, faculty, staff and the community; an impact report explaining how phasing out the program for suspension will affect students, faculty, staff, and the community based on the Program Analysis data; the amount of cost savings achieved by virtue of the program’s suspension; recommendations for how currently enrolled students may meet their educational objectives through alternative means while the program is under suspension; and the requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining of faculty and staff, if necessary, while the program is under suspension.

3. Program Discontinuance: A recommendation to discontinue a program will occur when, after a full evaluation study, it is concluded that it is no longer in the best interest of the College, its students, and the larger community for the program to continue. Any recommendation for program discontinuance must include the criteria used to arrive at the recommendation. The Task Force Recommendation Report for Program Discontinuance shall include the following: a detailed plan and recommended timeline for phasing out the program that minimizes the impact on students, faculty, staff and the community; an impact report explaining how phasing out the program will affect students, faculty, staff, and the community based on the Program Analysis data; the amount of cost savings achieved by virtue of the program’s discontinuance; recommendations for how currently enrolled students may meet their educational objectives through alternative means; and the requirements of collective bargaining for faculty and staff, including application of policies for reduction in force and opportunities for retraining of faculty and staff.
The Task Force’s written report will consist of 1) a summary of the data, 2) an analysis of the data, 3) the recommendation, 4) the factors used to make the recommendation, and 5) a detailed assessment of the recommendations’ impact on the college’s overall educational program and budget, as well as its impact on students, faculty, and staff involved.

**Step Five: Decision**

The President/Superintendent has full responsibility and authority to implement the decision as designee of the Board of Trustees. If the President/Superintendent decides to implement the recommendation for revitalization, suspension, or discontinuance, the President/Superintendent will task the appropriate administrators to work with faculty and staff to develop the program revitalization, suspension or discontinuance timeline, taking into consideration the following:

- Faculty reassignment by FSA or termination
- Staff reassignment or termination
- Alternatives for students to complete program degrees and/or certificates
- Redistribution/discontinuance of equipment, supplies, facilities, and budget

If the President/Superintendent decides not to implement the recommendation for revitalization, suspension, or discontinuance, then he or she shall communicate the reasons in writing to the Expanded Cabinet. If the final decision is to suspend or discontinue the program, then the Chief Instructional Officer or the Chief Student Services Officer, Chief Human Resources Officer, Academic Senate, CRFO, CSEA, and appropriate deans/directors will participate in the following steps:

- Consult with affected faculty and staff member(s) regarding their employment rights
- Consult with students regarding their options for program completion or transfer
Program Name:______________________________

This Program Analysis Request must be supported by the program review or other appropriate data and shall be submitted to the President/Superintendent. The President/Superintendent will determine if a Task Force shall be convened to evaluate the program for revitalization, suspension or discontinuance.

Please check the indicators that triggered the initiation of the program revitalization, suspension or discontinuance process. Please attach the program’s most recent Program Review to this proposal request.

### MULTIPLE INDICATORS (please check multiple indicators below)

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<td>Other:</td>
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Name of Requestor         Date

Approved    Denied

President/Superintendent        Date
Appendix B

If the Program Analysis Request is approved by the President/Superintendent, the Director of Institutional Research will complete the Program Analysis Form within a two-week period and submit to the co-chairs of the Task Force. The form will address all applicable criteria below for the most recent 6 terms (compared to the current district average) unless information is unavailable or not applicable.

**PROGRAM REVITALIZATION, SUSPENSION AND/OR DISCONTINUANCE**  
**PROGRAM ANALYSIS FORM– QUANTITATIVE DATA**

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<td>11.</td>
<td>Labor market demand: vocational and avocational</td>
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<td>12.</td>
<td>Number of program/area transfers</td>
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Appendix C
PROGRAM ANALYSIS FORM – QUALITATIVE DATA
This report will address all applicable criteria below unless information is unavailable or not applicable.

1. The impact the action will have on the general education curriculum or the curriculum of other programs.
2. The ability of students to complete their degree or certificate or to transfer. This includes maintaining the catalog rights of students.
3. The College’s ability or inability to provide the resources to maintain the program.
4. Balance of college curriculum (for example, ensuring the non-elimination of all of one type of programs, such as foreign languages)
5. Replication of programs in the surrounding area and their efficacy.
6. The potential impact on diversity at the College.
7. Alignment with Chancellors Office priorities, college mission, accreditation standards, and state and federal law.
8. Effects on local business and industries- i.e., declining market/industry demand (local, regional).
9. Availability of the program at other community colleges.
10. If this is a grant-funded program, what was the agreed institutional commitment for the campus to continue this program?
11. List specific financial resources required to sustain the program:
   - Faculty compensation FT/PT
   - Support Staff compensation
   - Facilities costs annualized
   - Equipment costs annualized
   - Supplies cost annualized
12. Potential impact on the community.