

2019-2020 Program Review



CAN Program Review (Student Services) - ESO Adelante, A2B & University Center (Odd Year)

Program Review Narratives

2019-2020

Student Services Program Review (SSPR)

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Executive Summary

0. Executive Summary: ESO! Adelante program:

The ¡ESO! Adelante program is a comprehensive transfer pathway program in partnership with San Francisco State University aligned with 3 goals: (1) Improve academic preparedness for entering Hispanic (Latinx) students and current Hispanic (Latinx) students. (2) Improve transfer knowledge to San Francisco State University and (3) Improve bi-institutional transfer and baccalaureate completion rates to San Francisco State University.

Since Fall 2017, the program has served 355 Latinx, first-generation, low resource Cañada college students in different phases in their transfer pathway to San Francisco State University. The strengths of the program include intentional design of the activities, programs and events including a mentorship program, an academic year calendar of events and workshops; campus visits to San Francisco State University; the Adelante Institute to increase transfer knowledge to SFSU; the Passport program align students on the right “path” and the RoadBlock Summit is a professional development program focused on learning how to remove barriers to improve success.

The opportunity to scale up the ¡ESO! Adelante program with San Jose State University and California State University East Bay will increase the transfer pathway options to other California State Universities in the Bay Area. In addition, this is an opportune time to align the ¡ESO! Adelante program with the design of Guided Pathways and the University Center strategic design.

The action plan for this next year is to solidify the program offerings; collect robust data to inform the expansion of the program, align the program with Guided Pathways; use ¡ESO! Adelante program data to inform the scaling up of the program and to inform potential best practice components for the University Center. The hope is to work in partnership with Counseling Center, Transfer Center and key leadership to fulfill this plan

A2B & University Center:

This executive summary captures both A2B (Associates to Bachelor) and the University Center. The A2B was a Title V, Hispanic Serving Institute grant provided program and personnel support for the University Center and also focused on increasing number of high-need and Hispanic students earning bachelor degrees during the grants year from 2012-2018.

The A2B (Associates to Bachelor) Program no longer exist. The program itself dissolved after six years in fall 2018. The three primarily goals of A2B were:

- Improve the transition to the bachelor’s degree programs for Cañada College
- Bring new, workforce-relevant bachelor’s degree programs to Cañada College
- Improve academic support services for University Center Students

Program highlights from A2B include high-touch case management; series of workshops to support academic success; student service and academic support programs: COLTS I, II and I; peer mentoring and tutoring support, in addition to faculty connection

for each University Center programs.

The goal of the University Center is to give students an opportunity to go from Associates to Bachelors degree at Cañada College. 2013-2016 marked the height of university partnerships in the University Center. During that time period, anywhere between 4-8 programs were offered with anywhere between 2-4 university partners. The university partners included San Francisco State, Notre Dame de Namur, National, National Hispanic and Arizona State University and the programs included BS Nursing, BA Psychology, BS Business, BA Human Services, BS Allied Health, BA Child Development, BS Family and Human Development (online) and BA Educational Studies (online) the during grant period 2012-2018. During that time, A2B provided the personnel and program support for the University Center.

The eventual goal was to institutionalize the A2B programs under the University Center. However due to staff transition and funding, the University Center currently exist without the personnel and program services from the A2B. The single University partner that remains is with Notre Dame de Namur with BA degree offerings in, Psychology, Human Services and Business. This is opportune time to revision what a University Center at Cañada College could be structurally and organizationally.

The goal of this academic year will mark a year of deep dive data collection and analysis to provide a new vision for the University Center. Strategic partnerships with key College departments and leadership will be formed to advise this process.

Program Context

1. Mission: ESO! Adelante program:

The mission of the ¡ESO! Adelante program is to support Latinx, high-need, high-potential, low-resource students in their transfer pathways to San Francisco State University through transfer support programs at Cañada College and San Francisco State University. The ¡ESO! Adelante mission aligns with Cañada College mission by creating an environment, ensuring that all students have equitable opportunities to achieve their transfer, career education, and lifelong learning educational goals.

A2B & University Center:

Part of the mission of Cañada College is to provide our community with a learning-centered environment, ensuring that all students have equitable opportunities to achieve their transfer, career education, and lifelong learning educational goals.

The University Center provides an opportunity to go from an associate's degree to a bachelor's degree at Cañada College with one of the partner universities. The University Center aligns with the College mission by providing students with equitable opportunities for disproportionately impacted students to achieve their educational goals.

The A2B program aimed to increase the number of high-need and Hispanic students earning bachelor's degree through academic and support programs for the College and the University Center focusing on equitable and learning-centered environment for disproportionately impacted students.

2. Program Description: ESO! Adelante program:

The programs offered in ESO! Adelante support the goals to (1) Improve academic preparedness for entering Hispanic/Latinx students and current Hispanic (Latinx) students. (2) Improve transfer knowledge to San Francisco State University and (3) Improve bi-institutional transfer and baccalaureate completion rates to San Francisco State University include the following:

Programs at Cañada:

Peer Mentorship: The ESO! Adelante Peer Mentorship model is 1) Academic Focused, 2) Growth Mindset Informed, 3) Culturally Affirming, and 4) Attuned to student life demands. The program has Student Learning Outcomes in alignment with these characteristics: 1) Mentees will identify academic goals and track progress towards goals; 2) Mentees will learn that one's intelligence can grow and apply this concept to a student challenge; 3) Mentees' personal experiences are validated and seen as strengths or resources; 4) Mentees will utilize academic preparation services (e.g., tutoring, jams, Colts-Con) and other services that support a student's pursuit towards their academic goal (e.g., SparkPoint, EOPS, TRIO, etc). Mentors are trained intentionally toward each goal. Additionally, the Adelante program has implemented a "Linked Peer Mentor Model" wherein a mentor has been linked to a Basic Skills English course to further Goal #1. The model commenced in Fall 2017 with 1 Eng 836 section, continued in Spring 2018 with 1 section of Eng 847 and 827 as well as 1-time workshops with 2 Eng 847 sections. Based on learnings, the model evolved to 1-time focused workshops in Spring 2019 with 2 sections of Eng 100. We plan to continue and

Calendar of Events: Since Fall 2017 the program has provided the following events: 4 SFSU Campus Visits, 5 SFSU Jumpstarters (orientation prep), 2 facilitation of University Rep visit with College for Working Adults, 2 SFSU Business Informationals, 11 Linked Mentor Workshops, 2 Institute Series, and targeted outreach for 7 specific Transfer Center events. In addition to providing each of the events per semester, we also provide at least 1 gathering each semester for mentees to connect with each other to promote community.

Adelante Institute: In partnership with the Transfer Center, Career Center and SparkPoint, the Adelante Institute is a self-paced series of online activities to support students in their transfer goal to San Francisco State University. The series of online activities help students with Transfer preparation, Career exploration and College budgeting. Students are placed in 3 different modules depending on number of units: Entering Students (0-22 units), Continuing Students (22-40 units) and Transfer-Ready Students (40 plus).

Passport Program to Success program is a program that puts students on the right path for transfer success to San Francisco State University by helping students track their activities and workshop participation.

Programs at San Francisco State University:

Peer mentorship: Transfer students in their first year at SF State are provided one-on-one mentorship with a current SFSU transfer student. Mentorship meetings primarily focus to support current students with their concerns with transition, sense of belonging, and general success as a transfer student.

Hist 451: Bay Area History and Society for transfer students

A unique course developed to support first-semester students with the transition from their community college to SFSU. This course is a 3-unit, general education course developed to develop a sense of transfer community and connection while preparing students for upper-division coursework. Transfer Peer Mentors work within the classroom to assist students to meet course goals.

Engagement events for transfer students

Ranging from social to informational events, the project partners with programs and resources to provide transfer students with opportunities to engage with other transfer students and the campus community. Past events include advising workshops, transfer student mixers, financial aid workshops, and the campus-wide celebration of National Transfer Student Week.

A2B & University Center:

The goal of the University Center provides associate's degree to bachelor's degree with one of the partner universities while A2B provides the support to help improve the transition to the bachelor's degree programs for Cañada College; bring new, workforce-relevant bachelor's degree programs to Cañada College and to improve academic support services for University Center Students.

Specific programs and activities include:

- Case management
- Counseling
- Tutoring
- Peer mentors
- Workshops offered on topics such as writing, speaker series and financial aid
- Academic support programs including peer mentoring, tutoring and librarian assistance
- COLTS: COLTS I and COLTS II were developed to support first-year students in partnership with other programs, COLTS III built upon COLTS I and II to assist student with their transfer pathway

The University Center had 4 university partners including San Francisco State, Notre Dame de Namur, National, National Hispanic and Arizona State University during grant period 2012-2018 and Notre Dame de Namur continues to be a university partner.

3. Community & Labor Needs: ESO! Adelante Program: N/A

A2B & University Center:

While the University Center continues to have an existing partnership with Notre Dame de Namur, the goal of this academic year will focus on deep dive data collection and analysis to provide a new vision for the University Center. Strategic partnerships with

key College departments and leadership will be formed to help advise the strategic proposal. Community needs, employment needs and technology needs will be integrated in the strategic proposal development.

4. Equity & Access: ESO! Adelante Program:

Our program has targeted Latino, low-income, basic skills OR first-generation college students. We do not have a unit enrollment requirement. Consequently, 50% of our students are part-time students. To adequately service these 4 groups of students, we have provided multiple methods of entry and participation: 1) consistent peer mentorship located around campus; 2) in class mentorship for some basic skills students; 3) zoom meet-n-greet with SFSU student mentors; 4) in-person on-campus workshops; 5) Online Activities through the Institute; 6) evening office hours for student appointments; 7) staff appointments available in-person or over the phone.

Our mentorship activities are structured so that the experience is tailored and student-directed. Our Passport program also places the program experience in a student's hands as they are responsible for tracking their participation through the recommended services delivered by the program or other programs on campus. Staff check-ins via phone, email or in person are also scheduled to manage engagement throughout all of these methods of participation.

A2B & University Center:

The goal of the University Center is to provide associate's degree to bachelor's degree with one of the partner universities while A2B provided the support to help improve the transition to the bachelor's degree programs for Cañada College; bring new, workforce-relevant bachelor's degree programs to Cañada College and to improve academic support services for University Center Students.

The University Center aligns equity and access by providing minoritized and disproportionately impacted students with opportunities to achieve a Bachelor degree at Cañada College and to help students with their transition to Bachelor programs through the academic and student support programs offered through A2B.

The A2B data demonstrates that majority of the students who participated in the programs are from minoritized populations. Of the 78 students the A2B program was able to capture during the 6 year grant period, over 80% are from minoritized populations, 72% are from disproportionately impacted populations and 63% identified as Hispanic. The University Center data demonstrates of the 98 University Center student surveyed in 2013, 53% are from minoritized populations, 35% are from disproportionately impacted populations and 13% identify as Hispanic.

Looking Back

4. Major Accomplishments: ESO! Adelante Program:

Launching and maintaining formal partnership with San Francisco State University: We have established a formal partnership with the Dean of Undergraduate Education, Lori Beth Way and Project Manager, Jasmine Kamariotis. Through their work they established a transfer student-targeted course, Hist 451, that fulfills an upper GE requirement and links the Peer Mentor supports at SF State. In addition to establishing instructional and student supports, we are in the process of establishing clear data sharing parameters to accurately track Canada-SFSU transfer students.

Establishing formal partnerships with Canada Departments and Services: Through the duration of the project, we have established working partnership with the Business Department, English Department, SparkPoint, Transfer Center, Career Center and fellow mentorship programs (i.e. BTO, STEM, and Peer Health Educators).

Program Implementation and Improvement: We collected and reflected on qualitative and quantitative data to help refine our programming so as to increase outreach, participation and utilization of services in partnership with SF State. Programmatic accomplishments include: A) 78% Fall 18-to- Fall 19 Persistence; B) Approximately 18% of SFSU Fall 2019 Canada Transfers Served; C) 16% SFSU Fall 2018 Canada Transfers served; D) 217 students served in past grant year, and 98 students in mentorship program this grant year (Oct 18-Sept 19); E) 70 students currently in mentorship program; F) Implemented and increased participation in Adelante Institute, currently at 84 students.

A2B & University Center:

2012-2016 was the height of A2B and the University Center. COLTS I, Start Strong, a program was developed for first-year students, COLTS II, Stay Strong was a follow-up for COLTS students and COLTS III, Finish Strong started for pre-transfer-ready students. COLTS Con was continued through another HSI grant with the end of the A2B grant. COLTS Con was continued due to

the programs' effectiveness. Additionally, the University Center at its height had 4 articulation agreements with 4 partner Universities offering a total of 8 programs. The 4 partner Universities include: San Francisco Sate, Notre Dame de Namur, National, National Hispanic and Arizona State University and the academic programs include: BS Nursing, BA Psychology, BS Business, BA Human Services, BS Allied Health, BA Child Development, BS Family and Human Development (online) and BA Educational Studies (online).

5. Impact of Resource Applications: ¡ESO! Adelante program is grant funded. No resource request was submitted previously.

A2B & University Center. No resource request was submitted previously.

Current State of the Program

6A. State of the Program - Observation: ¡ESO! Adelante program:

The current state of our program is programmatically strong. The programs, workshops and activities are comprehensive and intentionally designed to educate and support Latinx, first-generation, low resource college students. The partnerships both formal and informal with departments and services at the College are strong and the partnership with San Francisco State University is productive resulting in two transfer support programs and year round engagement events for students at SFSU.

Although ESO! Adelante is strong programmatically and strong in partnership with College departments and San Francisco State University, there are few challenges which can also be seen as opportunities. First, where the program is situated organizationally can be re-aligned. The program will have greater impact if it was structurally situated with the Transfer Center/Counseling Center to continue to provide high touch support to students to help them with their transfer pathway to SFSU and eventually to other CSUs in the Bay Area.

A2B & University Center:

A2B no longer exist and the University Center currently has one existing partnership with Notre Dame de Namur. The success of A2B centered on academic and student support programs such as COLTS, tutoring, peer mentoring, counseling, high touch case management and series of workshops throughout the year to support students with their educational goal of getting a Bachelor degree either by transferring to a four-year University or through the University Center.

The University Center staff transition, leadership transition at Cañada College, leadership transition at partner Universities, low enrollment of the classes being offered, cost of tuition and model that is difficult to sustain are some of the contributing factors to a struggling University Center.

6B. State of the Program - Evaluation: ¡ESO! Adelante program:

Equity and access are central to every aspect of the ESO! Adelante program including the program design and the implementation. However, in order to continually improve in how we design and deliver our programs, continuous professional development on how to use data to inform our work particularly through an equity lens needs to take place. An opportunity to do a deep data dive through an equity lens will take place on November's RoadBlock Summit.

A2B & University Center:

Strategic partnerships including key departments and leadership need to be included in the development of a strategic proposal for the University Center in 2020. A data and an assessment plan need to be developed with Office of Planning, Research and Institutional Effectiveness (PRIE) to inform the University Center strategic proposal in 2020. University Center data is limited and A2B data needs more investigation and analysis for us to truly understand how equity and access were at the center of the work.

7A. Current SAOs & SLOs: ¡ESO! Adelante program:

The three Service Area Outcomes (grant goals) for the ¡ESO! Adelante program are:

- (1) Improve academic preparedness for entering Hispanic (Latinx) students and current Hispanic (Latinx) students.
- (2) Improve transfer knowledge to San Francisco State University
- (3) Improve bi-institutional transfer and baccalaureate completion rates to San Francisco State University.

A2B & University Center:

The three Service Area Outcomes for A2B were:

- Improve the transition to the bachelor's degree programs for Cañada College
- Bring new, workforce-relevant bachelor's degree programs to Cañada College
- Improve academic support services for University Center Students

The Service Area Outcome for the University Center is to give students an opportunity to go from Associates to Bachelors degree at Cañada College.

7B. SAO Assessment Plan: ¡ESO! Adelante program:

The three service area outcomes or grant goals are assessed annually with established programs. The measures and outcomes are aligned with each of the SAO or grant goals.

(1) Improve academic preparedness for entering Hispanic (Latinx) students and current Hispanic (Latinx) students.

The programs identified to help students with their academic preparedness are Colts Con, Math and Word Jams, Tutoring, Learning communities (Puente, CWA and Support Services (TRIO, EOPs, Promise), Counseling visits and the ESO! Adelante peer mentorship program.

The measure is the number of ESO! Adelante student participation in these programs and the outcome is 100% of ¡ESO! Adelante students will participate in at least 50% of the student focused activities and surveys from the mentorship program to improve academic preparedness.

(2) Improve transfer knowledge to San Francisco State University

The programs identified to help students with improve transfer knowledge include SFSU Visits, SFSU Business informational workshop, ¡ESO! Adelante Institute and Transfer Center Workshops. The program identified to help staff improve transfer knowledge is the RoadBlock Summit and bi-institutional data tracking.

The measure is the number of ESO! Adelante student participation and the outcomes are 100% of our ESO! Adelante students will attend at least two programs and feedback from program surveys to demonstrate improved transfer knowledge

(3) Improve bi-institutional transfer and baccalaureate completion rates to San Francisco State University.

The programs identified to improve bi-institutional transfer and baccalaureate completion rates to San Francisco State University are Jumpstarter, HIST 451 (Transfer course at SFSU), SFSU mentor program and graduate rates.

The measure is the ESO! Adelante the number of ¡ESO! Adelante student participant who transferred to SFSU and the number of ESO! Adelante students who transferred San Jose State University and California State University East Bay. The outcome is 35% transfer rate by the end of grant. Graduate rate will be determined in December 2019.

A2B and University Center:

The A2B program was assessed on the following Service Area Outcomes annually, however I am unable to access and identify consistent data.

1. Improve the transition to bachelors degree programs for Cañada College students
2. Bring new, workforce-relevant bachelors degree programs to Canada College
3. Improve academic support services for University center students

In 2018, during the no cost extension year, an external evaluator, Hatchuel Tabernick & Associates (HTA) used a utilization-focused approach combining mixed methods of interviews, surveys, and program data to produce a 2012-2018 Retrospective Report in which much of this program review is drawn from.

No annual assessment plan can be found for the University Center. However, a document titled "A2B Brief" included a University Center student survey that was conducted in 2013. Recent interviews were also conducted with former University Center staff, students and faculty. Both qualitative data from the interviews and quantitative and qualitative data from the University Center

survey 2013 are used to inform this program review and the University Center 2020 strategic proposal.

7C. SAO Assessment Results & Impact: ESO! Adelante program:

100 students participated in the ESO! Adelante program in this grant year.

SAO #1: Improve academic preparedness:

96% of ESO! Adelante students met with a counselor, 81% are part of the peer mentorship program, 77% have participated in Math and Word Jams and over 70% participated in Tutoring, Learning communities (Puente, CWA and Support Services: TRIO, EOPs, Promise)

Results from Mentee Survey. Context: From 18 Fall through 19 Spring we had 58 survey responses. They are representative of the population we serve, but they skew towards 1 mentor over the others. We have used this mentor-bias to inform our selection of future mentors, and I bring these survey results into mentor evaluation conversations.

93% of survey respondents Agreed that their mentor connected them to resources available on campus. Of the Resources that their Peer Mentor connected them to, these are the top 8 resources referred, in order of frequency: 1) Tutoring, 2) Financial Aid, 3) JAMs, 4) Transfer Center, 5) EOPS, 6) SparkPoint, 7) TRIO, and 8) PCC. The top 2 academic strategies suggested and practiced were Attending Tutoring (65%) and communicating with their professor (90%). 99% of respondents felt that the program helped them address an academic challenge

36% of respondents experienced an increase in their Growth Mindset as measured by PERTS Assessment Tool. 98% of participants had a Growth Mindset or an Intermediate Mindset, wherein they predominantly believe they have the ability to grow their intelligence, but they also somewhat believe that they are inherently limited in some ways. We noticed students who experienced a decline in their Growth Mindset were exclusively from ESL or DRC populations.

SAO #2: Improve transfer knowledge to San Francisco State University

20% of students in the program participated in 2 or more SFSU Transfer focused events. 66% of students participated at least SFSU Transfer focused events. The data needs improvement as we were not able to collect participation for the University Rep visits in 2018-2019 academic year, including Transfer Day.

Of all SFSU Transfer focused events, our average survey response was 4.3 on a scale of 1-5 where 1 is Strongly Disagree and 5 is Strongly Agree. Therefore, students who attend events "Agree" that the event has helped increase their knowledge of transfer to San Francisco State University.

SAO #3: Improve transfer and baccalaureate completion

20% of transfer-ready ESO! Adelante student transferred SFSU, SJSU and California State University East Bay. 5 out of 40 transfer-ready ESO! Adelante students transferred to San Francisco State University and 2 San Jose State University and 1 California State University East Bay.

Baccalaureate completion rate will be measured in fall 2020.

A2B and University Center:

The three SAO are identified below for A2B. Please note consistent year-to-year program participant demographics were unavailable, therefore outcomes do not demonstrate the full scope of student participation.

1. Improve the transition to bachelors degree programs for Cañada College students
Major specific workshops 13-14: 27% (n=8), 14-15: 32% (n=7) and 17-19: 26% (n=5)
Counseling 13-14: 47% (n=14), 14-15: 68% (n=15) and 17-19: 79% (n=15)
Case management 13-14: 23% (n=7), 14-15: 41% (n=9)
Mentoring 13-14: 7% (n=2), 14-15: 9% (n=9) and 17-18: 37% (n=7)
2. Bring new, workforce-relevant bachelors degree programs to Cañada College
8 programs offered between 2012-2018 in BS Nursing, BA Psychology, BS Business, BA Human Services, BS Allied Health, BA Child Development, BS Family and Human Development (online) and BA Educational Studies (online)
3. Improve academic support services for University center students
Unable to find data on faculty connection to University Center.

Academic support service data include:

Tutoring 13-14: 33% (n=7), 14-15: 32% (n=7) and 17-18: 32% (n=6) participated in 32%

The SAO for the University Center is to give students an opportunity to go from Associates to Bachelors degree at Cañada College.

- The University Center at its height had 4 articulation agreements with 4 partner Universities offering a total of 8 programs.
- Quantitative and qualitative data were collected from Business Administration, Allied Health, Nursing and Psychology program courses from the University Center 2013 survey which produced the following relevant data: 98 respondents: 68% respondents are from the nursing program, 60% of the respondents previously attended Cañada College, location of the University Center was the strongest influence to enroll, students were satisfied with the quality of the program and students were not entirely satisfied with support services available to them at the University Center (before A2B was fully developed).
- Recent interview with former staff and students resulted in the following findings: Staff and leadership transition both at Cañada College and partner Universities made the model difficult to sustain, not enough classes offered for the programs and low enrollment in courses.

Please note additional data needs to be collected to fully inform the development of University Center Strategic Proposal.

7D. SLO Assessment Plan: N/A

7E. SLO Assessment Results & Impact: N/A

Looking Ahead

7F. SAOs & SLOs for the Next Review Cycle: ¡ESO! Adelante program:

(1) Improve academic preparedness for entering Hispanic (Latinx) students and current Hispanic (Latinx) students.

Robust data needs to be collected in order to properly align the ESO! Adelante program with Guided Pathways in the re-design and specifically with GP Academic Support and First Year Experience including AB705 to improve the academic preparedness for Latinx students. Increasing participation in the peer mentorship program is an important gateway to improving academic preparedness for our students.

(2) Improve transfer knowledge to San Francisco State University

At the program level, the existing program offerings in the 3 years of the grant are well- established however, the SFSU Business Informational from the last two semesters have been successful largely in part due to collaboration with Business faculty and the department. The addition of major and program specific workshops in partnership with SFSU and Canada College departments and faculty would support major/program specific transfer knowledge for the students for majors and programs that not been fully explored in this program. In addition, increasing participation in the Adelante Institute is an important goal since the Institute is a signature transfer support program for students. Creative marketing and outreach are instrumental.

(3) Improve bi-institutional transfer and baccalaureate completion rates?at San Francisco State University.

At a macro level, as we look forward to ESO! Adelante expanding to include other CSU partners, clear bi-institutional data sharing with SFSU is being established in fall 2019 semester to improve transfer data tracking to inform program improvement.

To improve baccalaureate completion rates at SFSU, a transfer climate survey is in discussion with the SFSU Dean for Undergraduate Education and Advising specific to their 3rd and 4th college experience.

A2B and University Center:

No SAOs yet identified for next review cycle. The next step plan is to work with key stakeholders, departments and leadership to develop a University strategic proposal in 2020 which will be informed by previous data from A2B; Cañada University Center and best practice University Center data; Cañada College student data. PRIE will be utilized to help inform the proposal.

9. Program Improvement Initiatives: ¡ESO! Adelante program:

Specifically, at the program level, we seek to find creative ways to increase overall participation in our programming specifically the Institute and Peer Mentorship programs and through the development of new partnerships for major and program specific informational workshops.

In order to increase our outreach and institutionalize components of the program that have demonstrated impact on the above

Goals and pertinent Institutional Outcomes, we will need to adequately align, integrate, and expand components of the program to other ongoing college initiatives including Guided Pathways, First Year Experience, AB 705 plan, and the University Center. We will need the guidance of the program review committee to adequately demarcate these impactful components for alignment and integration. Consequently, we would need adequate professional development and support from the Planning, Research, and Institutional Effectiveness team to facilitate this preparation and ultimate transition in 2021. This guidance will inform the programs improvement efforts moving forward.

A2B and University Center:

As demonstrated in data and narrative in this program review, A2B program except that COLTS continued through the support of another HSI grant. The peaks and valleys of the University Center are contributed to a number of factors though not only limited to the following: staff transition, leadership transition at Cañada College, leadership transition at partner Universities, low enrollment of the classes being offered, cost of private tuition and model that is difficult to sustain. This is an opportune time to support the re-visioning of what a University Center can be at Cañada College, however the development of the proposal needs to include key departments, stakeholders and leadership to move this forward.

Recommendations from on how to approach the development of a strategic proposal for the University Center in this program review process are welcomed.

Program Review Narrative Status: Complete

Objective: Expanding ESO! Adelante Program

Work in partnership with Counseling Center and Transfer Center to scale ESO! Adelante program to include California State, East Bay and San Jose State University

Objective Status: 1 - New (PR)

Objective Year: 2020-2021

Estimated Start Date: 01/06/2020

Estimated Completion Date: 05/28/2021

Please select the college goals with which this objective aligns.: Student Completion/Success - Provide educational and student services programs that highlight inclusivity, diversity, and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

Please select the district goals with which this objective aligns.: District Goal #2 - Establish And Expand Relationships With School Districts, 4-year College Partners, And Community-based Organizations To Increase Higher Education Attainment In San Mateo County

Action Plans

2019-2020 - Work with Counseling Center and Transfer Center to scale up ESO! Adelante program to include San Jose State University and California State University, East Bay. (Active)

Who's Responsible for Completing this Action Plan?: Mary Ho

Estimated Completion Date: July 2021

Objective: Guided Pathways and ESO! Adelante

Align ESO! Adelante program with Guided Pathways

Objective Status: 1 - New (PR)

Objective Year: 2019-2020

Estimated Start Date: 11/04/2019

Estimated Completion Date: 05/29/2020

Please select the college goals with which this objective aligns.: Student Completion/Success - Provide educational and student services programs that highlight inclusivity, diversity, and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

Please select the district goals with which this objective aligns.: District Goal #1 - Develop and Strengthen Educational Offerings,

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Interventions, and Support Programs that Increase Student Access & Success

Action Plans

2019-2020 - Align ESO! Adelante program with Guided Pathways specifically academic support and first year experience. The design of Guided Pathway is currently taking place and Mary Ho is co-leading the GP Academic Support and FYE and Ada Ocampo is in the working group. As the design of Guided Pathway progressing this semester, the plan will be work and align ESO! Adelante with Guided Pathway. (Active)

Who's Responsible for Completing this Action Plan?: Mary Ho and Ada Ocampo
Estimated Completion Date: May 29, 2020

Objective: University Center Strategic Proposal

The objective is to create a strategic proposal for the University Center in spring 2020 with key stakeholders, department and leadership.

Objective Status: 1 - New (PR)

Objective Year: 2019-2020, 2020-2021

Estimated Start Date: 11/04/2019

Estimated Completion Date: 10/01/2020

Please select the college goals with which this objective aligns.: Student Completion/Success - Provide educational and student services programs that highlight inclusivity, diversity, and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success.

Please select the district goals with which this objective aligns.: District Goal #2 - Establish And Expand Relationships With School Districts, 4-year College Partners, And Community-based Organizations To Increase Higher Education Attainment In San Mateo County

Action Plans

2020-2021 - The goal of this academic year will focus on deep dive data collection and analysis to provide a new vision for the University Center. Strategic partnerships with key College departments and leadership will be formed to help advise the strategic proposal. Community needs, employment needs and technology needs will be integrated in the strategic proposal development. (Active)

Who's Responsible for Completing this Action Plan?: Mary Ho
Estimated Completion Date: Fall 2020