### 1. Program/Department Description

### 1A. Description

The Water Science program at Ventura College provides students with the technical training they need to pursue a career in the municipal potable water and wastewater industries. Waterworks operators protect public health by ensuring that plant operations comply with state and federally mandated drinking water and wastewater disposal standards.

This program contains twelve courses that enable students to understand and apply knowledge and hands-on skills in drinking water treatment, water distribution, advanced water treatment methodologies, wastewater treatment, wastewater collection, backflow protection, instrumentation, controls, pumps, motors, specialized water mathematics, microbiology, chemistry, and utility management protocols. In addition to the twelve regular courses, there are two internships. The Ventura College Water Science program offers more courses than any other California community college. Considering that the State has predicted more than 8000 jobs in this industry to become available within the next three years, it is important to provide the necessary training that the students require. The Water Science program includes five courses that allow a student to take a single course which prepares them for that specific State exam.

Students seeking an Associate's Degree in Water Science may choose the Water option to prepare them for a career in potable water treatment or the Wastewater option to prepare them for a career in wastewater sanitation. Regardless of the option chosen, both paths lead to rewarding careers protecting the health of both the community and the environment at local, state, and federal levels.

### **Degrees/Certificates**

Program's courses are designed to satisfy State requirements for operator exams.

Associate in Science – Water Treatment

Associate in Science - Wastewater Treatment

Certificate of Achievement:

Water Treatment

Wastewater Treatment

Courses that allow State testing

Water Treatment

Distribution

**Backflow Apparatus Tester** 

Wastewater Collection

Wastewater Treatment

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# 1B. 2012-2013 Estimated Costs (Certificate of Achievement ONLY)

Required for Gainful Employment regulations.

Water		Wastewater	
Treatment	Cost	Treatment	Cost
Enrollment	\$780 -	Enrollment	\$780 -
Fees	\$1539	Fees	\$1539
Books/	\$1,500-	Books/	\$1,500-
Supplies	\$2,500	Supplies	\$2,500
	\$2,280-		\$2,280-
Total	\$4,039	Total	\$4,039

### 1C. Criteria Used for Admission

Open admission with no pre-requisites.

### 1D. College Vision

Ventura College will be a model community college known for enhancing the lives and economic futures of its students and the community.

### 1E. College Mission

Ventura College, one of the oldest comprehensive community colleges in California, provides a positive and accessible learning environment that is responsive to the needs of a highly diverse student body through a varied selection of disciplines, learning approaches and teaching methods including traditional classroom instruction, distance education, experiential learning, and co-curricular activities. It offers courses in basic skills; programs for students seeking an associate degree, certificate or license for job placement and advancement; curricula for students planning to transfer; and training programs to meet worker and employee needs. It is a leader in providing instruction and support for students with disabilities. With its commitment to workforce development in support of the State and region's economic viability, Ventura College takes pride in creating transfer, career technical and continuing education opportunities that promote success, develop students to their full potential, create lifelong learners, enhance personal growth and life enrichment and foster positive values for successful living and membership in a multicultural society. The College is committed to continual assessment of learning outcomes in order to maintain high quality courses and programs. Originally landscaped to be an arboretum, the College has a beautiful, park-like campus that serves as a vital community resource.

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### 1F. College Core Commitments

Ventura College is dedicated to following a set of enduring Core Commitments that shall guide it through changing times and give rise to its Vision, Mission and Goals.

Student Success Innovation
 Respect Diversity
 Integrity Service
 Quality Collaboration
 Collegiality Sustainability

Access
 Continuous Improvement

### 1G. Program/Department Significant Events (Strengths and Successes)

-We have a strong water faculty with a combined water industry experience spanning more than 60 years. Our students' portfolios are strong because their education has been rooted in fundamentals while our wide range of classes at different levels has allowed students to gain the skills they need to be competitive at the next level.

- -Of the 35 California state colleges and universities that offer Water Science courses, Ventura College has one of the most comprehensive programs, providing the vital training required by the state Dept. of Public Health and Water Resource Board for certification and licensure.
- -Those students who receive the Ventura College Associate Degrees in Water Science have established the foundation for both management positions in the water industry and for higher -degrees in related fields such as environmental or engineering from other institutions.

The Water/Wastewater sector is probably the most stable industry in the United States. There are no lay-offs or permanent shut-downs. The public must have drinking water, and the public health must be protected through wastewater treatment.

- -The Ventura College Water Science program has a licensure pass rate of about 80% for the first attempt and a 95% pass rate, which strongly contrasts with the national average of 30 40%.
- Through faculty contacts within the water industry, we have numerous guest speakers that bring new perspectives to the students.

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### **1H. Organizational Structure**

President: Robin Calote, Executive Vice President: Ramiro Sanchez Dean: Kathleen Schrader, Department Chair: Casey Mansfield

### Instructors and Staff

Name	Richard Forde
Classification	Assistant Professor
Year Hired	2011
Years of Work-Related Experience	25
Degrees/Credentials	Ph.D Environmental Engineering
	B.S. – Environmental Microbiology
	Drinking Water License
	Distribution License
	Backflow Certification
	ISO - Registered Environmental Auditor
	CEI - Certified Environmental Inspector
	CLA - Certified Laboratory Analyst

Name	Joe Richardson
Classification	Adjunct Professor
Year Hired	1989
Years of Work-Related Experience	30
Degrees/Credentials	A.S. – Water Science

Name	Wes Richardson
Classification	Adjunct Asst. Professor
Year Hired	2006
Years of Work-Related Experience	10
Degrees/Credentials	A.S. – Water Science

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### 2. Performance Expectations

### 2A. Student Learning Outcomes

# 2A1. 2012-2013 - *Institutional* Student Learning Outcomes

- 1. Communication written, oral and visual
- 2. Reasoning scientific and quantitative
- 3. Critical thinking and problem solving
- 4. Information literacy
- 5. Personal/community awareness and academic/career responsibilities

# 2A2. 2012-2013- <u>Program Level Student Learning Outcomes</u> For programs/departments offering degrees and/or certificates

- 1. Analyze the fundamentals of chemistry, biology and hydraulics, as they relate to the water industry.
- 2. Evaluate water quality management, water source, and the prevention of contamination.
- 3. Analyze the principles involved in the treatment, processing and distribution of potable water.
- 4. Evaluate the collection and treatment of waste water.
- 5. Understand the state licensing requirements for employment in the water industry .

# 2A3. 2012-2013 - *Course* Level Student Learning Outcomes

Attached to program review (See appendices).

# 2B. 2012-2013 Student SUCCESS Outcomes

- 1. The program will increase its retention rate from the average of the program's prior three-year retention rate. The retention rate is the number of students who finish a term with any grade other than W or DR divided by the number of students at census.
- 2. The program will increase its retention rate from the average of the college's prior three-year retention rate. The retention rate is the number of students who finish a term with any grade other than W or DR divided by the number of students at census.
- 3. The program will increase the student success rates from the average of the program's prior three-year success rates. The student success rate is the

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percentage of students who receive a grade of c or better.

- 4. The program will increase the student success rates from the average of the college's prior three-year success rates. The student success rate is the percentage of students who receive a grade of C or better.
- 5. Students will complete the program earning certificates and/or degrees.

# 2C. 2012-2013 Program OPERATING Outcomes

- 1. The program will maintain WSCH/FTEF above the 525 goal set by the district.
- 2. Inventory of instructional equipment is functional, current, and otherwise adequate to maintain a quality-learning environment. Inventory of all equipment over \$200 will be maintained and a replacement schedule will be developed. Service contracts for equipment over \$5,000 will be budgeted if funds are available.
- 3. The Water Science Program will continue to improve its curriculum and learning environment. The program should review curriculum and assess equipment needs including maintenance, to assure that student needs are being met.
- 4. The program will maintain a full-time to part-time FTEF ratio of one-to-one or greater.

### 2D. Mapping of Student Learning Outcomes

Course to Program-Level Student Learning Outcome Mapping (CLSLO)

- I: This program-level student learning outcome is INTRODUCED
- P: This program-level student learning outcome is PRACTICED
- M: This program-level student learning outcome is MASTERED

Courses	PLSLO #1	PLSLO #2	PLSLO #3	PLSLO #4	PLSLO #5
WS v10	I,P	I,P	I,P	I,P	I,P,M
WS v11	I,P	I,P	I,P	I,P	I,P
WS v12	I,P	I,P	I,P	I,P,M	I,P
WS v13	I,P	I,P	I,P	I,P	I,P
WS v14	I,P	I,P	I,P	I,P	I,P
WS v15	I,P	I,P	I,P	I,P	I,P
WS v16	I,P	I,P,M	I,P	I,P	I,P
WS v17	I,P	I,P	I,P	I,P	I,P
WS v18	I,P	I,P	I,P	I,P	I,P
WS v19	I,P	I,P	I,P,M	I,P	I,P
WS v21	I,P,M	I,P	I,P	I,P	I,P
WS v25	I,P	I,P	I,P	I,P	I,P

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# 3. Operating Information

# 3A. Productivity Terminology Table

Sections	A credit or non-credit class.
	Does not include not-for-credit classes (community education).
Census	Number of students enrolled at census (typically the 4 <sup>th</sup> week of class for fall and spring).
FTES	Full Time Equivalent Students
	A student in the classroom 15 hours/week for 35 weeks (or two semesters) = 525
	student contact hours.
	525 student contact hours = 1 FTES.
	Example: 400 student contact hours = 400/525 = 0.762 FTES.
	The State apportionment process and District allocation model both use FTES as the
	primary funding criterion.
FTEF	Full Time Equivalent Faculty
	A faculty member teaching 15 units for two semesters (30 units for the year) = 1 FTE.
	Example: a 6 unit assignment = 6/30 = 0.20 FTEF (annual). The college also computes
	semester FTEF by changing the denominator to 15 units. However, in the program
	review data, all FTE is annual.
	FTEF includes both Full-Time Faculty and Part-Time Faculty.
	FTEF in this program review includes faculty assigned to teach extra large sections (XL
	Faculty). This deviates from the prior practice of not including these assignments as part
	of FTEF. However, it is necessary to account for these assignments to properly represent
	faculty productivity and associated costs.
Cross	FTEF is assigned to all faculty teaching cross-listed sections. The FTEF assignment is
Listed	proportional to the number of students enrolled at census. This deviates from the
FTEF	practice of assigning load only to the primary section. It is necessary to account for these
	cross-listed assignments to properly represent faculty productivity and associated costs.
XL FTE	Extra Large FTE: This is the calculated assignment for faculty assigned to extra large
	sections (greater than 60 census enrollments). The current practice is not to assign FTE.
	Example: if census>60, 50% of the section FTE assignment for each additional group of
	25 (additional tiers).
WSCH	Weekly Student Contact Hours
	The term "WSCH" is used as a total for weekly student contact hours AND as the ratio of
	the total WSCH divided by assigned FTEF.
	Example: 20 sections of 40 students at census enrolled for 3 hours per week taught by
MCCILL	4.00 FTEF faculty. (20 x 40 x 3) = 2,400 WSCH / 4.00 FTEF = 600 WSCH/FTEF.
WSCH to	Using the example above: 2,400 WSCH x 35 weeks = 84,000 student contact hours =
FTES	84,000 / 525 = 160 FTES (see FTES definition).
Diatu!-+	Simplified Formulas: FTES = WSCH/15 or WSCH = FTES x 15
District	Program WSCH ratio goal. WSCH/FTEF  The District goal was got in 2006 to recognize the differences in program productivity.
Goal	The District goal was set in 2006 to recognize the differences in program productivity.

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# 3B: Student Success Terminology

Census	Number of students enrolled at Census (typically the 4 <sup>th</sup> week of class for fall and
	spring). Census enrollment is used to compute WSCH and FTES for funding purposes.
Retain	Students completing the class with any grade other than W or DR divided by Census
	Example: 40 students enrolled, 5 students dropped prior to census,35 students were
	enrolled at census, 25 students completed the class with a grade other than W or DR:
	Retention Rate = 25/35 = 71%
Success	Students completing the class with grades A, B, C, CR or P divided by Census
	Excludes students with grades D, F, or NC.

Ctudos	Cussess by Cubi	oot E	ioocl	Vac	, To	~ C	011K0	• 1	1/0=	turo C	allaga				
Studeni	t Success by Subj	ect, r	iscai	rea	r, Teri	n, C	ours	е	ven	tura C	onege				
WS Com	VS Comparative Summary														
	Fiscal Year	Α	В	С	P CR	D	F	NP NC	W	Graded	1	Com	pleted	Suc	cess
	FY09	87	43	30	1	2	19	0	25	207	0	182	88%	161	78%
	Distribution %	42%	21%	14%	0%	1%	9%	0%	12%						
	FY10	96	47	31	0	5	17	0	19	215	0	196	91%	174	81%
	Distribution %	45%	22%	14%	0%	2%	8%	0%	9%						
	FY11	112	64	33	0	1	24	0	20	254	0	234	92%	209	82%
	Distribution %	44%	25%	13%	0%	0%	9%	0%	8%						
WS Prior TI	hree Year Average	98	51	31	0	3	20	0	21	225	0	204	91%	181	80%
		44%	23%	14%	0%	1%	9%	0%	9%						
	FY12	244	102	32	0	1	20	0	42	441	0	399	90%	378	86%
	Distribution %	55%	23%	7%	0%	0%	5%	0%	10%						
College Pri	or Three Year Average	33%	19%	13%	4%	5%	10%	1%	15%						
-	•														
ws	Course Detail for Sp	ring, 2	2012			Fis	cal Y	ear = F	Y12			Т	erm Co	ode = 2	20120
CourseID	Water Treatment	Α	В	С	P CR	D	F	NP NC	W	Graded	1	Com	pleted	Suc	cess
WSV11	Water Treatment	22	7	2	0	0	0	0	2	33	0	31	94%	31	94%
WSV13	Wastewater Collection	31	0	1	0	0	0	0	3	35	0	32	91%	32	91%
WSV16	Water Quality Protect&C	9	5	5	0	1	3	0	5	28	0	23	82%	19	68%
WSV18	Motors&Pumps Maint &	21	21	1	0	0	1	0	3	47	0	44	94%	43	91%
WSV19	Advanced Water Treatm	11	5	0	0	0	2	0	7	25	0	18	72%	16	64%
WSV21	Water Chemistry&Bacter	17	4	2	0	0	0	0	3	26	0	23	88%	23	88%

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WSV25	Water & Wastewater Ma	13	1	1	0	0	0	0	2	17	0	15	88%	15	88%				
	Spring	124	43	12	0	1	6	0	25	211	0	186	88%	179	85%				
	Distribution %	59%	20%	6%	0%	0%	3%	0%	12%										
WS	Course Detail for Fa		Т	erm Co	ode = 2	01107													
CourseID	Basic Water & Wastewa	Α	В	С	P CR	D	F	NP NC	W	Graded	1	Com	pleted	Suc	Success				
WSV10	Basic Water & Wastewa	20	8	1	0	0	0	0	2	31	0	29	94%	29	94%				
WSV12	Wastewater Treatment	19	16	1	0	0	1	0	1	38	0	37	97%	36	95%				
WSV13	Wastewater Collection	9	6	0	0	0	3	0	4	22	0	18	82%	15	68%				
WSV14	Water Distribution	30	6	3	0	0	1	0	0	40	0	40	100%	39	98%				
WSV16	Water Quality Protect&C	13	7	4	0	0	3	0	2	29	0	27	93%	24	83%				
WSV17	Water&Wastewater Hydr	12	9	5	0	0	2	0	8	36	0	28	78%	26	72%				
	Fall	103	52	14	0	0	10	0	17	196	0	179	91%	169	86%				
	Distribution %	53%	27%	7%	0%	0%	5%	0%	9%										
ws	Course Detail for Summer, 2011 Fiscal Year = FY12											Term Code = 201105							
CourseID	Basic Water & Wastewa	Α	В	С	P CR	D	F	NP NC	W	Graded	1	Com	pleted	d Success					
WSV10	Basic Water & Wastewa	17	7	6	0	0	4	0	0	34	0	34	100%	30	88%				
	Summer	17	7	6	0	0	4	0	0	34	0	34	100%	30	88%				
	Distribution %	50%	21%	18%	0%	0%	12%	0%	0%										
	FY12	244	102	32	0	1	20	0	42	441	0	399	90%	378	86%				
	Distribution %	55%	23%	7%	0%	0%	5%	0%	10%										
	D . II							_											
WS	Course Detail for Sp							ear = F				-	erm Co	-					
CourseID	Water Treatment	Α	В	С	P CR	D	F	NP NC		Graded	I		pleted		cess				
WSV11	Water Treatment	15	14	4	0	0	1	0	3	37	0	34	92%	33	89%				
WSV15	Water Systems Instrum	7	14	4	0	1	3	0	6	35	0	29	83%	25	71%				
WSV16	Water Quality Protect&C	6	2	5	0	0	1	0	2	16	0	14	88%	13	81%				
WSV25	Water & Wastewater Ma	20	1	2	0	0	5	0	2	30	0	28	93%	23	77%				
	Spring	48	31	15	0	1	10	0	13	118	0	105	89%	94	80%				
	Distribution %	41%	<b>26%</b>	13%	0%	1%	8%	0%	11%										
ws	Course Detail for Fa	all, 201	0			Fis	cal Y	ear = F	Y11			Т	erm Co	ode = 2	201007				
CourseID	Basic Water & Wastewa	Α	В	С	P CR	D	F	NP NC	W	Graded	1	Con	npleted	Success					
WSV10	Basic Water & Wastewa	15	8	4	0	0	1	0	1	29	0	28	97%	27	93%				
9/4/2012				ws	S			FY11						Page 23	1 of 233				
9/4/2012				w	S		ı	FY11						Page 23	1 o				

Student	Success by Subj	ect, F	iscal	Year,	Term	ı, C	ours	е	Ven	tura C	ollege				
WSV14	Water Distribution	18	3	2	0	0	2	0	2	27	0	25	93%	23	85%
WSV16	Water Quality Protect&C	10	8	5	0	0	4	0	0	27	0	27	100%	23	85%
WSV21	Water Chemistry&Bacter	8	7	2	0	0	4	0	2	23	0	21	91%	17	74%
	Fall Distribution %	51 48%	26 25%	13 12%	0 0%	0 0%	11 10%	0 <i>0%</i>	5 5%	106	0	101	95%	90	85%
WS	Course Detail for Su	ımme	r, 2010			Fis	scal Y	ear = F	FY11			Т	erm Co	de = 2	01005
CourseID	Basic Water & Wastewa	Α	В	С	P CR	D	F	NP NC	W	Graded	1	Con	npleted	Suc	cess
WSV10	Basic Water & Wastewa	13	7	5	0	0	3	0	2	30	0	28	93%	25	83%
	Summer	13	7	5	0	0	3	0	2	30	0	28	93%	25	83%
	Distribution %	43%	23%	17%	0%	0%	10%	0%	7%						

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	FY11 Distribution %	112 44%	64 25%	33	0	1	24	0	20	254	0	234	92%	209	82%					
			25%	13%	0%	0%	9%	0%	8%											
WS	Course Detail for Sp	oring, 2	2010			Fis	cal Y	ear = F	Y10			T	erm Co	de = 2	01003					
CourseID	Wastewater Collection	Α	В	С	P CR	D	F	NP NC	W	Graded	I	Com	pleted	Success						
WSV13	Wastewater Collection	18	5	2	0	0	0	0	0	25	0	25	100%	25	100%					
WSV16	Water Quality Protect&C	2	4	6	0	1	5	0	1	19	0	18	95%	12	63%					
WSV17	Water&Wastewater Hydr	8	2	7	0	1	1	0	5	24	0	19	79%	17	71%					
WSV18	Motors&Pumps Maint &	18	4	1	0	1	1	0	2	27	0	25	93%	23	85%					
	Spring	46	15	16	0	3	7	0	8	95	0	87	92%	77	81%					
	Distribution %	48%	16%	17%	0%	3%	7%	0%	8%											
WS	Course Detail for Fa	II, 200	9			Fis	cal Y	ear = F	Y10			T	erm Co	de = 2	00907					
CourseID	Wastewater Treatment	Α	В	С	P CR	D	F	NP NC	W	Graded	I	Com	pleted	Suc	cess					
WSV12	Wastewater Treatment	15	6	2	0	0	3	0	1	27	0	26	96%	23	85%					
WSV14	Water Distribution	18	5	2	0	1	0	0	1	27	0	26	96%	25	93%					
WSV16	Water Quality Protect&C	5	7	6	0	0	0	0	3	21	0	18	86%	18	86%					
WSV17	Water&Wastewater Hydr	8	8	2	0	1	3	0	0	22	0	22	100%	18	82%					
	Fall	46	26	12	0	2	6	0	5	97	0	92	95%	84	87%					
	Distribution %	47%	27%	12%	0%	2%	6%	0%	5%											
ws	Course Detail for Summer, 2009 Fiscal Year = FY10 Term Code = 2009													00905						
CourseID	Water Distribution	Α	В	С	P CR	D	F	NP NC	W	Graded	/ Comp		Completed		cess					
WSV14	Water Distribution	4	6	3	0	0	4	0	6	23	0	17	74%	13	57%					
	Summer	4	6	3	0	0	4	0	6	23	0	17	74%	13	57%					
	Distribution %	17%	26%	13%	0%	0%	17%	0%	26%											
	FY10	96	47	31	0	5	17	0	19	215	0	196	91%	174	81%					
	Distribution %	45%	22%	14%	0%	2%	8%	0%	9%											
CourseID	Water Treatment	Α	В	С	P CR	D	F	NP NC	W	Graded	1	Cor	npleted	Su	ccess					
WSV11	Water Treatment	10	14	6	0	0	0	0	5	35	0	30	86%	30	86%					
WSV15	Water Systems Instrum	19	5	1	0	0	3	0	1	29	0	28	97%	25	86%					
WSV16	Water Quality Protect&C	5	3	4	0	0	6	0	1	19	0	18	95%	12	63%					
WSV25	Water & Wastewater Ma	12	6	2	0	0	1	0	2	23	0	21	91%	20	87%					
	Spring	46	28	13	0	0	10	0	9	106	0	97	92%	87	82%					
	Distribution %	43%	26%	12%	0%	0%	9%	0%	8%											
ws	Course Detail for Fa	ill. 200	8			Fis	scal Y	ear = F	Y09			1	Term C	ode =	20080					
CourseID	Basic Water & Wastewa	Α	В	С	P CR	D	F	NP NC	W	Graded	I	Cor	npleted	Su	ccess					
WSV10	Basic Water & Wastewa	19	3	6	0	0	0	0	8	36	0	28	78%	28	78%					
WSV14	Water Distribution	14	1	2	0	2	5	0	0	24	0	24	100%	17	71%					
WSV16	Water Quality Protect&C	5	4	6	1	0	2	0	5	23	0	18	78%	16	70%					
WSV21	Water Chemistry&Bacter	3	7	3	0	0	2	0	3	18	0	15	83%	13	72%					
	Fall	41	15	17	1	2	9	0	16	101	0	85	84%	74	73%					
	Distribution %	41%	15%	17%	1%	2%	9%	0%	16%											
															32 of 23					

Student Success by Subject, Fiscal Year, Term, Course Ventura College														
FY09 Distribution %			30 14%							0	182	88%	161	78%

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3C: 2012 - 2013 Please provide program interpretation for the following:

# 3C1: Interpretation of the Program Budget Information

Program I	Review E	xpenses for Wate	er Science			Funds 111,	, 113, 114,	128*, 445
				FY09	FY10	FY11	FY12	Bud FY13
otal Program	n Beview Evr	penses by Major Budge	t Categories for Wa	itar Science				
i otai Frogram 1	ii Keview Ex	FT Faculty	t Categories for wa	2,955	2,718	2,692	85,932	93,326
2		PT Faculty		36.712	36,724	39,563	25,529	24,411
- 7		Supplies		0	2,536	3,054	8,369	3,000
3		Services		0	0	0	0	2,000
9		Equipment		0	19,474	3,877	12,095	10,000
Total Expens	es for Water	4-1		39,668	61,451	49,185	131,925	132,737
			Ŧ	,	,	,	,	,
Budget by Ma	ijor Budget C	Category Program	n: 095800 - Water an	nd Wastewater T	echnology			
	1	FT Faculty		2,955	2,718	2,692	85,932	93,326
	2	PT Faculty		36,712	36,724	39,563	25,529	24,411
	3	Classified		0	0	0	0	. 0
	4	Student Hourly		0	0	0	0	0
	5	Supervisors		0	0	0	0	0
	6	Managers		0	0	0	0	0
	7	Supplies		0	2,536	3,054	8,369	3,000
		•		0	0	0	0	2,000
	8	Services		U	0	U	•	2,000
	9	Services Equipment		0	19,474	3,877	12,095	10,000
Totals by Maj	9	Equipment			-		-	
	9 or Budget Ca	Equipment ategory	QC Industrial Mfa	39,668	19,474 <b>61,451</b>	3,877 <b>49,185</b>	12,095 <b>131,925</b>	10,000 <b>132,737</b>
111 Unre	9 or Budget Ca	Equipment ategory eral Fund 300	•	0 39,668 Technology	19,474 61,451 095800	3,877 49,185 Water and Wa	12,095 131,925 astewater Tec	10,000 132,737 chnology
111 Unre	9 or Budget Ca estricted Gen 10 095800	Equipment  ategory  eral Fund 3006  Faculty - Full Time Ins	structional	0 39,668 Technology	19,474 61,451 095800 0	3,877 49,185 Water and W	12,095 131,925 astewater Tec 54,730	10,000 132,737 chnology
I11 Unre	9 or Budget Ca estricted Gen 10 095800 11 095800	Equipment  ategory  eral Fund 3000  Faculty - Full Time Instructure Summer Instru	structional uctional Hourly	0 39,668 Technology 0	19,474 61,451 095800 0 2,856	3,877 49,185 Water and Water and Wat	12,095 131,925 astewater Tec 54,730 2,856	10,000 132,737 chnology 2,85
111 Unre 111 30086 11 111 30086 13 111 30086 13	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800	Equipment  ategory  areal Fund  Faculty - Full Time Instruction  Faculty Summer Instruction	structional uctional Hourly nal Hourly	0 39,668 Technology 0 0 18,952	19,474 61,451 095800 0 2,856 16,000	3,877 49,185 Water and Water and Wat	12,095 131,925 astewater Tec 54,730 2,856 8,572	10,000 132,737 chnology 2,85 8,57
111 Unre 111 30086 11 111 30086 13 111 30086 13	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800	Equipment  ategory  areal Fund  Faculty - Full Time Instruction Faculty Fall Instruction Faculty Spring Instruc	structional uctional Hourly nal Hourly tional Hourly	0 39,668 Technology 0 0 18,952 15,714	19,474 61,451 095800 0 2,856 16,000 15,714	3,877 49,185 Water and Water and Wat	12,095 131,925 astewater Tec 54,730 2,856 8,572 12,858	10,000 132,737 chnology 2,85 8,57 11,00
111 Unre 111 30086 11 111 30086 13 111 30086 13 111 30086 13	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800 40 095800	Equipment  ategory  areal Fund  Faculty - Full Time Instruction Faculty Summer Instruction Faculty Spring Instruct Faculty Facilitr/Coord/	structional uctional Hourly nal Hourly tional Hourly 'Hrly Stipend	0 39,668 Technology 0 0 18,952	19,474 61,451 095800 0 2,856 16,000	3,877 49,185 Water and Water and Wat	12,095 131,925 astewater Tec 54,730 2,856 8,572	10,000 132,737 chnology 2,85 8,57 11,00 1,00
111 Unre 111 30086 13 111 30086 13 111 30086 13 111 30086 13 111 30086 13	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800 40 095800 42 095800	Equipment  ategory  areal Fund  Faculty - Full Time Instruction Faculty Summer Instruction Faculty Spring Instruct Faculty Facility/Coord/ Faculty - Office Hours	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty	0 39,668  Technology 0 0 18,952 15,714 1,000 157	19,474 61,451 095800 0 2,856 16,000 15,714 1,000 226	3,877 49,185 Water and Water and W	12,095 131,925 astewater Tec 54,730 2,856 8,572 12,858 500 78	10,000 132,737 chnology 2,85 8,57 11,00 1,00 29
11 Unre 11 30086 11 11 30086 13 11 30086 13 11 30086 13 11 30086 13 11 30086 3	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800 40 095800 42 095800 X1 095800	real Fund 3000 Faculty - Full Time Instruction Faculty Summer Instruction Faculty Spring Instruct Faculty Facilitr/Coord/ Faculty - Office Hours Benefits FT Faculty	structional uctional Hourly nal Hourly tional Hourly 'Hrly Stipend	0 39,668  Technology 0 0 18,952 15,714 1,000	19,474 61,451 095800 0 2,856 16,000 15,714 1,000	3,877 49,185  Water and Wa	12,095 131,925 astewater Tec 54,730 2,856 8,572 12,858 500	10,000 132,737 chnology 2,85 8,57 11,00 1,00 29 1,49
111 Unre 111 30086 11 11 30086 13 11 30086 13 11 30086 13 11 30086 13 11 30086 13 11 30086 3X 11 30086 3X	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800 40 095800 42 095800 X1 095800	Equipment  ategory  areal Fund  Faculty - Full Time Instruction Faculty Summer Instruction Faculty Spring Instruct Faculty Facilitr/Coord/ Faculty - Office Hours Benefits FT Faculty Benefits PT Faculty	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty	0 39,668  Technology 0 0 18,952 15,714 1,000 157 2,955	19,474 61,451 095800 0 2,856 16,000 15,714 1,000 226 2,718	3,877 49,185 Water and Water and W	12,095 131,925 astewater Tec 54,730 2,856 8,572 12,858 500 78 31,202 665	10,000 132,737 chnology 2,85 8,57 11,00 1,00 29 1,49 68
111 Unre 111 30086 11 111 30086 13 111 30086 13 111 30086 13 111 30086 13 111 30086 33 111 30086 3X 111 30086 3X	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800 40 095800 42 095800 X1 095800 X2 095800 estricted Gen	Equipment  ategory  areal Fund  Faculty - Full Time Instruction Faculty Summer Instruction Faculty Spring Instruct Faculty Facilitr/Coord/ Faculty - Office Hours Benefits FT Faculty Benefits PT Faculty	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty	0 39,668  Technology 0 0 18,952 15,714 1,000 157 2,955	19,474 61,451 095800 0 2,856 16,000 15,714 1,000 226 2,718 928	3,877 49,185  Water and Wa	12,095 131,925 astewater Tec 54,730 2,856 8,572 12,858 500 78 31,202 665	10,000 132,737 chnology 2,85 8,57 11,00 1,00 29 1,49 68
111 Unre 111 30086 11 111 30086 13 111 30086 13 111 30086 13 111 30086 13 111 30086 3X 111 30086 3X 111 30186 3X 111 30181 11	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 40 095800 40 095800 X1 095800 X2 095800 X2 095800 estricted Gen 10 095800	Equipment  ategory  eral Fund  300i  Faculty - Full Time Instruction Faculty Spring Instruction Faculty Facilitr/Coord/ Faculty - Office Hours Benefits FT Faculty Benefits PT Faculty eral Fund  301i	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty	0 39,668 Technology 0 0 18,952 15,714 1,000 157 2,955 890	19,474 61,451 095800 0 2,856 16,000 15,714 1,000 226 2,718 928 095800	3,877 49,185  Water and Wa	12,095 131,925 astewater Tec 54,730 2,856 8,572 12,858 500 78 31,202 665 astewater Tec	10,000 132,737 Chnology 2,85 8,57 11,00 1,00 29 1,49 68 Chnology
111 Unre 111 30086 13 111 30086 13 111 30086 13 111 30086 13 111 30086 33 111 30086 3X 111 30086 3X 111 30181 11 111 30161 13	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 40 095800 40 095800 X1 095800 X2 095800 X2 095800 estricted Gen 10 095800	real Fund 3000 Faculty - Full Time Instruction Faculty Summer Instruction Faculty Spring Instruct Faculty Facilitr/Coord/ Faculty - Office Hours Benefits FT Faculty Benefits PT Faculty Faculty - Full Time Instruction Faculty - Full Time Instruction Benefits FT Faculty	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty	0 39,668  Technology  0 0 18,952 15,714 1,000 157 2,955 890  0 0	19,474 61,451  095800  0 2,856 16,000 15,714 1,000 226 2,718 928 095800 0	3,877  49,185  Water and W	12,095  131,925  astewater Tec 54,730 2,856 8,572 12,858 500 78 31,202 665 astewater Tec 0	10,000 132,737 2,85 8,57 11,00 1,00 29 1,49 68 2,400 57,01 34,81
111 Unre 111 30086 11 111 30086 13 111 30086 13 111 30086 13 111 30086 33 111 30086 3X 111 30161 11 111 30161 3X 121 State	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800 40 095800 X1 095800 X2 095800 X2 095800 estricted Gen 10 095800 X1 095800 X1 095800 e Categorica	real Fund 3000 Faculty - Full Time Instruction Faculty Summer Instruction Faculty Spring Instruct Faculty Facilitr/Coord/ Faculty - Office Hours Benefits FT Faculty Benefits PT Faculty Faculty - Full Time Instruction Faculty - Full Time Instruction Benefits FT Faculty	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty I 61 ESL/BESL structional	0 39,668  Technology  0 0 18,952 15,714 1,000 157 2,955 890  0 0	19,474 61,451 095800 0 2,856 16,000 15,714 1,000 226 2,718 928 095800 0	3,877 49,185  Water and W.  0 2,856 19,189 15,142 1,000 157 2,692 1,219  Water and W.  0 0	12,095  131,925  astewater Tec 54,730 2,856 8,572 12,858 500 78 31,202 665 astewater Tec 0	10,000 132,737 chnology  2,85 8,57 11,00 1,00 29 1,49 68 chnology 57,01 34,81 chnology
111 Unre 111 30086 11 111 30086 13 111 30086 13 111 30086 13 111 30086 3X 111 30086 3X 111 30161 11 111 30161 3X 121 State	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800 40 095800 X1 095800 X2 095800 X2 095800 x1 095800	Equipment  ategory  a	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty I 61 ESL/BESL structional	0 39,668  Technology  0 18,952 15,714 1,000 157 2,955 890  0 0 le I, Part C	19,474 61,451 095800 0 2,856 16,000 15,714 1,000 226 2,718 928 095800 0 0 095800	3,877 49,185  Water and W. 0 2,856 19,189 15,142 1,000 157 2,692 1,219  Water and W. 0 0 Water and W.	12,095 131,925 astewater Tec 54,730 2,856 8,572 12,858 500 78 31,202 665 astewater Tec 0 0 astewater Tec	10,000 132,737 chnology  2,85 8,57 11,00 1,00 29 1,49 68 chnology 57,01 34,81 chnology 3,00
111 Unre 111 30086 11 111 30086 13 111 30086 13 111 30086 13 111 30086 3X 111 30086 3X 111 30161 11 111 30161 3X 121 State 121 37010 41 121 37010 52	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800 40 095800 X1 095800 X2 095800 X2 095800 X1 095800 X1 095800 X1 095800 X1 095800 X1 095800 X2 095800 X2 095800 X3 095800 X4 095800 X4 095800 X4 095800	real Fund 3000 Faculty - Full Time Instruction Faculty Spring Instruction Faculty Facilitr/Coord/ Faculty - Office Hours Benefits FT Faculty Benefits PT Faculty Faculty - Full Time Instruction Faculty - Full Time Instruction Benefits FT Faculty Faculty - Full Time Instructional Supplies	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty I 61 ESL/BESL structional 10 Perkins IV, Tit and Material	0 39,668  Technology  0 18,952 15,714 1,000 157 2,955 890  0 0 le I, Part C 0	19,474 61,451 095800 0 2,856 16,000 15,714 1,000 226 2,718 928 095800 0 095800 2,536	3,877  49,185  Water and W.  0  2,856 19,189 15,142 1,000 157 2,692 1,219  Water and W.  0  Water and W.  3,054	12,095 131,925 astewater Tec 54,730 2,856 8,572 12,858 500 78 31,202 665 astewater Tec 0 0 astewater Tec 8,369	10,000 132,737 chnology  2,85 8,57 11,00 1,00 29 1,49 68 chnology 57,01 34,81 chnology 3,00 2,00
111 Unre 111 30086 13 111 30086 13 111 30086 13 111 30086 13 111 30086 33 111 30086 3X 111 30086 3X 111 30181 31 111 30181 11 111 30161 13	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 21 095800 40 095800 42 095800 X1 095800 X2 095800 X1 095800 X1 095800 X1 095800 Categorical 00 095800 42 095800 13 095800 13 095800	real Fund 300 Faculty - Full Time Instruction Faculty Spring Instruction Faculty Facilitr/Coord/ Faculty - Office Hours Benefits FT Faculty Benefits PT Faculty Faculty - Full Time Instruction Faculty - Full Time Instructional Supplies Other Faculty Travel	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty I 61 ESL/BESL structional 10 Perkins IV, Tit and Material	0 39,668  Technology  0 18,952 15,714 1,000 157 2,955 890  0 0 le I, Part C 0 0	19,474 61,451 095800 0 2,856 16,000 15,714 1,000 226 2,718 928 095800 0 0 095800 2,536 0	3,877  49,185  Water and W.  0  2,856 19,189 15,142 1,000 157 2,692 1,219  Water and W.  0  Water and W.  3,054 0	12,095 131,925 astewater Tec 54,730 2,856 8,572 12,858 500 78 31,202 665 astewater Tec 0 0 astewater Tec 8,369 0	10,000 132,737 chnology  2,85 8,57 11,00 1,00 29 1,49 68 chnology 57,01 34,81 chnology 3,00 2,00 3,00
111 Unre 111 30086 13 111 30086 13 111 30086 13 111 30086 13 111 30086 33 111 30086 3X 111 30086 3X 111 30181 3X 111 30181 11 111 30181 11 111 30181 3X 121 State 121 37010 64 121 37010 64	9 or Budget Ca estricted Gen 10 095800 11 095800 21 095800 31 095800 42 095800 42 095800 X2 095800 X2 095800 X1 095800 X1 095800 A1 095800 A2 095800 A3 095800 A3 095800 A4 095800	real Fund 3000 Faculty - Full Time Instruction Faculty Spring Instruction Faculty Facilitr/Coord/ Faculty - Office Hours Benefits FT Faculty Benefits PT Faculty Faculty - Full Time Instruction Faculty - Full Time Instructional Supplies Other Faculty Travel Equip-Instruc Equip-\$	structional uctional Hourly nal Hourly tional Hourly Hrly Stipend - PT Faculty I 61 ESL/BESL structional 10 Perkins IV, Tit and Material	0 39,668  Technology  0 18,952 15,714 1,000 157 2,955 890  0 0 le I, Part C 0 0	19,474 61,451  095800 0 2,856 16,000 15,714 1,000 226 2,718 928 095800 0 0 095800 2,536 0 5,550	3,877  49,185  Water and W.  0  2,856 19,189 15,142 1,000 157 2,692 1,219  Water and W.  0  0  Water and W.  3,054 0 2,095	12,095  131,925  astewater Tec 54,730 2,856 8,572 12,858 500 78 31,202 665 astewater Tec 0 0 astewater Tec 8,369 0 3,931	10,000 132,737 Chnology 2,85 8,57 11,00 1,00 29 1,49 68 Chnology 57,01 34,81

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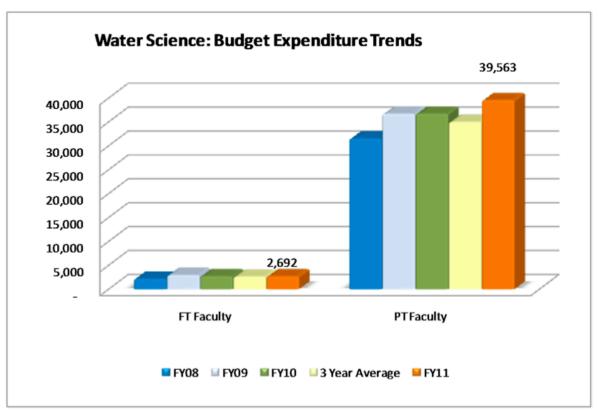
### A1: Budget Summary Table

To simplify the reporting and analysis of the Banner budget detail report, the budget accounts were consolidated into nine expense categories. The personnel categories include employee payroll expenses (benefits). The "3 Year Average" was computed to provide a trend benchmark to compare the prior three year expenses to the FY11 expenses. The "FY11 College" expense percentages are included to provide a benchmark to compare the program's expenses to the overall college expenses.

					3 Year		FY11	FY11
Category	Title	FY08	FY09	FY10	Average	FY11	Program	College
1	FT Faculty	2,200	2,955	2,718	2,624	2,692	3%	12%
2	PT Faculty	31,523	36,712	36,724	34,986	39,563	13%	-10%
	Total	33,723	39,667	39,442	37,611	42,255	12%	0%

### A2: Budget Summary Chart

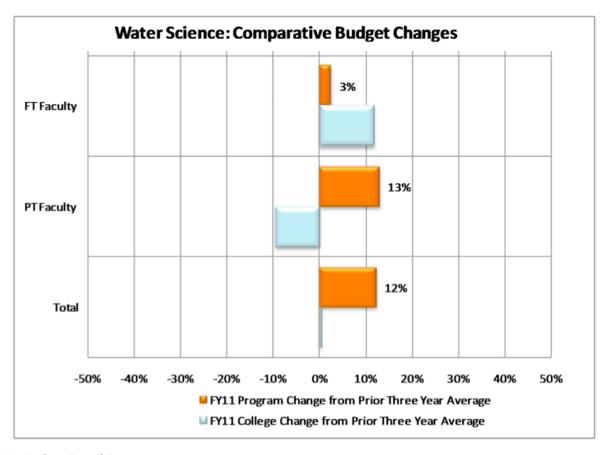
This chart illustrates the program's expense trends. The data label identifies the FY11 expenses (the last bar in each group). The second-to-last bar is the program's prior three year average.



#### A3: Comparative Budget Changes Chart

This chart illustrates the percentage change from the prior three year average expense to the FY11 expenses. The top bar for each budget category represents the program's change in expenses and includes the data label. The second bar represents the college's change in expenses.

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#### A4: Budget Detail Report

The program's detail budget information is available in *Appendix A – Program Review Budget Report*. This report is a PDF document and is searchable. The budget information was extracted from the District's Banner Financial System. The program budget includes all expenses associated to the program's Banner program codes within the following funds: general fund (111), designated college equipment fund (114-35012), State supplies and equipment funds (128xx), and the technology refresh fund (445). The *Program Review Budget Report* is sorted by program (in alphabetical order) and includes the following sections: total program expenses summary; subtotal program expenses for each different program code; detail expenses by fund, organization and account; and program inventory (as posted in Banner). To simplify the report, the Banner personnel benefit accounts (3xxx) were consolidated into employee type benefit accounts (3xxx1 = FT Faculty, 3xxx2 = PT Faculty, 3xxx3 = Classified, etc.).

A5: Interpretation of the Program Budget Information

The program shows a only a 3% increase in average FT faculty expenditures and a 13% increase in average PT faculty over the last three years paralleling the college average expeditures over that same period. The program did not have FT faculty during this period and was conducted entirely by PT faculty.

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### 3C2: Interpretation of the Program Inventory Information

#### B1: Program Inventory Table

This chart shows the inventory (assets) as currently posted in the Banner Financial System. This inventory list is not complete and will require review by each program. Based on this review an updated inventory list will be maintained by the college. A result of developing a complete and accurate inventory list is to provide an adequate budget for equipment maintenance and replacement (total-cost-of-ownership). The college will be working on this later this fall.

Item	Vendor	Org	Fund	Purchased	Age	Price	Perm Inv#	Serial #
#15 474 100 WATER BATH MDL 2	Fisher Scientific	37010	121	6/29/2010	1	2,310	N00022145	209405-1005
Cat #14385464 Genesys 10 VIS W	Fisher Scientific	37010	121	2/11/2010	1	3,136	N00018922	209M341003
Cat #14385464 Genesys 10 VIS W	Fisher Scientific	37010	121	2/11/2010	1	3,136	N00018921	209N014001
Subtotal Inventory for Water an	nd Wastewater Tech	nology				8,582		

### B2: Interpretation of the Program Inventory Information

The equipment list provided by Banner is incomplete and does not reflect the program's holdings. An inventory is underway to provide an accurate equipment list.

### **3C3**: Interpretation of the Program Productivity Information

#### C2: Productivity Summary Table

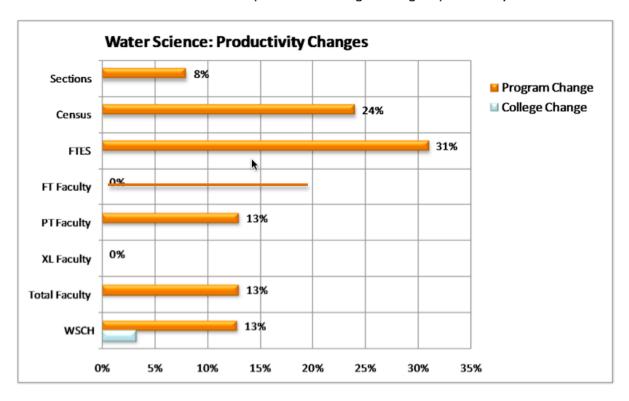
This table is a summary of the detail information provided in the *Program Review Productivity Report*. The "3 Year Average" was computed to provide a trend benchmark to compare the results of the prior three years to the FY11 results. The "FY11 College" percentages are included to provide a benchmark to compare the program's percentages.

				3 Year		Program	College
Title	FY08	FY09	FY10	Average	FY11	Change	Change
Sections	8	8	9	8	9	8%	
Census	202	208	221	210	260	24%	
FTES	20	23	22	22	28	31%	
FT Faculty	-	-	-	-	-	0%	
PT Faculty	0.80	0.87	0.90	0.86	0.97	13%	
XL Faculty	-	-	-	-	-	0%	
Total Faculty	0.80	0.87	0.90	0.86	0.97	13%	
WSCH	375	397	367	384	433	13%	3%

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### C3: Comparative Productivity Changes Chart

This chart illustrates the percentage change from the prior three year average productivity to the FY11 productivity. The top bar for each budget category represents the program's change in productivity and includes the data label. The second bar represents the college's change in productivity.



C4: Interpretation of the Program Productivity Information

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		_							
	Program R	eview Pro	ductivity a	ind WSC	H Ratios Re	port			
ws									
WS Produc	tivity Measures	FY09	FY10	FY11	3 Yr Avg		FY12	Change	
	Sections,	8	9	ç	9		14	62%	
	Census,	208	221	260	230		445	94%	
	FTES,	23	22	28	3 24		47	93%	
	FT Faculty,	0.00	0.00	0.00	0.00		0.87	#Div/0!	
	PT Faculty,	0.87	0.90	0.97	0.91		0.60	-34%	
	XL Faculty,	0.00	0.00	0.00	0.00		0.00	0%	
	Total Faculty,	0.87	0.90	0.97	0.91		1.47	61%	
ws	District WSCH Ratio: WSCH	/ (FTFTE +	PTFTE)						
Course	Title	FY09	FY10	FY11	3 Yr Avg	FY12	% Change	Dist Goal	% Goa
WSV10	Basic Water & Wastewater,	555	0	423	467	473	1%	400	1189
WSV11	Water Treatment,	525	0	570	548	570	4%	400	1439
WSV12	Wastewater Treatment,	0	420	0	420	570	36%	400	1439
WSV13	Wastewater Collection,	0	375	0	375	428	14%	400	1079
WSV14	Water Distribution,	375	381	435	393	585	49%	400	1469
WSV15	Water Systems Instrum&Control,	435	0	525	480	0	-100%	400	09
WSV16	Water Quality Protect&Control,	308	308	338	318	428	35%	400	1079
WSV17	Water&Wastewater Hydraulics,	0	353	0	353	525	49%	400	1319
WSV18	Motors&Pumps Maint & Operation,	0	405	0	405	705	74%	400	1769
WSV19	Advanced Water Treatment,	0	0	0	0	375	0%	400	949
WSV21	Water Chemistry&Bacteriology,	324	0	432	378	468	24%	400	1179
WSV25	Water & Wastewater Management	345	0	450	398	255	-36%	400	649
	Annual WSCH Ratio for WS	391	365	437	399	479			
ws	College WSCH Ratio: WSCH	/ (FT FTE	+PT FTE+	XL FTE)					
Course	Title	FY09	FY10	FY11	3 Yr Avg	FY12	% Change	Dist Goal	% Go
WSV10	Basic Water & Wastewater.	555	0	423	467	473	-9%	400	118
WSV11	Water Treatment,	525	0	570	548	570	4%	400	143
WSV12	Wastewater Treatment,	0	420	0	420	570	-100%	400	143
WSV13	Wastewater Collection,	0	375	0	375	428	-100%	400	107
WSV14	Water Distribution,	375	381	435	393	585	11%	400	146
WSV15	Water Systems Instrum&Control,	435	0	525	480	0	9%	400	0
WSV16	Water Quality Protect&Control,	308	308	338	318	428	6%	400	107
WSV17	Water&Wastewater Hydraulics,	0	353	0	353	525	-100%	400	131
WSV18	Motors&Pumps Maint & Operation,	0	405	0	405	705	-100%		176
WSV19	Advanced Water Treatment,	0	0	0	0	375	0%	400	94
WSV21	Water Chemistry&Bacteriology,	324	0	432	378	468	14%	400	117
WSV25	Water & Wastewater Management	345	0	450	398	255	13%	400	64
	Annual WSCH Ratio for WS	391	365	437	399	479			

The C2 Chart and the C3 Graph indicate that the program offerings have significantly increased over the past three years. The WSCH/FTEF ratio has been very consistent and closely aligned with the district goal of 400 and is currently exceeds the goal at 479.

WSC	CH by College Year										
FY	Subject	Sections Census	FTES	WSCH	FTEFx	FT FTE	PT FTE	XL FTE	D Goal	College	District
FY09	College	3,183 96,539	11,509	172,632	324.7	111.9	194.4	18.4	525	532	564
FY10	College	2,915 98,849	11,418	171,273	313.6	113.4	179.7	20.5	525	546	584
FY11	College	2,714 92,283	11,048	165,727	303.7	118.0	167.8	17.9	525	546	580
FY12	College	2,618 88,574	10,624	159,365	299.4	126.3	158.8	14.3	525	532	559

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# 3C4: Interpretation of the Program Course Productivity Information

WSCH I	y Subject Course	Гerm						V	entui	ra Col	lege	
Course	Title	Term CRN	Census	FTES	WSCH	FTEFx	FT FTE	PT FTE	XL FTE	D Goal	College	District
WS	Fiscal Year =	FY12										
WSV10	Basic Water & Wastewater	Su 55358	35	3.20	48	0.10	0.00	0.10	0.00	400	480	480
WSV10	Basic Water & Wastewater	Fa 70587	31	3.10	47	0.10	0.10	0.00	0.00	400	465	465
FY12 Subto	tal for WSV10		66	6.30	95	0.20	0.10	0.10	0.00	400	473	473
WSV11	Water Treatment	Sp 30665	38	3.80	57	0.10	0.10	0.00	0.00	400	570	570
	otal for WSV11	Op 00000	38	3.80	57	0.10	0.10	0.00	0.00	400	570	570
		F- 70500										
WSV12	Wastewater Treatment	Fa 70586	38 <b>38</b>	3.80	57 <b>57</b>	0.10 <b>0.10</b>	0.10 <b>0.10</b>	0.00 <b>0.00</b>	0.00	400 <b>400</b>	570 <b>570</b>	570 <b>570</b>
- 112 Subto	tal for WSV12		36	3.80	57	0.10	0.10	0.00	0.00	400	5/0	570
WSV13	Wastewater Collection	Fa 72358	22	2.20	33	0.10	0.10	0.00	0.00	400	330	330
WSV13	Wastewater Collection	Sp 30679	35	3.50	53	0.10	0.10	0.00	0.00	400	525	525
FY12 Subto	otal for WSV13		57	5.70	86	0.20	0.20	0.00	0.00	400	428	428
WSV14	Water Distribution	Fa 72515	39	3.90	59	0.10	0.10	0.00	0.00	400	585	585
FY12 Subto	tal for WSV14		39	3.90	59	0.10	0.10	0.00	0.00	400	585	585
WSV16	Water Quality Protect&Cont	Fa 70970	29	2.90	44	0.10	0.00	0.10	0.00	400	435	435
WSV16	Water Quality Protect&Cont		28	2.80	42	0.10	0.00	0.10	0.00	400	420	420
FY12 Subto	tal for WSV16		57	5.70	86	0.20	0.00	0.20	0.00	400	428	428
WSV17	Water&Wastewater Hydraul	Fa 71476	35	3.50	53	0.10	0.00	0.10	0.00	400	525	525
	etal for WSV17	141110	35	3.50	53	0.10	0.00	0.10	0.00	400	525	525
		0- 04000	47		74	0.40	0.00	0.40	0.00	400	705	705
WSV18	Motors&Pumps Maint & Op	Sp 31292	47	4.70 <b>4.70</b>	71 <b>71</b>	0.10	0.00	0.10	0.00	400	705 <b>705</b>	705
FY12 Subto	tal for WSV18		47	4.70	71	0.10	0.00	0.10	0.00	400	705	705
WSV19	Advanced Water Treatment	Sp 31315	25	2.50	38	0.10	0.00	0.10	0.00	400	375	375
FY12 Subto	tal for WSV19		25	2.50	38	0.10	0.00	0.10	0.00	400	375	375
WSV21	Water Chemistry&Bacteriol	Sp 31453	26	5.20	78	0.17	0.17	0.00	0.00	400	468	468
FY12 Subto	tal for WSV21		26	5.20	78	0.17	0.17	0.00	0.00	400	468	468
WSV25	Water & Wastewater Mana	Sp 30694	17	1.70	26	0.10	0.10	0.00	0.00	400	255	255
	tal for WSV25		17	1.70	26	0.10	0.10	0.00	0.00	400	255	255
WEXP	District WSCH Ratio	: WSCH	(FTFT		ΓE)							
Course	Title			FY09		FY10		FY11		FY1	2	Dist Goa
WEXPV95	Work Experience I,			0		0		0			)	2,000
WEXPV96	Work Experience II,			0		0		0			)	2,000
WEXP	Total for WEXP,			#Div/0!	7	#Div/0!		#Div/0!		#Nun	n!	2,000
WC	District WCCU Betie	. Weel	//ETET	E + DTE	re\							
WS	District WSCH Ratio	D: WSCH	(FIFI		I E)	E3/40		E)(4.4		E3/4	•	D: 4 0
Course	Title			FY09		FY10		FY11		FY1		Dist Goa
WSV10	Basic Water & Wastew	ater,		555		0		423		473		400
WSV11	Water Treatment,			525		0		570		570		400
WSV12	Wastewater Treatment			0		420		0		570		400
WSV13 WSV14	Wastewater Collection, Water Distribution,			0 375		375 381		0 435		428 588		400 400
WSV14 WSV15	Water Systems Instrum	%Control		435		0		525			)	400
WSV16	Water Quality Protect&	-		308		308		338		428		400
WSV17	Water&Wastewater Hy			0		353		0		52		400
WSV18	Motors&Pumps Maint 8			0		405		0		70		400
WSV19	Advanced Water Treat			0		0		0		37		400
WSV21	Water Chemistry&Bact	eriology,		324		0		432		468	3	400
WSV25	Water & Wastewater N	lanagement,		345		0		450		25	5	400
WS	Total for WS,			391		365		437		479	9	400

The Water Science Program meets or exceeds our goals in every course.

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# 3C5: Interpretation of Program Retention, Student Success, and Grade Distribution

Student	Success by Subje	act E	iecal	Vest	r Tor	n C	Aure	<u> </u>	Von	tura Co	allea	^			
Gludelli	duccess by Subj	col, F	iscai	ı cai	, 1611	11, 0	ours	<u> </u>	V C//	iui a Ci	Jiley	C			
WS Com	parative Summary														
	Fiscal Year	Α	В	С	P CR	D	F	NP NC	W	Graded	I	Com	pleted	Suc	cess
	FY09	87	43	30	1	2	19	0	25	207	0	182	88%	161	78%
	Distribution %	42%	21%	14%	0%	1%	9%	0%	12%	;					
	FY10	96	47	31	0	5	17	0	19	215	0	196	91%	174	81%
	Distribution %	45%	22%	14%	0%	2%	8%	0%	9%	,					
	FY11	112	64	33	0	1	24	0	20	254	0	234	92%	209	82%
	Distribution %	44%	25%	13%	0%	0%	9%	0%	8%	,					
WS Prior Th	rree Year Average	98	51	31	0	3	20	0	21	225	0	204	91%	181	80%
		44%	23%	14%	0%	1%	9%	0%	9%						
	FY12	244	102	32	0	1	20	0	42	441	0	399	90%	378	86%
	Distribution %	55%	23%	7%	0%	0%	5%	0%	10%	,					
College Pric	or Three Year Average	33%	19%	13%	4%	5%	10%	1%	15%						
•	•														
WS	Course Detail for Sp	oring, 2	2012			Fis	cal Y	ear = F	Y12			To	erm Co	ode = 2	20120
CourseID	Water Treatment	Α	В	С	P CR	D	F	NP NC	W	Graded	1	Com	pleted	Suc	cess
WSV11	Water Treatment	22	7	2	0	0	0	0	2	33	0	31	94%	31	94%
WSV13	Wastewater Collection	31	0	1	0	0	0	0	3	35	0	32	91%	32	91%
WSV16	Water Quality Protect&C	9	5	5	0	1	3	0	5	28	0	23	82%	19	68%
WSV18	Motors&Pumps Maint &	21	21	1	0	0	1	0	3	47	0	44	94%	43	91%
WSV19	Advanced Water Treatm	11	5	0	0	0	2	0	7	25	0	18	72%	16	64%
WSV21	Water Chemistry&Bacter	17	4	2	0	0	0	0	3	26	0	23	88%	23	88%

2012 marks a record success for the Water Science program with an overall completion rate of 90% and with 86% at grade C or higher.

## 3C6: Interpretation of the Program Completion Information

Stude	ent Awards by Program, Tern	n	Water Science	e: Water		458000
	000005	Term	# Certificates	# Degrees	# Female	# Male
	200805 200807	Summer	0 2	2	0	2
	200903	Spring	0	2	0	2
FY09	Water Science: Water		2	4	0	6
	200905	Summer	0	2	0	2
	200907	Fall	0	2	0	2
	201003	Spring	0	1	0	1
FY10	Water Science: Water		0	5	0	5
	201103	Spring	1	1	0	2
FY11	Water Science: Water		1	1	0	2
3 Year	Average		1	3	0	4
	201105	Summer	0	1	0	1
	201107	Fall	2	0	0	2
	201203	Spring	2	2	1	3
FY12	Water Science: Water		4	3	1	6

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Stude	ent Awards by Program, Tern	n	Water Science	e: Wastewater		457900
		Term	# Certificates	# Degrees	# Female	# Male
	200805	Summer	0	1	0	1
	200807	Fall	2	0	0	2
	200903	Spring	5	1	0	6
FY09	Water Science: Wastewater		7	2	0	9
	200907	Fall	1	1	0	2
	201003	Spring	0	1	0	1
FY10	Water Science: Wastewater		1	2	0	3
	201103	Spring	Ĭ 1	1	0	2
FY11	Water Science: Wastewater		1	1	0	2
3 Year	Average		3	2	0	5
	201105	Summer	1	0	0	1
	201107	Fall	1	0	0	1
	201203	Spring	2	3	1	4
FY12	Water Science: Wastewater		4	3	1	6

In 2012, the Water Science program graduated 6 students with Associate Degrees and 2 with Certificates of Achievement.

WS Product	tivity Measures	FY08	FY09	FY1	0 3 Yr Avg		FY11	Change	
	Sections,	8	8		9 8	3	9	8%	
	Census,	202	208	22	21 210	)	260	24%	
	FTES,	20	23	2	22 22	2	28	31%	
	FT Faculty,	0.00	0.00	0.0	0.00	1	0.00	0%	
	PT Faculty,	0.80	0.87	0.9	0.86	i	0.97	13%	
	XL Faculty,	0.00	0.00	0.0	0.00	1	0.00	0%	
	Total Faculty,	0.80	0.87	0.9	0.86	i	0.97	13%	
ws	District WSCH Ratio: WSCH	/ (FTFTE ·	+ PTFTE)						
Course	Title	FY08	FY09	FY10	3 Yr Avg	FY11	% Change	Dist Goal	% Goal
WSV10	Basic Water & Wastewater,	435	555	0	495	423	-15%	400	106%
WSV11	Water Treatment,	0	525	0	525	570	9%	400	143%
WSV12	Wastewater Treatment,	345	0	420	383	0	-100%	400	0%
WSV13	Wastewater Collection,	390	0	375	383	0	-100%	400	0%
WSV14	Water Distribution,	375	375	381	378	435	15%	400	109%
WSV15	Water Systems Instrum&Control,	0	435	0	435	525	21%	400	131%
WSV16	Water Quality Protect&Control,	338	308	308	318	338	6%	400	84%
WSV17	Water&Wastewater Hydraulics,	375	0	353	360	0	-100%	400	0%
WSV18	Motors&Pumps Maint & Operation,	435	0	405	420	0	-100%	400	0%
WSV21	Water Chemistry&Bacteriology,	0	324	0	324	432	33%	400	108%
WSV25	Water & Wastewater Management	0	345	0	345	450	30%	400	113%
	Annual WSCH Ratio for WS	379	391	365	378	437			
ws	College WSCH Ratio: WSCH	/ (FT FTE+	PT FTE+X	(L FTE)					
Course	Title	FY08	FY09	FY10	3 Yr Avg	FY11	% Change	Dist Goal	% Goal
WSV10	Basic Water & Wastewater,	435	555	0	495	423	-15%	400	106%
WSV11	Water Treatment,	0	525	0	525	570	9%	400	143%
WSV12	Wastewater Treatment,	345	0	420	383	0	-100%	400	0%
WSV13	Wastewater Collection,	390	0	375	383	0	-100%	400	0%
WSV14	Water Distribution,	375	375	381	378	435	15%	400	109%
WSV15	Water Systems Instrum&Control,	0	435	0	435	525	21%	400	131%
WSV16	Water Quality Protect&Control,	338	308	308	318	338	6%	400	84%
WSV17	Water&Wastewater Hydraulics,	375	0	353	360	0	-100%	400	0%
WSV18	Motors&Pumps Maint & Operation,	435	0	405	420	0	-100%	400	0%
WSV21	Water Chemistry&Bacteriology,	0	324	0	324	432	33%	400	108%
WSV25	Water & Wastewater Management	0	345	0	345	450	30%	400	113%
	Annual WSCH Ratio for WS	379	391	365	378	437			

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# 3C7: Interpretation of the Program Demographic Information

Course	Title His	panic	White	Asian	Af Am	Pac I F	Filipino	Nat Am	Other	Female	Male	Other	Avg Age
WS	Course Detail for Fall	2007			Fis	scal Ye					Term	Code =	
WSV10	Basic Water & Wastewater	10	13	0	1	0	1	1	2	2	26	0	42
NSV12	Wastewater Treatment	11	6	1	1	0	1	1	2	1	22	0	40
NSV14	Water Distribution	7	15	0	0	0	0	1	2	1	24	0	43
WSV16	Water Quality Protect&Con	7	16	0	1	0	0	0	2	1	25	0	38
WS	Fall 2007	35	50	1	3	0	2	3	8	5	97	0	41
		34%	49%	1%	3%	0%	2%	3%	8%	5%	95%	0%	
ws	Course Detail for Spri	na. 20	008		Fis	scal Ye	ar = FY	08			Term	Code =	20080
NSV13	Wastewater Collection	9	13	0	0	0	1	1	2	2	24	0	40
WSV16	Water Quality Protect&Con	5	11	0	0	0	2	0	1	1	18	0	45
WSV17	Water&Wastewater Hydrau	8	12	0	0	0	1	1	3	4	21	0	42
WSV18	Motors&Pumps Maint & Op	8	17	0	0	0	1	1	2	1	28	0	43
ws	Spring 2008	30	53	0	0	0	5	3	8	8	91	0	42
	.,	30%	54%	0%	0%	0%	5%	3%	8%	8%	92%	0%	
ws	Course Detail for Fall	2008			Fis	scal Ye	ar = FY	09			Term	Code =	20080
WSV10	Basic Water & Wastewater	10	18	0	1	0	2	2	3	4	32	0	3
WSV14	Water Distribution	7	10	0	0	0	1	3	3	1	23	0	3
WSV16	Water Quality Protect&Con	10	8	0	0	0	0	1	4	3	20	0	4
WSV21	Water Chemistry&Bacteriol	3	10	0	0	0	1	1	3	0	18	0	42
ws	Fall 2008	30	46	0	1	0	4	7	13	8	93	0	3
		30%	46%	0%	1%	0%	4%	7%	13%	8%	92%	0%	
ws	Course Detail for Spri	ing, 20	009		Fis	scal Ye	ar = FY	09			Term	Code =	20090
WSV11	Water Treatment	11	17	2	1	0	1	1	2	2	33	0	4
WSV15	Water Systems Instrum&C	7	13	1	1	0	2	2	3	2	27	0	4
WSV16	Water Quality Protect&Con	4	11	1	0	0	0	0	3	2	17	0	4
WSV25	Water & Wastewater Mana	9	9	1	1	0	1	0	2	4	19	0	4
WS	Spring 2009	31	50	5	3	0	4	3	10	10	96	0	4:
		29%	47%	5%	3%	0%	4%	3%	9%	9%	91%	0%	
ws	Course Detail for Spr	ing, 2	010		Fi	scal Ye	ar = F\	′10			Term	Code =	20100
WSV13	Wastewater Collection	10	11	1	0	0	0	0	3	2	23	0	4
WSV16	Water Quality Protect&Con	9	8	0	0	0	0	0	2	1	18	0	34
WSV17	Water&Wastewater Hydrau	12	9	0	1	0	0	1	1	1	23	0	3
WSV18	Motors&Pumps Maint & Op	12	10	1	1	0	0	0	3	3	24	0	39
ws	Spring 2010	43	38	2	2	0	0	1	9	7	88	0	3
		45%	40%	2%	2%	0%	0%	1%	9%	7%	93%	0%	
ws	Course Detail for Sur	nmer,	2010		Fi	scal Ye	ar = F\	/11			Term	Code =	20100
WSV10	Basic Water & Wastewater	14	12	0	1	0	0	0	3	2	28	0	3
ws	Summer 2010	14	12	0	1	0	0	0	3	2	28	0	3
		47%	40%	0%	3%	0%	0%	0%	10%	7%	93%	0%	
ws	Course Detail for Fall	, 2010	т		Fi	scal Ye	ar = F\	/11			Term	Code =	20100
WSV10	Basic Water & Wastewater	7	16	0	1	2	0	1	2	0	29	0	3
WSV14	Water Distribution	6	17	0	1	0	0	1	2	0	27	0	3

Student Demographics by Subject, Year, Term, Course Ventura College Program Review													
Course	Title His	spanic	White	Asian	Af Am	Pac I	Filipino	Nat Am	Other	Female	Male	Other	Avg Age
WSV16	Water Quality Protect&Con	7	15	1	0	0	0	1	3	0	26	1	39
WSV21	Water Chemistry&Bacteriol	8	9	0	1	0	0	1	4	2	21	0	39
ws	Fall 2010	28 26%	57 54%	1 1%	3 3%	2 2%	0 0%	4 4%	11 10%	2 2%	103 97%	1 1%	37

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WS	Course Detail for Spring, 2011				Fiscal Year = FY11				Term Code = 201103				
WSV11	Water Treatment	6	23	0	1	0	1	1	5	2	35	0	37
WSV15	Water Systems Instrum&C	11	19	0	0	0	0	1	4	3	32	0	33
WSV16	Water Quality Protect&Con	7	7	0	0	0	0	1	1	1	15	0	34
WSV25	Water & Wastewater Mana	7	17,	0	0	0	0	2	4	1	28	1	38
ws	Spring 2011	31	66 <sup>±</sup>	0	1	0	1	5	14	7	110	1	36
		26%	56%	0%	1%	0%	1%	4%	12%	6%	93%	1%	

The demographics for all disciplines within the art program are trending similarly with the overall college trends.

In terms of degrees and certificates, the greatest number is being awarded to men.

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# 4. Performance Assessment

# 4A1:2012-2013 Institutional Level Student Learning Outcomes

Institutional Level Student Learning Outcome 1	Performance Indicators						
Communication	Not be analyzed at this time.						
	Operating Information						
	Analysis – Assessment						
This ISLO has not yet been assessed.							

Institutional Level Student	Performance Indicators					
Learning Outcome 2						
Reasoning – Scientific and Quantitative	80% of students will reach a satisfactory or higher level according to the institutional communication rubric for visual communication.					
Operating Information						
This ISLO will be assessed compl	etely in the 2012/13 academic year in the following courses:					
Water Science: v21						
Analysis – Assessment						

Institutional Level Student Learning Outcome 3	Performance Indicators						
Critical Thinking and problem solving	This ISLO will be assessed by Art in Fall 2013 and Spring 2014 per the ISLO institutional calendar.						
Operating Information							
Analysis – Assessment							

Institutional Level Student	Performance Indicators
Learning Outcome 4	

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Information Literacy	This ISLO will not be assessed							
	Operating Information							
	Analysis – Assessment							

Institutional Level Student Learning Outcome 5	Performance Indicators								
Personal/community awareness and academic / career responsibilities	This ISLO will be assessed by Art in Fall of 2014 and Spring of 2015 per the institutional ISLO calendar.								
	Operating Information								
	Analysis – Assessment								

# 4A2: 2012-2013 Program Level Student Learning Outcomes - For programs/departments offering degrees and/or certificates

Program-Level Student	Performance Indicators					
Learning Outcome 1						
Analyze the fundamentals of chemistry, biology and hydraulics, as they relate to the water industry.	Students will formulate the rationale for water quality standards, health and aesthetic aspects, aeration, zeta potential, coagulation / flocculation, sedimentation, filtration, precipitation, ion exchange, reverse osmosis and water distribution. 80% of the students enrolled in WS 11 will achieve mastery.					
Operating Information						
At least 80% of the students in WS 11 are able to select the correct sequence of treatment						

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methodologies based upon raw water quality and EPA drinking water requirements.

### Analysis – Assessment

The Ventura College Water Science program has a licensure pass rate of about 80% for the first attempt and a 95% pass rate, which strongly contrasts with the national average of 30 – 40%.

Program-Level Student Learning Outcome 2	Performance Indicators
Evaluate water quality management, water source, and the prevention of contamination.	Students will discover the sources of water, the chemistry and mechanical processes of treatment, microbiology and disinfection, occupational safety, water laws and regulations, and industry mathematics. 80% of the students enrolled will achieve mastery.
	On austing Information

#### **Operating Information**

Insufficient data is available to assess this PLSLO.

### Analysis – Assessment

Data relating to this SLO has been collected, but further analysis of this data will be required. Additional data will need to be gathered and interpreted due to variations in instructor data collection methodologies.

Program-Level Student	Performance Indicators				
Learning Outcome 3					
Analyze the principles involved in the treatment, processing and distribution of potable water.	Students are questioned in class to determine understanding, plus periodic exams are administered to confirm retention of materials presented.				

### **Operating Information**

Many students are currently employed in the water industry and are given time to explain their jobs, what classroom information has been the most useful, and the actual certification process.

### Analysis – Assessment

These students are serious and determined to learn the processes and equipment of water treatment because these courses lead directly to state certification and jobs.

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4A3: 2012-2013 Course Level Student Learning Outcomes - Refer to TracDat

### 2D. Mapping of Student Learning Outcomes

Course to Program-Level Student Learning Outcome Mapping (CLSLO)

- This program-level student learning outcome is INTRODUCED
- P: This program-level student learning outcome is PRACTICED
- This program-level student learning outcome is MASTERED M:

Courses	PLSLO #1	PLSLO #2	PLSLO #3	PLSLO #4	PLSLO #5
WS v10	I,P	I,P	I,P	I,P	I,P,M
WS v11	I,P	I,P	I,P	I,P	I,P
WS v12	I,P	I,P	I,P	I,P,M	I,P
WS v13	I,P	I,P	I,P	I,P	I,P
WS v14	I,P	I,P	I,P	I,P	I,P
WS v15	I,P	I,P	I,P	I,P	I,P
WS v16	I,P	I,P,M	I,P	I,P	I,P
WS v17	I,P	I,P	I,P	I,P	I,P
WS v18	I,P	I,P	I,P	I,P	I,P
WS v19	I,P	I,P	I,P,M	I,P	I,P
WS v21	I,P,M	I,P	I,P	I,P	I,P
WS v25	I,P	I,P	I,P	I,P	I,P

# 4B: 2012-2013 Student Success Outcomes

Student Success Outcome 1	Performance Indicators
The program will increase its retention rate from the average of the program's prior three-year retention rate. The retention rate is the number of students who finish a term with any grade other than W or DR divided by the number of students at census.	The program will increase the retention rate by 2% or more above the average of the program's retention rate for the prior three years.
	Operating Information

The success rates in these courses are all below 65%. Strategies, including the addition of time management, study skills, and tutoring support, are being included in these courses.

### Analysis – Assessment

The outcome was not met. Low success rates from several semesters indicate that intervention is required. Initiatives need to be identified.

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Student Success Outcome 2	Performance Indicators			
The program will increase or maintain student success rates in studio art classes.	The program will increase to or maintain student success rates of 80% in studio art classes.			
	Operating Information			
Student success information for the studio art classes is combined with success data from art appreciation and art history courses, making it difficult to see the success rates for studio art classes as a group. However, the data appears to show that, on average, the success rates for these courses is well over 80%. Due to cutbacks, many of these courses, however, are not being offered during the 2012/13 academic year.				
Analysis – Assessment				
The outcome was met.				

# 4C. 2012-2013 Program Operating Outcomes

Performance Indicators				
Where possible due to cap restrictions, the program will exceed				
the efficiency goal of 525 set by the district by 2%.				
Operating Information				
Art classes were at 83% of the 525 goal. Multimedia classes were at 140% although the number of				
offerings was small. Photography classes were at 108% of the 525 goal.				
Analysis – Assessment				

The outcome was not met. However, art appreciation and art history classes were substantially over the goal of 600. There is an enrollment cap on studio art classes, photography classes, and classes where computers are used. The productivity goal of 600 for these classes is, therefore, unrealistic because of the 24-25 student per class limit. We can experiment with a cap of 30 in color and design classes , providing we can fit drawing tables in the room. It will be more difficult to increase the caps in other classes because of physical limitations of the spaces and our commitment to student learning. The district goal of 600 is appropriate for art appreciation, art history, and photography only.

Program Operating Outcome 2	Performance Indicators

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Inventory of instructional equipment is functional, current, and otherwise adequate to maintain a quality-learning environment.

Inventory of all equipment over \$200 will be maintained and a replacement schedule will be developed. Service contracts for equipment over \$5,000 will be budgeted if funds are available.

A current inventory of all equipment in the program will be maintained. Equipment having a value over \$5,000 will have a service contract. A schedule for service life and replacement of outdated equipment will reflect the total cost of ownership.

### **Operating Information**

The program is doing an inventory of its equipment and is developing a schedule for maintenance and replacement.

### Analysis – Assessment

### **4D. Program Review Rubrics for Instructional Programs**

### **Academic Programs**

Point Value	Element	Score
Up to 6	Enrollment demand	5.5
Up to 6	Sufficient resources to support the program (ability to find	3.5
	qualified instructors; financial resources; equipment; space)	
Up to 4	Agreed-upon productivity rate	4
Up to 4	Retention rate	3
Up to 3	Success rate (passing with C or higher)	2
Up to 3	Ongoing and active participation in SLO assessment process	3
<b>Total Points</b>	Interpretation	
22 – 26	Program is current and vibrant with no further action	
	recommendation	
18 – 21	Recommendation to attempt to strength the program	
Below 18	Recommendation to consider discontinuation of the program	

TOTAL 21

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### 5. Findings

### 2012-2013 - FINDINGS

### Finding 1

The curriculum though meeting the needs of Water / Wastewater operators for degree and certificates plus state certification, does not address a broader student body interested in Environmental Science, Global Water Issues and Water / Health issues. It would benefit the program, the college and the students by expanding the Water Science Program to include courses to cover these issues.

### Finding 2

Currently only two courses include lab work. The Cross-Connection course uses water stands to test valves and other specialized devices. The Chemistry / Microbiology course is a combination of Classroom / Laboratory course. It would benefit the students to introduce more hands-on laboratory activities in every Water Science course.

### Finding 3

The Water Science program has not made textbooks available in the campus bookstore. Starting in the Spring 2012 semester, the college bookstore will have Water Science textbooks on the shelf.

### Finding 4

There is a need for students to build scale models of each of the following processes: Watershed, Water Treatment, Water Distribution, Wastewater Collection & Wastewater Treatment. Modeling materials can be purchased for a few hundred dollars and will be pursued.

### Finding 5

There is the need to reach more students, especially those with full-time jobs and those with physical challenges through distance learning and other tools.

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### 6. Initiatives

### 6A: 2011-2012 - FINAL Program Initiative Priority Ratings

Program	Category	Program Priority (0,1,2,3)	Division Priority (R,H,M,L)	Committee Priority	College Priority	Initiative ID	Initiative Title	Resource Description	Estimated Cost	Adjusted Cost	Accumulated Costs	Full Time or Part Time	
---------	----------	----------------------------	--------------------------------	--------------------	------------------	---------------	------------------	----------------------	----------------	---------------	-------------------	------------------------	--

# **6B: 2012-2013 INITIATIVES**

Initiative Model building equipment for water/wastewater processes.

Initiative ID WS 1-12

Links to Finding 1

The Water Science curriculum, as it stands, does not directly address the Global environmental issues, of human health as it links to clean drinking water and adequate wastewater disposal. Three million people per year die of water related diseases. Many students, including those wishing to become certified water/wastewater operators are interested in these issues Benefits: By adding course curriculum to include these issues the program expands the outreach to include students from many other majors, plus fulfilling a college need for environmental science courses.

Request for Resources Budget money Funding Sources

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No new resources are required (use existing resources)	X
Requires additional general funds for personnel, supplies or services	
(includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

Initiative Model building equipment for water/wastewater processes.

Initiative ID WS 1-12

Links to Finding 2

Currently only two courses include lab work. The Cross-Connection course uses water stands to test valves and other specialized devices. The Chemistry / Microbiology course is a combination of Classroom / Laboratory course. It would benefit the students to introduce more hands-on activities in every Water Science course.

Benefits: Students will develop a more clear understanding of these processes than textbook descriptions can provide.

Request for Resources

SEE ATTACHED GRANT REQUEST & LETTERS OF LOCAL SUPPORT – It is expected that the U.S. Dept. Of Labor Grant that was written last Spring will be awarded within the next month. The Water Science Program will receive \$216,000 for Laboratory Equipment and supplies. In addition, the Water Science classrooms and laboratory will receive \$260,000 for renovations to install the new laboratory equipment and to improve the student experience within the classrooms.

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services	
(includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	X

Initiative Model building equipment for water/wastewater processes.

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Initiative ID WS 1-12

Links to Finding 3

The Water Science program has not made textbooks available in the campus bookstore. Starting in the Spring 2012 semester, the college bookstore will have Water Science textbooks on the shelf. Benefits: Students will develop a more clear understanding of these processes than textbook descriptions can provide.

Request for Resources

**Budget money** 

**Funding Sources** 

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services	
(includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	X

Initiative ID WS 1-12

Links to Finding 4

There is a need for students to build scale models of each of the following processes: Watershed, Water Treatment, Water Distribution, Wastewater Collection & Wastewater Treatment. Modeling materials can be purchased for a few hundred dollars and will be pursued.

Benefits: Students will develop a more clear understanding of these processes than textbook descriptions can provide.

Request for Resources

SEE ATTACHED GRANT REQUEST & LETTERS OF LOCAL SUPPORT—It is expected that the U.S. Dept. Of Labor Grant that was written last Spring will be awarded within the next month. The Water Science Program will receive \$216,000 for Laboratory Equipment and supplies. In addition, the Water Science classrooms and laboratory will receive \$260,000 for renovations to install the new laboratory equipment and to improve the student experience within the classrooms.

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No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services	
(includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	X

Initiative To make distance learning available to students that currently cannot access the campus environment.

Initiative ID WS 1-12

Links to Finding 5

There is the need to reach more students, especially those with full-time jobs and those with physical challenges through distance learning and other tools.

Benefits: Students, that are now disadvantaged to Ventura College on-campus courses, will be able to develop new careers, learn new aspects of Environmental & Water Sciences through the World Wide Web.

### Request for Resources

While the college develops the necessary curriculum and facilities for a Water Science Distance Learning system, we will work in unison with existing online programs available from the American Water Works Association and the well-respected programs from Amatrol.

No new resources are required (use existing resources)	X
Requires additional general funds for personnel, supplies or services	
(includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

6A: Initiatives Priority Spreadsheet

The following blank tables represent Excel spreadsheets and will be substituted with a copy of the completed Excel spreadsheets

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Initiative to meet Perkins Core Indicators in regards to student recruitment, retention, completion and workforce employment, especially for special populations and non-traditional students.

Initiative ID WS 1-13

Links to Finding 1

There is the need to reach more students, especially those in special populations and non-traditional roles. We have begun the process by working with W.I.N.T.E.R. – Women in Non-Traditional Employment Roles.

Benefits: Students, especially women have been excluded as non-traditional in the Water & Wastewater industry.

Request for Resources.

No new resources are required (use existing resources)	X
Requires additional general funds for personnel, supplies or services	
(includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

# 6C: 2012-2013 Program Initiative Priority Ratings

Program
Finding Number
Category
Program Priority (R, H, M, L)
Division Priority (R,H,M,L)
Committee Priority (R, H, M, L)
College Priority (H, M, L)
Initiative ID
Initiative Title
Resource Description
Estimated Cost

6D: PRIORITIZATIONS OF INITIATIVES WILL TAKE PLACE AT THE PROGRAM, DIVISION, COMMITTEE, AND COLLEGE LEVELS:

**Program/Department Level Initiative Prioritization** 

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All initiatives will first be prioritized by the program/department staff. Prioritize the initiatives using the **RHML** priority levels defined below.

### **Division Level Initiative Prioritization**

The program initiatives within a division will be consolidated into division spreadsheets. The dean may include additional division-wide initiatives. All initiatives will then be prioritized using the **RHML** priority levels defined below.

### **Committee Level Initiative Prioritization**

The division's spreadsheets will be prioritized by the appropriate college-wide committees (staffing, technology, equipment, facilities) using the **RHML** priority levels defined below.

### **College Level Initiative Prioritization**

Dean's will present the consolidated prioritized initiatives to the College Planning Council. The College Planning Council will then prioritize the initiatives using the **RHML** priority levels defined below.

**R**: Required – mandated or unavoidable needs (litigation, contracts, unsafe to operate conditions, etc.).

**H**: High – approximately 1/3 of the total program/department/division's initiatives by resource category (personnel, equipment, etc.)

**M**: Medium – approximately 1/3 of the total program/department/division's initiatives by resource category (personnel, equipment, etc.)

L: Low – approximately 1/3 of the total program/department/division's initiatives by resource category (personnel, equipment, etc.)

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# 7. Process Assessment and Appeal

### 7A. Purpose of Process Assessment

The purpose of program review assessment is to evaluate the process for continual improvement. The process is required for accreditation and your input is very important to us as we strive to improve.

# 7B. 2012 - 2013 ASSESSMENT QUESTIONS

**1.** Did you complete the program review process last year, and if so, did you identify program initiatives?

Yes, program initiatives were developed and one was accomplished and a second appears to be funded for this year, and a third will be initiated this Fall. Two are curriculum related changes that are in progress. Two unfunded initiatives remain on list for this year.

### **2a.** Were the identified initiatives implemented?

WS1-12	Curriculum	Global water issues
WS 2-12	Curriculum	Additional laboratory participation in each course
WS 3-12	Textbooks in VC	Accomplished
	Bookstore	
WS 4-12	Model building	Funding required
	equipmemt	
WS 5-12	Distance Learning	Not funded; on list for this year
WS 6-12	Watercad Software	Not funded; on list for this year
WS 7-12	UV Microscope	Not funded; on list for this year
WS 8-12	Microwave	Not funded; on list for this year
	Digestor	
WS 9-12	Program Marketing	CAPS TV in Progress, High School visits in progress

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#### **Water Science Program Review** 2011-2012 **EQUIPMENT & eLearning Software PKGS** 15,000 15,00 Automotive 195,904 General Technology Electronics/Mechanics 243,607 50,000 50,00 15,00 Water Science 186,008 15,000 **EQUIPMENT TOTAL** 625,519 80,000 80,00 (in excess of \$25,000 + major equipment) 459,798 25,000 25,00 Automotive & General Tech eLearning Software and systems \$439,511 Water Science - Autoclaves for sterilization \$6800, temp controlled centrifuge-\$11000, Muffle furnace for volatile solids-\$501 Chemical hoods for safe work with chemical/reactions - \$7,000, Laminar flow hoods for aseptic microbiological work - \$8,70 **SUPPLIES** (Instructional & Project) 77,000 35,000 25,00 In addition to paper, pencils, workstations with printers, a multi-use copier Water Science supplies will include student microscopes at \$2435 ea., pH meters to measure acidity at \$1300 ea. Glassware, colorimeters, water samplers, settleometers, petri dishes, growth media, goggles, chemical gloves, test tubes

150,000

125.000

85,000

60.000

25,00

2b. Did the initiatives make a difference?

Includes electrical re-wiring, plumbing, ADA compliance upgrades, IT infrastructure

**CONTRACTUAL Bldg Renovation** 

(in excess of \$25,000)

Yes.

**3.** If you appealed or presented a minority opinion for the program review process last year, what was the result?

No appeals or minority opinions were put forth.

- **4.** How have the changes in the program review process worked for your area? The extra division meeting provided the time needed for each area to present its major initiatives before the actual vote. The use of facilitators also proved helpful.
- **5.** How would you improve the program review process based on this experience? A more user friendly place in which to input our information would be helpful.

### 7C. Appeals

After the program review process is complete, your program has the right to appeal the ranking of initiatives.

If you choose to appeal, please complete the appropriate form that explains and supports your position. Forms are located at the Program Review VC website.

The appeal will be handled at the next higher level of the program review process.

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### WATER SCIENCE STUDENT LEARNING OUTCOMES

Upon successful completion of this course the student will be able to:

#### WS V10 – BASIC WATER & WASTEWATER SYSTEMS - 3 Units

- 1. Identify the major processes of water & wastewater
- 2. Demonstrate understanding of the water treatment

**Assessment Method:** Quizzes and Exams

### WS V11 - WATER TREATMENT - 3 Units

- 1. Identify the major processes of water treatment
- 2. Able to pass the California Dept. of Public Health Licensure Exam

**Assessment Method:** Quizzes and Exams

### WS V12 - WASTEWATER TREATMENT - 3 Units

- 1. Identify the major processes of wastewater treatment
- 2. Able to pass the California Water Resource Control Board Licensure Exam

**Assessment Method:** Quizzes and Exams

#### WS V13 – WASTEWATER COLLECTION - 3 Units

- 1. Identify the major processes of wastewater collection
- 2. Able to pass the California Water Environment Association Licensure Exam

**Assessment Method:** Ouizzes and Exams

### WS V14 - WATER DISTRIBUTION - 3 Units

- 1. Identify the major processes of water distribution
- 2. Able to pass the California Dept. of Public Health Licensure Exam

**Assessment Method:** Quizzes and Exams

### WS V15 – WATER SYSTEMS INSTRUMENTATION & CONTROLS - 3 Units

- 1. Identify the major processes of control systems
- 2. Demonstrate preparedness for levels 3 & 4 state exams

**Assessment Method:** Quizzes and Exams

# WS V16 – WATER QUALITY PROTECTION & CROSS-CONNECTION CONTROL - 3 Units

- 1. Identify the major processes of backflow & cross-connections
- 2. Able to pass the Ventura County Environmental Health Licensure Exam

Assessment Method: Quizzes, Hands-On Laboratory and Exams

### WS V17 - WATER & WASTEWATER HYDRAULICS - 3 Units

- 1. Use of mathematical formulas to calculate complex water flow situations
- 2. Demonstrate preparedness for levels 3 & 4 state exams

**Assessment Method:** Quizzes and Exams

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### WS V18 - MOTOR & PUMPS MAINTENANCE - 3 Units

- 1. Identify the operation & repair of process equipment
- 3. Demonstrate preparedness for levels 3 & 4 state exams

**Assessment Method:** Quizzes and Exams

### WS V19 - ADVANCED WATER TREATMENT - 3 Units

- 1. Identify advanced treatment methodologies
- 2. Demonstrate preparedness for levels 3 & 4 state exams

**Assessment Method:** Quizzes and Exams

### WS V21 - WATER CHEMISTRY AND BACTERIOLOGY - 4 Units

- 1. Understand & perform laboratory analyses of water & wastwater
- 2. Demonstrate preparedness for levels 3 & 4 state exams

Assessment Method: Quizzes, Exams & Labs

### WS V25 - WATER & WASTEWATER MANAGEMENT - 3 Units

- 1. Identify and apply management techniques in the utility setting
- 2. Demonstrate preparedness for levels 3 & 4 state exams

**Assessment Method:** Quizzes & Exams

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# ENVIRONMENTAL SCAN

# WATER & WASTEWATER OCCUPATIONS

In Southern California

NOVEMBER 2011

Table 2 - Water and Wastewater Occupations<sup>10</sup>

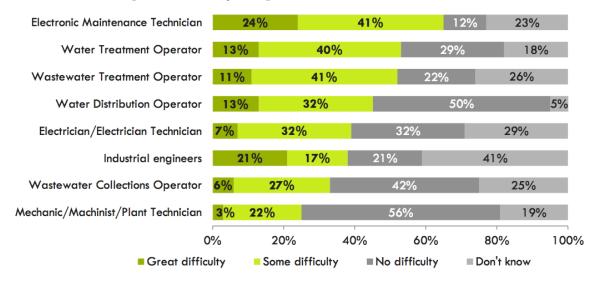
Occupation	Description				
Water Treatment Operator	Performs water treatment function. T-2 certification from Department of Health Services is generally where the journey level starts				
Water Distribution Operator	Operates water transmission and distribution systems (e.g. pumps and valves), often using a SCADA control system. Generally does not perform construction, maintenance, or plumbing work. D-2 certification from Department of Health Services is generally where the journey-level begins.				
Wastewater Treatment Operator	Performs wastewater treatment function. Usually requires Grade 2 certification by Regional Water Quality Control Board.				
Wastewater Collections Operator	Performs wastewater collections function. Sometimes requires Grade 2 certification by California Water Environment Association				
Mechanic/Machinist	Maintains mechanical equipment associated with water and wastewater transmission, distribution, storage, and treatment				
Electrician/Electrician Technician	Maintains, repairs, tests, installs, modifies, calibrates, and trouble-shoots electrical equipment used in the facilities and systems of water and wastewater utilities				
Electronic Maintenance Technician/Instrument Technician	Maintains, repairs, tests, installs, modifies, calibrates, and trouble-shoots electronic, pneumatic, and control equipment associated with the facilities and systems of water and wastewater utilities				

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Table 3 - Extrapolated 2011 Employment, 3-year Growth, and Replacement Jobs

Water/Wastewater Occupations	2011 employment	3-year employment (new jobs)	3-year growth rate	Eligible to retire in 3 years (replacement jobs)	Replacement job rate	New and replacement jobs
Water Treatment Operator	2,635	87	3.3%	419	15.9%	506
Water Distribution Operator	4,059	256	6.3%	702	17.3%	958
Wastewater Treatment Operator	3,399	92	2.7%	<i>57</i> 1	16.8%	663
Wastewater Collections Operator	2,551	161	6.3%	296	11.6%	457
Mechanic/Machinist	3,116	181	5.8%	710	22.8%	891
Electrician/Electrician Technician	1,344	78	5.8%	426	31.7%	504
Electronic Maintenance Technician/Instrument Technician	1,256	98	7.8%	293	23.3%	391
TOTAL	18,360	953	5.2%	3,417	18.6%	4,370

Figure 3 - Difficulty Hiring for Water and Wastewater Positions



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#### Training and Education Offered by Firms

In an effort to assess the current training and education offered to water and wastewater workers, firms were also asked to provide insight into the type of trainings and education they offered. Figure 4 illustrates their responses (multiple responses were allowed).

Informal on the job training

Courses at a local training or education provider

Courses taught through an industry-specific association or group

Customized training offered by utility (in-house training)

Customized training for employees at work location (by a third party)

69%

56%

52%

Figure 4 - Current Training & Education Practices Among Water & Wastewater Firms

**Water distribution:** There are five levels of certifications from D1 to D5 offered by the California Department of Public Health.<sup>12</sup>

0%

25%

50%

75%

**Water treatment:** There are five levels of certifications from T1 to T5 offered by the California Department of Public Health.<sup>13</sup>

**Wastewater collection:** There are four levels of certification in collection system maintenance offered by California Water Environment Association (CWEA).<sup>14</sup>

Wastewater treatment: There are five levels of certifications offered by State Water Resources Control Board.<sup>15</sup>

**Backflow prevention and cross connection control:** There is one certification level but it is offered by many agencies. Riverside, San Bernardino, Orange and Los Angeles counties offer certification which is valid to practice in a respective county.

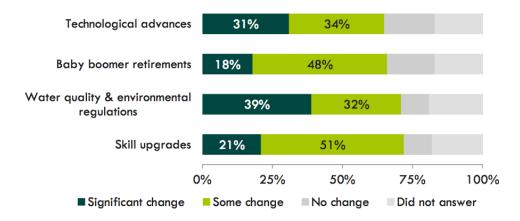
**Water conservation or water use efficiency:** There are two levels offered by the American Water Works Association (AWWA).<sup>16</sup>

Other: In addition to the wastewater collection certification, CWEA provides certification in areas such as laboratory analysis, plant maintenance, mechanical technologist, and electrical/instrumentation.

AWWA also offers certifications in other fields — backflow, water distribution, treatment, laboratory analyst, etc.<sup>17</sup> It is an alternative to the state certification options.

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Figure 5 - Factors Impacting Water and Wastewater Workforce



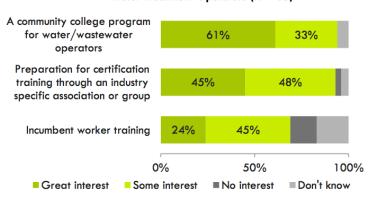
The challenges within the water and wastewater industries demonstrate the need for trainings, programs, and certificates that will provide training and education to current and prospective water and wastewater workers. Appropriate training and education would meet the needs of water and wastewater firms in two ways. First, it would increase the number of qualified applicants entering the workforce in the water and wastewater industries. Second, it would provide the training needed to ensure that workers are proficient in water and wastewater competencies and skills, and up-to-date with water and wastewater technologies.

#### **Water Treatment Operators**

The following was reported by firms employing Water Treatment Operators:

- Over 90% of these firms reported interest in a community college program for water and wastewater operators
- More than 90% of these firms also reported interest in preparation for certification training through an industry specific association or group
- 7 out of 10 employers reported interest in incumbent worker training

Figure 6 – Training and education preferences for Water Treatment Operators (N = 38)



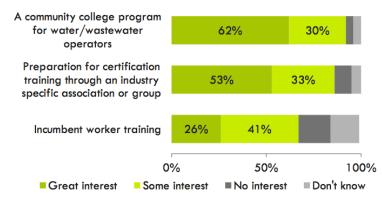
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#### **Water Distribution Operators**

The following was reported by firms employing Water Distribution Operators:

- Over 90% of these firms reported interest in a community college program for water and wastewater operators
- About 85% of these firms expressed interest in preparation for certification training through an industry specific association or group
- Two-thirds of the employers reported interest in incumbent worker training

Figure 7 – Training and education preferences for Water Distribution Operators (N = 57)

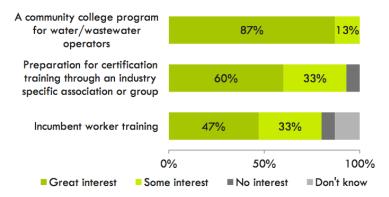


#### **Wastewater Treatment Operators**

The following was reported by firms employing Wastewater Treatment Operators:

- 100% of firms reported interest in a community college program for water and wastewater operators
- Over 90% of these firms expressed interest in preparation for certification training through an industry specific association or group
- About 4 out of 5 employers reported interest in incumbent worker training

Figure 8 – Training and education preferences for Wastewater Treatment Operators (N = 16)



#### **Wastewater Collections Operators**

The following was reported by firms employing Wastewater Collections Operators:

- 95% of the firms employing Wastewater Collections Operators reported interest in a community college program
- Over 90% of these firms expressed interest in preparation for certification training through an industry specific association or group
- Four out of 5 employers reported interest in incumbent worker training

Figure 9 – Training and education preferences for Wastewater Collections Operators (N = 23)



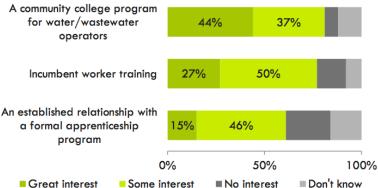
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#### Mechanics/Machinists/Plant Technicians

The following was reported by firms employing Mechanics/Machinists/Plant Technicians:

- About 80% of the firms reported interest in a community college program
- 77% of these firms reported interest in incumbent worker training
- About 6 out of 10 firms expressed interest to establish a relationship with a formal apprenticeship program

Figure 10 — Training and education preferences for Mechanics/Machinists/Plant Technicians (N = 28)

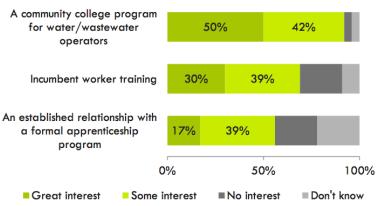


#### **Electricians/Electrician Technicians**

The following was reported by firms employing Electricians/Electrician Technicians:

- Over 90% of the firms employing Electricians/Electrician Technicians reported interest in a community college program
- About 7 out of 10 firms reported interest in incumbent worker training
- 56% of the firms expressed interest in an established relationship with a formal apprenticeship program

# Figure 11 — Training and education preferences for Electricians/Electrician Technicians (N = 35)

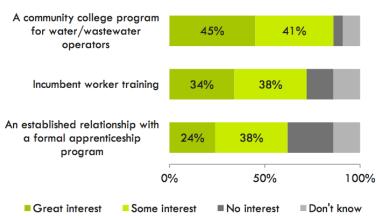


# Electronic Maintenance Technician/Instrument Technician

The following was reported by firms employing Electronic Maintenance Technician/Instrument Technician:

- 86% of the firms employing Electronic Maintenance Technicians reported interest in a community college program
- 72% of these firms reported interest in incumbent worker training
- About 6 out of 10 firms expressed interest in an apprenticeship program.

Figure 12 – Training and education preferences for Electronic Maintenance Technician/Instrument Technician (N = 29)



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Figure 13 – Occupations Water Technology Programs Train for (Multiple choices were allowed)

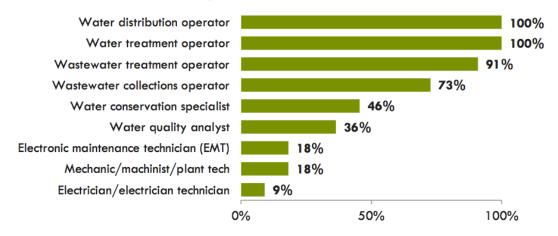
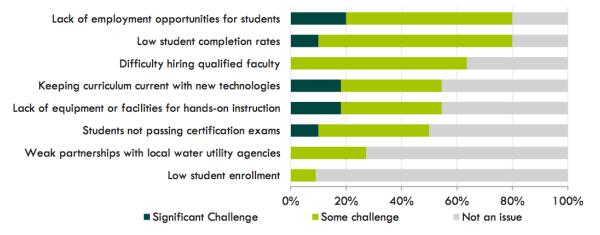


Figure 15 - Program Challenges



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#### **Recommendations to Community Colleges:**

The findings of this study point to a need for creative solutions between college and industry partners to meet budget challenges and employer demand for qualified workforce. Here are some of the possible approaches that community colleges in Southern California may take:

- Exploring not-for-credit mechanisms of offering water and wastewater training at colleges that already
  have facilities and curricula developed. This would allow more students to take classes in the environment
  of budget cuts and provide opportunities for partnerships with employers to address their needs for
  incumbent worker training in a timely manner.
- Building partnerships between Water Technology programs and Electrical, Mechanical and Industrial
  Technology departments to develop pathways for support occupations in water industries, such as
  mechanics, industrial maintenance technicians, electrical technicians, machinist, etc. Such partnerships
  within different departments of a college would help address a need for electronic maintenance
  technicians and other trades with necessary skills and knowledge to work in water and/or wastewater
  agencies.
- Expanding existing programs with new courses and/or creating certificate options in water conservation
  and water quality analysis. As more employers are expected to add jobs for water conservation
  specialists and water quality analysts, skills and knowledge in these areas could give graduates of
  water technology programs a competitive edge on the job market and an opportunity to move up on
  a career ladder.
- Strengthening and increasing the number of employer-college partnerships for job placement and internship opportunities. Employer and college interests align. As employers are looking to prepare qualified workforce to replace retired workers, colleges could be their key partners in training new generations of water and wastewater professionals. However, new graduates of water programs often face obstacles to employment. Internship is one of the vehicles in facilitating the entrance into the workforce. Community colleges should proactively pursue partnerships with many employers within their service areas with the purpose of creating internship opportunities for their students. The partnerships that Cuyamaca College has formed with employers for internships could be considered best practice and may be replicated by other colleges. Also, the COE can provide a list of water/wastewater employers in a college service area within Southern California that expressed an interest to be contacted by a community college.
- Working more closely with K-12 and 4-year educational systems to create articulated agreements and facilitate the movement along the water/wastewater career pathway. Aligning community college offerings with those of secondary and university institutions would provide an opportunity for students to enter water and wastewater careers earlier and also advance to higher paying positions. Partnerships with K-12 system could help raise awareness of the high school students about water and wastewater career options, which seems to be a challenge (according to various studies). Partnerships with 4-year universities and employers could yield a chance for more experienced workers to obtain higher level degrees and move up along the career ladder, while leaving a space community college graduates to enter the labor force in this industry.

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