2018-19 Administrative Leadership Unit Review of
Office of Vice President of Instruction Division

I.A.   Profile: Unit Purpose
What is the purpose of the unit and how does it contribute to the mission of Skyline College?

Narrative
The Instruction Office is responsible for the administration of transfer, career technical and basic skills instructional programs. In addition, the instruction office guides the curriculum approval processes, online education, professional development, equity and engagement, faculty and classified professional staff negotiations and tenure review. Skyline College serves a diverse population of nearly 10,000 students and has eight academic divisions (including the Bay Area Entrepreneur Center) that support departments and degrees/certificates in more than 100 areas of study and one Bachelor of Science degree in Respiratory Care.

I.B. Profile: Programs
Which programs or functions are contained within the unit?

Narrative
The Instruction Office supports a culture of evidence where we can engage in innovation supporting our college Mission-Vision-Values. We actively support a culture that encourages innovation and scholarship in teaching and programming and we are committed to making data-informed decisions that enrich our program development, pedagogy, and services supporting student success. The eight instructional divisions are Academic Support and Learning Technologies; Business, Education and Professional Programs; Global Learning Programs and Services, Kinesiology, Athletics and Dance; Language Arts; Science, Math and Technology; Social Science and Creative Arts; and our newest division, Strategic Partnerships and Workforce Development.

Associated Objectives
1000-New Division (SPWD)

I.C. **Profile: Service Area Outcomes**
List the current service area outcomes for the unit.

Narrative
N/A

II.A. Analysis: Unit Effectiveness

Review data related to the administrative unit and assess the unit's effectiveness at meeting its described purpose. Data should include, but is not limited to, the CPRs/APPs submitted within the last year by programs within the administrative unit.

Describe the unit's effectiveness including identification of achievements and/or areas in which further effort is needed. Comment on progress made towards previously established unit objectives.

Narrative

The office of instruction was successful in meeting the AY 18-19 goals. An update will be provided in the section on progress and outcomes.

1. Instruction will increase the success and retention rates of distance education courses to promote equitable outcomes (compared to face-to-face courses).

2. Instruction in partnership and collaboration with Jefferson Union High School District, South San Francisco Unified School District, and associated high schools will continue to develop, implement, and assess a comprehensive dual enrollment program.

3. Instruction will collaborate with faculty and administrators to ensure the success of the Transformative Teaching and Learning component of the comprehensive redesign.

4. Instruction will continue to provide adequate resources and guidance to launch the general education redesign to support guided pathways.

5. Instruction will continue to promote STEM and CTE innovation in the context of the College's comprehensive redesign.

6. The Vice President of Instruction will work with the Zero Textbook Cost team to ensure the long-term goal of all courses adopting textbook affordability solutions.

II.B. Analysis: Progress on Outcomes

Describe the progress on service area outcomes, conclusions drawn, and expected use of results.

Narrative

II.C.   Analysis: Unit Environment

Describe key factors and changes impacting the unit such as college initiatives, industry needs, regulatory changes, state mandates, grant requirements, personnel changes, demand for classes/services, and other issues.

Narrative

The office of instruction will continue to address the shortage of classroom space and future instructional needs associated with the college comprehensive redesign.

II.D.   Analysis: Unit Personnel
Describe the current staffing structure of the unit and how it aligns with achieving the purpose of the unit. Attach the current organizational chart (an image of the org chart can be inserted in the box). Provide staffing FTE by category (FT/PT faculty, permanent staff, temporary staff, student workers, administrators).

HINT: To display the information in a table, it is easiest to create the table in Word and paste into the narrative box.

Narrative
The Instruction Office staff includes a Curriculum and Instructional Systems Specialist, Executive Assistant, and Administrative Assistant. New and expanded responsibilities linked to increasing State regulations have translated over time into more numerous and more complex job responsibilities and functions for the Instruction Office. The Vice President of Instruction will request an additional classified staff position to support the numerous and varied projects in instruction.

III.A. **Reflection: Considering Key Findings**

Consider the previous analysis, identify unit strengths, challenges, opportunities, concerns, and areas in which further research is needed. Describe how the conclusions drawn can be used to improve the unit's effectiveness in order to promote student learning and achievement.

Narrative

The college comprehensive redesign is the essential component of maintaining access to higher education for the community. Costs/expense and personal demands/priorities can be a significant barrier to students being able to complete degrees and certificates. The redesign focuses in opening up access and minimizing barriers. In doing this, we will need to make sure the classroom environment (physical) is structured in a manner to encourage student success and engagement.

Also, there will be regular push back from faculty and staff who do not believe in online as a pedagogical approach. Additionally, the time commitment required for the cultivating and curating of online resources could decrease faculty interest.

III.B. Reflection: Synergy
Based on the CPRs/APPs for programs within the unit, identify any potential areas of synergy across unit and program activities that may not be easily recognized from within individual programs.

Narrative
Areas of synergy are dual enrollment course, redefining transformative teaching and learning, zero textbook initiative, online degree development and general education redesign.
The Vice President of Instruction and Vice President of Student Services are key leaders in moving the college forward with a major redesign of curriculum, degrees and certificates and course structures, including the creation of transformative teaching and learning strategies, MetaMajors and guided pathways – all focused on breaking down systems and structures that result in exclusion, marginalization and oppression for students.

III.C. Reflection: Aspirations

Describe the aspirations of the unit. What is the preferred future of the unit? What long-term results does the unit want to achieve? Strategically thinking about the next 2-5 years, how can resources be leveraged and programs work together to achieve those long-term results?

Narrative

1. As leaders, we commit to systematically critique the larger system in order to take action to achieve equity through trust and collaboration, intentional reflection, and problem-solving to co-create the future. –Skyline College Instructional Leadership Team

IV.A. Strategy for Unit Enhancement: Action Plan and Resource Requests

Based on the reflection, develop an annual action plan with related resource requests. No narrative response will be entered in this section, but the objectives you create will be printed automatically in the ALUR report under this item.

(1) To begin, click on PLANNING at the top of the page, then CREATE A NEW OBJECTIVE. To view previously created objectives, click PLANNING at the top of the page, then VIEW MY OBJECTIVE.
(2) IMPORTANT! Make sure to associate each objective to this standard in the ALUR and link each objective to one or more institutional goals.

Need help? Contact the PRIE Office for further instructions.

Narrative

Associated Objectives

998-To develop and launch online working adults program

999-To develop and launch the Global Online Advanced Learning program

996-To expand the use of online resources

993-To grow dual enrollment program

992-To increase online courses success and retention rates

994-To institutionalize the comprehensive college redesign for guided pathways

995-To make 30-35 degrees 100% online

997-To maximize schedule efficiency