

Opportunities for Enhanced Programmatic Offerings

To enhance programmatic offerings at Eastern Shore Community College (ESCC), the following activities were requested:

- 1) Analysis to determine if specific programs can be combined or moved from one college to the other in order to gain efficiencies and become sustainable.
- 2) Explore a wide range of options, which may include partnering with TCC on distance learning and cohorts, to creating recommendations that may be acted upon by the new president in expanding programmatic offerings for the ESCC community.
- 3) Documentation that describes the completed analysis and recommendations.

Because the timeline to complete the activities was just slightly over one month, the analyses and subsequent recommendations herein should not be considered as complete. Rather, the recommendations should be considered in combination with data analyses recently provided by the System Office and the committee work underway.

I. Shared Program and Course Offerings with Tidewater Community College (TCC)

Potential Program Partnerships between ESCC and TCC

Some ESCC programs align well with TCC's programs, allowing for opportunities to share course offerings in synchronous and asynchronous formats. This may be possible through a model similar to Shared Services Distance Learning (SSDL), where ESCC and TCC would split FTEs and tuition and work together in packaging student aid, herein referred to as *Coastal Virginia Pact (CVP)*. These programs include:

AAS, Early Childhood Education¹

CSC, Early Childhood Development¹

AA&S, General Studies

In addition, the colleges offer other programs with the same or similar titles, but the curriculum requirements are vastly different. For these programs, it is recommended that faculty from both colleges convene to see if greater alignment is possible for shared course delivery of courses, excluding laboratory courses (or laboratory portions). This would allow for more shared coursework through the *CVP*. These programs are:

¹ Recommended changes to align course sequencing between the colleges.

AA&S, Business Administration

AAS, Management²

AAS, Electronics

CSC, Small Business Management

CSC, Electricity (TCC's Electrical Wiring)

CSC, Welding

CSC, Heating, Ventilation and Air Conditioning (TCC's Certificate in Air Conditioning and Refrigeration)

A third area of academic programming includes TCC programs that prepare individuals to fill positions needed on the Shore. For example, a recent occupational demand analysis shows the need for veterinary assistants. Partnering with TCC to allow for completion of its Career Studies Certificate in Veterinary Assistant through the *CVP* may meet the needs of the Shore and its extended impact area.

ESCC + TCC Program Partnerships Established or Under Review

Recent discussions with health care administrators on the Shore reflect the need for individuals prepared for professions through current or anticipated TCC offerings. Professions include registered nurses, respiratory therapists, radiographers, medical laboratory technicians and sonographers with training in computed tomography (CT) and magnetic resonance imaging (MRI).

Although a partnership between ESCC and TCC exists for AAS Nursing, administrators voiced the need for more RNs and the desire to expand TCC's program to include an evening cohort. A qualified individual willing to teach or lead an evening cohort has been identified and preliminary discussions with TCC's Pathway Provost and Associate Dean for Nursing have occurred. As with any health professions program bearing specialized accreditation accompanied with substantial financial implications, extreme caution and thought are warranted as expansions and/or implementations are explored.

Discussions with Riverside Hospital administrators reveal a need for the additional health profession programs identified above, with Riverside employees eager to assist with clinical requirements. The anticipated MRI Career Studies Certificate at TCC will be online, allowing individuals anywhere to enroll—to include Eastern Shore residents. TCC's CT program meets once weekly, thereby minimizing the commute that would be required for interested individuals. Based on feedback from the Program Director, it may be feasible to offer all CT courses asynchronously through distance learning. A recent and brief meeting with program leads for respiratory therapy, radiography, medical laboratory technology and sonography shows there is some interest in making these programs more accessible to Shore residents through course scheduling adjustments, thereby reducing commute time. If funding were available, it might be possible to provide opportunities similar to the ESCC/TCC RN partnership.

² Curricula do not align well, although TCC does offer all but one course required as part of ESCC's current degree. ESCC's degree requires eight courses not needed for any other program at the college. These courses generally run with very low enrollment, making this a very expensive program offering.

Enhanced Programmatic Offerings

Community Partnership Opportunities

Potential partnerships with employers and school systems are being explored. For example, a TCC dean has agreed to select and share two course outlines with an Arcadia High School instructor. The two courses will be offered by ESCC as dual enrollment at Arcadia High's North Badger campus beginning fall 2019. This was recently agreed upon by TCC, ESCC, an assistant superintendent, a CTE coordinator, and a high school instructor. Additionally, if a local body shop can be secured, it may be feasible to offer a complete automotive-related career studies certificate in the future for students who wish to continue with their education following high school graduation.

There may be opportunities to partner with Eastern Shore Library. Potential partnering areas include interlibrary loans, technical assistance, staffing, and evening and weekend space for students to review recorded asynchronous course sessions, while also increasing evening and weekend availability.

Owners of Front Street Yard and Rhumbline Communications, previously located in Belfast, Maine, recently acquired boatyard operations at the Cape Charles Yacht Center. A multi-year expansion plan for superyacht services is being developed and will be in need of mechanics, riggers and composite technicians. Outreach to the owners has been initiated as this has huge potential for ESCC.

ESCC + TCC Course Partnerships

TCC offers a majority of the courses required for ESCC programs. Through *CVP*, it would be possible to offer courses to ESCC students where locating credentialed faculty members is difficult (e.g. Philosophy, Speech Communication). In Fall 2018 and Spring 2019, ESCC hired TCC faculty as adjuncts to deliver courses asynchronously. The proposed arrangement would be similar, except through *CVP*, there is potential for both schools to benefit with shared FTEs and tuition. Another strategy worth exploring is to offer lecture portions of courses such as microbiology and chemistry via the *CVP* arrangement, with laboratories taught by ESCC faculty who may lack credentials to teach the lectures.

Similarly, face-to-face courses offered by ESCC that have historically had low enrollments could be delivered via asynchronous distance learning to students in Virginia and beyond. This would require robust marketing efforts and a strong commitment to distance learning by ESCC faculty and staff.

II. Curriculum Revisions and Opportunities

In addition to curriculum changes for consideration in Section I, the following suggestions are offered to improve student success and also meet workforce demands.

- Create specializations in AA&S General Studies to address high demand areas requiring baccalaureate degrees (e.g. teacher preparation).
- Increase credit hours of Early Childhood CSC by one credit for financial aid eligibility. (*proposed changes completed for 2020-2021 academic year*)

- Revise all CSCs and certificates for 100% stackability to ensure students who seek a higher degree or certificate do not lose credits. This would require revisions to the AAS in Technical Studies, which was recently approved by the State Board (*proposed changes completed for 2020-2021 academic year*)
- Develop a specialization of ESCC's proposed AAS in Technical Studies that is similar to the Technical Supervision specialization of TCC's Technical Studies degree. This new specialization would allow for awarding students up to 23 credit hours for significant, documented work experiences. A review of students' work experiences could occur through their participation in TCC's online IND 198 portfolio course, which could be co-taught by a TCC and ESCC faculty member.
- Develop an Engineering Technician program, perhaps through revising the AAS in Electronics degree or as a specialization of the proposed AAS in Technical Studies.³
- Develop programs or training opportunities to prepare firefighters and police officers.⁴
- Collaborate with Career Switchers to promote opportunities to retrain underemployed baccalaureate degree holders.⁴

III. General Recommendations

- Consider participating in the federal student loan program to improve matriculation, persistence and completion rates.
- Align ESCC and TCC academic calendars to foster shared services and academic programs/courses. (*completed, effective Fall 2019*)
- Receive fewer SSDL courses and begin offering ESCC's virtual classes via SSDL. ESCC currently serves as a receive site only. (*scheduled, effective Fall 2019*)
- Create course schedules so that "shared" course requirements across ESCC's curricula are offered late afternoon (e.g. between 2 and 5 PM), allowing specific program requirements to be scheduled before these shared courses (for daytime programs) or after these shared (for evening programs). This block scheduling would likely solve transportation and convenience issues for many students.

³ Recommendation is based on a thorough occupational demand analysis of the Shore and its extended impact area with consideration to the unique communicating patterns of Eastern Shore residents. Engineering Technicians of all types are needed on the Shore and in the extended impact area.

⁴ Recommendation is based on a thorough occupational demand analysis of the Shore and its extended impact area with consideration to the unique communicating patterns of Eastern Shore residents.

- Re-sequence courses for curricula so “shared” course requirements occur in the same semester, eliminating the need to offer shared courses every semester. It should also improve course enrollments when offered. For example, ITE 115/119 and CST 110 would appear in the fall semester for every program that requires these courses. Similarly, all curricula requiring MTH 111 or 130 would reflect this requirement in the spring semester. (*proposed changes completed, effective with 2020-2021 academic year*)
- Create and submit an application to SCHEV for recognition of the college’s AA&S in General Studies as a transfer degree. This would improve student transfer success by allowing them to take advantage of the many Guaranteed Admissions Agreements (GAAs) available.
- Auto-award CSCs and Certificates that stack into degree programs, making students more marketable and improving performance funding. (*in effect 2019-2020 for General Education Certificate, expand auto-award efforts*)
- Consider offering a small business incubator program via Workforce Development to facilitate entrepreneurship, a goal of the Shore. Through facilities’ rentals, it may also serve as a revenue generator for the college.
- Consider development of a Community Learning Center as a central function of Workforce programming, where the college could serve as a physical hub for essential community services (e.g. VEC office, GED preparation, programming for ALICE students). Bringing individuals on the college campus in need of these services may provide the college with opportunities to connect with students who need the college the most.
- Explore the feasibility of employing faculty and staff that would be shared positions between ESCC and TCC.