

SAN DIEGO
MESA COLLEGE



Program Review

Summary and Reflections with Unit Goals, Action Plans, and Updates

Instructional Program - Culinary Arts/Culinary Management (CACM)

Executive Summary

Describe the successes and challenges your unit has faced since the last comprehensive review.

Since our previous full review, the program has seen many successful changes as we navigate the new curriculum pathways we have forged. Over the past year, we started to schedule the completely reimagined culinary curriculum. We have reworked the current classes into smaller stackable courses, allowing students more success points and adding curriculum flexibility. We have observed success with this model in our pilot lab class, CACM 110, increasing retention and success from 87% to 95%. The program also added four new courses and two advanced certificates designed for advanced students and returning professionals, a long-term program goal. The ability for students and professionals to be recognized for prior learning through the Credit for Prior Learning (CPL) program will be a significant achievement in providing many new paths to a college degree.

The newly-organized program is also curricular aligned with the Mesa Hospitality program giving students from both programs the ability to obtain multiple awards across programs with just a few additional classes. We see success in offering these well-sequenced degrees and certificates that provide clear pathways to achievement.

The program has added new high-tech, industry-relevant equipment to support the new curriculum. This equipment adds more significant learning opportunities for all program-level students. Embedded programmatically while also being used in the new curriculum, all students receive more in-depth and high-quality employment-relevant training while fostering student engagement to enhance retention. Another achievement is adding an industry-leading Point of Sales computer system that has allowed training students on operating and programming, management level skills. This innovative technology has facilitated online sales that have more than doubled restaurant sales, allowing for higher levels of training and experiences in laboratory classrooms. We have also seen the addition and classroom implementation of a new meat aging cabinet, chocolate spray paint, a modern combination oven, a blast chiller, a dough sheeter, a modern smoker, a modern bread oven, and all the support equipment. With this type of engagement, a broad goal is to create more than a bridge from one term to the next but to weave classes together based on these more advanced laboratory experiences. We note some challenges for students in purchasing some of the small equipment needed to maximize the experience. Procuring or replacing these items is very time-consuming, with sometimes a long time for approval and then procurement; a more streamlined process would be beneficial.

We have hired three new adjunct faculty members to teach these new classes to support these new certificates and courses. We are searching for a new Instructional Lab Technician to be hired in the fall of 2023 and a third full-time faculty member in the future. There is a critical need for additional staff as the program continues to try and support current and add new learning opportunities for students. Having robust and consistent support, including ongoing funding, support staff, and new faculty positions, will be the cornerstone of maximizing these innovative programs.

Over the past data cycle, we have observed upward trends from previously observed academic struggles that resulted in lower program retention/success rates, lower program enrollment, and stagnated GPA. The plan we started several years ago with the curriculum rework and then a full return to in-person modality has seen these former numbers rebound; the success average was 73.5% over the previous period and recovered to 77% in 2022, retention which dipped from 90% to 86%, has returned to 91% in the 22/23 academic year. In addition, we have observed program enrollment rebound to the pre-pandemic level. We also expect to see increased success and retention levels, leading to better productivity for the advanced laboratory courses.

In 2022 with reignited our outreach and support to our many partners in the community. We continued our work with our amazing local farmers and were given a plot of land as a learning space. From other local partners, we receive free organic garden supplies, produce, and proteins used in the program for students. We have added new industry partners, including Viejas and the Trust restaurant group, with help from the Mesa Employment Engagement Coordinator. Still, we must create more partnerships and pathways back to Mesa for professional

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development training.

We also collaborate and provide unique training for students in support of campus special events, but this has been overwhelming supported by our temporary NANCE's, another part of the complex need for more faculty and staff. Overall, it has been a busy but remarkably successful past year, but as noted, not without some challenges.

A most immediate issue over the past year since updating and rolling out the new curriculum design has been the college class registration process and the problems with the college program recognizing equivalent classes and glitches with prerequisites and corequisites affecting an already confused student and challenged enrollment. We have also spent time revising and changing errors in other areas of this large curriculum rollout. Also, updating and presenting the new program and data widely for current and prospective students is still in the works, with the hopes that most faults will be corrected in the fall of 2023.

We have also seen significant challenges in storing current and new specialized equipment and tools needed to train and operate in the new curriculum. Finding additional storage space is required. In addition to the existing program equipment, new and necessary equipment has created complex logistical issues in managing and maintaining equipment for each classroom use. We have been working with the Mesa facilities department for the past two years on a solution as the problems become more acute and expect to see resolution in the next year's term.

Staffing is also an overwhelming challenge; there are only two full-time faculty members to 8 adjunct positions for the fall of 2023, with most adjunct positions maxed out. There are overwhelming hours needed for program administration, classroom support, logistic lab operations, and other requirements to operate this unique high-level training space. Most of this is done by full-time faculty with assistance from student NANCE's while trying not to exceed fair use of time but find this idea beyond reality. To compound our challenge, we have experienced struggles finding well-trained staff and instructors in an industry with impacted employment, including higher pay and other compensations. The need for very specialist instructors, accompanied by the uncertainty that those classes might be canceled last minute, makes recruiting and retaining these high-level professionals even more of a challenge.

According to previous data we see impending challenges in filling the advanced laboratory courses. Even with a nearly 50% increase in program enrollment, challenges in filling these classes will prevail without more robust enrollment in introductory-level laboratory courses. We already do extensive outreach to promote the program, with new program flyer's and a new program video but we need a directed marketing plan for community outreach and engagement. The need to penetrate less traditional markets will be required as conditions and audience engagement changes focus. We see these engagements as adding to a growing acknowledgment of the program resulting in additional enrollments.

Challenges are based on many variables. A significant challenge is managing the program equipment and operations outside of teaching in the classroom or laboratory. Maintaining, setting up, ordering, and using all equipment is time-consuming. Having equipment staged and set up for instructors in laboratory classrooms that run 12 hours daily with minimum break time is complicated. Maintaining relationships with vendors and program partners, maintaining equipment, and other program duties make fully realizing these new programs challenging.

In addition, programmatic space is a challenge as it has become constrained. As the program expands with new courses, certificates, and overall content, there is minimal space to bring in additional required industry-standard equipment. Storage is becoming problematic for the equipment. It must be easily accessible without taking over the rooms.

Challenges continue in funding equipment and small tools to ensure equity in learning. We want to ensure that every student has access to the proper tools in their field of study. The cost to the students for program materials, equipment, and safety gear continues to rise with inflation. We want to ensure each student has access. The program is trying to have student kits for students to borrow instead of purchase, .

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Marketing of the culinary program needs to be increased. As the program expanded, the marketing material and platforms have not met the program's needs.

If applicable, describe any major curricular or service changes your unit has engaged in and the impact of those changes since the last comprehensive review.

The culinary program has completely revised courses and/or created and replaced older versions to maintain currency and relevancy in the industry. The courses are now in smaller sections to promote stronger student retention and persistence. Students have new pathways available with the additional courses and two new certificates. New adjunct faculty have been hired. The program continues to add and diversify the instructional voice with new industry experts. With the advisory committee's support, the culinary faculty have developed new industry entry points for students to gain higher wages with specialized training.

If applicable, describe the impact of any new resources (human, fiscal, etc) on the unit and/or action plan implementation.

The culinary program has been able to hire three project assistants to assist in the collateral duties of the program, as well as learn management skills to enhance their employable skills. In addition, we have hired three new adjunct faculty members to teach these new classes to support these new certificates and courses. An Instructional Lab Technician position has been vacant for almost two years. The search to hire a new ILT is pertinent and needed immediately.

If you assess OUTCOMES, please confirm that the outcomes have been reviewed for accuracy. If you do not assess Outcomes, skip this question.

Reviewed Not Accurate - Update In Progress

Related Documents for Charts and Graphs

Executive Summary Complete

Yes

Data Reflection

Trends observed in program/service area's data.

Over the past five years, the Culinary program has observed upward enrollment, success, and retention trends. Program course success rates have also seen a 4% increase after two years of decline during the pandemic. Success in 21/22 exceeded the program's five-year average as students returned to the classroom. Program GPA trends are also moving upward. Over the past 5 years, the program GPA has increased from 2.55 to 3.06 in 21/22.

Program enrollment has seen a significant increase of almost 50% after dropping to 226 in 21/22. Enrollment for 22/23 is also 20% larger than the 19/20 headcount.

Comparing face-to-face and online classes, we have observed lower success in online modality as a program. Upon returning to the face-to-face modality, the observed data has demonstrated more student success in individual courses and the overall program.

As a program, we have seen an overall increase in success and retention but still find disproportionate gaps in the success of our black/African American and Latinx populations. Many of these challenges focus on the 18-24-year-old student group. This group is almost 60% of our program population and drives program trends.

Describe any equity gaps in the data. Are there differences and/or patterns observed by demographics (e.g.race/ethnicity, gender, age, etc.)

We also have success gaps in the Latinx 18-24 population. We are seeing an upward trend in success, which has increased by more than 5% but is still 10% lower than the overall program success rate. In this group, the female population saw a 16% increase but is still several points lower than the program's overall success. The male population has significant challenges going from a success rate of 65% to just over 58%. In this same period, we

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have seen the retention rate for this group trend upward, increasing by almost 4% over the past two years.

We have seen a significant drop in the overall black/African American population success from 56% in 20/21 to 41% in 21/22. Looking deeper, the female population saw success go from 74% in 20/21 to 50% in 21/22, and the male population success was just above 23%.

We also continue to see equity gaps in the success of face-to-face classes compared to any modality of online courses. Success in online modality has increased from 66% to 70% but is still more than 20% lower than the overall success of face-to-face classes during the same period.

We believe having greater access to space and using technology for classroom instruction are challenges that continue to affect students. As a program, we have recognized these challenges and strive to allow all students to overcome technology barriers.

Describe the discussion(s) that took place about the unit's learning outcomes assessment data.

When reviewing our data, we redesigned the program curriculum to provide more focused class spaces with diverse voices and clear pathways to completion. The new format will allow more opportunities to enhance and further student knowledge with high-quality, specialized industry training. These assessments have also highlighted the need to accelerate the students toward completion and graduation. We expect to see this happen with the addition of CPL over the next two years.

As the industry struggles for the additional workforce, students and returning professionals are conflicted about completing their educational goals, working to pay bills, or furthering their chosen careers. Outcomes from courses that only run once a year and/or in 16-week course lengths have program-wide challenges with success and ongoing retention. These outcomes and observations led to a rework of programmatic delivery in lecture and laboratory classes.

These discussions prompted many changes, including modifying the curriculum and program to provide a more relevant industry experience. We have updated the program to have smaller, more stackable classes that we expect to drive students to more substantial knowledge and quicker competition.

Related Documents for Charts and Graphs

Data Reflection Complete

Yes

Practice Reflection

Describe current practices your program/service area has engaged in that you believe impact the above data trends and equity gaps.

We updated our entire program to create a more transparent and predictable pathway for student success. We reimagined how classes and curricula are scheduled to meet the expectations of current students. Smaller, stackable courses and certificates were created that offer additional way-points of success.

We have observed the new class format allows students greater flexibility in their education plan and provides more on-ramps into the program through each semester. This stackable certificate format gives students other opportunities to succeed and stay on track with personal academic expectations.

We are also dedicated to providing the highest level of training on new and updated technology and related industrial equipment. These opportunities to work with the most current technologies create an engaged learning environment where students can flourish in a safe learning environment. With this type of engagement, a broad goal is to create more than a bridge from one term to the next but to weave classes together based on these more advanced laboratory experiences.

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What other factors (internal or external) might also impact the above data trends and equity gaps?

As stated above, we have complex program space and administration challenges, as well as securing simple funding for loaner specialty tools to create more equitable access to advanced training.

The most significant program challenge is the time it takes to complete all required tasks to operate the program before any class starts. The need for a new Instructional Laboratory Tech to provide a more sustainable work environment is dire. As we add new faculty, we need them supported to deliver at the highest level.

Related Documents for Charts and Graphs

Practice Reflection Complete

Yes

Mid-Cycle Updates

Are there any edits or updates to the Executive Summary above?

For this first midcycle review, it is difficult to find any new trends based on the limited data we have compiled. We do have a complete year of data as we continued the program's final rollout of our new certificate and reworked curriculum as well as our new 'stackable' delivery. With the computer glitch fixed, registration was nearly seamless. This fall we began running of the final piece of the updated curriculum, a long-term program goal. Created with new pathways for returning professionals and students looking for more focused training for in demand of the industry.

One of our greatest operational challenges continues to be storage and, more importantly, the instructional logistics of the equipment, as outlined in our comprehensive review. We researched and got bids for storage but have been denied by our district with no given alternative.

We have seen some improvements in purchasing smallwares and other tools through alternative funding entities with less paperwork for these common program consumables. Minimizing the redundant request process over the past cycle always helps with the time needed for other program projects.

The most significant change in the program is hiring a new instructional laboratory technician (ILT). The addition of the new ILT has already significantly impacted laboratory operations. Creating a more consistent culture of organization within an instructional space used more than 12 hours continuously daily, and by 6 to 7 different instructors and supporting more. it was more than critically needed to alleviate the enormous extra hours extended by faculty to maintain the program and instructional operational space for more than 2 years waiting for the new ILT to be hired. Though the new ILT has improved a critical situation operationally, at least one new faculty member will be needed to balance the instructional side, as noted in the new faculty request.

We continue our strong partnerships with our many partners in the community. This was most evident during our recent yearly event to raise money for our nonprofit foundation, where our partners donated deeply to help us raise more than \$10,000. Financial aid we use to encourage students to fully participate in any opportunities that arise during their time at Mesa and even as they become professionals.

Are there any edits or updates to the Data Reflection above?

As noted above there is limited new data but we have noted some continuing trends. We continue to see enrollment increases, as noted in our comprehensive review with enrollment in fall 2021, 226, 2022, 336, 2023, 442. Programmatically, we are voracious in our outreach to promote the excellence of this community asset. When looking at data for success and retention, we did not see any significant changes but noted that the number of students served increased from 439 to 665. We still see the greatest challenges in our online asynchronous class with low retention and success rates. These are classes we plan to evaluate for any needed changes.

Summary and Reflection

Are there any edits or updates to the Practice Reflection above?

Programmatically, we will continue our new curriculum process and practices as we move through a new evolution in our program history. We will constantly evaluate new data, big and small, quantitative and qualitative, as we constantly make any needed adjustments over the next cycle.

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New Goal 1: Professional development

Unit Goal: New Goal 1: Provide professional development in the two new specialized certificate subject matter areas of focus

Goal Status: Active

Beginning Year: 2023 - 2024

Projected Completion Year: 2025 - 2026

Action Plans	Action Plan Update
<p>Action Plan Status: Active</p> <p>Action Plan: Work with subject matter experts to provide in-person training sessions for Faculty, Staff and Nance</p> <p>Action Plan Cycle: 2023 - 2024, 2024 - 2025, 2025 - 2026</p>	
<p>Action Plan Status: Active</p> <p>Action Plan: Arrange site visits to manufacturer, factories, specialty shops/restaurants to develop career pathways</p> <p>Action Plan Cycle: 2023 - 2024, 2024 - 2025, 2025 - 2026</p>	
<p>Action Plan Status: Active</p> <p>Action Plan: Collaborate with State, Regional, and Local programs to support faculty, staff, and nance in current practices and job opportunities</p> <p>Action Plan Cycle: 2023 - 2024, 2024 - 2025, 2025 - 2026</p>	

Goal 2: Continue implementing, updating, and improving the proper administration of new certification programs over the next two terms.

Unit Goal: Goal 2: Continue implementing, updating, and improving the proper administration of new certification programs over the next two terms.

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2024 - 2025

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030: (X - Highlight the X to Align)

- Community - Objective 1: X
- Community - Objective 3: X
- Community - Objective 4: X

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- Community - Objective 5: X
- Completion - Objective 1: X
- Completion - Objective 3: X
- Completion - Objective 4: X
- Pathways and Partnerships - Objective 1: X
- Pathways and Partnerships - Objective 2: X
- Pathways and Partnerships - Objective 3: X
- Pathways and Partnerships - Objective 4: X
- Scholarship - Objective 3: X
- Scholarship - Objective 4: X
- Stewardship - Objective 5: X

Action Plans	Action Plan Update
<p>Action Plan Status: Active</p> <p>Action Plan: Continue course development and delivery of new advanced courses.</p> <p>Action Plan Cycle: 2022 - 2023, 2023 - 2024, 2024 - 2025</p>	<p>Submission Date: 11/21/2023</p> <p>Action Plan Update: New meat & seafood certificate completed the first semester successfully. Baking & pastry certificates enrollment has increased with more awareness of the opportunities in specialized technical training</p> <p>Update Year: 2023 - 2024</p> <p>Action Plan Progress: On Track</p>
<p>Action Plan Status: Active</p> <p>Action Plan: Work with counselors, staff, and administrators to provide up-to-date support for curriculum changes.</p> <p>Action Plan Cycle: 2022 - 2023, 2023 - 2024, 2024 - 2025</p>	<p>Submission Date: 11/21/2023</p> <p>Action Plan Update: Held a counselors information session on new certificates and program pathways. Need to schedule another information session before spring semester begins</p> <p>Update Year: 2023 - 2024</p> <p>Action Plan Progress: On Track</p>
<p>Action Plan Status: Active</p> <p>Action Plan: Continue collaboration with the Hospitality program to support a well-sequenced and well-scheduled large cross-program transferability offered in the new curriculum.</p> <p>Action Plan Cycle: 2022 - 2023, 2023 - 2024, 2024 - 2025</p>	<p>Submission Date: 11/21/2023</p> <p>Action Plan Update: Working with Hospitality program to develop a combined certificate utilizing core CACM and HOSP courses</p> <p>Update Year: 2023 - 2024</p> <p>Action Plan Progress: On Track</p>

Goal 3: Finalize the design and installation of new storage space in the next term.

Unit Goal: Goal 3: Finalize the design and installation of new storage space in the next term.

Goal Status: Active

Beginning Year: 2022 - 2023

Summary and Reflection

Projected Completion Year: 2023 - 2024

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030: (X - Highlight the X to Align)

- Community - Objective 2: X
- Completion - Objective 4: X
- Stewardship - Objective 4: X

Action Plans	Action Plan Update
<p>Action Plan Status: Active</p> <p>Action Plan: Create a more cohesive training space with needed equipment readily accessible.</p> <p>Action Plan Cycle: 2022 - 2023, 2023 - 2024</p>	<p>Submission Date: 11/21/2023</p> <p>Action Plan Update: Have not achieved any additional access to spaces for storage of required equipment. Reluctant to request funding on additional technical equipment due to space challenges.</p> <p>Update Year: 2023 - 2024</p> <p>Action Plan Progress: Barriers Encountered</p>

Goal 1: Hire an Instructional Laboratory Technician (ILT) in the next term to manage the program resources.

Unit Goal: Goal 1: Hire an Instructional Laboratory Technician (ILT) in the next term to manage the program resources.

Goal Status: Completed

Beginning Year: 2022 - 2023

Projected Completion Year: 2023 - 2024

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030: (X - Highlight the X to Align)

- Community - Objective 3: X
- Completion - Objective 2: X
- Pathways and Partnerships - Objective 1: X
- Pathways and Partnerships - Objective 2: X
- Pathways and Partnerships - Objective 3: X
- Scholarship - Objective 1: X
- Scholarship - Objective 2: X
- Stewardship - Objective 3: X
- Stewardship - Objective 6: X

Action Plans	Action Plan Update
<p>Action Plan Status: Active</p> <p>Action Plan: Continue the planned staff hiring process to allow for well-managed laboratory and classroom experiences.</p> <p>Action Plan Cycle: 2022 - 2023, 2023 - 2024</p>	<p>Submission Date: 11/21/2023</p> <p>Action Plan Update: Hired ILT position August 2023</p> <p>Update Year: 2023 - 2024</p> <p>Action Plan Progress: Completed</p>

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