INSTRUCTIONAL PROGRAM REVIEW & PLANNING

"The institution offers high-quality instructional programs in recognized and emerging fields of study that culminate in identified student learning outcomes leading to degrees, certificates, employment, or transfer to other higher education institutions or programs consistent with its mission. Instructional programs are systematically assessed in order to assure currency, improve teaching and learning, and achieve stated student learning outcomes." This excerpt from the accreditation standards is a rationale for this work. This program review and planning document will be reviewed by the deans, and become the basis for the FPM/Block Grant, facilities planning, Box 2A and provide evidence for accreditation. Sections of this document will be reviewed by groups such as the Teaching-Learning Project, Curriculum Committee and SGC.

Program __________________________________________

X Degree  X Certificate  Other ____________________________

Submitted on 2-17-09 ______ by the following faculty lead for the program:

Andres O. Ochoa
(print name)
(signature)

Reviewed and Approved by:

Dean  Kiran Kamath
(print name)
(signature)

Sr. Dean  Richard Livingston
(print name)
(signature)
COLLEGE GOALS and INITIATIVES

As you review and prepare plans for your program, keep in mind current goals and initiatives developed for the college's Master Plan.

COLLEGE GOALS

1. Offer high quality programs that meet the needs of the students and the community.

2. Ensure the fiscal well-being of the college.

3. Enhance a culture of innovation, inclusiveness and collaboration.

4. Improve the learning of students and the achievement of their educational goals.

5. Establish a culture of planning, implementing, assessing and improving.

STRATEGIC INITIATIVES

1. Grow enrollments productively.

2. Improve the image of the college.

3. Increase the number of transfers, degrees and certificates.
Los Medanos College Welding Technology Program

The Welding Industry

Welding as a process is the most common method of joining metal parts to form a single unit such as bridges, skyscrapers, ships, airplanes and many other metal items that modern society requires for our daily functional lives.

The welding industry is vital to our national economy as well as its security and defense. Over 50% of our country's gross national products are related to welding due to it being the most economical and fastest way to manufacture, fabricate, repair and retrofit sturdy metal structures. The opportunities in the welding industry are unlimited and presently the demand for qualified certified welders is very high. The pay is great with all the fringe benefits that we require to keep our standard of living as one of the top in the world. Welding as a career is very challenging, never dull and it offers prestige, financial security, continuous employment and advancement with the opportunity to travel if that is your choice.

Los Medanos College Welding Technology Program is one of (if not) the best accredited programs in the nation. It is designed to train and assist the individual in meeting the industrial requirements as per its code and standards. It will prepare, upgrade or retrain both men and women for direct and specific employment opportunities throughout Contra Costa and surrounding counties. This will be accomplished by offering a comprehensive welding program using up-to-date instructional techniques that cover classroom theory, hands on lab practical and welding certification. Los Medanos has the only accredited welding program offered at the community college level in Contra Costa County. The program has become very well known since being established in 1974. It offers a two year Associate of Science Degree, a Certificate of Achievement as well as individual Skills Performance Certification required for employment in the welding industry. The program offers an Accelerated Training Plan where the individual can become certified and job ready in twelve months. This is accomplished through day, evening and weekend courses from basic to advanced level. There is a high demand for our trained certified students who are normally placed directly into permanent full time positions.

Contact: Andy O. Ochoa, Lead Instructor
Welding Technology Program
aochoa@losmedanos.edu
Telephone: (925) 439-2181 ext. 3342
Fax: (925) 421-1599
WELDING TECHNOLOGY

Introduction to Welding as a Career

A. What is Welding?..... It is the most widely used method of joining two or more pieces of metal to form them into a single unit. In order for this method to be accomplished, the following steps are considered.
1. The parts are superheated at the jointed area.
2. When the molten point is achieved, the metal flows together, forming the weld that is strong as the base metal.

B. Welding is used, to join all commercial metals and their alloys. It is vital to the national economy and security of our nation. Our gross national product depends and is achieved thanks to welding. Because of its efficient and economical methods of joining metals, our society is dependent upon it to exist and reach new frontiers.

C. Conditions and Environment:

The welder’s job condition and environment depends on the job selection such as the following:
1. Industrial Manufacturing
2. Building and Construction
3. Product Processing
4. Materials Assembly
5. Structural Fabrication
6. Maintenance and Repair
7. Retrofitting and Updating Existing Structure

D. Employment:

The employment outlook, job market and growth rate will continue to be strong and upward. Job opportunities are varied and numerous throughout the industry for those who are technically trained and those who become Certified Combination Welders.

E. Job Benefits:

The job benefits are excellent in terms of job security, wages, health benefits, and fringe benefits.

F. On Going Training:

Basically, the job entrance requirements demand proper up-to-date training which includes the following:
1. Theory
2. Welding Skills Development
3. Current Technology Update
4. Ability to Read and Interpret Blueprints
5. Interpreting Welding Symbols and their Significance
G. Los Medanos College:
The Welding Technology Program at Los Medanos College ranks as one of the best in the nation. It articulates and partners with the Bay Area industrial sector and its local labor organizations.

H. Instructors:
The bilingual technical teaching staff members are holders of California State Life Time Teaching Credentials. They are graduates of the University of California and State University Systems, with extensive professional knowledge in the industrial technical field. Along with military experience, they are also members of the American Welding Society and other technical/professional organizations.

I. Graduates of the Program:
Pass graduates have obtained an array of jobs which include the following:
1. Certified Welder – Pipe Fitter
2. Foreman and supervisors
3. Welding Supply Sales Personnel
4. Rig Welder
5. Estimators
6. Welding Inspectors
7. Underwater Deep Sea Welder
8. Company Shop Owners and Consultants
9. Instructors and Engineers

J. Recruiters in the Industrial Field:
Placement and recruitment is a 100% positive factor as soon as the individual becomes a Certified Combination Welder. The opportunities widen the path as you become knowledgeable in this field. For questions to help you set up your educational plan, contact the instructor and program advisor, Andy Ochoa at 925-439-2181, extension 3343 or check the website at www.losmedanos.edu
I. ANALYSIS and QUESTIONS

Program review begins with the collection and analysis of data by the research office and instructional deans. The questions posed are based on an analysis of enrollment, productivity, success/retention, curriculum, college and community participation and program resources and development. For occupational programs, a copy of the Core Indicators Report is included. To access data, go to http://siren/cognos

1. The enrollment data (both head count and seat count) for the program has increased over the 5 year period. The rising trend is excellent.

2. The program productivity has been maintained at a constant level well over the past 20 years.

3. The program’s “retention rates” and “success rates” have been above the college average for all 5 years.

4. The program has increased the number of students with Welding Technology as their major who have completed 18 more units, from 22 to 41. The program will continue to oversee that the trend attainment will outlast the present best level.

5. The program’s productivity FTES/FTEE is excellent and certainly very high with only one full and three part time instructors for an annual program head count of 255 to 326 over the past 5 years. That raises the question as to why are there only 1 to 2 students graduating with a Certificate of Achievement or a degree each year? The VETA core indicator also states completion rates far below the state negotiated level. The question highlights how the programs are rated. Therefore, it is very important to note that the Welding Technology Program is truly a hard core Vocational Skills Development Program. It serves a diversified, multicultural student population from the local and surrounding communities; such as the high school drop out or graduate, the armed forces veteran, the immigrant, women re-entering the workforce, the handicapped rehabilitation and career change person as well as those from the local industry that requires skills upgrading and certification currently as per the specific codes and standards of their service occupational area. There are other students who require welding as part of their major; such as those from the art, appliances, and automobile and auto collision repair programs. Also, a good number of students who are self-employed take welding as part of their need and lastly, those whose hobbies and interest requires welding knowledge, skills and certification. Large volumes of students complete their education goals and objectives within 12 months because of financial constraints and obligations. The unemployed and those training under the Workman’s Compensation Program are only given 12 months to retrain. Therefore once they become “Certified” and receive their certificate, they go to work in the industry and do not continue the program.
6. **Program Curriculum/Direction:**

The program faculty will continue to provide up to date instructional training in theory practice and application at the level of proficiency and quality which will enable the individual to qualify for employment in our competitive and rapidly changing industry. This in accordance and guideline of the U.S. National American Welding Society, state and industries at large directives and requirements.

7a. **Employers that the program has worked with in the past 5 years to place students in jobs:**


7b. **Students placed in jobs during the last 5 years:**

From the Welding Technology Program, about 28 students accept employment each year in the welding and related metal fabrication-repair, manufacturing and maintenance industry within the Bay Area Counties and some relocate to a different county, state or country.

8. **What kind of high school outreach will the program engage in over the next year to develop a pipeline of high school students entering the LMC Welding Program?**

It will continue with the present plan, procedure and implementation, which is a direct line of communication, presentations and site visitations made by LMC's staff and program lead instructor with prior arrangements to the local high school classes with their teachers and administrators consent and approval. LMC's Welding Technology Program has a year round, day-evening-weekend open invitation for visitation to the welding lab for any student from the local schools with their parents or guardian.

9. **Plans to bring new faculty into the program:**

By direct mandate from the Office of Instruction and their internet advertisement for part-time welding instructors, the program lead is presently engaged in answering the inquiries of those interested
II. ADVISORY BOARD RECOMMENDATIONS

1. The Welding Technology Program serves the local industry by upgrading and updating their workforce, also by training the local community to meet industries pre-employment requirements such as qualifications, skills and knowledge. To become a certified welder, one has to demonstrate knowledge, skills and proficiency. Accordingly, with industrial codes and standards, the program lead meets with the Industrial Advisory Board members for technical advice, direction, and current objectives of the Los Medanos Welding Program.

This Advisory Committee meets on a regular, continued basis throughout the year. We communicate by telephone, fax, e-mail and U.S. Postal Service. Board members also do site visits to meet with the program lead, or program lead will meet at their work site on a continual basis.

Our discussions are related to consultation, advice and technical operation upgrades, also procedures, training and job requirements are expressed. In addition, the lead program writer meets with the Advisory Board member’s technical personnel, staff management and supervisors. In the technology field there are annual technical meetings and conferences prescheduled for each month with the American Welding Society, The American Society for Metals and the American Society for Testing Metals. Some of the advisory board members participate in the meeting, this keeping our contact updated.

Once per year, the program lead is invited to attend the special conference of “Outstanding Students Recognition Award Program” at U.C. Davis Material Science and Engineering Program. I have consistently recommended two students from the Los Medanos Welding Technology field to receive such an honor at U. C. Davis. Our welding program has received yearly recognition for “Outstanding Quality of Technology Knowledge, Teaching and Training.”

Students from the LMC Welding Technology Program have a direct link to continue their education at the University of Davis, Berkeley, San Francisco State, Chico State, and Cal Poly-San Luis Obispo.
What are the board’s recommendations, and how has the program responded?

The industrial committee is a wealth of knowledge as well as an ongoing force of academic support to the Welding Technology Program. The committee has highlighted consistent discipline direction and curriculum change and update. Innovative techniques, procedures and required adaptations in the ever evolving, changing industrial systems of our complex technical society.

Their advice, guidance and recommendations keep the program at the national, state and local level of academic and skills proficiency. The committee’s professional participation and focus has forged the Program to be recognized and ranked as the best in the nation. This fact is supported by the Industrial Committee’s collaboration with linkage to extended industrial technology employers, local unions, internet communications and information regarding LMC’s welding program. This program educates and trains individuals in the safe use and application of welding, training and educational excellence.

The industrial board, students, alumni and business partners contribute and support the level of training in the achievement of recognized standards that assist the individual student in passing the national certification exam and becoming eligible for employment as a welder in the industry.

Welding Advisory Board Committee Members

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Walter Stevens, Superintendent
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James A. Altman, President
All States Stamping Mfg. Co.
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Joseph P. Meyer, President
Field Welding Services
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(925) 890-0295

Norman On, Manager (Retired)
Bart Systems Maintenance
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Lafayette, CA 94549
(925) 256-9453

The Advisory Board members are skilled educators, experienced business and industry representatives. They work together reviewing and evaluating program opportunities and development in relation to the Los Medanos Vocational Technology Program. They consult and give advice in all of the above areas with the lead instructor of the welding program to help students accomplish their educational endeavors. The board also gives input into new curriculum and updates. They meet on a regular basis to receive current program needs such as, operating and evaluating the condition of the welding lab. They provide expertise pertaining to technological changes and procedures which occur in the industry. The lead instructor oversees the Advisory Board’s recommendations and suggestions to meet the standards of excellence and acceptance of the program.

III. STUDENT LEARNING OUTCOMES

The underlying purpose of Student Learning Outcomes (SLOs) is to improve teaching and learning, the heart of the community college. Accreditation standards require evidence that the institution “demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning.”
PROGRAM LEVEL STUDENT LEARNING OUTCOMES

Consider what you expect students to know and be able to do as a result of completing your program. Form these expectations into 3-8 broad Program Level Student Learning Outcomes (PSLOs) and list them below as statements that complete the following sentence:

At the completion of the program, the student should:

1. Be able to know and have an appreciation for the safety knowledge required in the welding trade.

2. Demonstrate the ability and theory to effectively solve problems encountered while welding or cutting as per job requirement.

3. Demonstrate step by step the procedure required to perform at the skill level dictated per job-lab standards.

4. Be able to understand the variables involved at the performance level stage as a welder.

5. Foster the importance of proper training and preparation for today’s employment qualification requirements.

6. Be prepared to pass the required National Certification Exam, essential for employment as a welder.
<table>
<thead>
<tr>
<th>Steps in the assessment cycle</th>
<th>Title of the Occupational Education Program: Weld 0956.50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify an institution-level Occ. ED. SLO</td>
<td>Welding Technology Program</td>
</tr>
<tr>
<td>Identify a Program-Level SLO</td>
<td>Demonstrate the competence and skills necessary to take and pass the National Certification Exam required for employment as a welder.</td>
</tr>
<tr>
<td>Identify or develop assessment instruments (Circle or describe measures you will use to assess student achievement of the SLO)</td>
<td>Be prepared to enter the job market as a welder by passing the pre-requisite on the job-site performance qualification test.</td>
</tr>
<tr>
<td>Collect and analyze data</td>
<td>Direct measures of student learning:</td>
</tr>
<tr>
<td></td>
<td>* performance on certification exams (if exam reports give aggregate information about student performance on SPECIFIC SKILLS)</td>
</tr>
<tr>
<td></td>
<td>* final exam</td>
</tr>
<tr>
<td></td>
<td>* practicum/lab</td>
</tr>
<tr>
<td></td>
<td>* other: The welding instructor will proctor the National Certification Exam in conjunction with the license testing lab.</td>
</tr>
<tr>
<td></td>
<td>Indirect measures of student learning:</td>
</tr>
<tr>
<td></td>
<td>* performance on certification exams (if exam reports give % who passed)</td>
</tr>
<tr>
<td></td>
<td>* success rates for a course designed to prepare students for a certification exam.</td>
</tr>
<tr>
<td></td>
<td>* state data on a core indicator:</td>
</tr>
<tr>
<td></td>
<td>* other:</td>
</tr>
<tr>
<td></td>
<td>Qualitative measures:</td>
</tr>
<tr>
<td></td>
<td>* Employer survey</td>
</tr>
<tr>
<td></td>
<td>* Advisory board focus group</td>
</tr>
<tr>
<td></td>
<td>* Other:</td>
</tr>
<tr>
<td>Develop action plans to improve student performance</td>
<td>When will the data be collected?</td>
</tr>
<tr>
<td></td>
<td>* Direct - The documentation will be given directly to the welding instructor by the testing laboratory</td>
</tr>
<tr>
<td></td>
<td>* Indirect</td>
</tr>
<tr>
<td></td>
<td>* Qualitative</td>
</tr>
<tr>
<td></td>
<td>Who will analyze the data? Program Lead Instructor</td>
</tr>
<tr>
<td></td>
<td>Who is responsible for developing and implementing action plans?</td>
</tr>
<tr>
<td></td>
<td>The Program Lead Instructor and Faculty</td>
</tr>
</tbody>
</table>
REVIEW
The assessment results prove to be a very useful tool which helps to improve and refine the teaching as a competent delivery offering so the individual students will learn faster and more effectively the hands on skills required for a successful direct job placement.

PLAN
The program lead has been in consultation with the LMC’s SLO specialist personnel to assist on assessing SLO #5. Students at the end of the program will have knowledge of how to demonstrate, competence and skills necessary to take and successfully pass the National Certification Exam, required for employment as a welder.

IV. CURRICULUM
Accreditation standards and Title V require that program curriculum is current and meets student needs regardless of credit awarded, delivery mode or location.

REVIEW
1. Accreditation standard II.A.2.c. states that “High-quality instruction and appropriate breadth, depth, rigor, sequencing, time to completion, and synthesis of learning characterize all programs.” Explain how the program meets this standard, evaluating the extent to which it is coherent, comprehensive and also meets the needs of the students and community.

Taking into consideration the recommendations of the program advisory board, the program lead instructor has kept the welding curriculum up to pace with new industrial innovations and building code changes. It is continually and closely coordinated, and articulated with industry to provide a comprehensive up-to-date training program. Classes are offered during the day, evenings and weekend schedules so the student membership can have the flexibility to make their educational plan a reality.

2. How does the program ensure that its curriculum is up-to-date with new discoveries and changes in the discipline?

The theory classes and presentations are updated as required with the assistance of our Trade Advisory Board, along with the local labor organizations, industry at large, and the National Technical
Organizations of which I am a member. They mail their monthly technical journals to the program lead, and correspond via the internet thus facilitating the curriculum updates on a continual basis.

3. Title V regulations require that all course outlines be updated at least every 5 years. Have all program course outlines been updated within the last 5 years? [link to course outline last date of revision].

PLAN

The Welding Technology Program course outlines are due to be updated. The program lead instructor will be working on them to insure they will all be updated and completed as per catalogue due date.

V. PROGRAM RESOURCES and DEVELOPMENT

Program review and planning must be integrated with other planning processes such as the master plan, requests for staffing, and the financial planning model. It is important that the institution effectively and efficiently uses its human, physical, technological and financial resources to achieve its educational purposes, including stated student learning outcomes and improvement of institutional effectiveness.

REVIEW

1. Does the program have sufficient full-time faculty and staff? Refer to the FT/PT trends for FTEF. How does this affect the success of the program?

The program has one full time faculty member and three part-time evening instructors. We are continuing the process of recruiting a part-time faculty pool. (For further explanation please refer to the plan in page 15)

2. Describe program faculty/staff participation in staff development. What staff development activities are needed to improve the program?

The Welding Technology Faculty needs to continue to take advantage and participate in seminars, sponsored by industries to receive new technical information. In addition, to continue to participate in the American Welding Society and the American Society for Testing and Inspection Materials so the above plan will insure continued competence for staff development.
3. What additional facilities and equipment is required to maintain or improve the effectiveness of the program?

The welding lab's extended metal roof area needs the following:

1. Completion of the acoustical noise and room temperature insulation to control and meet the standards required by OSHA (Occupational Safety and Hazards Act)

2. Completion of the permanent Lab's:
   MIG, Flux-cored, Carbon Arc Cutting and Grinding Stations with a solid non translucent partition is a necessity to create a safer work area.

3. Finishing the Air-Carbon Arc Cutting Station to make it operational for student's lab use as part of their certification requirements.

4. Outdated equipment needs to be replaced in the welding lab. Constant breakdowns cause obstacles in student's educational progress.

4. Does the program have a sufficient budget? How would budget increases improve the program's effectiveness?

The welding budget allocations insufficient to continue at its present operation and magnitude. In the last 5 years we have served very high continual student population with less budget allocation than 32 years ago. The welding gases and supplies such as welding rods have increased in cost many times over 100%

PLAN

The present full time tenure welding program lead- instructor will seek approval to hire a full time replacement instructor upon his retirement effective fiscal year 2010-2011.
VII. PROGRAM PRIORITIES

Due to resource limitations, programs need to focus on selected objectives for the short term. What changes does the program need to make based on the review? One of the key criteria for funding new initiatives via the Financial Planning Model process is the extent to which the proposal contributes to college goals and initiatives, as per accreditation standards.

a) The welding program (day, evening and weekend will continue to maintain the present 100% level of excellent service both in theory and lab classes.

b) The program will seek a modest but permanent increase of $9000.00 to its basic budget allocation in order to maintain the present level of service and quality.

c) The program will request a budget increase of $5000.00 for the maintenance and repairs of the welding lab’s instructional equipment.

d) The request of financial support to correct the welding lab’s safety and environmental items outlined in this report.

REVIEW

Carefully review the planning objectives generated in the previous sections. Identify them as either operational (not requiring additional funding or other resources) or new initiatives (requiring additional funding or other resources). Prioritize each set of objectives. Per accreditation standards, priorities must include the development of Program Level Student Learning Outcomes and their assessment.
PROGRAM ACTION PLAN

OPERATIONAL PLAN

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Activities</th>
<th>Desired Outcomes</th>
<th>Lead</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Lab's Metal Roof</td>
<td>Budget Request</td>
<td>Lab’s Safety</td>
<td>Andy Ochoa</td>
<td>2009 - 2010</td>
</tr>
<tr>
<td>Lab’s Upgrading</td>
<td>Budget Request</td>
<td>Lab’s Back Ventilation</td>
<td>Andy Ochoa</td>
<td>2009 - 2010</td>
</tr>
<tr>
<td>Lab’s Upgrading</td>
<td>Budget Request</td>
<td>Completion of Lab’s Stations</td>
<td>Andy Ochoa</td>
<td>2010 - 2011</td>
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<tr>
<td>Lab’s Equipment</td>
<td>Budget Request</td>
<td>Equipment Replacement</td>
<td>Andy Ochoa</td>
<td>2011 - 2012</td>
</tr>
<tr>
<td>Lab’s Back Stations</td>
<td>Budget Request</td>
<td>Light and Electrical</td>
<td>Andy Ochoa</td>
<td>2010 - 2011</td>
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NEW INITIATIVE PLAN

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Activities</th>
<th>Desired Outcomes</th>
<th>Lead</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Weld/Auto Back Yard Area</td>
<td>Budget/Grant Request</td>
<td>To place a roof over entire open yard area</td>
<td>Weld/Auto Leads and Staff</td>
<td>2011 - 2012</td>
</tr>
</tbody>
</table>

VIII. ANNUAL PROGRESS

PROGRAM ACTION PLAN BUDGET APPROVED AND COMPLETED

1. The Perkins IV allocation for major replacement equipment was approved and project was completed on time.

2. The Trifold Brochure Project for the welding program was developed and finalized. The original hardcopy was personally given to Barbara Cella before the deadline date.

3. The entire welding program ventilation multi-unit system has been completely replaced with the five new units in place to serve the welding lab for the skills development courses: Weld 11, 15, 16, 21, 31, and 41. (only minor future interior updating to the existing individual stations outlets will be required). Project completed as of 1/31/09.
4. The program maintenance and repair of welding equipment in the amount of $5800.00, GL: 12-47-306011-09650-55620 had a required completion date of March 31, 2009. Project completed as of February 10, 2009.

**Note:** Specialty items #3 and #4 required many hours of technical labor prior to completion. Because of the high cost of an outside contractor, I decided to undertake the task during my time off. The allocated funds were spent only for parts and material, this is the reason for the program update being submitted at the end of its timeline. At the completion of this project I was very pleased with my work and on behalf of all the students in the program I would like to thank the administration for their goodwill and support. I feel very rewarded.
LOS MEDANOS COLLEGE
PLANNING AND RESEARCH COMMITTEE

Humberto Sale, chair, College Research Coordinator
Gil Rodriguez, co-chair, Dean, Liberal Arts and Sciences
Ramon Coria, member, President, Associated Students
Curtis Corlew, member, Faculty, Art and Journalism
Bruce Cutler, member, Director of Business Services
Ruth Goodin, member, Principal Analyst, Grants and Economic Development
Richard Livingston, member, Senior Dean of Instruction
Cindy McGrath, member, Faculty, Department Chair, Journalism
Sandra Mills, member, Coordinator, Reading and Writing Center
Jennifer Victor, member, Senior Administrative Assistant

With assistance from the following Los Medanos College members:

Peter Garcia, President
Dan Henry, Vice President
Myra Snell, Faculty, Mathematics Department
Nancy Ybarra, Faculty, English Department
<table>
<thead>
<tr>
<th>WELDING ENROLLMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>SeatCounts</td>
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</table>

**ACHIEVEMENT**

**AFRICAN AMERICAN**

<table>
<thead>
<tr>
<th>Course Retention Rate as values</th>
<th>2004FAE</th>
<th>2005SPE</th>
<th>2005FAE</th>
<th>2006SPE</th>
<th>2006FAE</th>
<th>2007SPE</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>0.773</td>
<td>0.893</td>
<td>0.917</td>
<td>1.000</td>
<td>0.950</td>
<td>0.750</td>
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<th>Successful Course Completion Rate as values</th>
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**AMERICAN INDIAN**

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