



Cosmetology Department

Instructional Program Review Self-Study Report
2020-2021

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Program Description

Our mission in the Cosmetology Department is to provide students with the knowledge and experience necessary to enable them to pass the state board cosmetology or esthetician written and practical exams. With the successful completion of our training program, in correlation with the state board exam, the students may proceed directly into the workplace with confidence. Our comprehensive training program supports in a diverse environment that is conducive to learning and meets the rigors of the salon environment.

The program includes detailed hands-on training for all ethnicities, in hair design, haircutting, chemical services (including color design and permanent waving) nail care, and skin care. The Cosmetology Department provides a technologically advanced education in which students have access to a variety of educational goals, which include the pursuit of a Certificate of Completion, an Associate of Arts degree and employment skills. The department offers two career options; Cosmetology and Esthetics.

The cosmetology program offers either an Associate of Arts degree or a Certificate of Achievement. The cosmetology curriculum consists of a minimum of 1,600 clocked hours with a total of 60.5-66 units. The curriculum prepares students for the state board examination. Students enroll full-time and attend classes Monday through Friday. Students can complete the 1,600-hour program in two regular semesters (sessions) and one eight-week summer session over a period of one calendar year.

The esthetician program offers an Associate of Arts degree or a Certificate of Achievement. The esthetician curriculum consists of a minimum of 600 clocked hours with a total of 23-27.5 units. The curriculum prepares students for the state board examination. Students enroll part-time and attend classes either Monday-Wednesday or Wednesday-Friday. Because of the high demand in student enrollment. A 3rd cohort was added for summer session. Summer classes meet four times a week either Monday-Thursday or Tuesday-Friday. Students can complete the 600-hour program in two semesters (sessions).

The esthetician program also offers a cross-over program with a Certificate of Achievement. This program is for licensed cosmetologists or students who have completed their 1,600 hours in cosmetology and want to obtain an esthetician license. The curriculum consists of a minimum of 200 clocked hours and prepares students for the state board examination. Students enroll part-time and attend classes Monday-Wednesday and is only offered the second nine weeks of the Fall and Spring semesters. Students can complete the 200-hours in nine weeks.

The process for gathering data was done through IERP, Perkins core indicators, student exit surveys, and the Board of Barbering and Cosmetology.

Demographics

When reviewing gender, age, and race attributes for the last 5 years of Cosmetology enrollment, three pronounced themes emerge; female, 20-24 years of age, and Hispanic. With gender, enrollment is

predominantly female at 91% over the last 5 years. Males encompass 6% with 2% unknown. As age groups go, 20-24 year-olds make up 43.9% of enrollment, followed by 28.6% between the ages of 25-34, 19.7% are 19 and under, 6.5% are 35-49 and 1.4% are 50 years and older. A majority (67.8%) of our enrolled students identify as Hispanic/Latino. The 5-year average for other racial groups are as follows: 10.8% white, 7.8% are Black/African American, 4.9% are Asian, 4.7% are unknown, and 4.5% encompass Native American, Native Hawaiian, and those who associate with 2 or more races.

Our Team

The Cosmetology Department has four full-time and 12 adjunct faculty. There is a licensed instructional aid on staff who helps with department documents, pre-applications for state board examinations, proof of trainings and student labs in both cosmetology and esthetics. We have a dispensary clerk who manages our lab dispensary and orders all client and instructional products and supplies. And last, there is one program facilitator.

Degrees and Certificates

Year	Degrees	Certificates	Total
2014/2015	8	81	89
2015/2016	6	81	87
2016/2017	11	63	74
2017/2018	9	58	67
2018/2019	15	107	122

The decline in degrees during 2016/2017 is due to cancelling the whole esthetician program because of lack of full-time faculty. Since 2015, we have two new full-time faculty and therefore have been able to offer the esthetician program again and we will even begin to offer two intro classes in Fall 2021.

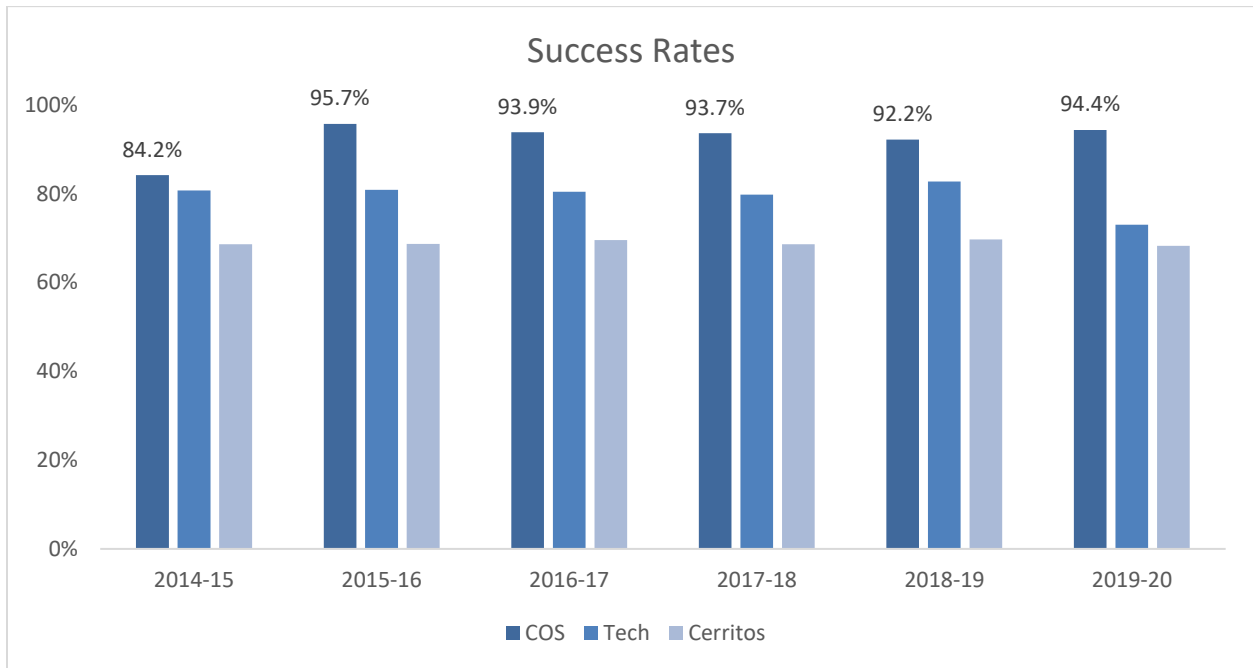
The major reason for a decline in certificates in 2017/2018 is because we went through a unit increase for all programs, which added more hours to each program and therefore, pushed all students to graduate later than normal. Hence the increase in totals in 2018/2019.

There are two reasons for the increase in both degrees and certificates in 2018/2019. One reason is due to changing the prerequisites for both programs to ENG 100. Raising the prerequisites to a higher level of English helped more students finish the programs successfully. It also promoted students getting their AA/AS degrees after attending our programs. Full-time faculty work diligently with all students to make sure they complete our programs and encourage them to also attain their degree. Efforts like this will continue in the future.

The second reason for the increase is the adding of two cohorts of esthetician classes during summers. We now offer an intro class and an advanced class during summer session.

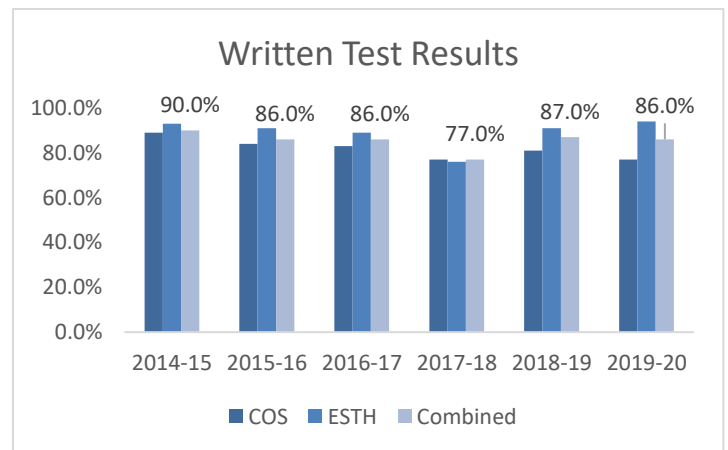
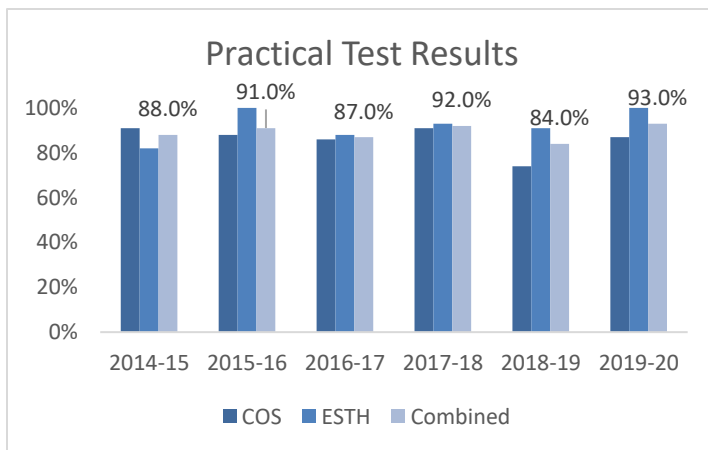
Department Success Rate

The success rate for the Cosmetology department has increased since the last program review and has remained consistent over the past five years, averaging about 93% for the department. In addition, the department's success rate exceeds that of the technology division and the college.



State Board Passing Rates

Overall, the program's practical and written test results are strong. Students perform better in the practical (hands-on) portion of the exam with passing rates that generally range between 87%-93%. In the 2018-19 academic year, the passing rate dipped to 84% but improved by 9% the following year. Annual written test rates consistently come in around the mid-80s, however, there was a similar anomalous decrease in the 2017-18 academic year, which was followed by a 10% increase the next year. One explanation for the larger rate swings is that in some years there are only a few students taking the exam and thus, the individual test results are highly influential over passing rates. Despite already solid passing rates, we continually strive to enhance our state board curriculum to ensure we realize year-over-year improvement. Two recent examples of how we do this would be (1) our effort to drive more consistency across faculty via the in-house development of instructional videos around state board testing, and (2) the implementation of a canvas shell dedicated for written test and vocabulary pertaining to both textbooks the state uses and focusing more on the sciences.



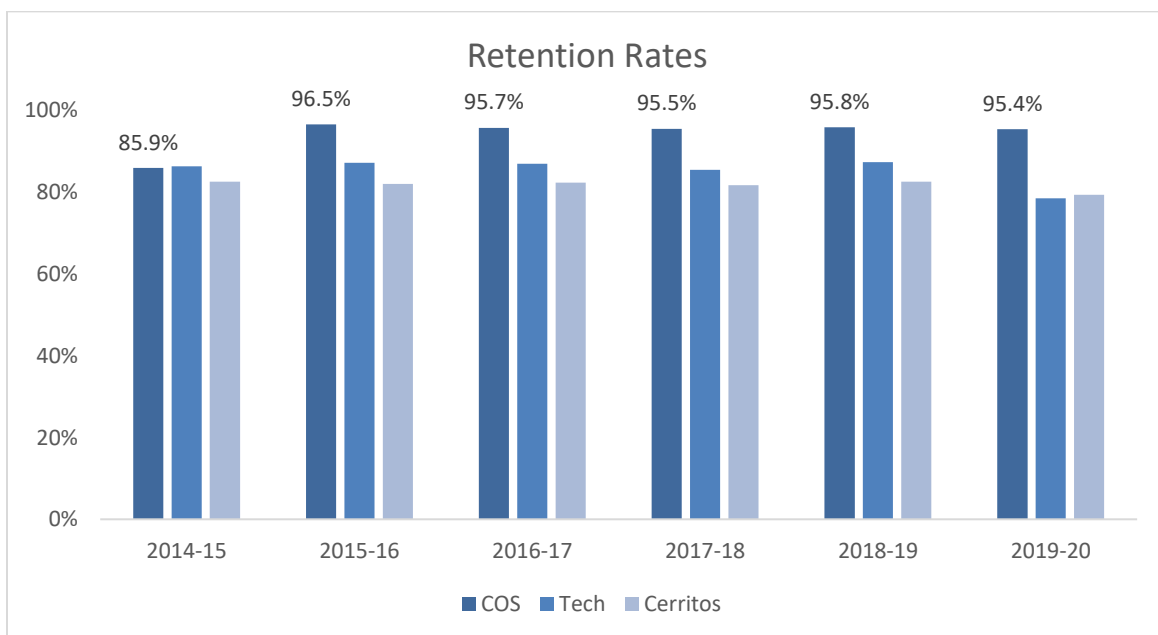
Note: Percentages shown in practical and written test result charts represent combined scores for Cosmetology and Esthetics

Department Completion/Retention Rate

The course completion rate for the Cosmetology department has averaged about 89% and has increased since the last program review.

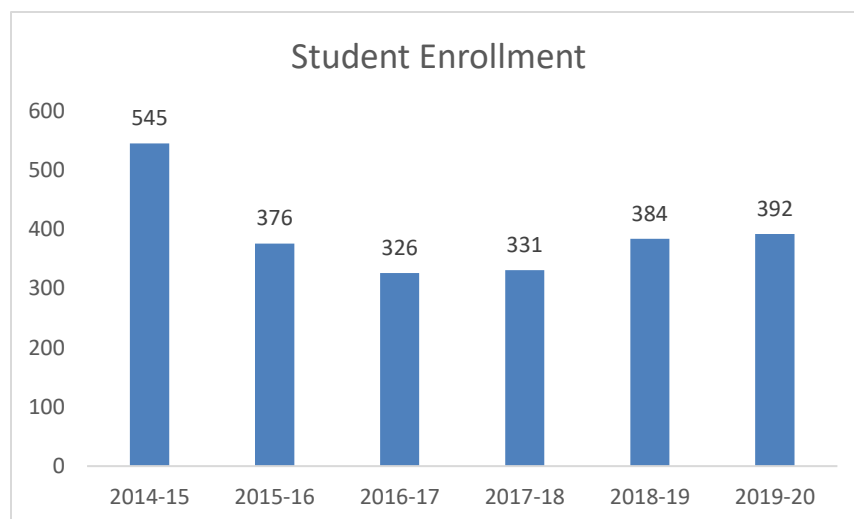
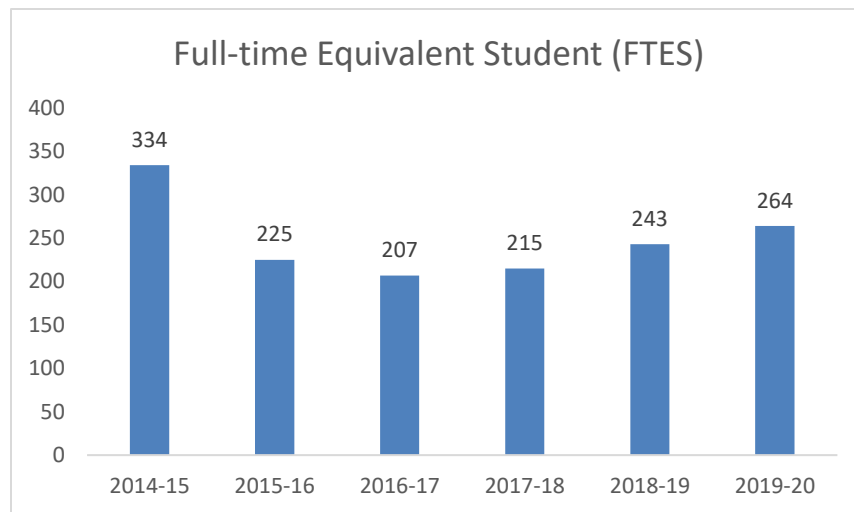
Overall, retention rates are generally strong w/ no substantive inequity. The range has remained tight, at between 80%-100% for all races, since the 2014-15 academic year. The range tightened to 83%-100% the following year and then again to 95%-100% by the 2016-17 academic year. Since the 2016-17 academic year, the range has widened slightly to have lower bounds of 94% ('17-'18), 90% ('18-'19), and 83% ('19-'20) in subsequent years. While still tight, it's worth noting that the retention of our Black/African American students were the lower bound in 2014-15 at 80% and are the lower bound again this past year at 83%. Also, worth noting is the fact student enrollment of all races, with the exception of those identified as Hispanic/Latino, are typically <40 and many times less than <30 (Hispanic/Latino enrollment consistently exceeds 200). Thus, a small number of students not retained can lead to big percentage swings on a small enrollment base.

Nevertheless, the strategy for COS at this point is to continue monitoring retention trends through the rest of the academic year, particularly for our Black/African American students enrolled. Despite this group being the lower bound of our current academic year's range (83%), it is still above the lowest point for all available years. Moreover, it exceeds the retention rate of the technology dept (74%) and the college (72%). We want to ensure the trend stabilizes and then improves so we will assess where it is at the end of the year. If it continues to trend downward this year to a point of concern, we will seek to deploy exit surveys of non-returning students. This would allow us to better understand the root cause and develop a more effective strategy to mitigate retention challenges.



FTES (Full-time Equivalent Student)

Our FTES and student enrollment have consistently exceeded 200 and 300, respectively. The large decrease that occurred between the 2014-15 and 2016-17 academic years can be attributed to several factors: the closure of our night program, no summer classes offered and no esthetician class offerings (in 2016) due to a lack of instructors. However, after removing a proficiency test requirement (English and reading comprehension test) that students had to take to enroll in our introductory courses in the 2017-18 academic year, we noticed enrollment tick upwards slightly. FTES and student enrollment has continued to steadily increase each year thereafter.



Student Feedback

With the help of IERP, we conducted exit surveys to students who completed the program in Fall 2019 and Spring 2020. A total of 69 students participated in the survey. The survey consisted of 32 open and closed-ended questions. Overall, 88% of students were either satisfied or very satisfied with the program. In performing a deep dive into the various classes by program we can conclude that esthetician students were 90% satisfied/very satisfied with their classes and the Cosmetology students were 78% satisfied/ very satisfied with their classes. Towards the end of the survey, students were asked if they would recommend the program and 68% said they would definitely recommend the program another 29% said they probably would, which left only 3% unlikely to recommend the program.

Strengths

Progress reports (S1)

During the transition to distance learning we updated the online platform that tracks students' hours to also track their technical and operation hours required by the board. Students can manage their progress for pre-application and the completion of the program. Also, it enables instructors to clear any deficiencies before the end of the program.

Video surveillance cameras in the department (S2)

With conduct issues in the past, the department now has surveillance cameras in every classroom and hallway monitored by Cerritos Campus Police. This is something students are being made aware of the first day of class during orientation and has drastically minimized student conduct issues.

Purchase educational equipment (S3)

Through strong workforce grants we've purchased the latest tools and equipment used in the industry. By using new and innovative tools to practice with, our students are more marketable once they are licensed and have a competitive resume when looking for a job. Our students utilize machines that other schools don't offer. By having professional equipment, we have created a great reputation with local businesses who seek our students for employment after graduation. Equipment that was purchased were microdermabrasion, ultrasonic, microcurrent, LED and all in one galvanic/high frequency/steamer/rotary brush machine.

Cinderella hair extensions certification (S4)

This is an advanced training certification offered to our intermediate and advanced cosmetology students. Hair extensions are a million-dollar industry and having a certificate graduating from our program makes the students more knowledgeable and marketable when seeking employment. We have a full kit with all the products, tools, and hair for the students to practice with. Once the students have completed their training, Cinderella Hair Extensions will certify them. This is a class all students look forward to and enjoy.

Resumes and professional portfolios for students (S5)

Advanced students create a professional portfolio as a project. It provides an opportunity to build a resume, cover letter, business card and career plan before graduating. Salon/Spa owners serve as guest speakers and talk about what they look for in resumes and cover letters. They also perform mock interviews with the students. This project equips students with a complete portfolio in order to seek employment as soon as they get licensed. Being fully prepared promotes confidence as job seekers and gets them ready for job interviews.

Dermalogica partnership school (S6)

As a Dermalogica partnership school we get a lot of support and education from Dermalogica. Our students can attend classes at the Dermalogica Headquarters and receive professional education and demos while attending Cerritos College. Students get the opportunity to use professional products and learn about skin care ingredients. Having the knowledge of skin care ingredients provides students a fundamental understanding of product chemistry. This builds confidence in their abilities to use any professional product line and conveys credibility with clients, which in turn, leads to long-term loyalty and strengthens the client/therapist relationship. Faculty also receive free education at Dermalogica. Most of the faculty at Cerritos College are Dermalogica Experts and are Dermalogica certified.

Ongoing professional development classes at Toni and Guy, Wella, Redken, Sugaring and any other classes that pertain to our industry (S7)

Faculty at Cerritos College are dedicated to education and keeping up with the ever-changing industry. Faculty continuously take classes to enhance their knowledge and promote ongoing education. Technology, products, and techniques continuously evolve and improve so Cerritos College Faculty strive to stay current with the latest trends in the industry.

Renovation of Department (S8)

The Cerritos College Cosmetology Department is getting remodeled. The renovation of the space will begin in Fall 2021 at which point the Cosmetology department will move into portables (which will maintain Covid-19 safety measures) while construction takes place. Having the program in portables for a couple of years will present some challenges to enrollment, faculty, and students, but the remodeled department will be modern and exciting. Right now, the esthetician students have to walk through the intermediate and advance cosmetology floor to get to the lab. Additionally, we have had to reserve classrooms outside of our department because the layout does not allow for all of our classes to take place at the same time. With the new building, the lab will be in a central location. This will allow for multiple classes to take place simultaneously as each classroom will have access to the lab area without having to interrupt another class. The new facility will also offer more space, state of the art equipment, smart classrooms, a better flow of the cohort rotation, and a brand-new client salon and spa. This is a great opportunity for the program to offer many benefits to our students and grow future enrollment.

Department Rules and Regulations and Syllabus (S9)

These documents were created 5 years ago and are updated every semester. With many part-time faculty working at Cerritos College as well as other colleges, it helps keep our policies consistent. This

has also enhanced communication within the department.

Business Plan (S10)

In both programs the students build a business plan. The assignment consists of opening a salon or spa, creating a blueprint of the floor plan, choosing furniture and equipment, a business name, business menu with price list and services, research location and demographics, provide a cost sheet (leasing/rental cost per month, furniture, products, equipment, drinks (water, soda, champagne, mimosas, coffee), magazines, robes, etc., products, marketing plan, revenue model (hourly, commission or rental).

Certificate and Degree Pathways (S10)

Our Dean, Dr. Real, had his entire division create certificate pathways a couple years ago. Recently, he also encouraged the division to create AA degree pathways for each discipline. With the help from Traci Ukita and recommendations from counseling, we have now created AA pathways for both esthetics and cosmetology programs.

Student Success Stories (S11)

Our Dean, Dr. Real, has implemented student success stories in our division. These stories are published in the school, division, and department newspaper/newsletter. We reach out to students to check-in and see how they're doing, or employers contact us to highlight alumni's. We report these stories or student info to Daniel DeAvila, our division administrative clerk II who helps publish them.

Weaknesses

Student Learning Outcomes (SLO) Assessment (W1)

Reports show that not all classes are being assessed. All full-time faculty need to assess their SLO's. The Department Chair will be running a Faculty Participation report in eLumen at the end of the semester to verify that all assessments have been inputted. The Department Chair will follow up with faculty who are not complying. Faculty not assessing or inputting SLO's will develop a plan that will consist of learning the application of inputting the results of the SLO's in eLumen and revise the SLO's to condense them by chapters from our textbook. The esthetician program is already doing this, but the cosmetology program is not and is working on it.

SLO assessment is beneficial to the instruction process; it can help improve lesson plans and teaching methods to improve student success. Through SLO assessment, faculty can easily identify the areas of study where students have shown sufficient comprehension of the SLO's tested which would improve student success and understanding of the subject matter. (W1)

The cosmetology program will not have access to facial equipment due to the esthetician program running at the same time (W2)

Through strong work force grants, the department was able to purchase portable facial machines for the

cosmetology program allowing both classes to use facial equipment simultaneously. This weakness was addressed in Fall 2019.

Impact of lab during COVID-19 (W3)

Our programs are skill-based and therefore our labs have been highly impacted due to COVID-19. Only some advanced courses have lab on campus. Unfortunately though, attendance has been low because students can only work on their mannequin head which does not provide the same type of hands-on learning. With Covid-19 cases and hospitalizations going down, Los Angeles county has moved to a less restrictive tier. Considering these improvements, the department will advocate for allowing students to work on each other or even take clients as salons and spas are allowed to do today. If students could work on each other, attendance would increase, and students would be better prepared for employment.

Low enrollment for COS 55 (W4)

COS 55 is a nine-week crossover class from cosmetology to esthetics. The class is available to licensed cosmetologists or students who have completed 1,600 hours in cosmetology. COS 55 has been offered three times and canceled twice because of low enrollment. The department will work on promoting the class by reaching out to other local schools, social media, on-campus, and other local marketing resources, and reaching out to Cerritos College Cosmetology Graduates.

Full-time Faculty Participation (W5)

Full-time faculty need to be involved more in the department workload. Working remotely presents a challenge to collaborate on department issues/topics on regular basis. The department chair will schedule more faculty monthly meetings to discuss and work on program related tasks.

Outreach (W6)

Faculty need to participate in more outreach events. This opportunity allows us to reach out to potential and more non-traditional students. Due to COVID-19, the department has not been able to join in community events, but we plan to participate in virtual events.

This can also help improve W4 as it can promote the crossover program and help increase enrollment.

Opportunities

Subscribe to a service booking system (O1)

Getting a service booking system for the clinic floor will be a great opportunity to improve the client booking/rebooking system, payments, keeping track of revenue, retail, and trends. The department now uses a program for keeping appointments and client information but it is very limited. Getting an actual online booking program like Vagaro or something similar to it would dramatically improve the front desk operation and make the process of tracking clients, appointments, and students more efficient.

Implemented a crossover class (COS 55) from cosmetology to esthetics (O2)

There is great demand for a crossover program from cosmetology to esthetics. We were able to offer the class during the Spring of 2020 but due to COVID, we had very low enrollment. We have had great interest since then, but it seems like the process is a bit challenging and students are having a difficult time clearing the prerequisites and enrolling in the class on time. Prerequisites are a cosmetology license or completion of 1600 cosmetology hours from Cerritos College or another college. These are requirements by the California Board of Barbering and Cosmetology. Due to low enrollment, the class was cancelled multiple times.

We need to work with counseling to make the process easier for students to register so we can offer the class in Fall 2021. The demand is there, and it would be a great opportunity for Cerritos College to be the only college in the area to offer this highly sought-after program.

Change curriculum to hybrid (O3)

The full-time faculty have completed the process of changing the curriculum to hybrid starting with Fall 2021. After the pandemic began, we migrated our curriculum online and connected with the cosmetology departments of nearby community colleges (Santa Monica, Riverside, Fullerton, and Citrus) to share best practices around facilitating cosmetology programs during a pandemic. From these regular touch points we learned that other colleges were considering a permanent post-pandemic hybrid approach. We discussed this topic with our faculty, all of whom had a favorable view of a hybrid curriculum. Students were also supportive as we discovered via surveys administered in May and June 2020, to alumni. Specifically, we asked, "If the cosmetology program offered hybrid courses would you enroll?" Of the 61 respondents, 69% said yes. Thus, the positive reaction to hybrid learning coupled with the flexibility being offered at other nearby colleges, we believe this is a great opportunity to stay competitive and expand enrollment.

This hybrid approach will have lecture online and lab on campus. This will only require students to visit the campus 2-3 days per week (opposed to 5) and will likely appeal to a broader population of potential students as a result of the flexibility and enhanced work/life balance *e.g.* the program could attract those who live further from Cerritos College, expanding our geographical reach. Also, with having a hybrid program, we can also offer more than one Introductory class with heavier lecture online and a staggered schedule for the advanced lab classes. The department can utilize the new space and offer twice as many certificates graduating from our programs, creating more opportunities for students to enroll in our classes.

Train students on how to use the "Redken" business tools (O4)

The cosmetology program will be implementing a business tool in the advanced class in which students will be trained on how to book/rebook clients, track tips, successfully retail, and track client retention. With this helpful tool, the students learn how to be prepared when they get into the real world and start to build their clientele and business.

Barbering crossover program (O5)

We would like to offer a cross over program in barbering. The curriculum for students enrolled in a barber crossover course for cosmetologist will consist of 200 hundred clock hours of technical instruction and practical operations covering those barber practices that are not a part of the required training or practice of a cosmetologist. Technical instruction means instruction by demonstration, lecture, classroom participation, or examination. Practical operation means the actual performance by the student of a complete service on another person or on a mannequin. This will increase our enrollment for non-traditional students and will also increase our certificates.

Threats

Lack of full-time faculty awarded through the new faculty ranking system (T1)

The department used to have six full-time and is now down to four with two of the four retiring within the next two years. Also, this has created multiple problems of inconsistencies between the larger numbers of adjunct instructors and increased discipline problems. With expanding the program, the department will need to hire three full-time faculty to have consistency throughout both programs and have a lead instructor in each class/level.

Advisory Committee

Our advisory committee consists of industry professionals from Dermalogica, Great Clips, Ziba Beauty, Massage Envy, Bio-Therapeutic, Poise Make Up, Ulta, Hand and Stone Spa, European Wax Centers, California Kit Company, Salon Centric, Redken, and StylEnvy Nail Fashion. Our committee members provide valuable input to our department around curriculum, student employment opportunities, new industry trends and standards, student success, while serving as guest speakers. (S5-7, O4)

Updated Prerequisites

As discussed earlier we used to have a proficiency test students had to take to get into the program. After removing the proficiency test, we added prerequisites to all introductory classes and since we have updated the prerequisites to ENG 100 and ENG 100S and removed READ 54 and READ 57. We hope this will improve student success in the program along with the passing rate for the written state board examination. By implementing these changes, students will have a better understanding of the terminology and material in the textbook.

Perkins Core Indicators

Cosmetology varied on the CORE scores. During 2016-2020, the department met or exceeded CORE indicator 1-Skill attainment and 2-Completion but was below the goal with CORE indicator 3-Persistence, 4-Employment, 5a-Participation, and 5b-Completion. CORE indicator 3 shows low because in general our

students do not transfer to a 4-year school. They get a Certificate of Completion, get their License, and go into the work force. CORE indicator 4 is also low because after getting licensed most licensed stylist work for themselves and are independent contractors. By being self-employed, it is hard to track our students as employees. Although CORE indicator 5a/5b are lower than the state requirement (25%), over the last 4 years the Cerritos College Cosmetology Department has had an increase in numbers. This shows an increase in nontraditional (male) participants. We will continue to monitor our CORE indicators and try to improve the trend by participating in more outreach events and advertising more to male students.

Library Collaboration

We got together with Stephanie Rosenblatt and discussed textbooks, magazines and journal articles that would benefit the students for projects and assignments. These books and articles consist of makeup, hair, skin care and fashion from different eras.

SWOT Goal Reference Table

Cerritos College				
Instructional Program Review – Cosmetology Department Goals: Cosmetology				
Ref	Goal	Action to be Taken	Assigned to	Completion Date
S1	Students track their own progress online	Students were given access to the online program. (online discovery pro) They can track their hours, operations and technical.	Janet Ramirez-Han	Completed March 2020
S2	Install surveillance cameras to monitor the department	Place cameras throughout the department to help against theft, student conduct or any liability issues.	Madeline Betancourt	Completed August 2015
S3	Purchase new equipment to help enhance student knowledge and hands-on experience	Apply for strong workforce grant and purchase new equipment with funding.	Janet Ramirez-Han	Ongoing
S4	Purchase Cinderella hair extension	Apply for strong workforce grant and purchase new hair, tools, and product for new cohorts to practice. Once students are trained, they will be certified in Cinderella hair extensions.	Nina Motruk	Ongoing
S5	Prepare students for careers in cosmetology	Invite industry professionals from Massage Envy, Great Clips, Hand and Stone, European Wax Center to name a few to do mock interviews and review resumes and cover letters. Also, partnering with career services on campus.	Janet Ramirez-Han Rossi Petrova	Ongoing

S6	Become a Dermalogica partnership school.	Gain educational support from an industry partnership program	Janet Ramirez-Han	Ongoing
S7	Ongoing professional development	Through strong workforce grant, instructors continue to take professional development classes at Toni and Guy, Wella, Redken, Sugaring, etc. to stay current in our industry.	Rossi Petrova	Ongoing
S8	Renovate Department	Blueprints have already been completed. Architects are working on moving our classes to portables.	Janet Ramirez-Han	In progress, estimated completion 2024
S9	Create standardized documents for the department	Create Rules and Regs, Syllabi, and procedure sheets to stay consistent throughout the department.	Sherry Fregoso Janet Ramirez-Han	Ongoing
S10	Create AA degree pathways	Reviewed schedule of classes and Plan A and created a pathway for students who want to earn an AA. Met with counseling to discuss and get their feedback on classes that would best be suited for students taking our programs.	Janet Ramirez-Han	Completed Feb. 2021
S11	Publish student success stories	Reach out to alumni's and work with Daniel to get these stories published.	Rossi Petrova	Ongoing
W1	Complete SLO assessments each semester	Faculty must submit SLO assessments at the end of each semester. Department chair will be running an SLO participation report to identify who has not completed their assessments.	Janet Ramirez-Han	Ongoing
W2	Purchase portable facial machines	Purchased portable facial machines for the Cosmetology program with strong workforce grant.	Nina Motruk	Completed Fall 2019
W3	Schedule all labs fully on campus safely	Return to campus following Los Angeles County Health Department and CDC guidelines.	Janet Ramirez-Han	Spring 2022
W4	Increase enrollment for COS 55	More advertising to other cosmetology schools and past Cerritos cosmetology students every semester.	Rossi Petrova	Ongoing
W5	Increase full-time faculty participation	Schedule weekly meetings to improve faculty involvement.	Janet Ramirez-Han	Ongoing
W6	Participate in outreach events	All full-time faculty must partake in outreach community events.	Felicia Smith	Ongoing
O1	Subscribe to a service booking system	Subscribe to an online booking system.	Janet Ramirez-Han	Fall 2024

O2	Implement a crossover class (COS 55) from Cosmetology to Esthetics	Implement a crossover program/class (COS 55) from Cosmetology to Esthetics. This will help Cosmetology students who also want to obtain an Esthetician Certificate and License. Having both licenses will help students become more marketable when looking for a job.	Rossi Petrova	Completed Fall 2019
O3	Change curriculum to Hybrid	Change the curriculum to have lectures online and keep lab on campus.	Janet Ramirez-Han	In progress
O4	Train students on how to use the Redken business tools	Implement a client tracking system including number of clients, product sales, client retention, and tips.	Felicia Smith	In progress
O5	Implement a barbering cross-over program	Start a barbering program to stay competitive with other local colleges.	Felicia Smith	Not started
T1	Hire three full-time faculty to replace two that will be retiring within the next two years or less	Filled out faculty hiring prioritization form. Waiting to see where we fall.	Janet Ramirez-Han	In progress and ongoing.