LAKE TAHOE COMMUNITY COLLEGE
CULINARY ARTS/HOSPITALITY ADVISORY COMMITTEE MEETING
THURSDAY APRIL 29, 2021 (MEETING ID: 933 5828 9682)

- Welcome and Introductions

- Apprenticeship and Degree Re-design

- General Discussion/Feedback from Industry Partners

- Culinary Arts Annual Program Review (2019-2020)

- Hospitality Annual Program Review (2019-2020)

- Perkins Funding

Culinary Arts Advisory Committee
Meeting Minutes
April 29, 2021

- **Welcome and Introductions**
  - Meeting called to order at 3:01 p.m.
  - Attendance:
    - Bautista, John – Heavenly Mountain Executive Chef, Vail Resorts
    - Butcherite, Jason – Chef de Cuisine & ACFEF Apprenticeship Program Coordinator - School of Hospitality Business Management, Washington State University
    - Deeds, Brad – Dean of Workforce Development & Instruction, Lake Tahoe Community College (LTCC)
    - Carr, Kim – K-12 SWP Pathways Coordinator/North/Far North Regional Consortium, California Community Colleges
    - Cowen, Jeff – Board Trustee, LTCC
    - Cottrill, Vicki – Hospitality and Tourism Faculty, South Tahoe High School
    - Fountain, Pat – Director of Food & Nutrition Services, Barton Health
    - Gardner, Laura – Program Assistant of Institutional Effectiveness, LTCC
    - Gerdeman, Frank – Director of ADVANCE, LTCC
    - Goligoski, Amber – Program Coordinator Work-Based Learning, LTCC
    - Huot, Lonny – Executive Chef, Edgewood Tahoe
    - Jones, David – Culinary Arts Instructor, South Tahoe High School & Culinary Arts Adjunct Faculty, LTCC
    - Justice, Scott – Director of Food & Beverage, Sierra at Tahoe
    - Louden, Elizabeth – Program Coordinator for Outreach and Dual Enrollment, LTCC
    - Panzera, Bryn – Student Senate, LTCC
    - Roberts, Keith – Executive Chef & Food/Beverage Director, Roundhill Pines Beach Resort
    - Rhone, Jamie – Career and Technical Education Program Specialist, LTCC
    - Simpson, Glenn – Culinary Arts Adjunct Faculty, LTCC
    - Sweigert, Josh – Retail, Hospitality, Tourism (RHT) Regional Director of Industry Engagement, North/Far North Regional Consortium, California Community Colleges

- **Culinary Apprenticeship and Degree Re-design**
  - Brad Deeds: Chef Mark Davis was our first full- time tenure track and assisted with launching LTCC's 2000-hour Certified Culinarian American Culinary Federation (ACF) registered apprenticeship program. Chef Jason Butcherite, Washington State University (WSU) has been hired to redesign the Culinary Arts degree and certificates,
  - Jason Butcherite: Some courses were removed to promote some efficiencies and eliminate some redundancies. Most important thing was aligning to the ACF's related instruction requirements. The ACF just did a major overhaul, within the last couple of years so that it's relevant to today's industry. Are eight core courses in the culinary track. An American & International Cuisines course and an advanced methods and concepts course were added to make the program more well-rounded.
  - Brad Deeds: Program now streamlined with an employable skills certificate, a certificate of achievement, and one degree. (Instead of multiple degrees & certificates repeating as it currently sits, which is confusing and hard to maintain.) Designed to provide employers with skilled workforce.
  - Frank Gerdeman: Chef Jason was able to address the lab hours either on campus or on the job. If they're a registered apprentice working under an eligible chef, students can meet those lab hours on the job, so they are not doubling work and class time. On the other side, employers are not necessarily losing their apprentice for lab time because they're meeting those requirements on the job.

- Brad Deeds: Historically, numbers have been small, which prompted college to create a culinary program related to ACF. Glenn Simpson and Eunie Lyle were doing the lecture portion via canvas and lab was on campus, at home or on the job.

REQUIRED COURSES
All courses from the following (29.5 units):

CUL 101 Introduction to Culinary Arts and Foodservice (3)
CUL 102 Principles and Practices of Basic Food Preparation (4.5)
CUL 103A Food Safety & Sanitation (3)
CUL 104 Principles and Practices of Baking and Pastry Arts (4)
CUL 107 Culinary Nutrition (3)
CUL 108 Advanced Culinary Methods & Concepts (4.5)
CUL 109 American & International Cuisines (3)
HSP 140 Hospitality Management Operations (4.5)

To be reviewed at the college and state level, hopefully will be approved next Spring.

- **Hospitality Management Program Update**
  - The Hospitality Management Associate Degree for Transfer includes HSP 100 (Introduction to Hospitality Management). Have been pushing South Tahoe High School (STHS) to offer as a dual enrollment college credit class but it hasn't yet materialized. Chef David Jones already teaches CUL 102 (Basic Food Preparation) as dual enrollment through his advanced culinary course at STHS.
  - Dr. Byron Marlowe (WSU) agreed to help build out HSP program by teaching it online for this year. He was on a Fulbright award in Austria teaching classes at LTCC this year. He has not lost one student throughout the 3-course, year-long sequence. A couple of his colleagues from WSU have also expressed interest in teaching these classes and LTCC is eternally grateful to Byron for setting it up and getting it going.
  - LTCC has scholarships for students in bachelor's degree programs at the Lisa Maloff University Center (LMUC) on campus. There's also a Chef Mark Davis Memorial Scholarship through ADVANCE for students taking Hospitality Business Management courses through WSU.
  - Frank Gerdeman: The Tahoe Culinary Academy has been up and running for about two years and Chef Lonny Huot, Edgewood Tahoe, has been an active participant in the program. Keith Roberts at Roundhill Pines might have opportunities for the summer. John Bautista working on something through Vail Resorts. ADVANCE also piloting hospitality-related apprenticeship this winter with Sierra at Tahoe, called the Ski Lift Maintenance Apprenticeship Program. Is based on National Ski Area Association (NSAA) standards. A couple of related instruction courses will run through ADVANCE the first year. Goal is to serve the whole Tahoe basin. Frank will be meeting with John Rice (Sierra at Tahoe/ Ski California) and the National Ski Area Association in about 10 days to talk about how this might serve as a regional or national model.
  - Brad Deeds: The Hospitality program is designed so students can take the first two years at LTCC and receive and Associate's degree) and the second two years through WSU via the University Center on campus.

HOSPITALITY MANAGEMENT

REQUIRED COURSES
29.5-32 units distributed as follows:

All courses from the following (4.5 units):
HSP 100 Introduction to Hospitality Management (4.5)

Select four courses (minimum 16 units):
CUL 102 Principles and Practices of Basic Food Preparation (4.5)

CUL 103A Chef Sanitation and Safety (3)
ECO 102 Principles of Microeconomics (4)
HSP 120 Hospitality Cost Control (4.5)
HSP 130 Introduction to Food and Beverage Management (4.5)

Select two course (minimum 9 units):
BSN 101A Business Law (5)
MAT 201 Elementary Statistics (5)
Any courses from Part 2 not already used

ELECTIVE UNITS to bring the total to 90

- **Feedback from Industry Partners**
  - **Edgewood Tahoe:** Been extremely busy since reopening. Seeing a challenge in hiring. Hoping to get 10 international J-1's but nothing's solidified. Have over 20 culinary positions open. Trying to cross-train and grow current staff. ADVANCE & LTCC have been helping me to get my certifications, which I feel is important as a team leader to be an example to team members.
  - **Sierra at Tahoe:** This season operated restaurants as take out only and didn't get usual J-1's. Did see an uptick with high school employees, which was promising. Been hard to fill entry-level positions. Have 20 weddings still on the books for this summer and been trying hard to build staff.
  - **Vicki Cottrill (STHS):** Tried getting some of our high schoolers to apply for positions at Sierra at Tahoe and we'll try to work again in the fall to gain some more interest.
  - **Roundhill Pines:** Staffing is critical. Opening earlier than normal this year. Got a few high schoolers returning and they are interested in the CUL Apprenticeship program. Not sure will get any J-1's. Not seeing the usual applications for servers. Catering business going to be up five times over last year.
  - **Barton Hospital:** Shifted most of personnel to work from home, impacted the facility a lot. Were just feeding patients & remaining employees working in the facility. On the rebound now. Cost of housing is a factor in finding staff.
  - **Heavenly:** No indoor dining this past winter season; even when they could have they didn't have enough people out front to do it. Got through it & have a core a core team that's been here for quite some years. Corporate decided they are going to do weddings; have about 35-50 on the books. Not going to do any buffets yet.
  - **David Jones (STHS):** ProStart developed a full online curriculum, so jumped in and started using it. Was kind of clunky and difficult, became kind of a burden to try to deliver it to students.
  - **Josh Sweigert:** There's a key 30-minute economic forecast from Dr Robert Isler and there's a lot of good info here: https://youtu.be/QC_THx0u6Ts. Are several digital modules training around infectious disease control protocols in a variety of workplaces, are five modules. Is free and it takes about two hours, provide provide digital badges: https://careerreadycalifornia.com/.

- **Perkins**
  - Perkins funding helps the Career & Technical Education department provide a Quarterly Textbook Lending Program, which provides textbooks for eligible students who are pursuing a CTE degree or certificate.

- **Adjournment**
  - The meeting adjourned at 4:29 p.m.

Respectively submitted,
Melissa Liggett
Career & Technical Education Technician

2019-20 ANNUAL PROGRAM REVIEW
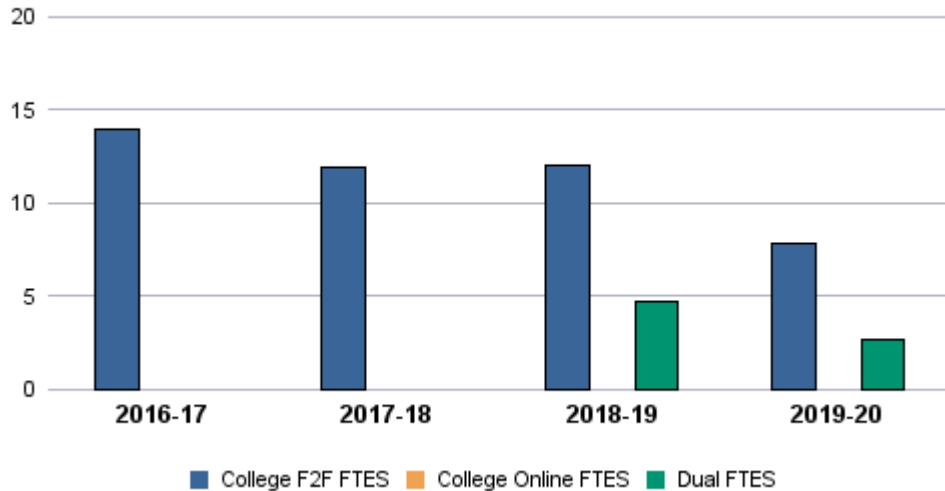## Culinary Arts

CULINARY ARTS SUMMARY

This report contains data from Academic Year (AY) 2016 to 2019. Information on program size based on full-time equivalent students (FTES), Student Success, and Student Achievement are presented below. The following categories are excluded: CAL FIRE, Culinary Jail, Fire In-Service, IEC, ISP, ISP Work Experience, ISSI, Municipal Fire, Noncredit, Noncredit CDCP, South Bay JPA, and Work Experience.

	Total Sections	College F2F Sections	College Online Sections	Dual Sections	Total FTES	College F2F FTES	College Online FTES	Dual FTES	Total Duplicated Headcount	College F2F Duplicated Headcount	College Online Duplicated Headcount	Dual Duplicated Headcount
2016-17	**21**	21	0	0	**13.97**	13.97	0.00	0.00	**250**	250	0	
2017-18	**22**	22	0	0	**11.93**	11.93	0.00	0.00	**232**	232	0	
2018-19	**17**	15	0	2	**16.78**	12.04	0.00	4.74	**203**	174	0	29
2019-20	**14**	13	0	1	**10.46**	7.79	0.00	2.67	**136**	116	0	20
3-Yr Chg	**-33.3%**	-38.1%	---	---	**-25.1%**	-44.2%	---	---	**-45.6%**	-53.6%	---	---
1-Yr Chg	**-17.6%**	-13.3%	---	-50.0%	**-37.7%**	-35.3%	---	-43.8%	**-33.0%**	-33.3%	---	-31.0%

RESIDENT FTES

DUPLICATED HEADCOUNT
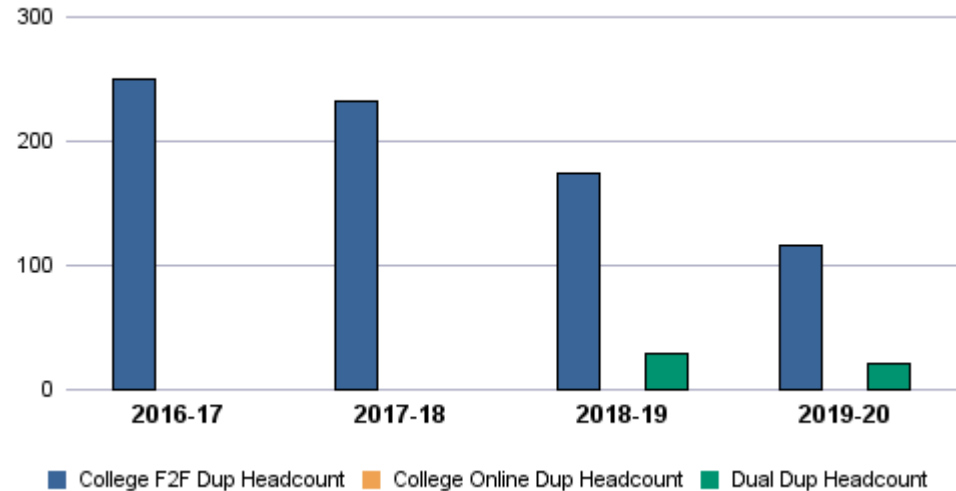
2019-20 ANNUAL PROGRAM REVIEW
Culinary Arts

Demographics:
College F2F and
College Online

	2016-17		2017-18		2018-19		2019-20	
	N	%	N	%	N	%	N	%
Male	59	45.4%	54	45.8%	49	50.5%	32	42.7%
Female	70	53.8%	64	54.2%	48	49.5%	42	56.0%
Unknown	1	0.8%	0	0.0%	0	0.0%	1	1.3%

	2016-17		2017-18		2018-19		2019-20	
	N	%	N	%	N	%	N	%
African American	2	1.5%	0	0.0%	0	0.0%	0	0.0%
Asian	4	3.1%	4	3.4%	4	4.1%	1	1.3%
Hispanic	26	20.0%	31	26.3%	30	30.9%	18	24.0%
Native Amer/Alaska Native	0	0.0%	0	0.0%	1	1.0%	0	0.0%
White Non-Hispanic	90	69.2%	74	62.7%	57	58.8%	51	68.0%
Two or more races	4	3.1%	8	6.8%	4	4.1%	4	5.3%
Unknown	4	3.1%	1	0.8%	1	1.0%	1	1.3%

	2016-17		2017-18		2018-19		2019-20	
	N	%	N	%	N	%	N	%
Age < 25	58	44.6%	40	33.9%	35	36.1%	36	48.0%
Age 25 - 49	47	36.2%	50	42.4%	40	41.2%	27	36.0%
Age 50 +	25	19.2%	28	23.7%	22	22.7%	12	16.0%
Age Unknown	0	0.0%	0	0.0%	0	0.0%	0	0.0%

	2016-17	2017-18	2018-19	2019-20
Median Age	28	30	28	26
Youngest	16	17	14	14
Oldest	82	71	78	66

2019-20 ANNUAL PROGRAM REVIEW
Culinary Arts

Demographics:
Dual

	2018-19		2019-20	
	N	**%**	**N**	**%**
Male	16	55.2%	11	55.0%
Female	12	41.4%	9	45.0%
Unknown	1	3.4%	0	0.0%

	2018-19		2019-20	
	N	**%**	**N**	**%**
Asian	1	3.4%	3	15.0%
Hispanic	19	65.5%	8	40.0%
White Non-Hispanic	7	24.1%	9	45.0%
Two or more races	2	6.9%	0	0.0%

	2018-19	2019-20
Median Age	17	17
Youngest	15	15
Oldest	17	17

2019-20 ANNUAL PROGRAM REVIEW
Culinary Arts

Course Success:
College F2F and
College Online

	2016-17		2017-18		2018-19		2019-20	
	Enrollment	Success	Enrollment	Success	Enrollment	Success	Enrollment	Success
Male	113	79.6%	90	93.3%	85	87.1%	56	89.3%
Female	122	91.8%	129	93.0%	73	87.7%	53	94.3%
Unknown	1	100.0%	0	0.0%	0	0.0%	2	50.0%

	2016-17		2017-18		2018-19		2019-20	
	Enrollment	Success	Enrollment	Success	Enrollment	Success	Enrollment	Success
African American	3	66.7%	0	0.0%	0	0.0%	0	0.0%
Asian	7	85.7%	9	100.0%	5	80.0%	2	50.0%
Hispanic	70	82.9%	58	93.1%	60	86.7%	36	94.4%
Native Amer/Alaska Native	0	0.0%	0	0.0%	2	100.0%	0	0.0%
White Non-Hispanic	144	86.8%	138	92.8%	76	86.8%	68	89.7%
Two or more races	8	100.0%	13	92.3%	14	92.9%	4	100.0%
Unknown	4	100.0%	1	100.0%	1	100.0%	1	100.0%

	2016-17		2017-18		2018-19		2019-20	
	Enrollment	Success	Enrollment	Success	Enrollment	Success	Enrollment	Success
Age < 25	105	81.0%	63	90.5%	59	88.1%	60	91.7%
Age 25 - 49	95	88.4%	109	93.6%	72	84.7%	34	88.2%
Age 50 +	36	94.4%	47	95.7%	27	92.6%	17	94.1%

	2016-17		2017-18		2018-19		2019-20	
	Enrollment	Success	Enrollment	Success	Enrollment	Success	Enrollment	Success
College F2F	236	86.0%	219	93.2%	158	87.3%	111	91.0%

NOTE: Enrollment = duplicated headcount, excluding audits, noncredit, and drops w/ no record.

2019-20 ANNUAL PROGRAM REVIEW
Culinary Arts

Course Success:
Dual

	2018-19		2019-20	
	Enrollment	Success	Enrollment	Success
Male	16	93.8%	5	100.0%
Female	12	100.0%	7	100.0%
Unknown	1	100.0%	0	0.0%

	2018-19		2019-20	
	Enrollment	Success	Enrollment	Success
Asian	1	100.0%	1	100.0%
Hispanic	19	100.0%	5	100.0%
White Non-Hispanic	7	85.7%	6	100.0%
Two or more races	2	100.0%	0	0.0%

NOTE: Enrollment = duplicated headcount, excluding audits, noncredit, and drops w/ no record.

2019-20 ANNUAL PROGRAM REVIEW
Culinary Arts

2019-20 COURSE STATISTICS

CULINARY ARTS PRODUCTIVITY* (2019-20):	**191.97**
% FULL TIME INSTRUCTORS** (2019-20):	**14%**
% ADJUNCT INSTRUCTORS** (2019-20):	**86%**

COLLEGE F2F		Sections Offered	Cancel %	FT % **	Adjunct % **	Avg Census Enroll	Avg End of Term Enroll	Retention % ***	Success % ***	FTES	WSCH	FTEF	Productivity
CUL-101-01	Intro to Culinary Arts	1	0.0%	100%	0%	14.0	12.0	85.7%	58.3%	0.82	39	0.06	205.33
CUL-102-01	Basic Food Preparation	1	0.0%	0%	100%	11.0	11.0	100.0%	63.6%	2.11	105	0.20	176.00
CUL-103A-01	Chef Sanitation and Safety	1	0.0%	13%	87%	6.0	6.0	100.0%	100.0%	0.41	18	0.06	95.68
CUL-106-01	P/P Intermediate Food Prep	1	100.0%					0.0%			0		---
CUL-114-01	P/P Int Baking & Pastry Arts	1	100.0%					0.0%			0		---
CUL-120-01	Introduction to Wine	1	0.0%	0%	100%	11.0	11.0	100.0%	100.0%	0.89	44	0.08	176.00
CUL-125-01	Wines of the World	1	0.0%	0%	100%	17.0	15.0	88.2%	100.0%	1.51	68	0.08	272.00
CUL-128-01	Wines of California	1	0.0%	0%	100%	6.0	6.0	100.0%	100.0%	0.53	24	0.08	96.00
CUL-161-01	Food Sanitation:ServSafe Essn	2	0.0%	0%	100%	5.0	5.0	100.0%	90.0%	0.13	8	0.03	80.00
CUL-162D-01	Art of Slow Cooking	1	100.0%					0.0%					---
CUL-163C-01	Restaurant-Style Desserts	1	0.0%	0%	100%	18.0	18.0	100.0%	100.0%	0.29	23	0.03	288.01
CUL-163D-01	Art of Baking Bread	1	0.0%	100%	0%	7.0	6.0	85.7%	100.0%	0.41	21	0.06	112.00
CUL-164A-01	Vegetarian Cuisine	1	100.0%					0.0%					---
CUL-164A-02	Vegetarian Cuisine	1	0.0%	0%	100%	7.0	7.0	100.0%	100.0%	0.28	14	0.04	114.34
CUL-166-01	Summer Foods	1	0.0%	0%	100%	4.0	4.0	100.0%	100.0%	0.09	4	0.02	64.00
CUL-172D-01	French Regional Cuisine	1	100.0%					0.0%			0		---
CUL-172F-01	Food and Cooking of China	1	0.0%	0%	100%	5.0	5.0	100.0%	100.0%	0.32	10	0.04	80.00
Total		**18**	**27.8%**	**17%**	**83%**	**8.9**	**8.5**	**95.7%**	**91.0%**	**7.79**	**376**	**0.80**	

COLLEGE ONLINE	Sections Offered	Cancel %	FT % **	Adjunct % **	Avg Census Enroll	Avg End of Term Enroll	Retention % ***	Success % ***	FTES	WSCH	FTEF	Productivity
		---					0.0%					---
Total		**---**					**0.0%**					

DUAL		Sections Offered	Cancel %	FT % **	Adjunct % **	Avg Census Enroll	Avg End of Term Enroll	Retention % ***	Success % ***	FTES	WSCH	FTEF	Productivity
CUL-102-D1	Basic Food Preparation	1	0.0%	0%	100%	20.0	12.0	60.0%	100.0%	2.67	190	0.20	320.00

2019-20 ANNUAL PROGRAM REVIEW
Culinary Arts

DUAL	Sections Offered	Cancel %	FT % **	Adjunct % **	Avg Census Enroll	Avg End of Term Enroll	Retention % ***	Success % ***	FTES	WSCH	FTEF	Productivity
Total	1	0.0%	0%	100%	20.0	12.0	60.0%	100.0%	2.67	190	0.20	

Excludes Summer, noncredit, work experience, internship, and cancelled sections
** *Excludes summer assignments. Based on instructional workload and the percentage of workload assigned under full-time contracts versus adjunct contracts*
*** *Withdrawal and success statistics exclude noncredit classes.*

STUDENT ACHIEVEMENT
CULINARY ARTS (CUL)

SUMMARY

This report contains data related to student achievement, represented by the number of degrees and certificates awarded by the Culinary Arts Department. These data may include students enrolled through special programs, such as Incarcerated Students Program, South Bay JPA, and ISSI.

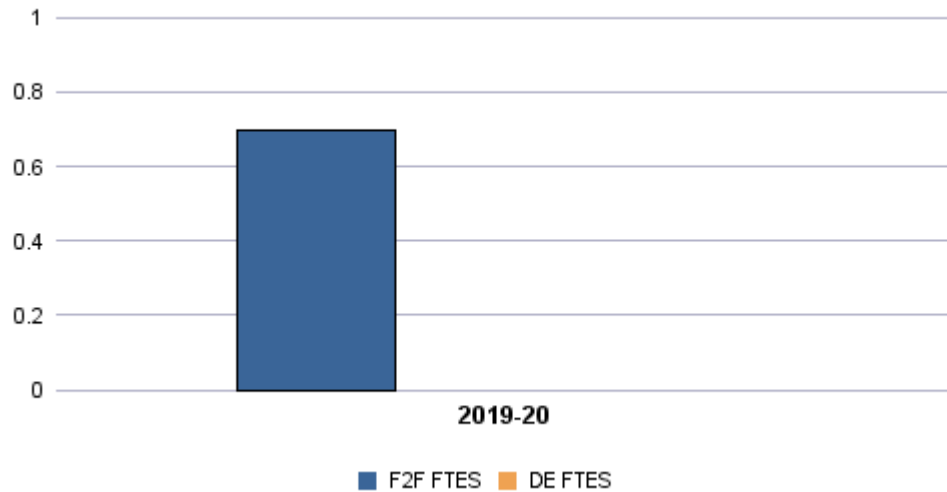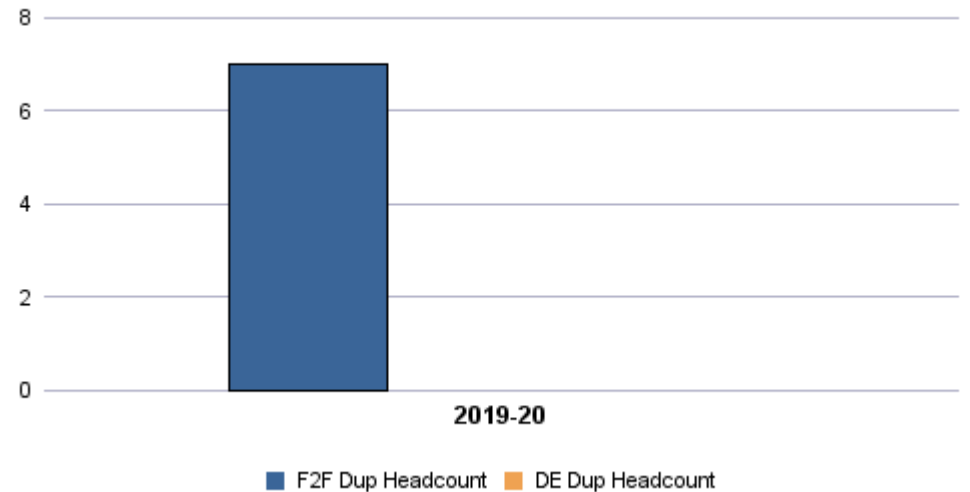| Year	Award Type	Title	# of Awards
2015-16	AA Degree	Culinary Arts	1
	Certificate	Foundations of Baking/Pastry	3
	Certificate	Foundations of Cooking	2
	Certificate	Global Cuisine	1
		2015-16 TOTAL:	**7**
2016-17	Certificate	Foundations of Cooking	1
	Certificate	Vegetarian Cuisine	1
		2016-17 TOTAL:	**2**
2017-18	AA Degree	Culinary Arts	1
	Certificate	Foundations of Baking/Pastry	2
	Certificate	Foundations of Cooking	2
	Certificate	Global Cuisine	1
	Certificate	Vegetarian Cuisine	1
	Certificate	Wine Studies	2
		2017-18 TOTAL:	**9**
2018-19	AA Degree	Culinary Arts	1
	Certificate	Foundations of Cooking	1
		2018-19 TOTAL:	**2**
2019-20	AA Degree	Culinary Arts	1
		2019-20 TOTAL:	**1**

HOSPITALITY SUMMARY

This report contains data from Academic Year (AY) 2016 to 2019. Information on program size based on full-time equivalent students (FTES), Student Success, and Student Achievement are presented below. Except for in the Awards section, students enrolled through the Incarcerated Students Program, South Bay JPA, and Dual Enrollment are excluded.

	Total Sections	F2F Sections	Dist Ed Sections	Total FTES	F2F FTES	Dist Ed FTES	Total Duplicated Headcount	F2F Duplicated Headcount	Dist Ed Duplicated Headcount
2019-20	1	1	0	0.70	0.70	0.00	7	7	0
0-Yr Chg (19-20 to 19-20)	0.0%	0.0%	---	0.0%	0.0%	---	0.0%	0.0%	---
1-Yr Chg (to 19-20)	---	---	---	---	---	---	---	---	---

RESIDENT FTES

DUPLICATED HEADCOUNT

DEMOGRAPHICS

	2019-20	
	N	**%**
Male	4	57.1%
Female	3	42.9%

	2019-20	
	N	**%**
Asian	1	14.3%
Hispanic	2	28.6%
White Non-Hispanic	2	28.6%
Two or more races	1	14.3%
Unknown	1	14.3%

	2019-20	
	N	**%**
Age < 25	5	71.4%
Age 25 - 49	1	14.3%
Age 50 +	1	14.3%

	2019-20
Median Age	20
Youngest	17
Oldest	72

COURSE SUCCESS

	2019-20	
	Enrollment	Success
Male	3	66.7%
Female	3	66.7%

	2019-20	
	Enrollment	Success
Asian	1	0.0%
Hispanic	2	100.0%
White Non-Hispanic	1	100.0%
Two or more races	1	100.0%
Unknown	1	0.0%

	2019-20	
	Enrollment	Success
Age < 25	4	50.0%
Age 25 - 49	1	100.0%
Age 50 +	1	100.0%

	2019-20	
	Enrollment	Success
F2F	6	66.7%

NOTE: Enrollment = duplicated headcount, excluding audits, noncredit, and drops w/ no record.

ANNUAL PROGRAM REVIEW DATA: 2016-17 to 2019-20
Hospitality

2019-20 COURSE STATISTICS

HOSPITALITY PRODUCTIVITY* (2019-20):	**112**
% FULL TIME INSTRUCTORS (2019-20):**	**100%**
% ADJUNCT INSTRUCTORS (2019-20):**	**0%**

FACE TO FACE		Sections Offered	Cancel %	FT % **	Adjunct % **	Avg Census Enroll	Avg End of Term Enroll	Retention % ***	Success % ***	FTES	WSCH	FTEF	Productivity
HSP-100	Intro to Hospitality Manage	1	100.0%					0.0%			0		---
HSP-120	Hospitality Cost Control	1	100.0%					0.0%			0		---
HSP-130	Int. to Food/Beverage Manag	1	0.0%	100%	0%	7.0	6.0	85.7%	66.7%	0.70	32	0.09	112.00
Total		**3**	**66.7%**	**100%**	**0%**	**7.0**	**6.0**	**85.7%**	**66.7%**	**0.70**	**32**	**0.09**	

DISTANCE EDUCATION	Sections Offered	Cancel %	FT % **	Adjunct % **	Avg Census Enroll	Avg End of Term Enroll	Retention % ***	Success % ***	FTES	WSCH	FTEF	Productivity
		---					0.0%					---
Total		**---**					**0.0%**					

Excludes Summer, noncredit, work experience, internship, and cancelled sections
*** Excludes summer assignments. Based on instructional workload and the percentage of workload assigned under full-time contracts versus adjunct contracts*
**** Withdrawal and success statistics exclude noncredit classes.*