



# **Dream Center**

**Program Review - Comprehensive Review**

2022- 2023

# Dream Center - Comprehensive Review

2022 - 2023

---

## Program Context

---

### Mission

#### **What is your program's mission statement?**

The DREAM Center is committed to serving and supporting DREAMers, AB540 and undocumented students while they attend Cañada College and beyond.

#### **How does your program align with the division, college and district mission?**

The DREAM Center aligns with and supports the College's Mission and the District mission by promoting access and ensuring that undocumented students are provided with equitable access to the necessary resources and supports that facilitate their ability to achieve their educational goals whether it is a certificate, degree or transfer opportunities. The Center also cultivates students to think critically, creatively and appreciate different points of view within our diverse community.

### Program Description

#### **Who does your program serve? How do we serve our student populations as a whole?**

The DREAM Center is a dedicated safe space for undocumented students, students from mixed status families, DREAMers, students that identify as immigrants, and **allies a Hispanic Serving Institution and Asian American and Native American Pacific Islander-Serving Institution**. Undocumented members of our community include those who do not have legal status and have any combination of the following:

- Have DACA,
- AB 540 status
- Qualify for the 6 or fewer units non resident tuition fee waiver

Undocumented students are often considered as being Latinx but include individuals from any country or region who are not considered US citizens or residents, refugees, or visa holders.

Undocumented individuals may:

1. Be members of any ethnicity, race, gender identity or age group,
2. Live in any city / county,
3. Belong to any special programs (EOPS, PSP, CWA, ESL, Puente, etc.), and
4. Pursue any Cañada interest area.

During the Spring 2017, 274 students registered under AB540 and 26% registered without a SSN. FY18 statistics of AB540 students:

- 387 Students
- 74% Hispanic

## Dream Center - Comprehensive Review

- 70% Transfer Seeking
- 67% Success Rate (college: 72.5%) **WHAT DOES THIS MEAN PLEASE ADD SOME ANALYSIS? THIS IS AN OPPORTUNITY TO HIGHLIGHT YOUR PLAN TO SUPPORT UNDOCU STUDENTS**
- 81.3% Retention Rate (college 84.4%)

Refer to undocumented data in SM County

Largest concentration in the US?

Breakdown by Redwood City / NFO / EPA

**The statistics will be updated to 2022 numbers**

The DREAM Center focuses on providing students with the following services:

- Access to the Food Pantry
- Advocacy and connection to peer support
- **Assistance with AB540, Dream Act, DACA & other Financial Aid resources**
- Case management
- Community Resources
- **Confidential Conversations**
- **Free computer and printer access**
- Free Immigration legal consultations and low cost legal referrals
  - A commendation on the 2019 Accreditation report
- **Migration Celebration “End of Year” Recognition Celebration**
- Professional development for students, staff, faculty and community around immigration topics and issues impacting our undocumented community
- Referrals to campus-based resources and support programs
  - (EOPS, DRC, PCC, SparkPoint, Puente, Promise, ESO Adelante, etc)
- **Support with non-resident Fee waivers & scholarships for undocumented students**
- **Undocumented Student Week of Action events**

(**Bolded bullets** indicate resources specific to our Undocumented community)

**What does your program do for students in helping them reach their goals?**

The Dream Center supports students achieve their personal and academic goals by addressing external barriers and challenges unique to undocumented students and mixed status families. Changing political

## Dream Center - Comprehensive Review

landscapes further impact undocumented communities disproportionately compared to documented communities.

To support our students and community, the Dream Center:

- Provides a FREE Legal Clinic to ensure that students and the community receive updated and correct information regarding their legal status and procedures so they can continue to attend college and complete their educational goals. 47 clients were seen over 17 dates last semester.
- Partners with community partners including IIBA and CORA to provide additional free to low cost legal and domestic violence support for our students
- Collaborates with College of San Mateo's and Skyline College's Dream Centers to deliver uniform support for our undocumented community throughout the District.
- Through advocacy in the CCCCO Undocu-Liaison network, the DREAM Center is able to highlight challenges and barriers undocumented students face and then work with the Chancellor's Office to identify support systems and solutions that can be implemented at our college.
- Partners with campus programs like SparkPoint, Financial Aid, Admissions and Records to address both basic needs (food, housing, emergency cash aid) and financial assistance (scholarships, fee waivers and direct aid).
- Presents the yearly Undocu-Week designed to raise awareness about the challenges undocumented students continue to face and discuss solutions that support their educational dreams.
- Collaborate with Skyline College and College of San Mateo to host an annual Migration Celebration designed to recognize graduates and their families on their academic achievements.
- Co-coordinates the DREAMers Club with faculty to provide a safe space for co-curricular activities, student self-expression and dialogue.
- Partners with Outreach to visit local high schools and promote Cañada College as a transfer option for undocumented high school students.

### **What are your on and off campus community partnerships?**

Through extensive collaboration, the DREAM Center is able to provide access to resources that promote equity, thus addressing our "obligation" gap to fully serve and support students.

- **The Campus:**
- The Dream Center is where the free legal clinic is found. This clinic serves both students and the community by providing legal consultation on immigration and referrals to reputable, and often free, attorneys.
- The Center also holds campus-wide Flex-Day and professional development events designed to inform the community about recent policy changes impacting DREAMers.

## Dream Center - Comprehensive Review

- The DREAM Center collaborates closely with SparkPoint to extend financial education and basic needs support to our undocumented community.
- DREAM Center staff are voting members of ACES and SSPC.
- DREAM Center staff also lead DREAMers Task Force meetings, which involve a broad constituency of members from student services staff, counseling and instructional faculty, administrators, community leaders, and students.
  
- **Our Community:**
  - The DREAM Center often partners with campus Outreach to visit local high schools to inform high-school students about the DREAM Center and DREAMers resources on campus.
  - The DREAM Center also attends Immigrant Forums and works closely with Redwood City Together in their UndocuSupport Coalition, Advisory and General Meetings.
  - Dream Center staff support the yearly OYE Conference and the Sequoia High School Dreamers Club Dinner and Dreamers Unite Conference.
  
- **Our District:**
  - The DREAM Center is aligned with the SMCCCD Board's commitment to providing a wide array of student services that are necessary and that support student success as stated under the Student Centered: Mission Core Value of the August 2014 Reaffirmation of Core Value and Principles.
  - The SMCCCD DREAM Center District Task Force reinforces this commitment.
  - The Board of Trustees have also demonstrated their commitment to DREAMers by inviting Dream Center representatives from each of the sister colleges to present during the Contemporary Conversations on Race, Class Equity and Privilege standing item on the monthly Board meetings.
  - The three colleges and the District have formed the District Undocumented Student Coalition Meetings. Members from across the 3 colleges and the District Office met to create the District's "6 or Fewer units Non-Resident Tuition Fee Waiver" policy and ways to collaborate on further advocacy for undocumented students.
  
- **The State Chancellor's Office:**
  - The DREAM Center Program Services Coordinator serves as the Undocu-Liaison for our college and is a representative at regional California Community College Chancellor's Office regional meetings to

## Dream Center - Comprehensive Review

discuss challenges undocumented students are facing, identify supports and resources, and advocate statewide for the expansion resources for undocumented students. This network has allowed us to connect with Dream Center staff across the Bay Area and California.

### **How does your program contribute to anti-racism at Cañada College?**

The DREAM Center engages in anti-racism by actively promoting the success of a racially diverse hyper marginalized community of students, namely undocumented students and students from mixed status families. Through our services, we increase awareness of not only issues faced by undocumented students and mixed status families, we also work to bring awareness to their strengths and resilience. We do this primarily through training, providing information, and sharing resources to educate those who support students in the college and community. Examples of ways we have done this include:

- Emphasizing and sharing affirming language to address students, such as not calling them illegal, and rather using undocumented.
- Sharing immigration resources and affirmational messages during rulings that challenged DACA.
- Collaborates on the Migration Celebration to uplift the accomplishments and resilience of students and their support networks, including families and friends. This is key in transforming the narrative of undocumented students as those who only face challenges to a resilient and successful community who overcomes obstacles.
- Much of this work to shift the narrative and perspective of undocumented students also happens during Undocumented Student Action Week, in which we engage the campus and community in celebrating and advocating for undocumented students.

These examples and practices align with our Educational Master Plan Goal 2, Equity-Minded and Antiracist College Culture. They center social justice and create affirming spaces where students are recognized, valued, and encouraged to be themselves without fear.

### **Equity and Access**

**Describe how your program assures equitable access to all of its students by providing appropriate, comprehensive, and reliable services to all students.**

The Dream Center at Cañada College provides equitable and open access services to undocumented students. In addition to the support and resources provided to students, the DREAM Center also provides faculty and staff with professional development and resources relating to supporting undocumented students and those of mixed-status families.

The DREAM Center also addresses the 2019-2022 Success Metrics:

1. ACCESS: Increase full-time enrollment of new and continuing undocumented students from low socio-economic backgrounds, in particular students coming to the college from North Fair Oaks and East Palo Alto.
2. PERSISTENCE: Over the next two years, increase fall-to-spring persistence rate for disproportionately impacted students with a particular focus on African American and Latino/Hispanic students.

## Dream Center - Comprehensive Review

3. COMPLETION RATE: Increase percentage of students who complete their educational goal (certificate, degree, and/or transfer) from 47.6% to 52.6%, with focus on goal completion by underprepared students.

The DREAM Center is now located on the first floor of Building 9, providing access to all students and community members.

Dream Center staff also meet the SMCCC District-wide guidelines for diversity and equity. Dream Center staff demonstrate cultural competency, sensitivity to and understanding of diverse academic, socioeconomic, cultural, disability, gender identify, sexual orientation, and ethnic backgrounds of community college students, staff and faculty.

**How does your program work towards eliminating equity gaps? How does your program support marginalized populations? (ie. BIPOC, LGBTQIA+, 1st Gen, Foster, Homeless, Undocumented, Veteran, Low-Income, etc.) How does your program support Cañada College as an HSI and ANAPISI designated institution? How does your program take into account location (access and awareness)?**

**PLEASE USE THE DATA PROVIDED BY PRIE: EXAMPLE THE LOW SUCCESS RATE ...**

The Dream Center works directly to eliminate equity gaps experienced by our undocumented students and mixed status families. The Dream Center expands educational opportunities and improves academic attainment for undocumented students by partnering with faculty and staff and connecting students to programs and services that increase retention, success and persistence for undocumented students.

These supports begin by partnering with the Cañada College Outreach team and visiting local high schools and adult schools where information on how to access and afford college is shared and personal connections are established. Dream Center staff can also provide bilingual matriculation support and referrals once students apply for college. Once enrolled, the Dream Center supports current students by providing legal services, academic support and referrals and assistance with accessing basic needs. Throughout their experience at Cañada College, students are invited to join the DREAMers club, access the Dream Center and work with staff on personal and academic goal attainment.

With the opening of the new Dream Center, located in the middle of our Student Services building (B9) that includes an expanded student lounge area, computer and printing access, a dedicated conference room equipped with state of the art teleconferencing capabilities and a new permanent full time, Dream Center Coordinator, the new location is centrally located, easy to find and accessible to the entire campus community.

**How does your program take into account delivery method(s) to best serve students? (ie. marginalized, underserved, underrepresented, disproportionately impacted, etc.)**

The Dream Center is intentionally designed to address the needs of our undocumented community who often face language barriers, financial instability, cultural differences and political challenges. Support starts by having bilingual staff and support teams who can work with students in the students preferred language. An emphasis on building trust and maintaining confidentiality is also present where students are respected, their needs are recognized and accomplishments are celebrated. The Center also provides “Confidential Conversations” and a free Legal Clinic where services are offered both in-person and virtually to accommodate students’ busy schedules and accessibility. The Conference Room also serves as both a study room, meeting room, conferencing center and private space for confidential conversations.

# Dream Center - Comprehensive Review

## Looking Back

---

### **Major Accomplishments and Challenges (500 word limit)**

**Describe major accomplishments and challenges since the last program review cycle.**

The Dream Center's major accomplishments include:

1. Hiring a full-time, permanent 1.0FTE Dream Center Coordinator to serve as Cañada College's primary contact for our undocumented community and regional state-wide Undocu-Liaison
  - Having a full-time, in person coordinator serves as a contact who can immediately assist students who drop in.
  - The coordinator also provides additional bandwidth to enhance and expand Dream Center resources both on campus and in the community.
2. Opening a brand new Dream Center located in the heart of the Student Services area (Floor 1, Room 9-118) that includes expanded student space and dedicated conference/study room with hyflex capacities.
  - The new space serves as a gathering space for students and allows for group / social activities for students seeking social interactions.
3. Successful district-wide implementation of the 6 or Fewer Non-Resident Tuition Fee Waiver following years of advocacy. In its first round of implementation, 48 Cañada College students received this waiver.
  - This waiver allowed for students taking up to 6 units to save over \$1400 per semester in out of state fees.
4. Identified and enrolled students for HEERF Funding.
  - Direct support of up to \$2200 per student provided funding to students to cover any remaining "resident" fees and book expenses - Thereby making fees and books FREE and even covering additional living expenses to allow for school to be affordable.
5. Continued district-wide collaborations with College of San Mateo's and Skyline College's Dream Centers to align services and resources for students.
6. Ongoing legal services with our local attorney and collaboration with IIBA to expand consultation capacity for our larger service area.
  - Over ZZ students have been
7. Implementation of the Attendance at regional Undocu-liaison regional meetings where colleges can share systemic challenges with CCCCO Vice-Chancellors and solutions can be explored.
8. Successful continuation of annual Migration Celebrations where undocumented students and their families can be acknowledged and celebrated.
9. Continued collaborations with campus faculty to co-advise the DREAMers club and lead co-curricular activities and host event such as the annual Undocu-Week and Migration Celebrations
10. Partnership with SparkPoint to ensure that food insecure students receive a \$150 Tango Card / SAM Card that can be used to offset food costs.

### **Impact of Resource Allocations Process**

**Describe the impact to date of previously requested resources (staff, non-instructional assignment, equipment, facilities, research, funding) including both resource requests that were approved and were not approved. What**

## Dream Center - Comprehensive Review

**impact have these resources had on your program/department/office and measures of student success or client satisfaction? What have you been unable to accomplish due to resource requests that were not approved?**

The Dream Center had submitted three resource requests during the last Program Review cycle. These items were:

1. Hiring a new full time, permanent 1.0 FTE Dream Center Coordinator
2. Securing a new physical location for the Dream Center and
3. Requesting a \$5000 operating budget for the Dream Center

The Dream Center is excited to announce that a new Dream Center Coordinator has been hired and a new location has been secured. Additionally, the Dream Center has received a one-time \$5000 augmentation for this fiscal year as well.

Having returned to an in-person modality, hiring a Dream Center Coordinator has provided personal one-on-one support for our undocumented community. This support has allowed the Center to address student questions immediately, set up the new Dream Center to be a welcoming and safe space for our community, provided the bandwidth to expand our marketing and website, allowed us to roll a successful fee waiver campaign and plan a full-week of activities for Undoc-Week.

Securing a new physical space allows for students and staff to locate a centrally located office where they can ask questions, receive support and also build community. Building community for a demographic who is seeking face-to-face support and who has historically been denied access to resources is critical to their success. The new and expanded Dream Center's location is easily accessible to Admissions and Records, Financial Aid, the Welcome Center, Counseling and SparkPoint. Inside the Dream Center, students will find friendly and welcoming staff, as well as computers for student use and free printing. Within the Center, there is also a dedicated study space that acts as a meeting space and teleconferencing room with hyflex capabilities.

The one-time \$5000 funding that has been provided allows the Dream Center to support students and the community. This funding is used to provide supplies to run the day-to-day operations of the Center, cover the cost of hiring future student assistants, create marketing material in multiple languages, support with outreach events designed to attract students to Cañada College and fund special events like Undocu-Week and the Migration Celebration (speakers, professional development and supplies).

**How have these resources (or lack of resources) specifically affected disproportionately impacted students/clients?**

Having these resources has had a direct and positive impact on supporting undocumented students. Having a live person who is knowledgeable and understand the challenges facing our undocumented and is available to answer timely questions can make a difference between a student enrolling in school with the necessary resources and supports or students walking away feeling confused and not enrolling due to lack of support. The new upgraded Dream Center location (9-118) provides office space for our new Dream Center Coordinator, a comfortable lounge area for students to gather and build community, a workstation for students with free printing and a state-of-the art study room / meeting room / conference room with hyflex capabilities. The one-time funding allows for speakers to be brought in to deliver professional development, clear and intentional marketing materials to be created and distributed and student awareness activities to be delivered.

### **SAOs and SLOs**

**State your Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs).**

I SEE AN OPPORTUNITY TO REVIEW OUR SAOs AND MAKE THEM MORE MEASRABLE AND EASY TO ASSESS. WE NEED TO USE SOME DATA COLLECTION TOOLS SUCH AS SURVEYS... THIS IS MAY BE SOMETHING YOU CAN DO AFTER PROGRAM REVIEW.

## Dream Center - Comprehensive Review

**SAO1:** To provide outreach to undocumented students

**SAO2:** To provide students, staff and faculty with professional development around serving undocumented students and resources available to them

**SAO3:** To provide DREAMers with financial coaching

**SAO4:** Host DREAMer events /workshops that engage students

### Describe how your program assessed your SAOs and/or SLOs.

**SAO1:** To provide outreach to undocumented students

**Achieved** - Outreach material have been created and distributed on campus and to the community both during the pandemic and now that we have returned to an in-person modality. The Dream Center has also partnered with instructors, the Outreach and community partners to promote Cañada College programs and services within the community.

**SAO2:** To provide students, staff and faculty with professional development around serving undocumented students and resources available to them

**Achieved** - The Dream center has held professional development and informational sessions each semester either in an in person or virtual modality.

**SAO3:** To provide DREAMers with financial coaching

**Achieved:** The Dream Center staff has partnered with SparkPoint to delivery financial literacy and education to Dreamers with the goal of increasing their financial capabilities. This has included support with basic needs and financial education.

**SAO4:** Host DREAMer events /workshops that engage students

**Opportunities:** The Dream Center Coordinator will work with ASCC and the DREAMers Club to create at least two community-building events for students.

**Achieved:** The DREAMers club has been active both while virtual and now that we are in an in-person modality. The DREAMERS club has grown in numbers and in

## Dream Center - Comprehensive Review

how active they have been and even won the “Most Active Club on Campus” award last year.

### **SAO/SLO Assessment Results and Impact**

**Summarize the findings of your program's SAO/SLO Assessments. What are some improvements that have been, or can be, implemented as a result of SAO/SLO Assessment?**

The Dream Center has continued to serve our undocumented community by keeping them updated, providing professional development opportunities, delivering financial education and supporting the DREAMers club even in a virtual modality. Now that we have returned to being face-to-face, we look to:

1. Improve access to college for high school, adult learners and community members
2. Support mixed status families
3. Promote an Undocu-friendly environment and culture on campus.

### **Looking Ahead**

---

#### **SAOs and SLOs for the Next Review Cycle**

**State your SAOs and SLOs for the next review cycle. Describe how you will address identified opportunities for improvement. Discussion how you will address anti-racism in the next program review cycle. Discuss how you will address equity in the next program review cycle.**

1) SAO 1: Improve access to college for undocumented high school students, adult school students, and community members.

Reasoning: Utilizing SB 893, SB 1141, BP XX.XX (Non-Resident Tuition Waiver Eligibility), we can provide increase utilization of these resources for our low income undocumented students to be able to access an affordable education, whether they are high school students or “non-traditional” students.

Assessment: Number of outreach events attended and community members reached. (keep log sheets)  
DREAM Center “reason for visit” log.

2) Provide supportive services and referrals to undocumented students, students with mixed-status families and community members.

Assessment: Improved retention, success and transfer for undocumented Cañada students. Improved financial well-being of # of students.

3) Promote an undocumented friendly campus culture and educate members of the campus community about the unique challenges undocumented students and students in mixed-status families face.

Assessment: Professional development workshops hosted + no. of attendees, survey data from workshops, immigration/legal update presentations (no. of attendees, survey data)

#### **Program Improvement Initiatives/Resource Requests**

**What change could be implemented to improve your program? How might an anti-racism lens be considered in the proposed changes? How might an equity lens be considered in the proposed changes?**

With the new space and expansion of District policies and state legislation, we want to create more visibility and expand access to higher education for undocumented folks in our surrounding community. This means and looks like building capacity to support outreach efforts, navigating students through the matriculation process, and building up a student’s social capital once at Cañada for the benefit of their academic success.

## Dream Center - Comprehensive Review

To implement an antiracist lens we would be implementing these changes with a race conscious lens, to extend beyond viewing undocumented community as only inclusive of Latinx and highlight Black, Indigenous, and Asian identifying undocumented individuals..

In consideration of equity, we want to start tracking data on enrollment, retention, and persistence of undocumented students. This would allow us to identify equity gaps that exist with our undocumented students. We would then be able to intervene through the robust partnerships we have fostered to address the gaps that currently exist, and increase enrollment, retention, and persistence.

These changes would be in alignment with our college values of Social Justice and Racial Equity, and also align with Goal 1 (Student Access, Success and Completion), Goal 2 (Equity-Minded and Antiracist College Culture) and Goal 3 (Community Connections).

**How will you address the opportunities for improvement that you identified throughout the prior sections of this Program Review? What additional Anti-Racism training do you/your program need in the upcoming year? What research or training will you need to accomplish these plans? What supplies, equipment, or facilities improvements do you need?**

To carry out Dream Center efforts, we are requesting \$5,000 in ongoing funding to cover the following expenses: supplies, marketing, conferences, incentives, food, contracted services, and speakers. Funding for anti-racist training would support: UndocuAlly trainings, culturally affirming practices for Black, Indigenous, Asian, and Latinx undocumented communities, and trauma/healing informed care and services.

We would seek training to learn how to effectively track and analyze student data on enrollment, retention, and persistence of undocumented students. We do not currently have a means to identify non-DACA and non-AB 540 students that we serve at Cañada. Tracking these students would enable us to create interventions for a population of undocumented students that we have not historically been able to serve as closely.

Additionally, as we build further capacity we would need to expand physical space available at the DREAM Center to host gatherings, discussions / trainings, and staffing support. **WHAT YOU MEAN?**

### Supporting Information

---

# Dream Center - Comprehensive Review

## Goals

---

### Goal Status

1 - New (PR)

### Goal Title

Provide an ongoing \$5000 Operation Budget to the Dream Center

### Goal Description

To cover the following expenses: supplies, marketing, conferences, trainings, incentives, food, contracted services, and speakers. Funding for anti-racist training would support: UndocuAlly trainings, culturally affirming practices for Black, Indigenous, Asian, and Latinx undocumented communities, and trauma/healing informed care and services.

### Program Review Cycle When the Goal Begins

2022 - 2023

### Who's Responsible for this Goal?

Adolfo Leiva, Dr. Wissem Bennani

### Mapping

- CAN College Goals: (X - Selected)

CAN College Goals

- Community Connections: X
- Equity-Minded and Antiracist College Culture: X
- Student Access, Success and Completion: X

## Resource Requests

---

### Item Requested

Ongoing \$5000 Operational budget for the Dream Center

### Item Description

to cover the following expenses: supplies, marketing, conferences, incentives, food, contracted services, and speakers. Funding for anti-racist training would support: UndocuAlly trainings, culturally affirming practices for Black, Indigenous, Asian, and Latinx undocumented communities, and trauma/healing informed care and services.

### Status

New Request - Active

### Type of Resource

Budget Augmentation

### Cost

\$5000

### One-Time or Recurring Cost?

Recurring Cost

## Dream Center - Comprehensive Review

### **Critical Question: How does this resource request support closing the equity gap?**

Providing the Dream Center with an ongoing \$5000 operation budget would close the equity gap as follows:

- 1.) The Dream Center primarily serves Undocumented students who are often amongst the most underrepresented and hyper marginalized sectors of our community. These individuals often face language and cultural barriers, are ineligible for traditional governmental support services, lack access to social capital, and live in constant fear of changing political climates.
- 2.) The funding requested would also support:
  - a) increasing access to education and community resources for undocumented students. These resources include basic needs, legal services, mental health and financial education.
  - b) Professional development for staff and faculty around how to increase our support for the undocumented community
  - c) Marketing efforts designed to remove myths and provide clear, concise and accurate information in multiple languages
  - d) Office expenses necessary to maintain a Dream Center

### **Critical Question: How does this resource request support Latinx and AANAPISI students?**

The Dream Center supports the entire campus population and focuses its efforts on supporting Latinx and AANAPISI students through direct support, professional development and community building.

**If requesting Personnel please complete the New Classified Hiring/Position Justification or the New Faculty Position Proposal Below.**

#### **NEW CLASSIFIED HIRING/POSITION JUSTIFICATION**

##### **Justification**

**This position has been reviewed by the department or division and is recommended for hiring.**

#### **NEW FACULTY POSITION PROPOSAL**

##### **C. Program Vitality and Viability**

##### **D. What is the evidence of student demand to justify the proposed position?**