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SUBSTANTIVE CHANGE PROPOSAL

Bachelor of Science: Equine and Ranch Management

Submitted to the Accrediting Commission for Community and Junior Colleges | October 2, 2015

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FEATHER RIVER COLLEGE BACHELOR OF SCIENCE: EQUINE AND RANCH MANAGEMENT

A. Description of the Change and Request to Add a Bachelor of Science Degree

Feather River College (FRC) requests the approval of a baccalaureate degree program in Equine and Ranch Management. The baccalaureate degree will offer an accessible, high quality, industry related four-year degree that will open up avenues for students to become accomplished employees and leaders in the agriculture and equine industry. The Equine and Ranch Management Bachelor of Science degree will provide FRC students with the opportunity to combine practical agricultural business management theories with industry-standard horse and cattle techniques resulting in the superior development of agricultural management skills.

Feather River College's Agriculture Department has been a pioneer in the equine and ranch industry since its inception in the 1980's. The Feather River College Agriculture, Equine Studies, and Rodeo Programs specialize in teaching general agriculture, equestrian and rodeo skills through a hands-on agriculture-based curriculum. The original Pack Station and Stable Operations degree was established in the early 1980's and continues to be the only one of its kind in the country. From its inception, with only a handful of students and livestock, the FRC Pack Station and Stable Operations Program grew to include horse training, ranch, rodeo disciplines, and more recently General Agriculture and Agricultural Science options and now approximately one hundred and fifty students enroll in these unique programs annually.

The baccalaureate degree will be executed through the development and addition of twenty one new upper division courses in the Agriculture Department. Each course will be taught by highly qualified agriculture faculty members or lecturers. The change will result in the addition of approximately fifty more students in the Agriculture Program at FRC. The new program is scheduled to begin in fall of 2016 and will comprise of a minimum of 120 lower and upper division units spread out over a four-year period. In this course work, students will have

daily opportunities to work with horses and cattle while integrating management and business principles into working for, or creating a successful horse enterprise or ranch operation.

The program will continue to meet all existing Accrediting Commission for Community and Junior College (ACCJC) Eligibility Requirements, Standards, and Policies, including any new requirements regarding a baccalaureate degree at a California Community College. The new degree will build upon the existing Equine and Agriculture Programs at FRC, giving students a chance to master their understanding of concepts taught in the two-year program and develop new skills in more advanced areas of the agriculture industry.

Evidence that the Field of Study for the degree is consistent with the institutional mission

Over the past thirty years, the Feather River College Equine Program has gathered acclaim, recommendation and praise from agriculture employers, four-year colleges, and professional horse trainers all over the nation. The best way to assess the effectiveness of the Agriculture Department is to see the demand of the individual programs as well as the long-term success of the program's graduates, many of whom have gone on to become successful horse trainers, agriculture leaders, and accomplished graduates of higher education.

Students can earn an associate degree in Agriculture or Equine Studies, a Certificate of Achievement in Equine Studies, or Certificates of Specialization in General Agriculture, Ranch Technology, Fundamentals of Horse Training Skills, Fundamentals of Ranch Skills, Fundamentals of Pack Station and Stable Operations, and Fundamentals of Rodeo Techniques.

Since 2010, over 40 degrees have been awarded annually with 52 degrees and certificates awarded in spring of 2014. Over 30% of the total degrees awarded at Feather River College for the 2013-2014 academic year were Agriculture or Equine Studies degrees.

Feather River College Mission Statement:

Feather River College provides high-quality, comprehensive student learning and education and workforce preparation in a small college environment. The College provides general education, associate degrees, transfer programs, and life-long learning for a diverse student population. The College serves as a community, cultural, and economic leader encompassing all communities that lie within the District and embraces the opportunities afforded by its natural settings.

The baccalaureate degree grows on the mission of the College to provide high-quality, comprehensive student learning and education and workforce preparation by offering students a chance to receive an upper division education in a small college environment with all of the opportunities afforded by its natural settings. Feather River College provides educational opportunities to its diverse student population through a broad variety of instructional methods. The College offers high quality education in every facet of its organization.

FRC Agriculture Department Philosophy Statement:

The underlying philosophy of the program is simple--with humans and horses alike, learning never stops. Whatever your horsemanship level, each horse and situation offers a new learning challenge. The most important principle of the program is that anyone who works with horses needs to acquire a deep understanding of the animals and an ability to communicate effectively with them.

The new Equine and Ranch Management program will build upon the FRC Agriculture Department's philosophy by providing students with more tools for understanding and contending in the equine and agricultural industry. The FRC Agriculture Department is nationally recognized for its unique agriculture programs, and the new degree will add additional credibility and merit to the work already accomplished by the Equine and Agriculture Programs since its establishment. The anticipated Equine and Ranch Management Bachelor of Science

degree will grow the existing programs within the Agriculture Department and will easily incorporate both current students and prospective students.

Rationale for Change

The rationale for this substantive change proposal is based on the approval of SB 850 (2014), which authorized the Board of Governors of the California Community College, in consultation with representatives of the California State University and University of California systems, to establish a statewide baccalaureate degree pilot program at no more than 15 California Community Colleges. The Board of Governors reviewed the baccalaureate degree proposals using specific and rigorous criteria [1], one of which was evidence of need, and reassurance that there was no duplicate degree already in the CSU or UC system. Meeting the criteria set by the Board of Governors, Feather River College's application was chosen as one of the fifteen schools eligible to offer a four-year degree program [2].

Feather River College staff submitted an application for the Equine and Ranch Management Bachelor of Science Degree to the Board of Governors along with many letters of support, including recommendations from some of the most prestigious agriculture education colleges in the CSU and UC system [3]. Then, on January 20, 2015, Feather River College received preliminary notification that it was approved to pioneer a baccalaureate program. It was the only community college to be approved in the agriculture field [4].

It is with motivation to continue to cater to the present student population at FRC, and to accommodate students who desire to stay close to the practical ranching lifestyle, who seek an applied education with an equine and ranch emphasis, or students who would not pursue a degree beyond an associate degree, that Feather River College seeks the opportunity to include a baccalaureate degree in its curriculum.

B. Description of the Bachelor's Degree Program

The Equine and Ranch Management Bachelor of Science degree was created specifically to address needs in the agricultural industry expressed by agriculture employers and agribusiness companies. The coursework combines scientific agricultural management courses with applied livestock experiences. It incorporates both traditional and progressive ranch management skills, with an emphasis in performance horse industry operations. The degree provides a hands-on learning environment with outstanding instructional facilities, exceptional full-time faculty and staff, and extensive agriculture industry connections. This is all to ensure students will acquire the practical, intellectual, and business skills necessary to meet the needs of the agriculture industry. A detailed description of the course content and requirements has been made available in the Bachelor's Degree Packet [5].

Students pursuing the bachelor's degree can choose to take extra courses throughout their time at Feather River College and graduate with any associate degree offered at Feather River College and a bachelor's degree. However, the content of the course work for the baccalaureate degree will lead student to complete an associate degree in the agriculture field upon completion of the required lower division courses.

The addition of the Equine and Ranch Management Baccalaureate degree will meet industry needs by producing graduates who will demonstrate the following student learning outcomes upon graduation:

- Theoretical knowledge, practical experience, and skills that reflect the impact of technology and science on agriculture, natural resource conservation and stewardship, equine and bovine production, and facility management.
- Knowledge of ethical concepts and practices for a balance between production and protection of resources (soil, plant, water) and animal welfare.
- A proficiency in critical thinking, reading, writing, and oral language skills and an ability to analyze data and solve problems related to equine and ranch management.
- A proficiency in equine, bovine, and ranch management, business and personnel management.

- Develop and demonstrate business and ethical leadership skills that enhance professional success in the agriculture and equine industry.
- An ability to enter employment or create a successful entrepreneurial business in the field of equine and ranch management, or transfer to a university for an advanced degree in a related field.

The student's success in completing the student learning outcomes will be assessed through a series of feedback, testing and final projects in the area of equine and ranch management. Students will also be asked to take an exit survey and will be contacted after graduation for information on job placement and overall reception of their education.

Students will have an opportunity to network with prominent members of the agriculture community. Graduates of the baccalaureate program will be prepared to seek jobs in the equine management or livestock industry. If it is their preference, they can further their education at a graduate level in a related field.

Level and Rigor of Upper Division Courses Commonly Accepted as Appropriate to the Baccalaureate Degree

Students participating in the baccalaureate degree are required to complete a total of sixty-four lower division units, fourteen units of general agriculture electives, and forty-two upper division units of credit coursework for a total of one hundred and twenty units during their four years at Feather River College. The sixty-four units of lower division course work will include general education classes, major support courses and agriculture and equine studies electives selected from FRC's current approved curriculum for the Agriculture or Equine Studies Associate Degrees.

Staff at Feather River College developed the teaching format and course content for the upper division classes in order to ensure that the courses are rigorous and current. Upper division course work will include six units of upper division general education courses that compliment training in the equine and agriculture industry. One course will focus on writing and composition and the other will be a social and behavioral science course. There are twenty-seven units of major courses that relate specifically to Equine and Ranch Management concepts and a minimum requirement of twenty-three units of Career Electives and General Agriculture

Electives, in which students can choose the courses they would like to take that pertain to their career goals. Table 1 depicts the credit summary for the baccalaureate degree

Proposed curriculum will incorporate the CSU breadth General Education requirements. Upper-division discipline work will be comprised of advanced agricultural core topics that will be delivered in the twenty-one new courses developed in spring 2015. All of the courses have been approved by the Feather River College’s Curriculum Committee [6].

Table 1. Credit Summary for Baccalaureate Degree

Lower Division Requirements	
General Education	42-43 units
-AND-	
Lower Division Major Courses	22 units
Total Lower Division Units:	64-65 units
Bachelor of Science Upper Division Requirements	
Upper Division Core Requirements	27 units
Upper Division General Education	6 units
Upper Division Career Options/Electives	min. 9 units
-AND-	
General Electives	14 units
Total Units for Degree:	56 units
<i>Lower Division Units:</i>	<i>min. of 64 units</i>
<i>Upper Division Units:</i>	<i>42 units</i>
<i>Bachelor’s Degree General Electives:</i>	<i>14 units</i>
<i>Total Completed Units for Degree:</i>	<i>120 units</i>

Program Length and Identification of Delivery Mode

The Agriculture Department faculty plans to offer twenty-one new upper division courses to support the proposed baccalaureate degree. These new courses will be staffed by available faculty as well as local and regional professionals who can provide industry-related expertise. These courses will be offered initially on a two-year rotation requiring nine to ten additional courses to be scheduled in each academic year.

The courses will be taught at the agriculture facility at FRC. The College recently built a new horse health care facility. This facility will aid in the applied teaching of many of the health classes offered in the four-year degree. The College also just renovated a new classroom at the agriculture facility, providing more room for the new classes to be taught.

The sequence of courses in Table 2 is broken down by semester and depicts the projected schedule of an upper division student at FRC. The student will begin their upper division course work when they are juniors. Prior to that time, they will be fulfilling major requirements and general education requirements at the lower division level. The complete four-year plan, including the lower division schedule has been made available [7]

Table 2. Upper Division Course Layout for the Bachelor's of Science in Equine and Ranch Management.

Year 3		YR 3/4	Year 4	
Fall	Spring	Summer	Fall	Spring
AGPS 300 Rangeland, Pasture and Forage Management (3 units)	AGMA 404 Livestock Facilities Maintenance and Management (3 units)	AGRM 496 Equine and Ranch Management Internship (6 units)	ENGL 416 Research Methods in Equine and Ranch Management Current Topics and Issues (3 units)	ENVR 480 Human Dimensions of Natural Resources (3 units)
AGAS 313 Equine and Bovine Health and the Prevention and Control of Disease (3 units)	AGRM 335 Equine and Ranch Management Entrepreneurship (3 units)		AGAS 421 Equine Production and Management or AGAS 423 Beef Cattle Production and Management (3 units)	AG Upper Division Elective (6 units)
AGAB 345 Ranch Operations and Management (3 units)	AG Upper Division Elective (5 units)		ENGL 310 Applied Agriculture Professional & Technical Communication (3 units)	AG elective (3 units)
Ag Lower Division Elective (5 units)			AG Upper Division Elective (4 units)	
14 units	11 units	6 units	13 units	12 units
56 units				

FRC students pursuing a baccalaureate degree have the ability to complete the degree in four years. Any student who follows the course layout and requirements for the baccalaureate degree, and begins their education at FRC as a freshman will also receive an associate in science degree for agriculture from FRC at the end of their sophomore year.

C. Description of the Planning Process Which Lead to the Request for Change

Community College Baccalaureate Pilot Program

When California Governor Jerry Brown signed SB 850 on September 28, 2014, it opened an opportunity for 15 California Community Colleges to offer a single bachelor’s degree. Language in the bill charged the Board of Governors of the California Community Colleges to develop a process for selection of those pilot programs. By November 2014, the Board of Governors developed the process for identification and selection of the pilot programs and released a Request for Proposals communicated to all California community colleges.

During this time, Feather River College staff and leadership had a series of focused meetings to discuss the possibility of applying for the program. At the time, the discussion was centered on two different programs offered at Feather River College. College leadership selected the Equine and Ranch Management program [8] and submitted the application in December 2014. They submitted the application to The California Chancellor’s Office and on January 20, 2015 the Chancellor’s Office announced the preliminary list of selected colleges that included FRC’s Equine and Ranch Management Bachelors of Science Degree. Table 3 outlines the timeline that led FRC to its selection to participate in the baccalaureate pilot program.

Table. 3 Timeline leading to Pilot Program Selection

Date	Action
September 28, 2014	Approval of SB 850
November 13, 2014	Dean of Instruction report to the Board of Trustees on FRC’s interest in the pilot program [9]
December 19, 2014	FRC submits application
January 20, 2015	15 community colleges selected, including FRC
March 16, 2015	Board of Governors officially announces pilot program selection [10]

Course Description Process

College staff and leadership began drafting an outline of the baccalaureate degree curriculum and course descriptions. They began by referencing a variety of current job descriptions in the agricultural industry to identify common themes and requirements for employees in leadership positions. Staff began to develop classes that focused on the concepts which were thematic throughout the agriculture industry [11].

To help in the development of the list of courses that FRC would offer, the FRC Ag Department and FRC leadership held an advisory meeting with more than 20 influential agriculture employers in the area on March 26, 2015 [12]. At the meeting, leaders in the agriculture industry provided input on what they, as employers, would like to see included in the proposed bachelor's degree.

FRC staff also collaborated with other CSUs and UCs during the bachelor degree development process. On April 24, 2015, FRC staff met with peers and professors at the Agriculture Department at CSU, Chico to go over the draft course descriptions and degree outline [13]. After receiving input from CSU, Chico, Feather River College staff made some suggested changes and then met with UC, Davis Animal Science and Agriculture Department staff on May 5, 2015 [14]. After getting valuable feedback from the two colleges, FRC staff presented the draft to FRC's Council on Instruction on May 8, 2015 [15]. The FRC Agriculture department met on May 28, 2015 to field any more suggestions about the courses and outlines that would be included in the program, and by June the Agriculture Department began developing the curriculum for the twenty-one new courses.

Curriculum Development and Approval

To ensure that the curriculum and course work for the degree would be rigorous and comparable to other four year degrees, FRC collected over one hundred upper division course curriculums [16] from prestigious agriculture four-year institutions that had similar classes to the ones FRC was creating. By referencing the course outlines of other prestigious agriculture colleges throughout the nation, holding meetings with colleagues at UCs and CSUs, and receiving advice from agriculture employers about what they would like a future employee to know about agriculture, Feather River College staff compiled a very structured and thorough curriculum, which will help students meet all the goals articulated in the bachelor's degree description. Table

4 depicts the interactions involved in forming the curriculum. FRC staff compiled the input and resources to construct course outline of records for each upper division course. These courses were approved by the College’s Curriculum Committee on Sept. 16, 2015.

Table 4. A List of Curriculum Development Collaborations

Date	Event	Activity
March 26, 2015	Agriculture Employers Advisory Meeting	Degree input and development
April 24, 2015	Meeting with CSU, Chico	Degree input and development
May 5, 2015	Meeting with UC, Davis	Degree input and development
May 8, 2015	Meeting with COI at FRC	Degree input and development
May 28, 2015	FRC Ag Department Meeting	Degree input and development
June 4, 2015	FRC Ag Department Meeting	Degree input and development
July 16, 2015	FRC Board of Trustees	Degree discussion and presentation [17]
July 27, 2015	Quincy Rotary	Degree discussion and presentation
Aug. 6, 2015	Dean of Instruction and AG Department meeting	Course Outline Review
Aug. 10, 2015	Dean of Instruction and AG Department meeting	Course Outline Review
Aug. 13, 2015	FRC Ag Department Meeting	Degree input and development [18]
Aug. 18, 2015	Academic Senate/Bachelor’s Degree Workshop	Degree input and development [19]
Aug. 20, 2015	Academic Senate	Degree input and development [20]
Sept. 2, 2015	Curriculum Committee	Course Outline/Degree Approval [21]
Sept. 16, 2015	Curriculum Committee	Course Outline Approval

D. Evidence That the Institution has Adequate Resources

Because it currently offers four different agriculture associate degrees, Feather River College has the expertise, resources, and student interest to offer a quality baccalaureate degree in Equine and Ranch Management. FRC staff have analyzed the capacity of the institution and find that there is adequate human, administrative, financial, and physical resources and processes to initiate, maintain, and monitor the baccalaureate program, and to assure that the activities undertaken are accomplished with acceptable quality.

Feather River College employs twenty-six fulltime faculty members and eighty part time faculty members. The faculty at Feather River College are extremely qualified and, along with a majority of master's degrees among full time faculty, more than thirty-five percent of the full time faculty have doctorates, ensuring adequate training to handle upper division courses.

Human and Administrative Resources

Faculty at the Feather River College Agriculture program represents over 120 years of combined instructional experience. Several full-time instructors and associate faculty are committed to agricultural studies at the FRC including:

- Agricultural Department Chair Russell Reid
- Professor Chuck Mills
- Professor J.P. Tanner
- Head Rodeo Coach and Professor Jesse Segura
- Instructional Assistant and Associate Faculty Crystal Anderson
- Associate Faculty Gene Armstrong
- Associate Faculty Jamie Messerli
- Associate Faculty Lauren Pearson
- Associate Faculty Russell Pitter
- Associate Faculty Rick Leonhardt

Financial Resources

Feather River Community College District provides for conservatively sound financial management which is reflected in a strong reserve balance of approximately 30% (among the highest in California); continually exceeding the 50% law requirement, and limited exposure for increasing expenses that are managed by the District and funded annually. In its financial audits from the past three fiscal years, the district received only three deficiencies and no material weaknesses, documenting the effectiveness of the District's business and fiscal management. A link to the College's budgets have been made available [22].

Throughout the evolution of the Agriculture Department, FRC has consistently provided sufficient funding to deliver high-quality, safe, and student-centered instruction in agriculture. Going forward, FRC will continue to fund this flagship program as one of the school's most important programs for enrollment and student achievement. The Agriculture Department's current operating budgets total nearly \$940,000 [23]. In concert with the College's Agriculture Foundation, all programs within the Department hold multiple fundraisers throughout the year that generate approximately \$200,000 annually to help with other operating costs such as horse registration, student activities, facility construction and development.

In order to provide sufficient professional development opportunities for the program faculty; FRC is currently working with the Sector Navigator and Deputy Sector Navigator for Agriculture to secure support funding that will be available over the next two years as the program is initiated. In regards to curriculum development, the courses necessary to fulfill the degree requirements will be initially offered within existing indoor and outdoor teaching facilities.

Physical Resources

The Equine and Ranch Management Bachelor of Science Degree Program will leverage the College's existing 115 acre state-of-the art ranching and equine facilities which includes a 12,000 square foot building and classroom that includes an indoor arena, rodeo arena, performance horse arena, large hay barns, round pens, a mare-care facility, over a hundred

student horse boarding stalls, and over 140 campus dormitories. The degree will build on the size, scope, and success of existing associate degree and certificate programs.

Instructional equipment will consist of the vehicles that FRC Agriculture Department already owns including several tractors, water truck, arena groomers, mechanical flag/cow arena, and ultrasound machine. The Feather River College Foundation owns approximately 125 horses and other livestock utilized by Agriculture Department. Many years have led to the selective development of these high quality horses and they currently serve the needs of the program well. There are no plans to add to the number of horses. Students enrolled in the Equine and Ranch Management Bachelor of Science Degree Program would have first priority in the assignment of the young horses to train (usually numbering around 20 per year). Other livestock are either owned or leased by both the Equine and Rodeo Programs. Instructional supplies such as hay, welding supplies, veterinary supplies, riding supplies, as well as other essential items are currently budgeted for in the Agriculture Department's annual budgets [24, 25, 26]. It is not anticipated that the addition of the Equine and Ranch Management Bachelor Program requires significant changes to the Agriculture Department budget at this time.

Process to Initiate, Maintain and Monitor the Quality of the Program

Baccalaureate students will be closely monitored by the student services staff at Feather River College. Students will be assigned an individual advisor throughout their duration at Feather River College. This advisor will be specifically assigned the task of ensuring that student's successful academic path and educational plan will result in his or her admission into the baccalaureate degree and graduation from the program.

Feather River College will utilize its current resources, including advising, financial aid, Disabled Student Programs and Services, online technology, and the learning center to assist students pursuing a four-year degree. The program will maintain its academic integrity by following the same Title 5 regulations enforced by the California Community College Chancellor's Office (CCCCO) and supported by Feather River College.

E. Evidence of Approvals:

The College Has Received All Necessary Internal and/or External Approvals

The CCCCCO required that each baccalaureate application was approved by the individual college's Board of Trustees, District Chancellor, College President and Academic Senate President. Feather River College's submitted application includes all of these signatures and approvals.

The program received letters of support from a diverse network of public, private and nonprofit associations that support the Equine and Ranch Management Bachelor of Science Degree. Letters of support have been received from:

- California State Senator Ted Gains
- California Assemblyman Brain Dahle
- Plumas County Board of Supervisors
- Sierra County Board of Supervisors
- California Cattlemen's Association
- Harris Ranch, Coalinga, CA
- Performance Horse Champion, Nick Dowers, HC 72 Oasis Ranch Dyer, NV
- Bengard Ranches, Salinas, CA
- De Braga Cattle Co., Red Bluff, CA
- Bidwell Ranch, Fort Bidwell, CA
- Roberti Ranch, Sierra Valley, CA
- Roen Ranch, Sierra Valley, CA
- Pyle Ranch, Susanville, CA
- Plumas Bank, Northern California
- Large Animal Veterinary Hospital, Chilcoot, CA

The internal and external approvals that were required for FRC to establish a baccalaureate degree have been obtained and are as follows:

- California Community College Board of Governors
- Feather River College Curriculum Committee
- Feather River College Academic Senate
- Feather River College Board of Trustees

Verification the Institution is Authorized by the Government to Offer Proposed Bachelor's Degree

Feather River College was chosen to participate in the Baccalaureate Degree Pilot Program by the California Community College Chancellor's Office. The program was

established through SB 850, signed by California Governor Jerry Brown in Sept. 2014. On March 16, 2015, the Board of Governors approved the Feather River College Bachelor’s Degree in Equine and Ranch Management.

There is Sufficient Demand for the Program within the Area Served by the College

FRC administration and faculty have carefully examined the employment demand for the Equine and Ranch Management Bachelor of Science degree. After consulting the California Employment Development Department, California Community College Center of Excellence, NFN Deputy Sector Navigator, USDA Farm Service Agency, CSU Chico Center for Economic Development and other public and private sources, Table 5 shows that the demand for graduates in the equine field far outpaces the availability of potential graduates.

Table 5. Availability of Graduates versus the Demand for Equine Degrees

Occupation (sampling)	Annual Openings	Absorption Rate Analysis Ratio Jobs vs. FRC Agriculture Degrees (Basis 40 annual degrees in career pathway)
Farmers, Ranchers, and Other Agricultural Managers	770	192:1
Animal Scientists	18	-
Agricultural and Food Science Technicians	187	47:1
Farm and Home Management Advisors	21	
Veterinary Assistants and Laboratory Animal Caretakers	411	102:1
Animal Breeders	31	-
Annual Openings	1,438	359:1
Source: Theresa Milan, Centers of Excellence Los Rios Community College District, EDD California Labor Market Information, other independent analysis.		

In November 2014, FRC staff surveyed agriculture students to gauge the level of interest for an Equine and Ranch Management Bachelor of Science degree. The results of this survey formed the basis for this degree proposal.

- Half of the FRC Agriculture students plan to transfer to a four-year institution.

- Thirty-nine percent of FRC agriculture students plan a career in ranch management
- Forty-five percent of FRC agriculture students plan a career in veterinary medicine, equine health, and training related services
- About sixteen percent indicated a general agriculture career path.

The survey also revealed that after obtaining an associate degree students who want to pursue a ranch management or equine career are forced to seek employment immediately or transfer. Because of the lack of equine studies programs at four-year universities, an education barrier is created for students who want to increase their skills and knowledge and become experts in equine science and ranch management.

According to the AgCareers 2014 Agribusiness Job Report Summary [27] fifty-six percent of positions in the agriculture industry required a bachelor's degree or higher. Also the AgCareers report stated that sixty-eight percent of agribusiness companies predicted an increase in the demand for workforce over the next two years. The new bachelor's degree will address this growth and demand by making accessible a career pathway that bridges the gap between associate degrees and a documented industry need.

Additionally, a recent survey [28] of high school agricultural instructors completed by the career and technical education regional consortium (North Far North region, [NFN]) provides some additional insight and demand for Equine and Ranch Management Bachelor of Science degree. The survey is the product of the NFN Deputy Sector Navigator for Agriculture, as part of the *Doing What Matters* initiative. It revealed the following trends among northern California area high school agriculture students:

- The most-popular areas of study among students are agri-business and animal science.
- Only about fifteen percent will go directly to a California State University campus out of high school.
- Factors such as cost of living, tuition costs, and proximity to home play an important role in determining many northern California high school agriculture students' choice of college.

High school and college agricultural teachers agree that even non-farm students are frequently attracted to agriculture education and careers through animal sciences. The Equine and Ranch Management Bachelor of Science Degree will meet the industry need for trained ranch managers and provide an educational option that does not currently exist in California.

F. Evidence that Each Eligibility Requirement Will be Fulfilled

1. Authority

Feather River College is a public two-year community college that operates within the California Community Colleges system and is authorized by the State of California. The College has been recognized as a degree-granting institution by the Western Association of Schools and Colleges (WASC) since 1973.

2. Operational Status

The 2300 students who are enrolled at Feather River College pursue a variety of educational goals including transfer education, degree and certificate achievement, and life-long learning.

3. Degrees

As listed in the Feather River College catalog [29], the College offers a range of degree and certificate programs that serve its student population. A significant proportion of FRC students are pursuing degrees or certificates. If approved, the new baccalaureate degree will be the only four-year degree offered at FRC at this time.

4. Chief Executive Officer

Dr. Kevin Trutna, President/Superintendent of Feather River College, has primary responsibility for the College, including the agriculture programs, and has executive responsibility for administering Board policies [30]. The superintendent/president may delegate any powers and duties entrusted to him or her by the Board but will be specifically responsible to the Board for the execution of such delegated powers and duties.

5. Financial Accountability

Feather River Community College District (FRC) is audited on a yearly basis by Perry-Smith LLP, a certified public accountancy firm. Their audit includes an initial and a final audit to verify adherence to policies and procedures set forth for the function of the institution in all

aspects of business for an institution of higher learning. The final audit report is completed after the final audit visit at the conclusion of closing the books for the Fiscal Year. Audit reports dating from 2011 have been made available for reference [31]. The final audit report includes district prepared financial statements, which are held to the Governmental Accounting Standards Board (GASB) standards and include the financial data of the Feather River College Foundation, Inc. Part of the completed audit is a list of any findings for the new audit year, and the prior year's list, if any, and the measures taken to address those findings. The certified audit is sent to the appropriate governmental officials for reporting requirements. At no time has the institution shown an annual or cumulative operating deficit.

6. Mission

The College's mission statement is revisited every third year for currency per Board Policy 1200, and was last approved by the Board of Trustees in 2015 [30]. The mission statement reflects the College's role as a degree-granting institution that provides general education, associate degrees, transfer programs, and life-long learning. The College's mission statement is woven throughout the school's planning processes, as defined in FRC guidelines on Institutional Planning [30]. The addition of the baccalaureate degree will further the mission of the College by preparing students for the work force in the agriculture industry.

7. Governing Board

The six-member Board of Trustees is elected by residents of the Feather River College service district and includes one student trustee with an advisory vote. The Board serves as an independent policy-making body and acts in a manner that is consistent with the College's mission. Additionally, the Board is responsible for upholding the institution's financial integrity and stability. The Board holds monthly meetings that are open to the public. All Board members adhere to college policy on conflict of interest. The Board has been informed and updated on the progress of the baccalaureate degree and supports the proposed program [17].

8. Administrative Capacity

The superintendent/president of Feather River College is supported by a senior staff consisting of a chief instructional officer, chief student services officer, chief finance officer, human resources director, and director of facilities, director of information services, and athletic

director, for further details please see the Administration Organization Chart [32]. All administrators meet or exceed the minimum qualifications for their positions. In turn, the senior staff members are supported by various classified staff and managers. Collectively, the administrative team works effectively to uphold the College's mission and has the capability to provide appropriate administration and oversight to the baccalaureate degree program.

9. Educational Programs

Successful completion of approved courses at Feather River College may lead to an associate degree, a certificate, or proficiency in a specific career or technical field. These educational programs reflect the College's mission and are consistent with recognized areas of study. Degree programs at the College are generally two years in length. The four-year degree enhances the current educational programs in the FRC Agriculture Department. The new degree will uphold the same academic integrity and quality as the other degrees offered at Feather River College and underwent the College's established faculty-centered curriculum approval process.

10. Academic Credit

Feather River College's policies on the awarding of credit and transfer are clearly outlined in the College's catalog. Credit is assigned to courses based on the "Carnegie unit." The awarding of academic credit is consistent with relevant California Education Code and California Code of Regulations (Title 5) rules.

11. Student Learning and Student Achievement

Feather River College has established and published student learning outcomes for all students who attend the College. Degree and certificate learning outcomes are published in the College's catalog. The expected learning outcomes for a course or program are the same irrespective of location or delivery mode. The student learning outcomes for the baccalaureate degree are available in the Bachelor's Degree Packet [5].

12. General Education

General education curriculum is integrated into all associate degrees and ensures competency in the following areas: communication and critical thinking; natural science and quantitative reasoning; humanities; social and behavioral sciences; American institutions; and

health and exercise studies. The college wide student learning outcomes are used to gauge the level of student success in their pursuit of general education. The rigor of the College's general education courses is appropriate for an institution of higher education. The rigor of the upper division general education courses are also appropriate for a four-year institution.

13. Academic Freedom

As stated in Feather River College Board Policy 4030, and in the College catalog, academic freedom is a right enjoyed and valued by all members of the Feather River College community: faculty, students, classified and administrative staff, and trustees. The Board of Trustees recognizes that academic freedom is necessary to the pursuit of knowledge and supports the principles of Academic Freedom enunciated in contracts negotiated between the District and bargaining units.

14. Faculty

Feather River College employs 26 full-time faculty members and approximately eighty part-time faculty members. FRC's faculty meets or exceeds the minimum qualifications according to the Academic Senate for California Community Colleges and the California Community Colleges Chancellor's Office. The Agriculture Department can draw from five full time employees with qualifying master's degrees to support the baccalaureate degree program. The roles and responsibilities of faculty members are described in the full-time and part-time collective bargaining agreements and in the Faculty Handbook [34].

15. Student Support Services

Student Services at Feather River College offers a wide range of academic support services to assist students in meeting their educational goals. The services are designed to help students build self-confidence, meet the many challenges of college life, and prepare for the future. In keeping with the College's mission to assist a diverse student population in achieving their academic and career goals, Student Services staff oversee regular and special student programs including, but not limited to, TRIO, Disabled Student Programs and Services, EOPS (Extended Opportunity Programs and Services), and the Associated Students of Feather River

College. All of the student services will be available to baccalaureate degree students. The full offerings of Student Services are on the College's website [33] and catalog [29].

16. Admissions

As a California Community College, Feather River College has an open-admission policy and admits any high school graduate or person eighteen years of age or older. All students who enroll in more than six units take an assessment test to help with their placement at the appropriate course level based on their reading, writing, and mathematical skills.

17. Information and Learning Resources

The College's Learning Resource Center houses the Library and the learning center (now named the Instructional Resource Center). This facility serves an important role as the main source of information and learning services which support instruction across the campus. The Library houses books, periodical subscriptions, instructional media, and access to online full-text databases.

18. Financial Resources

Feather River Community College's Business Services Department facilitates communication and coordination of the annual budget development cycle, as well as monitoring and analysis of ongoing budgeted revenues and expenditures. The Business Services Department provides accurate and timely information/data that is supported by documented policies and procedures. Practices are supportive to the District and consistently applied in the decisions and interpretations of operational business practices. The College maintains a five percent reserve fund and presents a balanced tentative budget and a finalized budget to the Board of Trustees each fiscal year. The FRC Agriculture Department is in ongoing communication with FRC's Business Service Department, and will continuously collaborate as plans for the baccalaureate degree progress.

19. Institutional Planning and Evaluation

Feather River College has made significant improvements in planning and evaluation since its 2006 site visit. The College is currently in its sixth year of its integrated planning process in which Annual Program Reviews are submitted that describe program goals in relation

to the College's master planning documents as well as to the results from the assessment of student learning. The process allows for self-evaluation, integrated planning, budgetary allocation, and finally, implementation. The baccalaureate program will participate in to these same planning policies and procedures.

20. Integrity in Communication with the Public

Feather River College provides a print and online catalog with current information regarding the College's mission, admission requirements and procedures, campus rules, academic programs and courses, services available to students, and other important information. The College's catalog undergoes a complete revision every two years, with substantial changes between complete revisions added as addenda. Additional information is made public through the class schedule, the College's website [33], the Student Handbook, and other materials.

21. Integrity in Relations with the Accrediting Commission

Feather River College adheres to the eligibility requirements and accreditation standards set forth by the Department of Education and the ACCJC. The College is honest, accurate, and consistent in reporting to all accrediting agencies.

G. Evidence that Accreditation Standards and Commission Policies Will be Fulfilled

Standard I: Mission, Academic Quality and Institutional Effectiveness, and Integrity

The institution demonstrates strong commitment to a mission that emphasizes student learning and student achievement. Using analysis of quantitative and qualitative data, the institution continuously and systematically evaluates, plans, implements, and improves the quality of its educational programs and services. The institution demonstrates integrity in all policies, actions, and communication. The administration, faculty, staff, and governing board members act honestly, ethically, and fairly in the performance of their duties.

A. Mission

The Bachelor of Science in Equine and Ranch Management enhances the mission of Feather River College by offering a higher education to a diverse student population. As the only community college in the state chosen to implement a four-year agriculture degree, students will now be able to receive an affordable education in an area that has great demand in the workforce. The baccalaureate degree will build upon the institution's goal of student learning and student achievement in an arena that is very limited to most of these students due to a lack of educational options and funds.

Through annual community, employee, and student surveys, the College continues to use data to determine how effectively it is accomplishing its mission to support the educational needs of its students and community. FRC aligns its priorities with its mission through integrated planning activities, which are then executed through programs and services.

Feather River College engages faculty and staff in a variety of robust planning and evaluation processes to ensure that each member of Feather River College staff understands and adheres to the mission of the College. The mission is periodically reviewed by the Board of Trustees and is adapted dependent on the changes in the environment and circumstances of the College.

B. Assuring Academic Quality and Institutional Effectiveness

Key shared governance bodies such as the Academic Senate, the Committee on Instruction, the Planning and Budget Committee, the Strategic Planning Committee, and the Student Services Council work in an integrated manner to support a sustained, substantive, and collegial dialog concerning student outcomes, student equity, academic quality, institutional effectiveness, and continuous improvement of student learning and achievement. Faculty take ownership and leadership in the arenas of curriculum, instructional student learning outcomes assessment, and program review. The baccalaureate degree has followed the same rigorous course approval process as every other course offered at FRC and maintains the same level of accountability and integrity

by the instructors. The program will follow Feather River College's institution set standards and student learning outcomes as established in the course catalog [29].

The ongoing dialog between the governance committees, departments, and administration will ensure that the goals of the program will be regularly updated, based on annual student learning outcomes assessments and student achievement data that will better support student success. The College will analyze Student Equity Plans to ensure that the subpopulations in the program are served accordingly and at the level of consideration enforced by Feather River College's policies and procedures.

C. Institutional Integrity

Feather River College provides clear, accessible information to students and the public about its mission, student learning outcomes, educational programs and accreditation status. Information on the baccalaureate degree will be provided through the current channels of communication including the College catalog, the College website, and handouts.

Standard II: Student Learning Programs and Support Services

The institution offers instructional programs, library and learning support services, and student support services aligned with its mission. The institution's programs are conducted at levels of quality and rigor appropriate for higher education. The institution assesses its educational quality through methods accepted in higher education, makes the results of its assessments available to the public, and uses the results to improve educational quality and institutional effectiveness. The institution defines and incorporates into all of its degree programs a substantial component of general education designed to ensure breadth of knowledge and to promote intellectual inquiry. The provisions of this standard are broadly applicable to all instructional programs and student and learning support services offered in the name of the institution.

A. Instructional Programs

Feather River College built a comprehensive curriculum for the Bachelor of Science in Equine and Ranch Management program. The content of the coursework was

informed by community input, faculty expertise and data analysis. The College ensures that the content and methods of instruction meet generally accepted academic and professional standards and expectations. It is the understood faculty responsibility to communicate SLOs to students through a course syllabus that includes the learning outcomes from the institution's officially approved course outlines. The SLOs will be complimentary to each other and to the College's mission.

Feather River College's baccalaureate degree is aligned to meet ACCJC accreditation standards. The degree layout follows minimum degree requirements of 120 units, and the institution will schedule the classes in manner that allows students to complete the degree in a minimum of four years, consistent with established expectations in higher education. Students will receive credit for the course work based on the achievement of student learning outcomes that are assessed by the instructor. The student learning outcomes for each baccalaureate course are appropriate to the upper division course level and require competency in program-specific learning outcomes.

Reviews of the curriculum are conducted every four years for academic programs. The Agriculture Department's Annual Program Review has been made available [35]. These reviews are based on systematic analysis of data sets on student success and student learning outcomes. The result of these reviews will determine the effectiveness of the delivery modes, teaching methodologies and learning support services offered to the baccalaureate students. The College will systematically strive to improve the programs and courses to enhance learning outcomes and achievement for the students.

B. Library and Learning Support Services

Feather River College supports student learning and achievement by providing library, and other learning support services to students and to personnel responsible for student learning and support.

The Feather River College Library and learning center offers a rich collection of information resources in print and online to support Equine and Ranch Management students and faculty. The library supports the College curriculum with a collection of approximately twenty-one thousand books, over one hundred periodical subscriptions,

several state, local and national newspapers, and hundreds of videos and DVDs. High quality research can be performed using the scholarly electronic databases accessible to students from the library, learning center, computer labs, as well as from off-campus computers with an Internet connection (a password is required).

As a member of the North State Cooperative Library System, the FRC library has access to the collections of seven other college libraries and thirteen county libraries. Weekly delivery service between these libraries ensures that Feather River College students can promptly obtain almost any library materials they may need. The library is a comfortable and well-lighted area with tables for group study and individual carrels where students may study or read for pleasure in a quiet atmosphere. An audio-visual room with carrels allows students to use the media collection in privacy, without disturbing others.

C. Student Support Services

Feather River College regularly evaluates the quality of student support services and maintains a culture of supporting student academic achievement in alignment with the mission of the College, which emphasizes access and equity in a diverse learning environment, regardless of mode of delivery. Student Services staff regularly engages in conversations and meetings regarding access, success and the effectiveness of its programs. Student learning outcomes data, and data on successful student attainment of their goals provide measurements of student's ability to benefit from FRC's services and programs.

Advising and counseling will be essential to the success of the baccalaureate degree students. The counseling and advising programs offered at FRC will orient the students to ensure they understand the requirements related to the degree program, and receive timely, useful and accurate information about relevant academic requirements. The College adheres to admission policies consistent with its mission. With the guidance of the student services department, the students will understand the qualifications and pathways necessary to complete the degree and achieve student learning outcomes.

Standard III: Resources

The institution effectively uses its human, physical, technology, and financial resources to achieve its mission and to improve academic quality and institutional effectiveness. Accredited colleges in multi-college systems may be organized so that responsibility for resources, allocation of resources, and planning rests with the district/system. In such cases, the district/system is responsible for meeting the Standards, and an evaluation of its performance is reflected in the accredited status of the institution(s).

A. Human Resources

The College has demonstrated a firm commitment to the Equine and Agriculture programs through the allocation of human, physical and financial resources. Feather River College ensures the integrity of its programs and services by employing administrators, faculty, and staff who are qualified with appropriate educational training and workplace experience to offer upper division courses in Equine and Ranch Management and to maintain and monitor a baccalaureate degree. All faculty must meet the minimum qualifications in their respective disciplines [32].

Feather River College's recruitment, hiring, retention, and ongoing professional development principles and practices are designed to attract a diverse, talented and engaged faculty and staff who are committed to student success for all learners. Full-time faculty are evaluated every three years, and part-time faculty are evaluated every sixth semester that they are employed to ensure that instructors are reaching their full potential in the classroom and helping students achieve student learning outcomes.

FRC's Human Resources Office supports all hiring, including orientation for hiring committees. When hired, faculty and staff receive and review personnel policies and procedures which are made available online [36].

B. Physical Resources

The Feather River College Agriculture Facility is an estimated \$1.2 million facility built in 2001 with exceptional quality and consideration for the horse training/classroom setting. The facility includes a twelve thousand square foot building and classroom that

includes a heated indoor arena. Additionally the facility supports a rodeo arena equipped with bucking shoots, a performance horse arena, a cattle working arena, large hay barns, two round pens, a horse health care facility, over a hundred student horse boarding stalls, three stallion pens, a flag arena, and three classrooms, and acres of pastures and corrals.

These facilities and equipment are kept in good condition and are monitored by Feather River College maintenance staff and maintained by college resources. At this time, Feather River College sees no significant need to add any additional resources to implement the baccalaureate degree.

C. Technology Resources

Feather River College utilizes technology in a variety of forms, both software and hardware, to support the needs of learning, teaching, college-wide communications, research, and operational services. Faculty currently use the learning management system, Moodle, for online and hybrid classes as well as Banner for internal communications and management. The College continuously plans for, updates and replaces its technology to make sure its technological infrastructure, quality and capacity are adequate to support its mission, operations, programs and services.

D. Financial Resources

Financially, Feather River College is among the strongest districts in the state. Feather River Community College District provides for conservatively sound financial management which is reflected in a strong reserve balance of approximately thirty percent, continually exceeding the fifty percent law requirement, and limited exposure for increasing expenses that are managed by the District and funded annually. In its financial audits from the past three fiscal years, the District received only three deficiencies and no material weaknesses, documenting the effectiveness of the district's business and fiscal management.

The Agriculture Department's current operating budgets total nearly \$940,000 [23]. In collaboration with the College's Agriculture Foundation, all programs within the Department hold multiple fundraisers throughout the year that generate approximately

\$200,000 annually to help with other operating costs such as horse registration, student activities, facility construction and development.

Standard IV: Leadership and Governance

The institution recognizes and uses the contributions of leadership throughout the organization for promoting student success, sustaining academic quality, integrity, fiscal stability, and continuous improvement of the institution. Governance roles are defined in policy and are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the governing board and the chief executive officer. Through established governance structures, processes, and practices, the governing board, administrators, faculty, staff, and students work together for the good of the institution. In multi-college districts or systems, the roles within the district/system are clearly delineated. The multi-college district or system has policies for allocation of resources to adequately support and sustain the colleges.

A. Decision-Making Roles and Processes

Effective leadership at Feather River College is evident at all levels. The College is fundamentally committed to education as an ideal, and to the empowerment and fulfillment of all learners. The College leadership creates and encourages innovation that leads to institutional excellence and milestones at the College such as the development of this baccalaureate program.

The program will rely on broad institutional support for sustainability and leadership. The program will report to the Academic Senate, the Dean of Instruction, the College President and the Agriculture Department Director. The Dean of Instruction oversees all academic programs and divisions including the baccalaureate degree, and the Agriculture Department Director reports to the Dean of Instruction.

Feather River College has followed all the College's written policies and procedures in the development of the Equine and Ranch Management Degree including curriculum development, program development, and hiring and faculty evaluation.

B. Chief Executive Officer

The Superintendent/President of Feather River College, Dr. Kevin Trutna, holds responsibility for the quality of the institution. He provides effective leadership in planning, organizing, budgeting, selecting, and developing personnel, and assessing institutional effectiveness. Dr. Trutna is enthusiastic about the ability of Feather River College to offer a baccalaureate degree. He delegates the authority to establish the degree and implement to the changes to the Dean of Instruction and to the Agriculture Department Director.

The President/Superintendent has ensured that the development of the baccalaureate degree has been integrated with resource planning in that allocation will support student learning success and achievement. Dr. Trutna works and communicates effectively to the entire campus constituencies, represents the campus during District board meetings, and is readily visible throughout the community, promoting the mission, vision, and values of Feather River College while also generating external support for the College.

C. Governing Board

The Feather River College Board of Trustees has authority over and responsibilities for the policies that assure the academic quality, integrity and effectiveness of the baccalaureate degree, and assures the financial stability of the program as an addition to the College's student learning programs. The Board has been kept abreast of the developments of the degree by college leadership.

The board will continue to be informed about the Eligibility Requirements, the Accreditation Standard, Commission policies, accreditation processes and the College's accreditation status as the baccalaureate degree is integrated into the College's programs.

H. Evidence That the Baccalaureate Program Meets the Minimum Requirements for the Degree

As previously noted on Table 1 above, baccalaureate degree entails one hundred and twenty units of lower and upper division education. The first two years of the baccalaureate degree involves general education courses required for the major including math, science, English and business courses. Also included in the lower division requirements are twenty-two units of major course requirements which will prepare students for the upper division course work in the Equine and Ranch Management field of study. There is a total of sixty-four lower division units to be completed in the first two years of the program.

The second two years of the program consist of forty-two units of upper division course work including twenty-seven units of upper division core requirements, and upper division general education and elective requirements. The College staff is confident that the degree content is up to bachelor's degree standards and unit requirements.

I. Evidence That the Baccalaureate Program Meets the Minimum General Education Requirements

The baccalaureate program consists of forty-two to forty-three lower division general education units, exceeding the minimum baccalaureate level General Education requirement of thirty-six semester units. The general education classes are distributed across the major areas of general education and the courses are integrated throughout the curriculum, with two upper division general education courses required to complete the degree. The general education requirements were constructed around CSU breadth requirements and will be able to transfer over should student choose to continue their education elsewhere.

The descriptions for the two upper division courses are as follows:

Writing & Communication Requirement

ENGL 310 Applied Professional and Technical Communication and Composition

(3 units)

Provides experience and feedback on writing effective and concise professional and technical communications such as memos, emails, letters, reports, technical papers, proposals, reports, social media, pamphlets, and other communications medias such as working in teams, preparing and giving presentations essential in the professional field.. The purpose of this course is to improve the writing and presentation ability of students in their professional communication with others.

Social and Behavior Science Requirement

ENVR 480 Human Dimensions of Natural Resources

(3 units)

The values, attitudes, and behaviors of humans related to natural resources. Students will explore their own beliefs, biases, and prejudices through the use of case studies in controversial topics such as grazing on public lands, the expansion of wolves into new habitat, listing of endangered species such as sage grouse, and recreation conflicts.

Table 6 below indicates the required general education course layout and requirements.

Table 6. Lower Division General Education Requirements

42-43 units General Education	
<i>The following lower division courses are REQUIRED for the Bachelor's Degree students and will fulfill CSU breadth requirements. Areas with no degree requirements are indicated by the STUDENT CHOICE label. Student can choose any course in that area as long as it fulfills the CSU breadth requirements. Other universities may require specific General Education courses for their degrees. Please contact the Agriculture Academic Advisor for assistance in developing your own individual Student Education Plan.</i>	
Area A: Communication in the English Language and Critical Thinking 9 units	
A1 fulfillment:	
ENGL 120 Speech	3 units
A2 fulfillment:	
ENGL 101 Composition and Reading	3 units
A3 fulfillment:	
STUDENT CHOICE	3 units
Area B: The Physical Universe and Its Life Forms 13 units	
B1 fulfillment (choose one):	
CHEM 100 Chemistry and Society	<i>pending Curriculum Committee approval</i>
CHEM 102 General Chemistry	5 units
B2 and B3 fulfillment (choose one):	
BIOL 102 Cellular and Molecular Biology	4 units
BIOL 104 Animal Biology, Evolution and Ecology	4 units
BIOL 106 Plant Biology, Evolution and Ecology	4 units
AGPS 210/ ENVR 210 Introduction to Soil Science	<i>pending CSU breadth fulfillment approval</i>
B4 fulfillment:	
MATH 202 Elementary Statistics	4 units
Area C: Arts, Literature, Philosophy, Foreign Languages 9 units	
C1 fulfillment:	
STUDENT CHOICE	3-6 units
C2 fulfillment:	
STUDENT CHOICE <i>(see US-1 for recommendations)</i>	3-6 units
Area D: Social, Political Institutions and Behavior, Historical Background 9 units	
STUDENT CHOICE	6 units
<i>(see US-2 for recommendations)</i>	
(Choose one):	
BUS 106 Macroeconomics	3 units
ENVR 180 Environmental Policy	3 units
Area E: Lifelong Understanding and Self Development 3 units	
AQEQ 103 Western Equitation I	2 units
American Institutions Requirement 3 units	
US-1 fulfillment (counts for Area C2 or D; choose one):	
HIST 108 The United States to 1877	3 units
HIST 110 The United States since 1877	3 units
US-2 fulfillment (also counts for Area D):	
POL 101 American Government and Politics	3 units

J. Evidence that the Library and Learning Resources are Sufficient to Support the Baccalaureate Program

The Feather River College Library and learning center resources are sufficient in quality, currency, variety, quantity, and depth to support the baccalaureate program.

Newly constructed in 2011, the Feather River College Library and learning center is a primary focal point for scholarly activity on campus. The almost ten thousand square foot facility houses the library collections, public service areas, processing and archives areas, and patron facilities. The majority of space provides one hundred and eight designated seating areas including individual study carrels, larger group study tables, study rooms, and library computer lab workstations. Three private group study rooms are also available for patron use, each equipped with smart whiteboards and/or specialized audio/visual equipment. Thirty computer workstations provide students with high-speed fiber optic connections to the library catalog and databases, streaming video content, campus email, academic courseware, and Internet-based resources. Wireless capability throughout the library allows students with their own laptops to access the Internet as well. Headphones are available for streaming media playback on all computer workstations.

Quality academic research can be performed using scholarly print publications, e-books, multimedia resources and electronic databases accessible to students from on- and/or off-campus locations. Word processing, spreadsheet and other appropriate software applications are available, enabling students to perform research and write their assignments without leaving the library.

The library supports the College curriculum with a collection of over twenty-three thousand books in hardcopy, ten thousand e-books, thousands of print and electronic periodical subscriptions, numerous state, local and national newspapers, and eight thousand five hundred video, DVD and streaming media selections. These collections include many equine and ranch management-specific journal subscriptions and print materials.

With the addition of a four-year degree program, the library has received a generous block grant allocation to continue building collections in this area. It is anticipated that persistent

funding for subject-specific databases, multimedia resources, and print materials will be supported by an increase in collection development budgets through the Annual Program Review process.

Current electronic databases subscriptions include resources that are highly relevant in supporting lower division, upper division and general education requirements for the four-year major, including: Academic Search Premier; America: History and Life with Full Text; Business Source Elite; CINAHL Plus with Full Text; EBSCO eBook Collection and Academic Collection with custom-selected equine and ranch management content; Environment Complete; ERIC, European Views of the Americas: 1493-1750; GreenFILE; Health Source; History Reference Center; MasterFILE Premier; Military & Government Collection; Newspaper Source Plus; Primary Search; Professional Development Collection; Psychology and Behavioral Sciences Collection; RAND California, Regional Business News; Religion and Philosophy Collection; Science Reference Center; SPORTDiscus with Full Text; and Teacher Reference Center. Of particular interest, GreenFILE contains a wealth of information on sustainable agriculture, renewable energy, recycling, pollution, and green building. Databases currently being added to our collections include: AQUASTAT, providing comprehensive statistics and other information on agricultural water management issues, including tools for estimating and mapping climate, water availability and irrigations use; and FAOSTAT, containing over one million time-series records with statistics on agriculture, nutrition, fisheries, forestry and land use as provided by the Food and Agriculture Organization of the United Nations. These resources maintain content in areas of particular interest to equine and ranch management studies.

In locating relevant materials for research assignments, students may obtain assistance at the main desk of the library or schedule a research appointment with library faculty. Subject-specific research orientations are also delivered in the classroom for courses that emphasize scholarly research. These information literacy instructions sessions include scaffolding at various levels according to Association of College and Research Libraries guidelines and best practices. One-on-one and small group research consultations address research needs for specific course assignments and the circulation department manages textbooks and supplemental course reserves material for in-house use. The library also provides directional and technical assistance for

student services-related issues including financial aid, registration, transfer and career counseling.

To further support the College curriculum and instruction, the faculty librarian regularly engages in subject-specific faculty liaison activities, collaborating on the collection development and research/instruction needs for each department. These activities help to maintain relevant collections and inform the faculty of newly-acquired resources to integrate into their curriculum. Faculty professional development sessions and technology workshops are conducted as new technologies and resources are acquired and faculty are encouraged to actively participate in building relevant subject guides to assist students in their academic pursuits.

K. Evidence that Faculty Qualifications are Rigorous and Appropriate

Faculty who will be teaching baccalaureate degree courses hold a minimum of a master's degree and professional experience for the course content for which they will be assigned. Below is the list of full time faculty who will be teaching courses in the baccalaureate degree and their qualifications:

- Agricultural Department Chair Russell Reid is the founder of the College's original Pack Station Program and has overseen its growth over the past thirty-six years. As the senior equine faculty member, Mr. Reid has earned the Foundation for California Community Colleges Hayward award for excellence in teaching. His education background includes a B.A. in Agriculture Business from Cal Poly, SLO and a M.A. in Recreation Administration from CSU Sacramento. Mr. Reid also operates two pack stations during the summer months and owns a cattle, hay and horse ranch in Plumas County.
- Professor Chuck Mills earned a B.S. in Animal Science from CSU Fresno and a M.S. in Reproductive Physiology from University of Nevada, Reno (UNR). A former horsemanship instructor at UNR and clinician, Mr. Mills has been in

the horse and cattle business for more than 50 years, including breeding training and showing Quarter Horses.

- Professor J.P. Tanner earned a B.S. in Animal Science from Utah State University and a M.S. in Animal Science from UNR. A former Montana State University Extension Agent, Mr. Tanner has worked with many 4-H youth, livestock producers, and government agencies (Forest Service, BLM, NRCS, and State Lands).
- Head Rodeo Coach and Professor Jesse Segura began his academic and intercollegiate rodeo training at Lassen Community College. He went on to Cal Poly, SLO where he acquired a B.S. in Earth Science with a minor in Political Science and a M.S. in Environmental Policy. He is the National Intercollegiate Rodeo Association's West Coast Regional Faculty Director.
- Instructional Assistant and Associate Faculty Crystal Anderson earned a B.S. in Veterinary Science from the University of Arizona and a M.S. in Animal Science with research focused on equine reproduction.

Each faculty member teaching courses in the Equine and Ranch Management Bachelor of Science Degree are at least one degree level above the baccalaureate degree. Additionally, the program will bring in veterinary lecturers and adjunct faculty who are subject to the same qualifications and requirements as full-time faculty members in the baccalaureate program.

EVIDENCE

1. Request for Proposals from CCCCCO
2. FRC completed baccalaureate application
3. Letters of support from CSU, Chico; CSU Fresno; and Cal Poly SLO
4. CCCCCO Press Release Jan. 20, 2015
5. FRC Bachelor's Degree Packet
6. Curriculum Committee minutes Sept. 16, 2015
7. FRC Bachelor's Degree Four-Year Plan
8. Email from President Trutna regarding decision to move forward with Equine B.S. Degree
9. Board of Trustee minutes Nov. 13, 2014
10. Press Release from CCCCCO, March 16, 2015
11. FRC Bachelor's Degree Employment Skills and Knowledge Themes
12. Agriculture Advisory meeting notes, March 26, 2015
13. CSU, Chico meeting notes, April 24, 2015
14. UC, Davis meeting notes, May 5, 2015
15. Council on Instruction minutes, May 8, 2015
16. List of collected curriculums from four-year colleges
17. Board of Trustee minutes, July 16, 2015
18. Example of notes from Ag. Department meetings, Aug. 13, 2015
19. Bachelor's Degree Workshop minutes, Aug. 18, 2015
20. Academic Senate minutes Aug. 20, 2015
21. Curriculum Committee minutes, Sept. 2, 2015
22. FRC Budgets link: <http://www.frc.edu/businessservices/>
23. Agriculture Department Budget Summary
24. Animal Science Annual Program Review 2015-2016 Budget
25. Agriculture Annual Program Review 2015-2016 Budget
26. Rodeo Annual Program Review 2015-2016 Budget

EVIDENCE CONTINUED

27. AgCareers Agribusiness Job Outlook Report 2014
28. NFN Survey
29. Feather River College Catalog 2014-2016
30. Board of Trustees Policy and Procedures Manual
31. FRC Audit Reports link: <http://www.frc.edu/businessservices/>
32. Administration Organization Chart
33. FRC website link: <http://www.frc.edu/index.cfm>
34. Faculty Handbook
35. Agriculture Department Annual Program Review
36. Personnel Policies and Procedures link:
<http://www.frc.edu/humanresources/policies-procedures.cfm>