



**STATE BOARD FOR COMMUNITY
AND TECHNICAL COLLEGES
NOVEMBER 1, 2024
STATEMENT OF NEED
BACHELOR OF APPLIED SCIENCE
RESPIRATORY THERAPY
*COLUMBIA BASIN COLLEGE***

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Cover Page — Statement of Need

Program Information

Institution Name: Columbia Basin College

Degree Name: Bachelor of Applied Science in Respiratory Therapy

CIP Code: 51.0908

Name(s) of existing technical associate degree(s) that will serve as the foundation for this program:

Degree: AS in Health Science

CIP Code: 51.0000

Year Began: 2023

Degree: Click or tap here to enter text.

CIP Code: Click or tap here to enter text.

Year Began: Click or tap here to enter text.

Degree: Click or tap here to enter text.

CIP Code: Click or tap here to enter text.

Year Began: Click or tap here to enter text.

Proposed Start Implementation Date (i.e. Fall 2014): Fall 2025

Projected Enrollment (FTE) in Year One: 18

Projected Enrollment (FTE) by Year: Year 2: 36

Funding Source: Self-Support

Mode of Delivery

Single Campus Delivery: Courses primarily delivered In Person at CBC's Health Science Campus in Richland, WA

Off-site: N/A

Distance Learning: Selected courses may be delivered online.

Statement of Need

Please see criteria and standard sheet. Page Limit: 20 pages

Contact Information (Academic Department Representative)

Name: Douglas Hughes

Title: Dean of Health Sciences

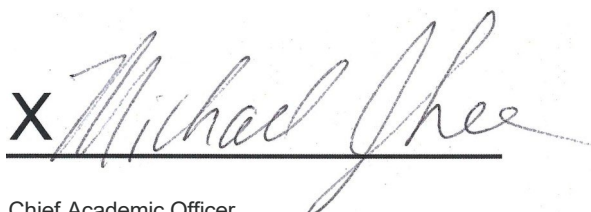
Address: Columbia Basin College, Health Science Center, 891 Northgate Dr, Richland, WA 99352

Telephone: 509-544-8310

Email: djhughes@columbiabasin.edu

Chief Academic Officer signature

The Statement of Need must be signed. To sign, double click on the signature line below.

X 

Chief Academic Officer

10/30/2024

Click or tap to enter a date.

Criteria 1

Relationship to institutional role, mission, and program priorities.

Describe how the proposed program reflects and support the role and mission of the institution and reflect program priorities.

Columbia Basin College's (CBC) proposed Bachelor of Applied Science (BAS) Degree in Respiratory Therapy is deeply rooted in the institution's mission and strategic priorities, particularly regarding diversity, equity, and inclusion (DEI), educational equity, and community engagement.

Reflecting the Role and Mission of CBC:

1. **Advancing Educational Equity:** The Bachelor of Applied Science (BAS) in Respiratory Therapy aligns with CBC's mission by providing an upward educational pathway for those with an AS in Health Science or similar credentials, addressing the barrier of transferability to a 4-year institution. This offers a solution to the unmet need for higher education levels within the local healthcare workforce, reflecting CBC's dedication to educational equity.
2. **Supporting Community and Workforce Needs:** In collaboration with key healthcare stakeholders like Kadlec and the SEIU, CBC's program is directly responding to local workforce demands. This is in line with CBC's role in shaping an adaptable and culturally competent healthcare workforce that meets the evolving expectations of employers and patients in the Tri-Cities region.
3. **Promoting Diversity in Healthcare:** As a Hispanic-Serving Institution, CBC's new program supports the mission of increasing diversity within the health sciences. Efforts to recruit a diverse student body and support marginalized populations via initiatives like the MESA program demonstrate a commitment to inclusivity that is central to CBC's identity.
4. **Contributing to Regional Health Outcomes:** The program is set to empower graduates to provide high-quality, culturally sensitive care, thereby advocating for better health outcomes and reduced disparities in a region where the Hispanic population is significant. This reflects CBC's dedication to social responsibility and public well-being.

Reflecting Program Priorities:

1. **Meeting Educational Demands:** With the BAS in Respiratory Therapy degree becoming a predominant expectation in the field, CBC is prioritizing the alignment of its program offerings with the current and future market trends, thus ensuring that its graduates remain competitive and have opportunities for career advancement.
2. **Leveraging Existing Infrastructure:** The use of existing classes in Social Sciences and other disciplines to meet the general education requirements of the bachelor of applied science program shows CBC's strategic use of its current assets to expand its offerings efficiently, a priority that underpins the institution's approach to program development.
3. **Regional Collaboration:** CBC's intent to articulate Health Science-related associate degrees

into the new BAS in Respiratory Therapy program with neighboring colleges reflects a strategic priority of regional collaboration and partnership, extending the institution's impact across Central and Eastern Washington.

4. **Practical and Inclusive Program Delivery:** The in-person, on-site delivery model upholds CBC's commitment to comprehensive education that combines rigorous coursework with practical, hands-on experience, adhering to accreditation standards and ensuring a robust learning environment.
5. **Projected Growth and Sustainability:** The expected enrollment numbers suggest a sustainable program growth, supporting CBC's priority for strategic, data-informed expansion in academic offerings that promise continued institutional development and student success.

Building on a long history of successful implementation of health science programs at the AAS and BAS level, CBC is partnering with SBCTC to pilot the implementation of a new four-year BAS in Respiratory Therapy degree program. As industries continue to require higher levels of education as entry into professions, community colleges will need to respond by initially creating baccalaureate level education as opposed to associate level programs. This new program is an opportunity for SBCTC to work with a CTC to review the processes and create procedures to allow a new BAS program where an AAS was not previously taught. The new BAS in RT is similar in scope and requirements as current CTC RT programs in Washington state. The instructors in the program have and will continue to collaborate with instructors at colleges where BAS in RT programs have been in existence for a longer period of time.

The proposed Bachelor of Applied Science in Respiratory Therapy is a strategic expansion that not only complements CBC's existing programmatic strengths but also represents a forward-thinking approach to education that is inclusive, equitable, and responsive to the community's and region's health care needs. This program is a testament to CBC's mission to "develop the full academic and social potential" of its students while responding adeptly to the regional workforce demands and ensuring that graduates are prepared to contribute effectively in their professional fields.

Criteria 2

Support of the statewide strategic plans.

Describe how the program will support the State Board for Community and Technical Colleges (SBCTC) Mission goals outlined in the Mission Study and Washington Student Achievement Council (WSAC) policies and goals for higher education as articulated in the Strategic Master Plan for Higher Education.

To effectively address how Columbia Basin College's (CBC) proposed Bachelor of Applied Science (BAS) in Respiratory Therapy will support the State Board for Community and Technical Colleges (SBCTC) Mission goals and Washington Student Achievement Council (WSAC) policies and goals for higher education, one needs to align the program with the strategic aims and objectives outlined by these entities. Here's how the proposed program aligns with such goals:

Supporting SBCTC Mission Goals:

1. **Broadening Access to Higher Education:** CBC's program is poised to offer accessible bachelor-level education to the region's healthcare professionals and others aspiring to enter this critical field. This addresses SBCTC's goal of increasing higher education participation, especially among incumbent workers and those who might otherwise be unable to transfer to a 4-year institution for further education.
2. **Enhancing Workforce Education:** The program is designed to respond directly to the local and regional healthcare workforce needs by creating a pipeline of highly skilled respiratory therapists, thus aligning with SBCTC's focus on preparing students for high-demand fields and contributing to the economic vitality of the region.
3. **Promoting Student Success:** By providing clear pathways from an Associate in Science in Health Science to a Bachelor of Applied Science in Respiratory Therapy, CBC supports seamless progression in higher education, which is integral to student success as emphasized by SBCTC.
4. **Closing Achievement Gaps:** The program's focus on recruiting and supporting a diverse student body, particularly from the Hispanic community, mirrors SBCTC's commitment to equity and closing education gaps among different populations.

Aligning with WSAC Policies and Goals:

1. **Increasing Educational Attainment:** The BAS in Respiratory Therapy contributes to WSAC's overarching goal of increasing the percentage of Washingtonians with postsecondary credentials, which is crucial for meeting the state's workforce needs in healthcare.
2. **Improving Career Pathways:** WSAC's strategic objectives often include improving the transition from education to career. CBC's collaboration with healthcare providers and unions to ensure program relevance and employment opportunities speaks directly to this goal.
3. **Fostering Economic Mobility:** By offering education that enables healthcare professionals to advance their careers without starting their education anew, CBC's program supports economic mobility, a key aspect of WSAC's vision for higher education.
4. **Enhancing Quality and Innovation:** Developing a curriculum for an emerging standard in the field of respiratory therapy demonstrates CBC's commitment to quality and innovation in education, which is in line with WSAC's goals.
5. **Advancing Equity and Inclusivity:** The program's targeted recruitment and support efforts, such as the MESA program and intentional DEI strategies, align with WSAC's policies aiming to promote an inclusive and equitable higher education system.

The proposed BAS in Respiratory Therapy program at CBC reflects the collaborative, strategic, and equity-focused vision of both the SBCTC and WSAC. It demonstrates CBC's commitment to adapting to workforce demands, fostering student achievement, and advancing equity, which are central to the goals and policies of higher education in Washington State. Through this program, CBC is set to contribute significantly to the state's educational and economic advancement by preparing a workforce that is skilled, diverse, and well-equipped to meet the healthcare challenges of today and tomorrow.

Criteria 3

Employer/community demand for graduates with baccalaureate level of education proposed in the program.

Employer demand must exceed regional supply of graduates with relevant degrees. Demand must be based on data sources including but not limited to local employer survey, traditional labor market data, industry data, trade associated data, and other transactional data. Please provide evidence of the gap between the numbers of program graduates versus the number of jobs opening locally and regionally. Refer to attached supply/demand gap rubric for additional guidance.

1. Demand:

- Reflecting the robust growth in the healthcare sector in Benton and Franklin counties, the need for respiratory therapists has escalated significantly. Based on the Benton-Franklin Trends data, with healthcare employment doubling since 2004 and healthcare roles comprising 13.3% of the local workforce in 2023, our market analysis suggests an immediate demand for an additional 300 respiratory therapists to meet current health services requirements. This is further underscored by the aging demographic of the Tri-Cities, with a growing percentage of seniors from 9.8% to 14.9% between 2005-23, indicating an increased need for respiratory specialists.¹

2. Supply Gap:

- Current educational programs in the vicinity are not sufficient to meet this soaring demand. With the two nearest institutions producing approximately 40 graduates per year, there exists a significant gap. These two closest programs are Spokane Community College and Seattle Central College, approximately 2.5 and 3.5 hours away respectively. According to Commission on Accreditation for Respiratory Care (CoARC) outcomes data, Spokane Community College graduated 17 students in 2023, while Seattle Central College graduated 22 during the same reporting year.² Due to the nature of respiratory care curriculum and CoARC accreditation standards for laboratory and clinical coursework, online program options are not available for students seeking entry into the profession. Although a handful of colleges and universities offer online degrees in respiratory therapy, they are degree completion programs for practitioners already working in the field and seeking to elevate their level of formal education. East Tennessee State University offers one such program.
- Our program intends to graduate 15 students annually, aiming to significantly reduce the shortage by not only supplying the workforce but also by offering specialized training to cater to the needs of an aging population. Estimating the current demand at 300 and the annual graduate output at 50 from existing programs, we find a deficit of 250 respiratory therapists in our region. Being an in-person, community focused program with high-touch supports for student success, CBC's Respiratory Therapy program will be well positioned to meet the immediate and long-term healthcare needs of the communities we serve.

¹ EWU Institute for Public Policy and Economic Analysis. (2024). Economic vitality. <https://bentonfranklintrends.org/>

² Commission on Accreditation for Respiratory Care (CoARC). (2024). Outcomes data. <https://coarc.com/wp-content/uploads/2024/10/Maptive-Data-2024-RCSReport-10.15.24-for-website.xlsx>

Criteria 4

Baccalaureate program builds from existing professional and technical degree program offered by the institution.

Describe the existing professional and technical degree program that will be used as the foundation for applied baccalaureate program. Include how long the program has been in existence and the enrollment history of the program over the past five years.

Foundation for Applied Baccalaureate Program:

The Associate in Science in Health Science (AS-HS) program at Columbia Basin College (CBC) is the established groundwork for the prospective applied baccalaureate program. Launched in Fall 2023, the Associate in Science in Health Science degree is designed as a local transfer degree to support students aiming to enter a four-year program after completing two years of study at CBC. The degree aligns with CBC's articulation agreements with other institutions, ensuring a smooth transition for students into baccalaureate programs and affirming their readiness to tackle upper-division coursework.

Program Details and History:

- **Launch and Intent:** The Associate in Science in Health Science program began in Fall 2023 to address the rising need for health care professionals and provide a pathway for students in the region to advance into higher levels of education and specialization within the healthcare field.
- **Curriculum Composition:** The curriculum of the Associate in Science in Health Science program covers comprehensive foundational courses necessary for further study in health sciences, including basics like Introduction to Healthcare and Medical Terminology, alongside a substantial emphasis on natural sciences, mathematics, and relevant electives to broaden student expertise.
- **Transfer Structure:** By fulfilling the lower-division general education requirements through the Associate in Science in Health Science degree, students are positioned to transition effectively into baccalaureate programs, with an academic status that is recognized by the receiving institution as per the articulation agreements.

Enrollment History:

Given the Associate in Science in Health Science program's inception in Fall 2023, there would only be a single term or year of enrollment history. As a new program, initial enrollment numbers would provide baseline data for future projections but may not yet exhibit trends or growth patterns. The program's attractiveness will be assessed based on initial enrollment and subsequent retention rates, with close attention to regional healthcare workforce demands, student feedback, and employment outcomes.

Graduation Requirements:

The Associate in Science in Health Science degree demands a comprehensive academic performance from its students, including a minimum credit completion, GPA standards, and qualitative course completion criteria. As the program matures, these requirements will likely evolve

to ensure the degree remains relevant and rigorous in preparation for advanced study.

Path to a Baccalaureate Program:

With the Associate in Science in Health Science degree program being new, its development into an applied baccalaureate program would represent a significant progression in CBC's academic offerings. This addition would be particularly timely, as the Tri-Cities region has experienced rapid growth in the healthcare sector, increasing the need for a workforce with advanced qualifications.

The freshly launched Associate in Science in Health Science program at CBC is strategically placed to become a strong pillar for the proposed applied baccalaureate program. Although only in its nascent stage, the strategic curriculum and transfer readiness it offers promise a strong foundation for students to advance their careers in the flourishing healthcare sector. The program's initial enrollment and the regional healthcare industry's trajectory will serve as critical indicators for fine-tuning the program to ensure its success and alignment with workforce needs.

Criteria 5

Student demand for program within the region.

Evidence of student interest and demand from multiple sources, such as but not limited to: students graduating with technical associate degrees in the region, survey of students within region, demand more than opportunity to enroll in related traditional bachelor's programs, and changes in industry standards. Include enrollment projections for each year over the next five years.

Evidence of Student Interest and Demand:

1. **Technical Bachelors Degrees:** The expansion of the health care sector in Benton and Franklin counties, with a 100% employment growth since 2005, suggests that there's a clear pathway for technical bachelor's degree holders into the workforce. The initial enrollment of 18 students in the first year of the program likely represents a significant proportion of these graduates seeking to advance their qualifications.
2. **Surveys of Students Within Region:** To sustain the growth to 36 students by the second year, targeted surveys should be conducted to gauge interest among current students in health-related associate degree programs and among high school students. This feedback will help to refine the program and attract more students.
3. **Demand vs. Opportunity in Traditional Bachelors Programs:** Projected enrollment through year 3 and beyond indicates a strong demand that might be outstripping the opportunities available in traditional bachelor's programs, particularly if such programs are at capacity.
4. **Industry Standards Changes:** The Tri-Cities' aging population and pandemic effects are expected lead to changes in industry standards requiring a more specialized and higher-educated workforce. Data on changes in hiring qualifications from local health care providers would support this. Given the rise in specialized care demands, industry standards are likely changing, requiring a higher level of education in the health care workforce. This shift would support the steady enrollment numbers projected for the program.

5. **Changes in Care Delivery:** The prominence of home health care aides in the workforce may suggest new educational requirements for these roles, potentially increasing student interest in specialized programs.

Enrollment Projections:

1. **Year 1:** Starting with an enrollment of 18 students, which reflects the cautious optimism of the institution in gauging interest among technical associate degree holders and potential students within the region.
2. **Year 2:** A projected increase to 36 students would likely result from the initial cohort's success and word-of-mouth, alongside targeted recruitment efforts informed by student surveys and regional health care employment data.
3. **Years 3-5:** Our curricular scheduling plan includes 2 cohorts of 18 students per academic year: one beginning year one, and a second beginning year two. Therefore, enrollment is expected to stabilize at 36 students per year during year 2 and beyond, aligning with the ongoing growth in the health care sector and a clearer understanding of the program's career benefits among prospective students. This steady state also anticipates an expanded capacity of the program and assumes a continued increase in the local aging population, requiring more health services.

The figures for the first few years reflect an expected pattern where initial interest grows as the program establishes its reputation and as the regional demand for health care professionals becomes more apparent. The sustained figure of 36 students in the latter years suggests confidence in the program's ability to meet industry needs and the continued appeal to students looking for promising career paths in health care.

Criteria 6

Efforts to maximize state resources to serve place-bound students.

Describe how program will serve place-bound working adults. Identify similar program offered by public or independent institutions in the region. Describe options that have been explored for collaboration with other public baccalaureate institutions, businesses, and /or community organizations considered in the development of the proposal and include a brief description of initial conversations. Describe collaboration with similar community and technical colleges (CTC) baccalaureate programs and related community and technical colleges Centers of Excellence. Describe unique aspects of the proposed program that differentiate it from similar programs and/or describe why expansion would be desirable or necessary.

Serving Place-Bound Working Adults:

The Bachelor of Applied Science in Respiratory Therapy (BAS-RT) program at Columbia Basin College (CBC) is designed to accommodate the needs of place-bound working adults who require flexibility to balance education with work and personal responsibilities. Key aspects of the program that address the needs of these students include:

1. **Flexible Scheduling:** Offering weekend class time during clinical settings to allow working

adults to attend clinical courses outside of typical business hours.

2. **Hybrid Courses:** Utilizing online-hybrid didactic course delivery methods to reduce the need for physical presence on campus and allow students to complete coursework from their homes or workplaces. Although some courses and content can be delivered through hybrid format, students will attend lab and clinical experiences in person.
3. **Prior Learning Assessment (PLA):** Recognizing and crediting relevant work experience and prior learning, thus reducing the time to complete the degree for working professionals.
4. **Support Services:** Providing completion coaches and academic advisors who are attuned to the challenges faced by adult learners and can offer guidance on managing work, life, and academic commitments.

Similar Programs in the Region:

In researching similar programs in the region, CBC has identified a few public or independent institutions that offer respiratory therapy or related health science programs. The nearest of these is over two hours away from the Tri-Cities, and that distance would constitute a significant barrier for students in the Tri-Cities area. Additionally, programs outside the Washington Community College system may not provide the applied focus or may not be structured to serve working adults as effectively as the proposed Bachelor of Applied Science in Respiratory Therapy program.

Collaboration Efforts:

CBC has explored various collaborative efforts to ensure the Bachelor of Applied Science in Respiratory Therapy program meets the needs of students and employers, including:

- **Public Baccalaureate Institutions:** Initial discussions with nearby universities have been aimed at creating seamless transfer opportunities for graduates of the Associate in Science in Health Science program who wish to pursue the Bachelor of Applied Science in Respiratory Therapy, ensuring the credits earned are fully transferable and applicable.
- **Businesses:** Local healthcare providers and regional hospitals have been consulted to align the program with industry needs and create internship and job placement opportunities for students.
- **Community Organizations:** Partnerships with local healthcare-focused organizations have been considered to support student scholarships, provide guest speakers, and contribute to the curriculum development.

Collaboration with Community and Technical Colleges (CTC):

CBC has engaged with other CTCs that have established baccalaureate programs and Centers of Excellence to share best practices, curriculum insights, and resources. These colleges include Seattle Central College and Highline College. This collaboration aims to avoid program duplication, ensure regional needs are met, and foster pathways for student progression in respiratory therapy and related fields.

Unique Aspects of the Proposed Program:

The Bachelor of Applied Science in Respiratory Therapy at CBC is distinct in its applied nature, directly targeting the skills and competencies required for advanced roles in respiratory therapy.

Unique features include:

- **Community Engagement:** The program is built with a strong emphasis on serving the local community, with clinical placements and partnerships that directly benefit the region's healthcare landscape.
- **State-of-the-Art Facilities:** Investment in the latest respiratory therapy technologies and simulation labs to provide hands-on learning experiences.
- **Industry-Driven Curriculum:** The course content is developed and continually updated in collaboration with industry partners to ensure relevance and responsiveness to emerging trends in respiratory care.

The development of the program at a baccalaureate level is necessary to address the growing demand for highly skilled respiratory therapists, particularly in the wake of public health challenges that underscore the need for advanced respiratory care. The proposed Bachelor of Applied Science in Respiratory Therapy program would fulfill regional workforce demands, provide upward mobility for current healthcare workers, and enhance the quality of respiratory care available to the community.

Criteria 7

Promoting equitable opportunities for students, including historically marginalized students.

Create an implementation plan to recruit and support students of color and low-income students into the bachelor's degree program. Within the implementation plan, provide data that reflects the college's student demographics and highlight demographics for students of color and low-income students. Identify barriers/challenges that students of color and low-income students may face at the college, and reflect upon how these barriers/challenges or others may impact students of color and low-income students interested in applying to the bachelor's degree program. In the Implementation Plan, describe resources, supports, or other processes to recruit and support students of color and low-income students.

Implementation Plan for Recruiting and Supporting Students of Color and Low-Income Students into the Bachelor of Applied Science in Respiratory Therapy Program

1. Understanding the Demographics:

Columbia Basin College (CBC) is situated in an area with a significant population of Hispanic individuals and other students of color, as well as low-income students. It's important to consider this context when recruiting for the Bachelor of Applied Science in Respiratory Therapy program, as it suggests a rich potential pool of applicants who could benefit from career advancement opportunities.

2. Career Advancement Opportunities:

The Bachelor of Applied Science in Respiratory Therapy program at CBC offers a clear path for career advancement, allowing individuals who may currently be working in lower-wage healthcare roles to

more than double their annual income. For example:

- From EMT (avg. salary: \$38,910) to Respiratory Therapist (avg. salary: \$78,600).
- From Respiratory Therapist to managerial roles, with further educational advancement leading to positions like Physician Assistant (avg. salary: \$126,010).

3. Identifying Barriers and Challenges:

Barriers for students of color and low-income students may include financial constraints, work and family commitments, language barriers, and lack of awareness about the program. Such challenges can deter them from applying or succeeding in higher education programs.

4. Recruitment Strategies:

- Partner with local healthcare providers and unions like SEIU to identify potential applicants.
- Conduct targeted outreach campaigns using culturally relevant materials in multiple languages.
- Offer information sessions at various times and locations, as well as virtually, to ensure access for working students.
- Implement priority enrollment for qualified incumbent healthcare workers to enhance accessibility.

5. Support Mechanisms:

- Develop flexible class schedules and a blended learning model to accommodate working students.
- Recognize prior learning and experience to allow for accelerated progress and reduced costs.
- Provide personalized support through Health Sciences Completion Coaches.
- Offer financial support through scholarships, fee waivers, and emergency grants.
- Ensure bilingual support and resources are available to assist non-English speaking students.
- Establish mentorship programs, particularly with professionals who share similar backgrounds with students.

6. Eliminating Equity Gaps:

- Ensure curriculum development includes culturally relevant content.
- Proactively recruit from underrepresented communities, with a focus on equity and inclusivity.
- Utilize CBC's status as an HSI to cater to the Hispanic-majority population in the area.
- Offer financial aid programs targeted at low-income and underrepresented students.
- Commit to hiring and professional development practices that emphasize diversity and cultural competence.

7. Resources and Processes:

- The CBC Foundation will explore creating scholarships specifically for incumbent healthcare workers.
- Access to emergency funds and basic needs support like the CBC Food Pantry and transportation assistance.
- Diverse funding sources will be tapped to support students, including BFET, Childcare Reimbursement, and WorkFirst.
- Faculty and staff will receive ongoing training in DEI to support an inclusive learning environment.

8. Programs and Interventions Available for Students:

- MESA – The goal of MESA is to increase the number of historically underrepresented community college students (including African American, Native American, Hispanic/Latinx, Pacific Islander and women) who are interested in pursuing a STEM bachelor's degree. Ultimately, we aim to diversify the STEM workforce by addressing challenges underrepresented students face in education and career development.
- TRIO - Student Support Services (TRIO SSS) at CBC is a federally funded program to assist first-generation, low-income students and students with disabilities successfully navigate barriers to be successful in their chosen education pathway.
- Title V – Federally funded grant which includes faculty professional development and course and curriculum redesign with the goal of reducing equity gaps.
- CAMP - The College Assistance Migrant Program (CAMP) helps students who come from a migrant or seasonal farm-working background during their first year of college with life changing resources. CAMP offers academic, career, financial, and support services to facilitate your transition into college.
- Adoption of EAB Navigate software has included an early alert system. The system allows instructors to identify students who may need outreach and additional support who are then contacted by completion coaches. The coaches are able to provide intervention support, so students are successful and retained for future terms. Completion coaches are assigned to the health sciences department and actively support these students

9. Monitoring and Evaluation:

- Regularly review demographic and retention data to assess the effectiveness of recruitment and support strategies.
- Gather feedback from students to improve program accessibility and relevance.
- Adjust strategies as necessary to ensure the program is meeting the needs of students of color and low-income students.

By tailoring its approach to the unique needs of its community, CBC's Bachelor of Applied Science in Respiratory Therapy program can become a powerful tool for enabling career advancement among

historically underserved populations, fostering diversity in the healthcare workforce, and enhancing the overall health and well-being of the community.