Maximizing the Program Review Process

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Purpose
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- Faculty-driven program review is essential to the integrity of the college community and its educational purpose. (ASCCC)

- The [program review] process is driven by the search for ‘educational quality’ or ‘educational truth.’ It is done with the intent of increasing the awareness of faculty and administrators about their educational practice so they can improve the quality of teaching and learning, and thereby enhance the student educational experience. Thus the product of program review is a better understanding of the effects of academic programs on student learning. (WASC/ACCJC)
Components and Strategies
Program Review Process

Step 1: Select Programs

Step 2: Select Indicators

Step 3: Identify Cycle

Step 4: Select Forms

Step 5: Identify PR Cmt.
What is a Program?

An organized sequence of courses leading to a defined objective, degree, a certificate, a diploma, a license, or transfer to another institution of higher education.

Title 5 §55000 (g)
Step 1
Program Combinations

Single Subject
- English
- Math
- Biology

Multiple Like-Subjects
- Spanish, French & Japanese

Degree Certificate
- Business
- Auto Tech

Cross-listed Courses
- Photography & History

Special Programs
- Mesa
- Puente
- Honors

Student Services
- Counseling
- Transfer Center

Administrative Services
- Research & Planning
- Facilities
Guided Inquiry

• Is there a certificate or degree associated with the curriculum?
• Are there cross-listed or team-taught courses associated with the curriculum?
• Are there course requirements or electives for a degree or certificate that span several departments?
• Does the faculty or staff in the program provide similar services?
• Is the size of the service(s) offered sufficient to provide robust data on effectiveness?
What are KPIs for this program?

- Key Performance Indicators (KPIs) help determine how important or how in demand, efficient and effective the program, service or operation is in meeting the mission of the college and promoting institutional effectiveness.
- KPIs should include evidence of student learning or evidence of increased student success.
- The incorporation of SLO assessment into program review provides better direct assessment of student learning (compared to indirect measures (e.g. success and retention rates)).
Step 2

Sample Instructional KPIs

Program Access & Demand
- Number of sections offered
- FTES
- New Majors

Program Resources
- FTE Faculty

Program Efficiency & Productivity
- Fill Rates
- Cost per FTES

Program Outcomes
- Course Success
- Term Persistence
- Awards Conferred
- Job Placement
- SLO Assessment
- Employee Sat.
- Student Sat.
- Transfer
Sample Student Services KPIs

### Step 2

#### Program Access & Demand
- Evening/Weekend Services
- Number of Student Contacts
- Number of Students in Orientation
- Number of Counseling Appt.

#### Program Resources
- FTE Faculty and Staff
- Supplies (dollars)

#### Program Efficiency & Productivity
- Average Counselor Load
- FTES per FTEF
- Cost per FTES

#### Program Outcomes
- Student Sat.
- Persistence
- Retention
- Number of Students Receiving Financial Aid
- SLO Assessment
- Number of Ed Plans
- Transfer
Step 2

Sample Operations KPIs

Program Access & Demand
- Number of Service Requests
- Number of Helpdesk calls
- Square footage maintained
- Scheduled maintenance activities

Program Resources
- FTE Operations Staff
- Personnel (dollars)
- Supplies (dollars)

Program Efficiency & Productivity
- Square Footage per Maintenance FTEF
- FTES per Operations FTEF
- Operations Cost per FTES

Program Outcomes
- Client Satisfaction
- Campus Crime
- Number of New Systems Installed
- Number of New Students
- Accuracy of Accounting Transactions
What is a useful cycle?

Possible Cycles for Program Review

• Align with curriculum development/review process
• Align with accreditation cycle
• Conduct annually to ensure:
  • Currency of information
  • Robust longitudinal examination of trends
  • Familiarity with program review process
What format will be used?

• Analysis of local industry, transfer partners, new directions in discipline and emerging trends

• Environmental Scan
  • Population demographics and trends
  • Local feeder high school trends
  • Social and educational trends
  • Local economic and political trends

• Examination of changes over time and comparisons to similar programs (internal and external)
How will PR be used?

- Results from Program Review should be incorporated into planning and budgeting.
- Form a committee to collect, review all program reviews and identify themes, resource requests and priorities and evaluate the program review process.
Guided Inquiry

INSTITUTIONAL SNAPSHOT
What is a program at your college? What are the Key Performance Indictors for your program? What is a useful cycle of program review completion? What format will be used in program review? How will the program review be used and by whom?

MOVING FORWARD
Given the unique characteristics of your institution and your answers to the questions above, how might your college most effectively structure its program review process?
Strategies for Program Review

- Programs are large enough so KPIs are meaningful
- KPIs are readily available to all constituencies
- Conducted frequently enough so as not to be new or onerous process each time
- Completed PRs are reviewed by college-wide committee
- President, VPs, Deans & Directors support PR process
Evaluation
Areas for Evaluation

• Criteria and purpose
• Selection of programs
• Choice of KPIs
• Provision of data and other information
• Reporting format
• Resources required
• Collegiality and inclusiveness of process
• Constitution of review committee
• Fairness of prioritization process
• Support of administrators
• How the process advances the college mission
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