College of the Redwoods
Program Review Committee
Executive Summary
Adopted April 30, 2010

Mission Statement The College of the Redwoods' Program Review Committee leads and facilitates authentic assessment as it relates to student success and planning at the institution for all subject and service areas. The committee reviews Annual and Comprehensive Program Reviews that provide the strong foundation upon which College of the Redwoods develops, identifies, states and documents quality improvement plans and goals including providing the direction of prioritization of funding, and support needs as organized under the strategic planning objectives. **(Mission Statement Adopted November 6, 2009)**

Objective: To provide an Executive Summary of all the Program Reviews submitted for the academic year of 2009-2010. The summary includes common themes found in Trends, Assessment, and Budget.

Executive Summary for Trends	
Summary and Recommendations:	**Additional Comments:**
The district needs to create more formalized procedures for tracking the completion and graduation rates of our students.	• Individual departments and programs need to work in concert with the Institutional Research department to collect data by using surveys and other instruments, the results of which will be kept by both the IR department and the departments/programs. A simple 3X5 card that each graduate can fill out (with questions like "what is your email address?" and "Did you learn what you need to be successful?") can start this process in motion. More detailed surveys can also be conducted by individual departments/programs.
Pre-populated quantitative data tables (similar to the instructional program reviews) are needed for all Student Service and Administrative Program Reviews to help guide an author's narrative and make it easier for an author to supplement and reinforce their qualitative narrative analysis.	• This quantitative data can include numbers of students served, SARS log visits, students retained, etc
The Program Review process for Administrative Services needs to be reinstated.	• Administrative Services needs to have established Learning Outcomes, and they need access to quantitative data in order to improve their programs.
Formalized training sessions are needed to help Program Review authors meaningfully interpret the data on their Program Review templates.	• The Office of Institutional Research is willing to conduct workshops for individual departments/programs to help them learn how to interpret and use enrollment, retention, success, basic skills, and other data in order to improve their programs/services.

Process:
PRC will forward completed Executive Summaries to program review authors.
Authors will have two weeks to provide feedback and corrections on errors of fact and/interpretation
PRC will forward Executive Summaries and authors response (if available) to the appropriate integrated planning committee and the CPC.

Separate the on-line data from the face-to-face data in the instructional Program Review templates	• Create hyperlinks on the templates to "live reports" so that Program Review authors can drill into the data by location, time, delivery mode, etc.
The data set for Basic Skills in our current Program Review template is too narrowly focused for assessing the needs of our Basic Skills students.	• We should be looking at General Studies and Guidance data (and other multiple measures in addition to English and Math) for determining the most accurate approaches for serving these students
An additional question is needed for all of the Program Review templates along the lines of "What additional data would you like to include and comment upon to help you improve your program?"	
Need to include District data and other college comparable data to the Program Review documents. [what is an average retention, persistence, success rate] [how does CR compare to other colleges.]	
	• Create the calendar for the Program Review process before the process begins, and make it readily available to the entire district.
	• The rubric for faculty/staff position prioritization needs to be closely linked to the Program Review forms; currently it is not.
	• Program Review authors need to have access to the rubrics by which their reports will be evaluated before the Program Reviews are written.
	• The whole college needs to become involved in the dialog of student success—not only through (or within) the processes of Program Review.
	• What do we do with inconsistent data or variations in data when the population is too small [how do we make meaningful comparisons when only a few courses are prepopulated or when courses are only offered every few years, etc.]
	• Needing time to view real trends, we only have three years of data or less
Executive Summary for Budget	
Summary and Recommendations:	**Additional Comments:**
Program Budget/Funding Sources: Reliance on outside funding sources in vocational areas.	• Need to take into account when grant funding is depleted.

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All areas noted that they do not have sufficient funding to operate their departments/programs.	• District-wide Integrated Planning needs to take place so that district funds can be appropriately and adequately allocated to support overall Student Learning Outcomes, and Program-Level outcomes.
No contingency funds for instructional equipment and furniture	• Division and departmental budgets must be restored for general equipment replacement/repair and emergency equipment replacement/repair. (This last year, these budgets were taken away.)
Frustrated with installation of equipment	• Closer coordination is needed between the divisions/departments and maintenance and technology services.
No funding for adequately serving the increasing number of students.	• District-wide Integrated Planning needs to take place so that resources can be adequately and appropriately aligned with total enrollment numbers.
Current budget is not linked to Quality Improvement Plans	• District-wide Integrated Planning needs to take place so that resources can be adequately and appropriately aligned with department/Division Quality Improvement Plans.
Executive Summary for Assessment	
Summary and Recommendations:	**Additional Comments:**
Need for a college-wide process to gather and assess information from students directly, both those who graduate and those who leave for other reasons, or from transfer institutions and employers.	• Exit Surveys – Why are students not returning? What are students doing years later? (Alumni tracking) • Career placement and Employee satisfaction surveys • Student satisfaction surveys
Better support for faculty, and associate faculty	• Improve systems of communication and coordination • Provision for clerical support
Development of Student Entry Surveys	• Better identification of student goals so that we can assess student satisfaction • Development of tracking system so that student trends can be identified to determine goals.
Need for examples of holistically-normed assessment reports.	
Need for faculty development opportunities related to assessment theories and practices for both full and part-time instructors. (Many of these will be directly addressed by the addition of Assessment Director position)	• Staff and faculty flex opportunities • Assessment Coordinator Training opportunities • Grant funding development • Faculty Senate allocation for faculty development

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	• The Assessment Committee noted the need for faculty and student services to improve their connections between SLO and budget and staff/faculty requests. This is a new process, but there is room for improvement. • Faculty presentations: There was some concern regarding the time line of completion – also there was an overall statement of improvement.
	• It was noted that IR is contacting other IR offices throughout the state of California to ask how they are tracking and assessing student completers. In addition, IR contacted both the Office of Dr. Martha Kaplan in the US Dept. of Education and the Office of Dr. George Boggs, American Association of Community Colleges for information nationwide on ways that community colleges have found to be successful in this work.

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