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2020-2022 Ventura College Comprehensive Program Review Process

The Ventura College 2017-2023 Educational Master Plan took effect on July 1, 2017. The primary objectives of this plan are for VC to become one of the top five community colleges in the state on key student success metrics and to close equity gaps between gender and ethnic groups. To ensure that the entire college is focused on this vision, our comprehensive program planning cycle began in fall 2017. In fall 2020, we will enter our second 3-year planning cycle. This cycle includes improvements and changes, based on feedback and analysis of the 2017 cycle.

Instructional Programs
- Reviews will be conducted at two levels – program and division.
- Program reviews will focus on enrollment, demographics, student success, equity, and SLO's.
- Division reviews will focus on FTES, FTEF, and productivity targets.
- Comprehensive reviews will occur on a 3-year staggered cycle.
    - Division-Level Review
        - Each division will complete a comprehensive review and three -year plan in fall 2020.
    - Program-Level Review
        - 1/3 of programs will complete a comprehensive review and three -year plan in fall 2020.
        - 1/3 of programs will complete a comprehensive review and three -year plan in fall 2021.
        - 1/3 of programs will complete a comprehensive review and three -year plan in fall 2022.
- In the comprehensive review and three-year plan, programs and divisions will review prior-year data and objectives, and will then set objectives for the next three years that align with the objectives in the 2017-2023 Educational Master Plan.
    - Example – Increase the number of degrees awarded by 10% within three years.
- Programs and divisions will be able to request additional resources that are necessary to meet the objectives in their three-year plan.
- In intervening years, programs and divisions will complete a mini-review, in which they will assess progress made towards their three -year objectives and request additional resources.

Student Service Programs
- Student service reviews will focus on service usage, student demographics, the six factors of student success (assessed via point-of-service surveys, and SUO's.
- Comprehensive reviews will occur on a three -year staggered cycle.
    - 1/3 of services will complete a comprehensive review and three -year plan in fall 2020.
    - 1/3 of services will complete a comprehensive review and three -year plan in fall 2021.
    - 1/3 of services will complete a comprehensive review and three -year plan in fall 2022.
- In the comprehensive review and 3-year plan, services will set three -year objectives that align with the objectives in the 2017-2023 Educational Master Plan.
    - Example – Increase scores on six-factor survey by 10%.
- Services will be able to request additional resources that are necessary to meet the objectives in their three -year plan.
- In intervening years, services will complete a mini-review, in which they will assess progress made towards their three -year objectives and request additional resources.

Administrative Service Programs

- Administrative service reviews will focus on improving the quality of their services, as measured through faculty, staff, and student surveys, and SUO assessments.
- Comprehensive reviews will occur on a three -year cycle.
  - All administrative services will complete a comprehensive review and three -year plan in fall 2020.
- In the comprehensive review and three -year plan, services will set three -year objectives that align with the objectives in the 2017-2023 Educational Master Plan.
  - Example – Increase faculty, staff, and student ratings of service quality by 10%.
- Services will be able to request additional resources that are necessary to meet the objectives in their three -year plan.
- In intervening years, services will complete a mini-review, in which they will assess progress made towards their three -year objectives and request additional resources.

Executive Team

- The VC Executive Team review will focus on college enrollment and demographics, course success rate, equity, completions (degrees, certificates, UC/CSU transfers), employee survey results, and Institutional SLOs and SUOs.
- Comprehensive reviews will occur on a three -year cycle.
  - The Executive Team will complete a comprehensive review and three -year plan in fall 2020.
- In the comprehensive review and three -year plan, the Executive Team will set three -year objectives that align with the objectives in the 2017-2023 Educational Master Plan.
  - Example – Increase employee survey results on campus trust by 10%.
- The Executive Team will be able to request additional resources that are necessary to meet the objectives in their three -year plan.
- In intervening years, the Executive Team will complete a mini-review, in which they will assess progress made towards their three -year objectives and request additional resources.

Data Metrics

As part of the program review, programs will examine key data metrics that align with the 2017-2023 Educational Master Plan. The metrics for each type of review are shown below. Enrollment, course success rate, student completion, and student usage will be analyzed at the program level, as well as by student gender and ethnicity.

Instructional Program Review	Instructional Division Review	Student Service Review	Administrative Service Review	Executive Team Review
1. Enrollment 2. Course success rate 3. Student Completion (degrees, certificates, UC/CSU Transfers 4. Labor Market Data (CE Programs Only) 5. SLOs	1. FTES Targets 2. FTEF Allocation 3. Productivity (WSCH/FTEF) Targets	1. Student usage of service 2. Student perception of service (as measured through 6 Success Factors survey) 3. SUOs	1. Faculty survey data 2. Student survey data 3. SUOs	1. College Enrollment 2. Course success rate 3. Student Completion (degrees, certificates, UC/CSU Transfers) 4. Employee survey 5. ISLOs and ISUOs

Programs that Complete Program Review

Instructional Programs (28)

Department chairs, Deans, and the VP of Academic Affairs were sent a survey to assess their preferences for how programs are defined. In the April 25, 2017, Department Chair Council meeting, the survey results were discussed and modifications were made to the program list. Further modifications were made as new programs and disciplines were developed.

1. Agriculture
   a. AG
2. Anthropology
   a. ANTH
3. Architecture, Drafting, and Construction Technology
   a. ARCH
   b. CT
   c. DRFT
4. Art
   a. ART
   b. FILM
   c. PHOT
5. Athletics/Kinesiology
   a. ICA
   b. KIN
6. Automotive/Diesel
   a. ACE
   b. AUTO
   c. DM
7. Behavioral Sciences
   a. HMSV
   b. PHIL
   c. PSY
   d. SOC
   e. SWHS
8. Business
   a. ATEB
   b. BUS
   c. SUP
9. Chemistry
   a. CHEM
10. Child Development
    a. CD
    b. EDU
11. Communication Studies
    a. COMM
12. Criminal Justice
    a. CJ
    b. POSC
13. Engineering
    a. ENGR

14. English
    a. ATEW
    b. ENGL
    c. IDS
    d. SS
15. ESL
    a. ESL
    b. ENGM
16. Geosciences
    a. ESRM
    b. GIS
    c. GEOG
    d. GEOL
17. Health Education
    a. HED
18. Health Sciences
    a. HS
    b. NS
19. Life Science
    a. ANAT
    b. ANPH
    c. BIOL
    d. BIOT
    e. MICR
    f. PHSO
20. Manufacturing Technology and Welding
    a. ATET
    b. MT
    c. WEL
21. Mathematics and Computer Science
    a. ATEM
    b. CS
    c. MATH
22. Medical Assistant
    a. Selected BUS courses
23. Modern Languages
    a. FREN
    b. GERM
    c. ITAL
    d. JAPN
    e. SL
    f. SPAN
24. Paramedic/EMT
    a. EMS
    b. EMT
    c. PM
25. Performing Arts
    a. DANC
    b. MUS
    c. THA

26. Physics/Astronomy
    a. AST
    b. PHYS
    c. PHSC
27. Social Sciences
    a. CHST
    b. ECON
    c. HIST
    d. POLS
28. Water Science
    a. WS

Instructional Divisions (7)

1. Behavioral and Social Sciences, and Languages
2. Career Education
3. English, Math, and Learning Resources
4. Health, Kinesiology, Athletics, and Arts
5. Off-Campus Programs* - includes some student service metrics
6. Sciences, Professional Development, and Distance Education
7. Student Affairs

Student Service Programs (20)

1. Admissions and Records
2. Basic Needs
3. CalWORKS
4. Career Center**
5. Child Development Center**
6. Counseling*
7. EAC*
8. EOPS*
9. Financial Aid***
10. First Year Experience and Pirate's Cove
11. International Students Center
12. Learning Resource and Testing Center
13. MESA
14. Outreach
15. STEM Harbor**
16. Student Activities
17. Student Health Center
18. Tutoring Center
19. University Transfer Center
20. Veterans Resource Center

*Includes both instructional and service components. These programs will complete a service review, with the addition of a course success rate module.

**Program is under Academic Affairs

***Program is under Business and Administrative Services

Administrative Service Programs (6)

1. College Marketing
2. Facilities, Maintenance, and Operations
3. Information Technology
4. Institutional Effectiveness*
5. Library**
6. Student Business Office

*Program is under President's Office
**Program is under Academic Affairs

Three-Year Comprehensive Program Review Cycle

Comprehensive program reviews are staggered across the three-year cycle. Programs will complete a comprehensive review in year one of the cycle, followed by annual updates in years two and three. Comprehensive reviews for instructional and service programs are staggered across 2020, 2021, and 2022. All divisions will complete a comprehensive review in 2020. All administrative services will complete a comprehensive review in 2021. This information is detailed in the tables below.

Instructional Programs (28)

Program	Division	Year of Comprehensive Review
Architecture, Drafting, and Const Tech	CE	Fall 2020
Art	Beh, Soc Sci	Fall 2020
Business	CE	Fall 2020
Engineering	Sciences	Fall 2020
ESL	English/Math	Fall 2020
Life Science	Sciences	Fall 2020
Mathematics and Computer Science	English/Math	Fall 2020
Medical Assistant	CE	Fall 2020
Performing Arts	Health, Kin, Arts	Fall 2020
Social Sciences	Beh, Soc Sci	Fall 2020
Behavioral Sciences	Beh, Soc Sci	Fall 2021
Chemistry	Sciences	Fall 2021
Child Development	CE	Fall 2021
English	English/Math	Fall 2021
Geosciences	Sciences	Fall 2021
Health Education	Health, Kin, Arts	Fall 2021
Health Sciences	CE	Fall 2021
Manufacturing Tech and Welding	CE	Fall 2021
Physics/Astronomy	Sciences	Fall 2021
Water Science	CE	Fall 2021
Agriculture	CE	Fall 2022
Anthropology	Sciences	Fall 2022
Athletics/Kinesiology	Health, Kin, Arts	Fall 2022
Automotive/Diesel	CE	Fall 2022
Communication Studies	English/Math	Fall 2022
Criminal Justice	CE	Fall 2022
Modern Languages	Beh, Soc Sci	Fall 2022
Paramedic/EMT	CE	Fall 2022

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Instructional Divisions (7)

Division	Year of Comprehensive Review
Behavioral, Social Sciences, and Visual Arts	Fall 2020
Career Education	Fall 2020
English, Math, and Professional Development	Fall 2020
Health, Kinesiology, Athletics, Performing Arts	Fall 2020
Off-Campus Programs	Fall 2020
Sciences and DE	Fall 2020
Student Affairs	Fall 2020

Student Service Programs (20)

Program	Division	Year of Comprehensive Review
Admissions and Records	Student Affairs	Fall 2020
CalWORKS	Student Affairs	Fall 2020
EAC*	Student Affairs	Fall 2020
Financial Aid	Student Affairs	Fall 2020
STEM Harbor	Sciences	Fall 2020
Student Health Center	Student Affairs	Fall 2020
University Transfer Center	Student Affairs	Fall 2020
Counseling*	Student Affairs	Fall 2021
EOPS*	Student Affairs	Fall 2021
FYE and Pirate's Cove	Student Affairs	Fall 2021
Learning Resource and Testing Center	Student Affairs	Fall 2021
Tutoring Center	Student Affairs	Fall 2021
Basic Needs	Student Affairs	Fall 2022
Career Center	Student Affairs	Fall 2022
Child Development Center	CE	Fall 2022
International Students Center	Student Affairs	Fall 2022
MESA	Student Affairs	Fall 2022
Outreach	Student Affairs	Fall 2022
Student Activities	Student Affairs	Fall 2022
Veterans Resource Center	Student Affairs	Fall 2022

Administrative Service Programs (6)

Program	Year of Comprehensive Review
College Marketing	Fall 2021
Facilities, Maintenance, and Operations	Fall 2021
Information Technology	Fall 2021
Institutional Effectiveness	Fall 2021
Library	Fall 2021
Student Business Office	Fall 2021

Executive Team

Program	Year of Comprehensive Review
Executive Team	Fall 2020

Program Review Resource Requests

Discussions regarding program review resource requests have occurred across the campus, including at the College Planning Committee, Budget Resource Committee, Academic Senate, and the Department Chairs Council. One specific issue has to do with the number of resources that a program can request in a given year. Prior to 2016-2017, programs could request an unlimited number of resources each year. This resulted in a long prioritization process after which only a small percentage of requests were funded. To streamline this process, the number of resource requests was capped at six in 2016-2017. This reduced the burden on the prioritization process, but also meant that large programs didn't have the capacity to request a full complement of needed resources.

In 2017-2018, a revised process was developed to balance program size with a streamlined prioritization process. Programs will be able to document an unlimited number of resource needs in their program review. However, depending on the size of the program, they will only be able to send forward 6-12 requests for prioritization each year.

Instructional Programs

Fall 2019 Full-Time Equivalent Students (FTES) was used to determine program size. The VC Executive Team reviewed this data to determine the maximum number of resource requests each program can send forward each year.

Instructional Program	Fall 2019 Total FTES*	FTES Category	Max Resource Requests
English	521.8	250+	12
Math and Computer Sci	499.7	250+	12
Behavioral Sciences	380.5	250+	12
Life Science	310.0	250+	12
Art	272.8	250+	12
Social Sciences	258.7	250+	12
Athletics and Kinesiology	236.7	150-250	10
Chemistry	214.3	150-250	10
Business	203.6	150-250	10
Criminal Justice	169.8	150-250	10
Modern Languages	131.3	100-150	8
Health Sciences	129.2	100-150	8
Health Education	122.7	100-150	8
Performing Arts	121.7	100-150	8
Geosciences	107.4	100-150	8
Communication Studies	103.1	100-150	8
Automotive and Diesel	101.4	100-150	8
Physics and Astronomy	92.7	0-100	6
Child Development	90.3	0-100	6
Anthropology	80.3	0-100	6
Manufacturing Tech and Welding	56.4	0-100	6
Architecture-Drafting-Const Tech	55.7	0-100	6
Paramedic and EMT	52.2	0-100	6
Medical Assistant	35.1	0-100	6
Engineering	22.8	0-100	6
Water Science	18.8	0-100	6
ESL	15.0	0-100	6
Agriculture	5.7	0-100	6

*Total FTES, including non-residents

Instructional Divisions

In 2020, instructional divisions were re-organized in order to (among other things) more equally spread work across the college. Thus, with three exceptions, each instructional division will be able to send forward 8 resource requests for prioritization each year. The Off-Campus Programs Division will be able to send forward 12 requests. The English, Math, PD Division, and the Sciences and DE Division will be able to send forward 10 requests. Division resource requests will be made through the division review, and will be prioritized in addition to program-level resource requests.

Instructional Division	Max Resource Requests
Behavioral, Social Sciences, and Visual Arts	8
Career Education	8
English, Math, and Professional Development	10
Health, Kinesiology, Athletics, Performing Arts	8
Off-Campus Programs	12
Sciences and DE	10
Student Affairs	8

Student Service Programs

Student Service program size was based on the number of unique students served between July 1, 2019, and June 12, 2020. In some cases, this number was estimated due to a lack of uniform data collection mechanisms. The VC Executive Team reviewed this data to determine the maximum number of resource requests each program can send forward each year.

Student Service Program	Headcount Source	2019-2020 Headcount	Headcount Range	Max Resource Requests
Counseling	Starfish	12,691	5,000+	12
Admissions and Records	Starfish	6,278	5,000+	12
Financial Aid	Starfish	5,784	5,000+	12
LRC/Testing Center	Starfish and Accudemia	4,331	2,000-5,000	10
FYE and Pirates Cove	Starfish and Accudemia	3,522	2,000-5,000	10
Outreach	Starfish and Internal Database	1,993	2,000-5,000	10
Tutoring Centers	Accudemia	1,959	1,000-2,000	8
Basic Needs	Starfish	1,171	1,000-2,000	8
EAC	SARS	1,118	1,000-2,000	8
Student Health Center	Internal Data System	944	0-1,000	6
University Transfer Center	Starfish	912	0-1,000	6
EOPS	Starfish	568	0-1,000	6
Student Activities	Estimate based on Prior Year	518	0-1,000	6
Veterans Resource Center	Starfish and Accudemia	415	0-1,000	6
STEM Harbor	Accudemia	414	0-1,000	6
Career Center	Starfish	368	0-1,000	6
MESA	Starfish and Accudemia	288	0-1,000	6
CalWorks	Starfish	122	0-1,000	6
Child Development Center	Accudemia	93	0-1,000	6
International Students Center	Banner	38	0-1,000	6

Administrative Service Programs

It is more difficult to quantify program size for administrative service programs because they indirectly impact nearly all students on campus. Thus, program size was determined by examining a variety of different factors. After this examination, the VC Executive Team determined the maximum number of resource requests that each program can send forward each year.

Administrative Service Program	Max Resource Requests
College Marketing	6
Facilities, Maintenance, and Operations	12
Information Technology	12
Institutional Effectiveness	6
Library	12
Student Business Office	6

Executive Team

The Executive Team will be able to send forward a maximum of 6 resource requests each year.

Pirate Codes for Equipment, Technology, and Facilities Requests

Each year, there are many resource requests for equipment, technology, and facilities. In order for the majority of these requests to be fulfilled, work needs to be completed by the IT and/or Facilities, Maintenance, and Operations (FMO) Departments. Thus, it is necessary for requestors to have a realistic assessment of the amount of work that will be required for each of these requests, as well as a reasonable cost estimate.

Prior to entering a request for equipment, technology, or facilities in the online program review system, programs are required to discuss their request with the IT and/or FMO Director. The respective Director will provide them with information regarding their request, and a cost estimate. They will also provide the requestor with a Pirate's Code to enter into the online system. Requests that do not have a valid Pirate's Code will not be considered for funding.

2020-2021 Program Review Timeline

August 10, 2020 – Program review opens

September 18, 2020 – Program review due to Dean

September 25, 2020 – Last day to request Pirate's Code from Facilities and/or IT Director

October 1, 2020 – Final program review due to IE Office by 11:59pm

October 5, 2020 – IE Office sends resource requests to Vice Presidents for area prioritization

October 30, 2020 – VP area priorities due to IE Office

November 2, 2020 – IE Office sends resource requests to committees for committee prioritization

December 4, 2020 – Committee-prioritized faculty and staff requests due to IE and College President

February 26, 2021 – All other committee-prioritized requests due to IE Office

March 1, 2021 – IE Office sends all other committee-prioritized requests sent to College President

March 24, 2021 – Final prioritized requests presented to College Planning Committee

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Program Review Resource Request Prioritization Process

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Instructional Program
Review
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Instructional Division
Review                     \
                            \
Student Service             ──── IE Office ──── VP Area
Review                      /
                           /
Admin Service Review     /
                        /
Executive Team
Review
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Faculty Requests — Academic Senate

Staff Requests — Classified Senate

Equip Requests — Budget Rsrc Comm

Facility Requests — Facilities Op Group

Prof Devel Request — Prof Devel Comm

Tech Requests — Tech Committee

Equity and Success Review — Stdnt Success Comm

IE Office — College President — College Planning Committee