2016-2017 Instructional Division Review

Division Social and Behavioral Sciences, Languages, Distance Education, and the Arts

What is Program Review?

Program review is a key element of integrated planning at VC. It provides programs with an opportunity for reflection and improvement. Programs analyze data on key metrics that are derived from the VC Educational Master Plan. Then, they identify successes and areas for improvement. They develop goals/initiatives for how they will improve, and if necessary, request resources that are necessary to meet those goals/initiatives.

What is not included in Program Review?

The following should not be requested through program review:

1. Day-to-day operational requests (e.g. routine maintenance requests, broken chairs, etc.).
2. Requests for ongoing, recurring expenses (e.g. requesting the same supplies that were purchased in previous years).
3. Requests that are not directly tied to VC's Educational Master Plan Goals.

Day-to-day and/or recurring maintenance and facilities requests should be made through the Facilities, Maintenance & Operations Department.

Day-to-day and/or recurring requests for supplies should be made through the program's Division budget, in consultation with the Division Dean/Manager.

Ventura College Educational Master Plan Goals

Goal 1: Continuously improve educational programs and services to meet student, community, and workforce development needs.

Goal 2: Provide students with information and access to diverse and comprehensive support services that lead to their success.

Goal 3: Partner with local and regional organizations to achieve mutual goals and strengthen the College, the community and the area's economic vitality.

Goal 4: Continuously enhance institutional operations and effectiveness.

Goal 5: Implement the Ventura College East Campus Educational Plan.

Section A – Division Enrollment and Demographics

Examine your division's enrollment and demographic data.

1. Is your division's enrollment increasing, decreasing, or remaining constant?

    X Increasing ☐ Decreasing ☐ Remaining Constant

2. Is there a difference between the percentage of students of each gender in your division and in the college, as a whole?

    X Yes ☐ No

3. Is there a difference between the percentage of students of each ethnicity in your division and in the college, as a whole?

    X Yes ☐ No

4. Briefly describe the reason(s) for the trend in your division's enrollment, and for any student demographic gaps between your division and the college, as a whole (1,000 characters max).

    > All areas of this Division serve IGETZ and other transfer requirements. We effect in our course offerings the general population of students at Ventura College. We are seeing a slight rise in enrollment after coming out of the low period of an economic crisis in 2012-2014. We are continuing to increase class sizes with new larger lecture halls having been added to the campus and the expansion of DE.
    >
    > The Gender differences match the college gender differences. The Ethnicity differences match closely the college differences. As a Hispanic Serving Institution our numbers indicate a high Hispanic population in our enrollment, 57.7% slightly over the college level of 56.3%, Our white population is 30.3 percent, slightly under the colleges 31.2%, the two or more is 4.3% compared with the colleges 3.7%. All other areas are identical or nearly identical.
    > Our Female percentage is 57.6% compared with the colleges of 55.3% and our Male is below the colleges at 40.9% compared to 43.4%

Based on your data analysis above, enter 1-2 initiatives below that describe how your division will increase its enrollment and/or close any student demographic gaps between your division and the college, as a whole.

Initiative	Data	Resources Needed to Meet Initiative						
What will your division do to increase enrollment and/or close any demographic gaps?	Which metric(s) will this initiative improve?	Do you need additional resources to meet this initiative?	If yes, what type of resources?	Brief description of resources needed	Cost Estimate	Source of Cost Estimate	Has this request been made in a prior year?	If yes, which year(s)?
Continue refining our course offerings and support services and expanding in Distance Ed. Modify our offerings of Ethnic and Bilingual Studies as well as Chicano Studies to increase attraction in these areas and improve Equity. We believe we may see an attraction of higher Ethnicity	X Enrollment ☒ Demographic gaps X Productivity	X Yes ☐ No	☐ Equipment X Supplies ☐ Technology ☐ Facilities X Professional Development X Student Workers *Use page 9 for faculty/staff hiring requests*	12,000 Funds to support facilitation costs for faculty to work on redesigning Chicano Studies and Ethnic Studies, International/Global Studies, and Pathway to Law School. 3500 Funds to promote promotion of programs and conduct outreach.	15,500	General Funds unless Categorical or Grant funds are available	X Yes ☐ No	The last 3 years

when we complete this task.								
Additional support of Distance Ed. This includes the hiring of a Director/Assistant Dean to better focus leadership over this detailed and ever expanding area. Funding to support professional development for increasing equity awareness in online classes. Funds to support the development of Master Classes for Introductory courses online in all subject areas. Funds to support	xEnrollment ☐☒ Demographic gaps xProductivity	X Yes ☐ No	X Equipment X Supplies ☐ Technology X Facilities X Professional Development X Student Workers *Use page 9 for faculty/staff hiring requests*	Director/Assistant Dean, approx. 120,000 Professional Development for DE, possibly funded through ALAS grant but additional funds needed, 12,000 Funds to pay facilitator fees for the development of Master Classes thereby creating the entry level intro course shells for new faculty and established course offerings in our greatest enrolled courses. $1500 per each program.	171,000 for all initiatives to serve all distance ed	General funds unless Grant or categorical funds can support costs	xYes ☐ No	An advanced level leader in DE has been asked in each year for 3 years, this is the first time we are asking for it to be a Director or Assistant Dean, PD has been requested but paid for by a grant for the last 6 years. That grant is now over. Development of Master Classes has not been requested in the past. Student workers/Ambassadors/peer mentors has been in place for three years paid for by a grant that is no longer in place. We believe this area

student workers that are Ambassadors and Peer Mentors for students taking online courses. We also need an office space in our DE area and the office technology to support our new Instructional Technologist Hire.				Beginning with 22 areas this coming year x 1500 = 33,000 Student workers/Ambassadors as peer mentors for online course success 20 hours a week for 15 weeks of Fall and Spring semester x $10 an hour = $6000				highly supports student retention.

Section B – Division Productivity

Examine your division's productivity data. The college has set an overall productivity target for your division for 2016-2017.

1. Was your division's productivity in 2015-2016 higher, lower, or equal to your division's productivity target?

   ☐ Higher ☐☒ Lower ☐ Equal to Target

2. Is your division's productivity increasing, decreasing, or remaining constant? ☐ Increasing ☐☒ Decreasing Remaining Constant

3. Is your division's course fill rate increasing, decreasing, or remaining constant? ☐ Increasing ☒ Decreasing ☐ Remaining Constant

4. Briefly describe the reasons for the trends in your division's productivity and course fill rate (1000 characters max).

While our division overall fill rate and productivity are above the college overall. Division 15/16 567 productivity over college 15/16 productivity of 475, and our Fill Rate is 83.3% over 81.8 % for the college. Although we are still above the college on these numbers we as a division are not satisfied. Nor do these match the new goals that have been established for us. Due to the many changes in the mix of this division noted below it is probably that this is a transitional situation that could be settled once have the opportunity to go forward without disruption.

We are unclear why the productivity and fill rate is decreasing.

It is our observation that the following areas are contributing to this situation:
1. We do note an overall struggle for enrollment in community colleges state wide. We recently have seen a decline of classes in the evening schedule maintaining enough enrollment to remain open. Leaving us with some small size courses in crucially needed courses for student completion.
2. The remodel of our Arts Building during 15/16 that caused us to not offer all courses or the quantity of courses.
3. The support of Santa Paula campus which struggled with enrollment.
4. The lack of large classroom availability during prime time hours on the campus for Face to Face courses.
5. The transition of Learning Management Systems in DE during 15/16 causing some DE courses to not be offered until faculty could be fully trained.
6. The removal of History, Economics, Political Science and Chicano Studies to a temporary Dean throughout 15/16 which caused stress and disruption among that portion of the division resulting in challenges in their schedule offering and fatigue over the situation. Because of this disruption we are not clear on the impact this had in an area that generally brings a large part of the enrollment and high productivity to the division. This current dean was not overseeing this near half of the division during that year.
7. The addition of Languages to this Division this year yet apparently included in this divisions program review ratings. We were not involved with Languages and are unclear how that program addition could be affecting our overall productivity and fill rate. These are smaller class sizes not enrolling more than 30 students per class and often offering second level courses at much lower than 30 students.

The 7 listed items no doubt has had an impact on a division that the previous year had a productivity of 601 and a fill rate of 498. Now the goals for this division are being set by historical standards that do not match the current mix in this division.

Based on your data analysis above, enter 1-2 initiatives below that describe how your division will increase its productivity.

Initiative	Data	Resources Needed to Meet Initiative						
What will your division do to increase its productivity?	Which metric(s) will this initiative improve?	Do you need additional resources to meet this initiative?	If yes, what type of resources?	Brief description of resources needed	Cost Estimate	Source of Cost Estimate	Has this request been made in a prior year?	If yes, which year(s)?
SBLADE 1601 Secure the division mix to minimize disruption and examin targets realistic to the new programing mix. Hire a second Admin Assistant to better support the faculty, department chairs, and hiring processes to support more faculty and more students.	xEnrollment ☐ Demographic gaps xProductivity	X Yes ☐ No	xEquipment xSupplies xTechnology xFacilities xProfessional Development xStudent Workers *Use page 9 for faculty/staff hiring requests*	Film and Television needs Technology and Equipment as well as a Facility to fully become functional. Cost to start $150,000 for various equipment, high end editing equipment for sound and film, cameras, lighting, and equipment that supports this.	$190,500 total for all areas with the exception of DE which is another $171,000 initiative See break down of cost in description	General funds unless grant or categorical funds contribute	xYes ☐ No	Each year we ask for funds to support the various needs. The film and television program funds were asked for last year when the curriculum was designed.

Increase significantly the amount of Distance Education offerings, including the promotional launch of fully online degrees in four areas in this division. And support a DE Director/see above for cost details and break down on this full area. Continue to look for ways to enhance the productivity through scheduling. Develop degree patterns for Chicano Studies and Bilingual Cross Cultural Studies that bring with them new opportunities for focused enrollment. Launch a Film and Television program that will bring more opportunity for enrollment. Develop the Graphic Design program for enhanced enrollment and productivity.				Promotion materials and outreach to promote all programs including the new ones listed as well as the fully online degrees is needed. Promotional materials, including advertisement, online placement ads, marketing brochures, hiring ads in national web sites and journals, etc. 10,000 Funds to support outreach efforts, 5500 Prime time classrooms to increase class offerings. Cost undetermined. Facilities to house the new Film and Television Program. Cost unclear. Facility planning needed.				

With the remodel of the Arts Building we are now able to increase enrollment in the courses in this building by an additional 5 students per class thereby increasing productivity. Multiple support intiatives for Distance Education area to promote student success, enrollment expansion, productivity, details described above.				Expanded space for DE development to support the increase in Distance Education expansion. Support for the arts for promotion, gallery openings, and fundraising efforts. $25,000 171,000 for all initiatives to serve all distance ed				
SBLADE 1602 Student Worker support for entire division outside of that noted for DE. With very large classes we offer and the array of subject areas we need student workers to support the faculty and division office. Additionally, the nature of the arts and Gallery's with public outreach such as Art Walk, and other events requires support from student workers.	xEnrollment x☐ Demographic gaps xProductivity	X Yes ☐ No	☐ Equipment ☐ Supplies ☐ Technology ☐ Facilities ☐ Professional Development xStudent Workers *Use page 9 for faculty/staff hiring requests*	Employment of 10 student workers for the Arts area for gallery sitting, gallery installation, ceramic and sculpture area support, photography area support, graphic design area support. Each employed 20 hours a week for 16 weeks per semester. $64,000 (note many are cal works or fin aid and do not cost	$67,000 total see break out details in cost descriptions Does not include DE student support collapsed in DE support above.		xYes ☐ No	Student worker support is asked for each year.

| | | | | us, this is if we have only paid ones at $10 an hour) With 4 student workers for 10 weeks during summer. 8,000

8 Student workers to support division office support of faculty teaching extra large classes, and providing support for outreach, and supporting Dept. Chairs with their leadership areas 8 student workers at $10 an hour x 16 weeks per semester fall and spring plus 10 weeks in summer. $67,000 | | | | |
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Section C - Previous Year Initiatives Click

here to view previous year initiatives.

Previous year intititatives not funded, yet still needed:

- **Facilitator funds for Art's Graphic Design program faculty lead.**

- **Film and Television Program funding for equipment and facility.**

- **Distance Education Area.Instructional Technologist II re submitted as Director/Assistant**

  Dean Or perhaps Supervisor for

- **Distance Education professional development funding.**

- Full time ASL Instructor

Section D – 2016-2017 Division Initiative Prioritization

Initiatives from the sections above will automatically populate the table below. Please prioritize them to indicate which initiatives are the top priorities for your program.

Initiative	Data	Resources Required to Meet Initiative

Priority	What will your division do to improve enrollment and productivity?	Which metric(s) will this initiative improve?	Do you need additional resources to meet this initiative?	If yes, what type of resources?	Brief description of resources needed	Cost Estimate	Source of Cost Estimate	Has this request been made in a prior year?	If yes, which year(s)?
SBLADE Division 1601	Secure the division mix to minimize disruption analyze targets realistic to the new programing mix. Hire a second Admin Assistant to better support the faculty, department chairs, and hiring processes to support more faculty and more students. Increase significantly the amount of Distance Education offerings, including the promotional launch of fully online degrees in four areas in this division. Continue to look for ways to enhance the productivity through scheduling.	xEnrollment ☐☒ Demographic gaps xProductivity	xYes ☐ No	xEquipment xSupplies xTechnology xFacilities xProfessional Development xStudent Workers *Use page 9 for faculty/staff hiring requests*	Film and Television needs Technology and Equipment as well as a Facility to fully become functional. Cost to start $150,000 for various equipment, high end editing equipment for sound and film, cameras, lighting, and equipment that supports this. Promotion materials and outreach to promote all programs including the new ones listed as well as the fully online degrees is needed. Promotional materials, including advertisement, online placement ads, marketing brochures, hiring ads in national	$190,500 total for this portion plus $171,000 for DE portion initiative See break down of cost in description	General funds unless grant or categorical funds contribute	xYes ☐ No	Each year we ask for funds to support the various needs. The film and television program funds were asked for last year when the curriculum was designed.

Develop degree patterns for Chicano Studies and Bilingual Cross Cultural Studies that bring with them new opportunities for focused enrollment. Launch a Film and Television program that will bring more opportunity for enrollment. Develop the Graphic Design program for enhanced enrollment and productivity. With the remodel of the Arts Building we are now able to increase enrollment in the courses in this building by an additional 5 students per class thereby increasing productivity. Expand and support Distance Education				web sites and journals, etc. 10,000 Funds to support outreach efforts, 5500 Prime time classrooms to increase class offerings. Cost undetermined. Facilities to house the new Film and Television Program. Cost unclear. Facility planning needed. Expanded space for DE development to support the increase in Distance Education expansion. Support for the arts for promotion, gallery openings, and fundraising efforts. $25,000 Support for DE expansion, leadership				

				and support as noted in detail above.				
SBLADE Division 2016 2	Student Worker support for entire division outside of that noted for DE. With very large classes we offer and the array of subject areas we need student workers to support the faculty and division office. Additionally, the nature of the arts and Gallery's with public outreach such as Art Walk, and other events requires support from student workers.	X Enrollment x ☐ Demographic gaps X Productivity	X Yes ☐ No	☐　　Equipment ☐　　Supplies ☐　　Technology ☐　　Facilities ☐　　Professional Development X Student Workers *Use page 9 for faculty/staff hiring requests*	Employment of 10 student workers for the Arts area for gallery sitting, gallery installation, ceramic and sculpture area support, photography area support, graphic design area support. Each employed 20 hours a week for 16 weeks per semester. $64,000 (note many are cal works or fin aid and do not cost us, this is if we have only paid ones at $10 an hour) With 4 student workers for 10 weeks during summer. 8,000	$73,000	General funds unless supported by grants or categoricals or fund raising trust funds	xYes ☐ No	Each year we do program review this is asked for.

				Resources Required to Meet Initiative				
				8 Student workers to support division office support of faculty teaching extra large classes, and providing support for outreach, and supporting Dept. Chairs with their leadership areas 8 student workers at $10 an hour x 16 weeks per semester fall and spring plus 10 weeks in summer. $67,000 Plus DE student workers Student workers/Ambassadors as peer mentors for online course success 20 hours a week for 15 weeks of Fall and Spring semester x $10 an hour = $6000				

Initiative	Data	Resources Required to Meet Initiative

Priority	What will your program do to improve student achievement and learning?	Which metric(s) will this initiative improve?	Do you need additional resources to meet this initiative?	If yes, what type of resources?	Brief description of resources needed	Cost Estimate	Source of Cost Estimate	Has this request been made in a prior year?	If yes, which year(s)?
SBLADE 1603	With the Productivity Initiatives listed above we believe we will have the support to provide increases in student success and achievement. However, increasing division funds to support faculty, staff, and dean's travel to conferences to assure we are implementing best practices for student success and transfer is a high impact practice in developing our division success	xEnrollment ☐☒ Demographic gaps xProductivity	xYes ☐ No	☐ Equipment ☐ Supplies ☐ Technology ☐ Facilities X Professional Development ☐ Student Workers *Use page 9 for faculty/staff hiring requests*	Travel funds to support professional development across the division $25,000	25,000 under dean's area to support PD for entire division including DE	General Funds unless supported by grants or categorical funds	xYes ☐ No	It is an ongoing request that has previously been covered through grants with such initiatives in place. We do see progress in student success having used this experience. However we no longer have a grant to cover costs.

| SBLADE 1604 | Funding to support DE facilitator funds for Master Class Development described in details above. | ☐ Enrollment
☐ Demographic gaps
☐ Productivity | ☐ Yes
☐ No | ☐ Equipment
☐ Supplies
☐ Technology
☐ Facilities
☐ Professional Development
☐ Student Workers

Use page 9 for faculty/staff hiring requests | Funds to pay facilitator fees for the development of Master Classes thereby creating the entry level intro course shells for new faculty and established course offerings in our greatest enrolled courses. $1500 per each program. Beginning with 22 areas this coming year x 1500 = 33,000 | $33,000 | General funds unless Grants or Categorical funds are provided. | Yes
X No | |

Section E - Classified Hire Requests

Priority	Request Type	Position	Full-Time or Part-Time	Brief Description	Salary and Benefits Cost	Has this position been requested in a past year?	If so, which year(s)?
1	Distance Education Director/Assistant Dean or perhaps Supervisor	Management /Classified	Full time	Director or Assistant Dean to assist the	Approximately $120,000	Yes under a different title but it has been	Last 5 years

				Dean over DE in providing full 40 hour week plus support for Distance Education.			requested for approximately 5 years	
2	Increase Kiln Operator to 12 month position	Classified Kiln Operator	40% position	Kiln Operator position was reduced during economic crisis when we eliminated summer programs. We now need to bring this position back to support summer courses. We already pay for this with provisional funds. So no additional cost to budget is added.	Levels out in cost with our not having to hire provisionally during the current absent months.	Yes	For the last 4 years.	
3								
4								

Section F – Process Assessment

How have the changes in the program review process this year worked for your area?

> Much better for the instructional side of the house. I still see challenges in the services area. It appeared I had to repeat myself several times as I went through this form. Perhaps I read it wrong? Deadlines were a struggle and did not take into account the Dean's need to meet with service groups, or departments prior to completion of division piece.

How would you improve the program review process based on this experience?

I would suggest having a week in between due dates of department program reviews and the division program reviews. I would suggest that service areas have their program review at a different due date to instructional areas. Perhaps a week prior to instructional programs. I would also eliminate the redundancy in the form. When we answer the question how are we going to improve our productivity, that alone could answer the initiative without having to repeat it lower in the form. Improved but could be a bit more streamlined.

I would also maintain a division meeting to review and discuss program reviews by service and instructional areas and the division one prior to the dean's analysis.

Appeals

After the program review process is complete, your program has the right to appeal the ranking of initiatives (i.e. initiatives that should have been ranked high but were not, initiatives that were ranked high but should not have been), the division's decision to support/not support program discontinuance, or the process (either within the department/program or the division) itself.

If you choose to appeal, please complete the Appeals form (Appendix E) that explains and supports your position. Forms are located at the Program Review VC website.

The appeal will be handled at the next higher level of the program review process.

Section G – Submission Verification

Preparer:

Dates met (include email discussions):

List of Faculty who participated in the program Review Process:

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Preparer Verification:

_Gwendolyn Lewis Huddleston

I verify that this program document was completed in accordance with the program review process.

Please provide additional comments (optional):

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