

Ventura College Program Review Summary

VC Accreditation Recommendation: In order to fully meet this standard the team recommends that the college must increase its research capacity to serve the programs and fully integrate its research efforts into the program review process. Further Student Learning Outcomes need to become an integral part of the Program Review process, including incorporating the research function, detailed discussions, and appropriate analysis from SLO data research (Accreditation Standard I.B.1, I.B.2., II.B.1, II.B.3.a, II.B.3.c, II.B.4, ER 10 and 19). In order to fully meet this standard the team recommends that the college strengthen the content of its program review process to include a comprehensive and meaningful analysis of data with particular emphasis on student demographics, enrollment, program completion, retention, success, and achievement of student learning outcomes. Improvements to its programs should then be based on these results. (Accreditation Standard I.B.3, II.A.1.c, II.A.2.a-b, II.A.2.e, II.C.2.i, II.B.2., II.B.3-4, II.C.2)

Results

The college has implemented a redesigned program review process. This new program review process is the key component of the college’s overall institutional effectiveness plan to integrate strategic and annual planning with the allocation of resources based on and student learning outcomes and operations research.

Institutional Effectiveness

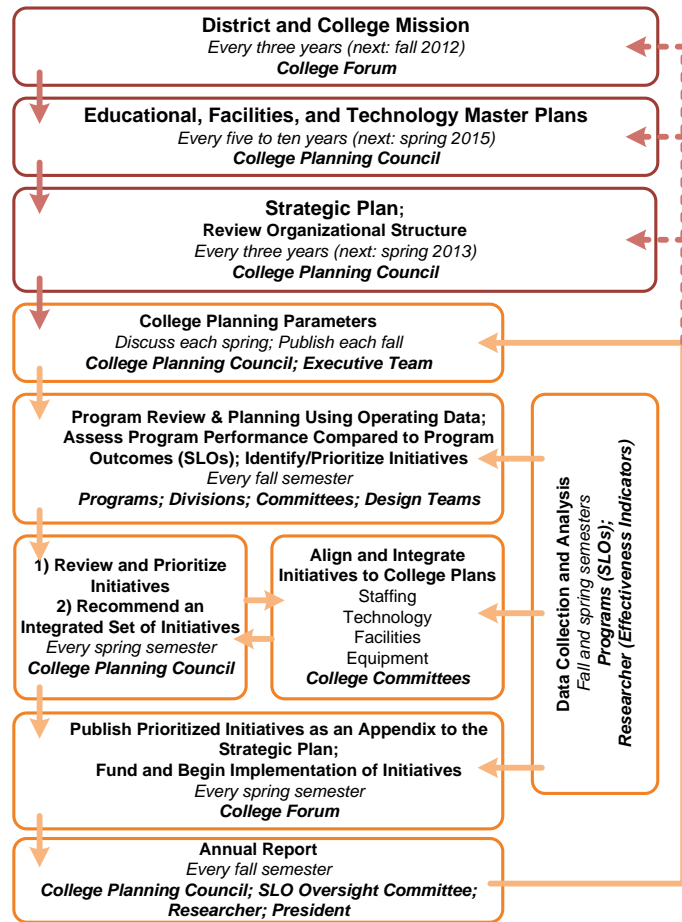
The Making Decisions at Ventura College document describes the structure and operating agreements for making decisions at Ventura College. These processes provide mechanisms through which the college’s constituent groups collectively shape decisions. The document describes the four primary facets of the college decision-making process:

- Section 1: Vision, Mission, and Core Commitments
- Section 2: The Roles of College Constituent Groups
- Section 3: Campus Committees
- Section 4: Integrated Planning Process

Integrated Planning Process

Ventura College’s integrated planning process aligns all planning and resource allocation activities to the College’s mission, vision and core values. The Educational Master Plan, along with the Technology and Facilities Master plans, provide the frameworks for institutional effectiveness actions. The Strategic Plan identifies the goals and objectives that should be implemented within

Integrated Planning



three years. The Program Review Process is an annual data-driven process directed by the Strategic Plan and the Program Review Planning Parameters (external and internal factors directly influencing the operations of the College).

Program Review Process

Program Review is an annual process that enables programs to use data to assess their performance relative to established goals and expectations and to use these findings to design initiatives for improvement that are linked to budget decisions.

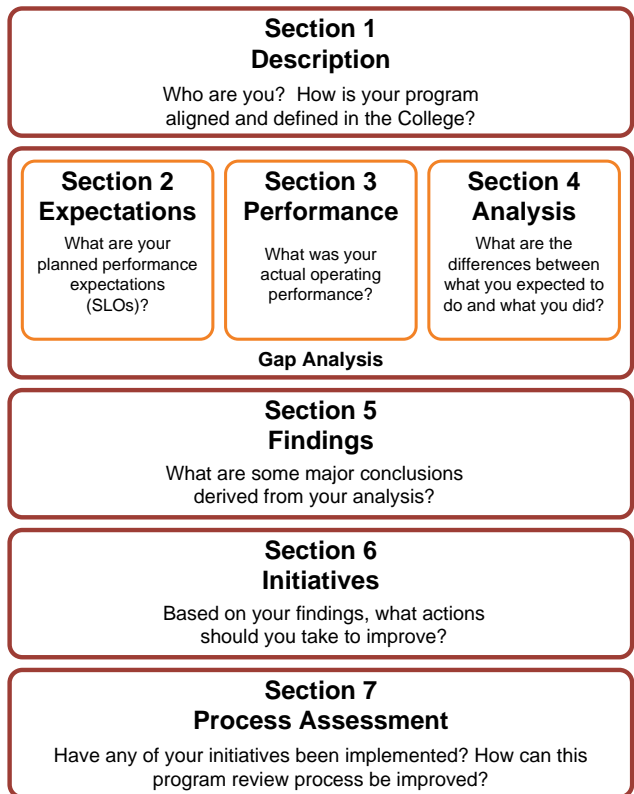
The ultimate goals of program review are both extrinsic and intrinsic. Extrinsic goals include resource allocation and the improvement of student learning through the documented exercise of systematic feedback. Intrinsic goals include strengthening programs by developing and/or refining program mission statements, strengthening ties between program mission and institutional mission, program self-improvement and accountability, facilitating dialogue about sustainable and continuous program self-improvement and evaluating the program’s contribution toward achieving the institution and the District’s goals, objectives and initiatives. The intended outcomes of program review at Ventura College will be to do the following:

- To use data to measure performance relative to institutional and programmatic goals and objectives.
- To identify gaps between expectations and performance, leading to initiatives designed to support continuous improvement.
- To assist in the process of institutional growth and the development of new programs and initiatives through the acquisition of new dollars and/or the reallocation of existing dollars.

As stipulated in the 2001 statewide Academic Senate paper *The Faculty Role in Planning and Budgeting*, the Ventura College Program Review process functions as follows:

1. Planning begins at the classroom/student service level with observations and analysis of assessed student learning outcomes/student service outcomes.
2. Program review reports are developed by discipline faculty, classified staff and managers through an open and transparent process that encourages input that is as broad from knowledgeable staff. Each program is left to determine the exact mechanics of how it will develop its own program review report. Data is supplied to each program from the Institutional Research Office, the Vice President of Business Services and other entities no fewer than four (4) weeks prior to the deadline for when the program review reports are due at the division office.
3. Completed program review plans are submitted to the division office in electronic format, with a copy also being sent to the Dean of Institutional Effectiveness for posting on the college web page.
4. At the division office, the program review reports are compiled and, at a division meeting where all members of the division from all constituency groups are invited, the collected initiatives are

Program Review



ranked. One or more members of the College Planning Council will participate as guests at these division meetings, helping to clarify the consolidation and prioritization process when asked to do so. Each division will rank up to five (5) initiatives in each of the following domains: Personnel-Faculty, Personnel-Classified, Personnel-Management; Facilities; Equipment; Technology. Division meetings will occur no later than one (1) week prior to the deadline for when division-ranked initiatives are due to the College Planning Council.

5. Consolidated division reports and annotated division priority lists electronically forwarded to the Dean of Institutional Effectiveness, who shall then forward them to the College Planning Council. Divisions will be invited to make up to 15 minute presentations before the CPC on their divisional plan/ranking of initiatives. The College Planning Council will review the consolidated reports to ensure that the program review process has been understood, that all of the required elements have been addressed, and that the opportunity for division faculty and staff to discuss initiatives has been provided. -
6. Upon validating the individual program review reports, the College Planning Council will include one of four possible overall “program sustainability” recommendations: Expansion, Continuation, Caution and Warning. A recommendation of Caution or Warning will preclude any Personnel, Equipment, Facilities or Technology requests from being forwarded by the College Planning Council. Two consecutive years of Warning or one year of Caution followed by a subsequent year of Warning will subject a program to the Program Discontinuance Committee. Failure to submit a program review report shall constitute an automatic Caution rating for the program.
7. The College Planning Council will then forward the ranked initiatives lists from the divisions as follows:
 - Personnel-Faculty requests will go to the Faculty Staffing Priorities Committee.
 - Personnel-Classified requests will go the Classified Staffing Priorities Committee.
 - Personnel-Management requests will go to Administrative Council.
 - Equipment requests will go to the Budget Resource Council.
 - Facilities requests will go to the Facilities Oversight Group.
 - Technology requests will go to the Technology Committee.
8. All Personnel, Equipment, Facilities and Technology requests will be prioritized by the participatory governance committee or faculty committee assigned above. Each committee mentioned above will rank all initiatives submitted to it with one of the following five recommendations:
 - M** Mandatory or Safety Need
 - 1** High – Critical Need
 - 2** Medium – Important Need
 - 3** Low – Documented Need
 - U** Unranked – Non-documented need or not warrantedEach participatory governance or faculty committee that receives these initiatives should be mindful of having roughly one-third of all initiatives falling into categories 1, 2 or 3 (i.e., 33%, 33%, 33%) but each year some initiatives may justifiably fall into either M or U.
9. All participatory governance or faculty committees entrusted with ranking program review initiatives shall complete their work no later than the Friday that falls closest to Nov. 15. All rankings shall be submitted to the Dean of Institutional Effectiveness and shall be submitted to the College Planning Council for final summation in report form. The final report shall be submitted to the College President no later than the Friday closest to Dec. 1.
10. During the spring semester an evaluation mechanism will be deployed campus-wide to gauge the effectiveness of the program review process. The Academic Senate will work with the College

Planning Council to effect any changes necessary to the program review process prior to next academic year's program review process beginning.

11. Parameters for the next year's program review process will be finalized no later than the Friday closest to April 22 each spring.

Program Review Data

The Vice Presidents' Offices will produce and distribute detail and aggregate data reports in the following areas. Where appropriate, programs should use these data reports a basis for the performance assessments.

Enrollment (with 4 year trends)

- FTES and Headcount
- Capacity Ratios
- Productivity Ratio (525 and targets)
- Student Success
- Success Rate
- Persistence
- Retention
- Completion/Placement

Scheduling

- Scheduling (Sections, Time of Day, Part of Term)
- Core Courses (Tiers)

Budgets

- General Fund Budgets by Program and Organization (current and past three years)
- Grant Fund Budgets
- Trust and Agency Fund Budgets (course material fees, etc.)
- Budget Operating Ratios (Cost/FTES, Cost/FTEF, FT Costs/PT Costs)
- Personnel Ratios

Facilities and Equipment Usage

- Space Utilization
- Equipment Inventories

The program will collect program specific data required to assess its performance:

- Course Learning Outcomes Measures and Processes
- Advisory Committee or Program Accreditation Requirements
- Non-instructional Performance Measure (Benchmarks)
- Program Review Process Documentation (minutes, decisions, findings)

Performance Assessment

| Student Learning Outcome | Performance Indicators |
|------------------------------|------------------------|
| Operating Information | |
| Analysis – Assessment | |
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