



# Program Review Handbook

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## **Comprehensive Program Review Process Overview**

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. The primary purpose of the comprehensive review process is to ensure that all programs on campus are working towards this vision.

### **5-Year Comprehensive Review**

- Each program completes a comprehensive review every five years.
- The cycle is staggered so that approximately a fifth of programs are completing a comprehensive review in any given year.
- In the comprehensive review, programs analyze prior-year data and objectives, develop objectives for the next five years that align with the Educational Master Plan and/or the Student Equity Plan, and request resources to meet those objectives.
- In each subsequent year, programs analyze progress made towards their objectives, and request additional resources.

### **College Planning Committee Review and Presentation**

- The College Planning Committee (CPC) will provide feedback to programs that are undergoing a comprehensive review.
- Beginning in October of each year (after all program reviews have been submitted), CPC will review 3-4 programs at each meeting.
- In advance of the meeting, CPC members will be provided with each program's full program review and data.
- Programs will be invited to give an optional in-person or pre-recorded video presentation.
  - The presentation will include the following (a template will be provided):
    - Analysis of 1-2 key metrics
    - Brief description of challenges the program faced, and how they were met
    - Objectives for the next 3 years
    - Resource requests received in previous years, and their impact on program
- CPC members will then provide feedback via an electronic form.

### **Executive Team Review and Recommendations**

- The Executive Team will provide commendations and recommendations for programs that are undergoing a comprehensive review.
- They base their commendations and recommendations on the program review and data, as well as the compiled CPC feedback.
- Both the CPC feedback and the Executive Team commendations and recommendations are provided to the program.
- In subsequent years, the program will then address progress made towards their own objectives, as well as the Executive Team recommendations.



## 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 program are shown below.

Instructional Programs	Instructional Divisions	Student Services	Administrative Services	Executive Team
1. Enrollment 2. Course success rate 3. Student completion (degrees, certificates, UC/CSU Transfers) 4. Labor market data (CE Programs Only) 5. % of courses in catalog that haven't been offered in last 5 years 6. 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  Distance Education Program: • DE Course Success Rate	1. College enrollment 2. Course success rate 3. Student completion (degrees, certificates, UC/CSU Transfers) 4. Employee survey data 5. ISLOs and ISUOs

## Comprehensive Program Review Schedule

Comprehensive program reviews are staggered across a five-year cycle. This information is detailed in the tables below.

### Instructional Programs (29)

Program	Division	Year of Comprehensive Review
Architecture, Drafting, and Const Tech	CE	Fall 2023
Behavioral Sciences	Beh, Soc Sci	Fall 2023
Business	CE	Fall 2023
Life Science	Sciences	Fall 2023
Performing Arts	Health, Kin, Arts	Fall 2023
Art	Beh, Soc Sci	Fall 2024
Engineering	Sciences	Fall 2024
ESL	English/Math	Fall 2024
Mathematics and Computer Science	English/Math	Fall 2024
Medical Assistant	CE	Fall 2024
Water Science	CE	Fall 2024
Child Development	CE	Fall 2025
Ethnic Studies	Beh, Soc Sci	Fall 2025
Geosciences	Sciences	Fall 2025
Health Education	Health, Kin, Arts	Fall 2025
Physics/Astronomy	Sciences	Fall 2025
Social Sciences	Beh, Soc Sci	Fall 2023
Chemistry	Sciences	Fall 2026
English	English/Math	Fall 2026
Health Sciences	CE	Fall 2026
Manufacturing Tech and Welding	CE	Fall 2026
Athletics/Kinesiology	Health, Kin, Arts	Fall 2026
Modern Languages	Beh, Soc Sci	Fall 2026



Agriculture	CE	Fall 2027
Anthropology	Sciences	Fall 2027
Automotive/Diesel	CE	Fall 2027
Communication Studies	English/Math	Fall 2027
Criminal Justice	CE	Fall 2027
Paramedic/EMT	CE	Fall 2027

## Divisions (7)

Division	Year of Comprehensive Review
Behavioral, Social Sciences, and Visual Arts	Fall 2024
Career Education	Fall 2023
English, Math, Communications, and Learning Resources	Fall 2025
Health, Kinesiology, Athletics, Performing Arts	Fall 2025
East Campus	Fall 2026
Sciences	Fall 2026
Student Affairs	Fall 2027

## Student Service Programs (21)

Program	Division	Year of Comprehensive Review
CalWORKS	Student Affairs	Fall 2023
EAC*	Student Affairs	Fall 2023
Financial Aid	Bus and Adm Services	Fall 2023
STEM Harbor	Sciences	Fall 2023
Admissions and Records	Student Affairs	Fall 2024
Counseling*	Student Affairs	Fall 2024
Student Health Center	Student Affairs	Fall 2024
University Transfer Center	Student Affairs	Fall 2024
EOPS*	Student Affairs	Fall 2025
FYE	Student Affairs	Fall 2025
Learning Resource and Testing Center	English/Math	Fall 2025
The Welcome Center	Student Affairs	Fall 2025
Career Center	CE	Fall 2026
Outreach	Student Affairs	Fall 2026
Student Activities	Student Affairs	Fall 2026
Tutoring Center	English/Math	Fall 2026
Basic Needs	Bus and Adm Services	Fall 2027
Child Development Center	CE	Fall 2027
International Students Center	Student Affairs	Fall 2027
MESA	Student Affairs	Fall 2027
Veterans Resource Center	Student Affairs	Fall 2027

## Administrative Service Programs (7)

Program	Year of Comprehensive Review
College Marketing	Fall 2024
Distance Education	Fall 2025
Facilities, Maintenance, and Operations	Fall 2025
Information Technology	Fall 2026
Institutional Effectiveness	Fall 2026
Library	Fall 2027
Student Business Office	Fall 2027



## Executive Team (1)

Program	Year of Comprehensive Review
Executive Team	Fall 2025

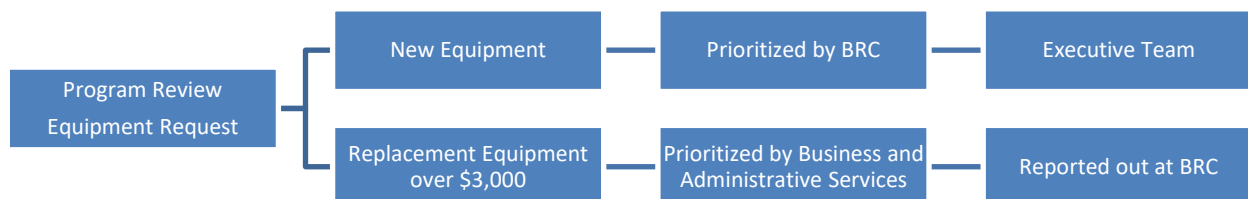
## Five-Year Objectives and Resource Requests

In the comprehensive review, programs analyze prior-year data and objectives, and then develop measureable objectives for the next three years that align with the Educational Master Plan and/or Student Equity Plan. Here are some examples of measureable objectives:

- Increase the course success rate by 5 percentage points
- Close equity gaps in student usage of Service X
- Improve survey scores related to work order timeliness

Once objectives are created, programs can then request resources to meet those objectives. All resource requests must be directly associated with a 5-year program objective. The following types of resources can be requested through program review:

- Full-time faculty
  - Program review faculty requests are limited to full-time positions. All instructional departments are provided with an FTEF (i.e. faculty load) allocation each semester. Additional part-time faculty positions can be augmented through this existing allocation process. Part-time non-instructional positions can be augmented through the division budgeting process.
- Classified Staff
  - Due to the wide variety of staff needs across different programs, both full-time and part-time staff positions can be requested through program review.
- Equipment
  - Requests for new equipment can be made through program review.
  - Requests for replacement equipment can only be made through program review if the cost is over \$3,000. Requests under \$3,000 need to go through the division budgeting process.
  - The college is currently developing an equipment refresh list. Once this list is completed, equipment will be replaced as its effective life comes to an end, and replacements will no longer need to be requested through program review.





- Facilities
  - New or innovative facilities requests – requests that are under \$100K, and do not fall into the scheduled maintenance or Facilities Master Plan categories below. These requests will be prioritized by FOG, and sent to the Executive Team for their rankings, as well.
  - Facilities Master Plan – large-scale facilities requests that fall under the Facilities Master Plan (e.g. new buildings, etc.). These requests will be discussed by the Facilities Director, FOG, and the Executive Team to determine potential implementation. These are long-term facilities projects that may potentially require bond funds to be implemented. These requests will no longer be requested through program review. Instead, they will be discussed at FOG as part of the Facilities Master Plan annual review process.
  - Scheduled maintenance – requests related to maintenance, upkeep, and safety of current facilities. These requests will no longer be requested through program review. Instead, they will be requested through the [existing work order process](#).
- Technology
  - Requests for new technology can be made through program review.
  - Requests for technology replacements will be addressed through the college's existing technology refresh process. The IT Department maintains an [updated list of campus technology that is scheduled to be refreshed on their website](#). Thus, technology replacements no longer need to also be requested through program review.
- Other
  - This category is for requests for resources that do not fall into any of the above categories.
  - These requests will not be sent to campus committees or the Executive Team for prioritization.
  - Rather, they can be used as documentation and information for annual division budget meetings.

### **Pirate Codes for Equipment, Technology, and Facilities Requests**

The majority of equipment, facilities, and technology requests require work 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, as well as a cost estimate. They will also provide the requestor with a Pirate Code to enter into the online system. Requests that do not have a valid Pirate Code will not be considered for funding.

### **Resource Request Prioritization Process**

Unfortunately, VC does not have the resources to fund every program review resource request. Thus, requests go through an extensive and inclusive prioritization process in which they are ranked by multiple content experts across the campus. First, requests are ranked by the program that is making the request. Then, they are ranked by their respective area (i.e. Academic Affairs, Student Affairs, Business and Administrative Services). Next, they are ranked by a shared governance committee. Once



all of these entities rank the requests, the requests and the rankings are sent to the College President and Executive Team, who make the final prioritization decisions. They create a final ranked list, and requests are funded in rank order until all available funding is exhausted.

For detail on the specific committees that rank each type of request, see Appendix B on page 16.

### Resource Request Limits

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

Program size was determined using fall 2019 Full-Time Equivalent Students (FTES). The VC Executive Team then 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	238.0	150-250	10
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
Ethnic Studies	10.0	0-100	6
Agriculture	5.7	0-100	6

\*Total FTES, including non-residents

### Divisions

In 2020, instructional divisions were re-organized in order to (among other things) more equally spread work across the college. Thus, with two exceptions, each 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, and PD Division will be able to send forward 10 requests.

Instructional Division	Max Resource Requests
Behavioral, Social Sciences, and Visual Arts	8
Career Education	8
English, Math, Communications, and Learning Resources	10
Health, Kinesiology, Athletics, and Performing Arts	8
East Campus	12
Sciences	8
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 then reviewed this data to determine the maximum number of resource requests each program can send forward.

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
Welcome Center	Starfish	3,392	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
FYE	Starfish	852	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
Distance Education*	12
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.

### “No SLO, No Dough” Policy

In May 2018, VC’s current “No SLO, No Dough” policy was approved by the Academic Senate and Classified Senate. This policy was developed to ensure that all programs are actively participating in the SLO/SUO assessment process. Programs that do not meet the criteria below will not have their program review resource requests considered for funding:

### Instructional Programs

- All active courses in the program have at least two course SLOs.
- All active courses in the program have at least one ISLO.
- All Course SLOs have been assessed in accordance with their assessment cycle
- All Program SLOs have been assessed in accordance with their assessment cycle

### Service Programs

- The program has at least two SUOs.
- The program has at least one ISLO/ISUO.
- All SUOs have been assessed in accordance with their assessment cycle.

In 2022, this policy was refined by the College Outcomes Group (COG). The refinements below were approved by the College Planning Committee and the Academic Senate in April 2022:

1. The policy is only limited to courses that were offered during the scheduled assessment semester. If a course is not offered during the semester in which its SLOs are scheduled to be assessed, it will not count as not having been assessed. Instead, its scheduled assessment semester will be shifted to a future semester.
2. Faculty and Staff requests – the College President and Executive Team will delay the hiring of approved faculty and staff requests until all scheduled SLOs/SUOs have been assessed from the previous fall term.
3. Non-Staffing requests – non-staffing resource requests (equipment, technology, facilities, other) will be considered for funding based on the percentage of scheduled SLOs/SUOs that were assessed in the previous year.
  - a. Example:
    - i. Program A assessed 75% of its scheduled SLOs in 2021-2022.
    - ii. In the 2022-2023 program review, they submit 4 non-staffing resource requests.
    - iii. Only the top 3 of 4 (i.e. 75%) requests would be considered for funding.



## Appendix A - Programs that Complete Program Review

### Instructional Programs (29)

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. PHIL
  - b. PSY
  - c. SOC
  - d. 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. Ethnic Studies
  - a. CHST
  - b. ETHS



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



- 28. Social Sciences
  - a. ECON
  - b. HIST
  - c. POLS
- 29. Water Science
  - a. WS

### **Instructional Divisions (7)**

- 1. Behavioral, Social Sciences, and Visual Arts
- 2. Career Education
- 3. English, Math, Communications, and Learning Resources
- 4. Health, Kinesiology, Athletics, and Performing Arts
- 5. East Campus\* - includes some student service metrics
- 6. Sciences
- 7. Student Affairs

### **Student Service Programs (21)**

- 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
- 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. Welcome Center
- 19. Tutoring Center\*\*
- 20. University Transfer Center
- 21. 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 (7)**

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

\*Program is under President's Office

\*\*Program is under Academic Affairs

**Executive Team (1)**

1. Executive Team



## Appendix B - Program Review Resource Request Prioritization Flowchart

