



2019-2020 PLANNING PROCESS

Categorized Institutional-Level Recommendations

Campus Environment

- Examine staffing and space allocation of Veterans' Centers at surrounding colleges to ensure competitiveness.
- The College needs to attend to general maintenance and upkeep of the campus environments, especially as it relates to health and safety issues.
- Replace and expand the number of mailboxes.
- The College should consider ways to use classroom space more efficiently and/or create additional classroom space.
- Repaint campus structures in need (i.e. the outside of the Administration Building).
- Update and refurbish the Child Development Center, as improved appearance and up-to-date facilities positively impact enrollment, satisfy health and safety regulations, and reflect the character of the institution.

Technology

- Invest in accounting systems that integrate with one another to improve efficiency.
- Purchase and use a folding and sealing machine for all programs to use and especially to ensure privacy in the delivery of paycheck stubs and checks.
- All courses, online, hybrid, and face-to-face, should utilize Canvas course shells, especially to ensure grade transparency to students at all times.
- Programs should expand the use of individual video technology to promote, advertise, provide specific information, and explain program-specific features.
- Increase Internet capabilities at off-site campuses.
- All classroom hardware/instructional technology across campus needs service maintenance and/or replacement.

Staffing

- Reclassify or hire a 100% registrar.
- In order to achieve growth in the International Student program, the College needs to make some investments in staffing: specifically, the specialist position needs to be evaluated and upgraded in order to achieve enrollment growth in this area.
- Hire additional staff in General Accounting to deal with the increase in categorical and grant funds.
- Each academic division should have a dedicated full-time counselor to assist in recruitment, counseling, and retention efforts.
- The College should consider English and math success metrics in gateway courses, Guided Pathways, and equity issues in the full-time to part-time hiring strategies.
- Increase salary for Child Development Center employees to be on par with similar centers.
- Provide at least one additional network/PC specialist.

Research

- Work with Institutional Research & Planning (IRP) to develop data collection systems to support program improvement in mailroom services.
- Include items about the campus' physical environment on the Campus Climate Survey.
- Institutional Research & Planning (IRP) should ensure all programs know how to collect, interpret, and analyze data in efforts toward program and institutional improvement.
- Develop and implement a systematic quality review process for all levels of planning: program, unit, and area.
- The College should consider addressing enrollment management issues relating to fill rates, individual course days and times, course offerings, as well as certificate and degree completion.

Other

- Provide in-service training to all staff in how to deal with psychologically impaired students.
- Develop a comprehensive, ongoing, and sustainable program to recruit, train, and monitor student tutors for basic skills and courses with high DFW rates.
- The College should support courses with high DFW rates and students whose skills need support for college-level work with additional resources, such as tutors, supplemental instruction, etc.
- Each program should develop and annually update a program-specific manual of policies and procedures.
- Although program level standards are a required component of instructional program review, there appears to be a good deal of variation in how they are applied within the context of program review. The use of program level standards and their application across the college should be revisited by the committee and a recommendation that facilitates more uniform application developed.



INSTITUTIONAL RESEARCH AND PLANNING

FALL 2020 PROGRAM REVIEW INSTITUTIONAL RECOMMENDATIONS

Increasing Student Learning, Achievement, and Completion

Completion

Admissions and Records should work to develop and implement an online graduation petition that streamlines and facilitates student graduation petitions.

The College should explore the advantages of offering both local degrees and ADTs. In some disciplines it is more advantageous for transfer to complete the local degree versus the ADT.

Academic Pathway Programs

The College needs to determine the appropriate place for the Pathway to Law program. Should it be housed in Academic Affairs or Student Services?

Instructional Outcomes

The Outcomes Committee should work with the Curriculum Committee to fully integrate course and program outcomes with the curriculum process and class schedule and catalog production to ensure the work is consistent, completed, mapped, aligned, and written to acceptable academic standards. Full integration with Curriculum and publication of outcomes are required by ACCJC accreditation standards.

The Outcomes Coordinator should work with College leadership to find ways to support faculty and facilitate robust and meaningful outcomes dialogue as part of the Closing the Loop (CTL) assessment reporting.

The Guided Pathways Steering Committee should work toward establishing full-time, embedded counselors in each division.

Institutional Effectiveness

Program Improvement

The Institutional Effectiveness Committee should develop and make a recommendation regarding conditions under which programs should strive for improvement and/or maintain performance.

Non-Instructional Outcomes

The College needs to develop and implement a robust non-instructional outcomes program. Such a program includes working with non-instructional staff to understand, develop, implement and maintain outcomes and assess them on a regular basis. Their needs are different than instructional programs. This needs to be addressed as it is an accreditation standard.

Professional Development

Understanding of data with respect to institutional performance on ACCJC standards and other performance measures should be widespread across the institution. The Institutional Effectiveness Committee in collaboration with the Office of Institutional Research and Planning should develop and implement a professional development program that supports understanding of data and institutional effectiveness measures.

Enrollment Management

The Enrollment Management Plan should address cancellation of classes and make recommendations, based on data, regarding appropriate time frames and situations when classes should be cancelled for low enrollment.

The Enrollment Management Plan should address conditions related to program growth and stability. Which programs should grow and under what conditions?

The Enrollment Management Plan should address the feasibility of Contract Education to generate funding streams and goodwill in the community.

Instructional Operations should work with the appropriate academic and student services offices to develop a master schedule for Degrees and Certificates. This schedule should map all courses associated with all degrees and certificates, and indicate when each course will be offered so that students can develop a timeline to completion.

Instructional Operations should create a master schedule of late-start and 8-week courses so that students and counselors can plan multiple courses without overlap.

The College should consider creating individual budgets for highly successful, premiere programs, such as Speech and Debate and Dance, among others, that increase College visibility, improve the image of the College in the community, and attract more students.

Technology

The Director of Technology should evaluate data storage needs of the College and develop a recommendation regarding electronic storage of data.

Human Resources

The Executive Director of Human Resources should establish a systematic process for the review of job descriptions for all employees.

College Operations

There is a need for the College to develop and systematically update, non-academic, operational handbooks describing the operations and tasks of each program. The goal is to support continuity of College operations in the event of change in personnel.

The Director of Facilities should evaluate the storage needs of the College and develop a recommendation regarding storage requirements and safety.

The College needs to develop a plan to facilitate ADA compliance.

The College needs to create a plan to fairly distribute (possibly as class sets on carts to academic divisions) the Chromebooks lent to students during the pandemic.

Health and Safety

The College should develop safety standards throughout the campus and conduct an annual campus-wide inventory of safety hazards. These hazards should be attended to by the appropriate unit manager.