



## District Program Review: A New Process and Plan

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## Purpose of Program Review

District Program Review provides an opportunity to review, analyze, and assess the content, currency, direction, and quality of District Support Services. District Program Review brings about improved services improvement through the collection of evidence about the quality and effectiveness of services, through shared reflections and collegial dialog about the current quality and future direction of district services, and through constructive feedback during peer and administrative review. It should be noted that Program Review is part of a comprehensive educational planning practice that is part of the 10+1 responsibilities defined for Faculty Senates under Title 5 of the California Education Code. The District Services Planning and Program Review Committee and committees utilizing the results of District Program Review have faculty representation from each campus. District Program Review does not develop educational programs or student support services, but rather seeks to improve district support for educational programs and support services through integration of the programmatic needs identified by the colleges' program review processes with District Program Review.

## Program Review and Accreditation

Program review processes are driven by the requirements of California Educational Code, the requirements of the Vocational and Technical Education Act, and the accreditation standards of the Accrediting Commission for Community and Junior Colleges (ACCJC). In fact, program review has become a major focus of accreditation. Failure to institutionalize an exemplary program review process has been a principal reason that many colleges have been sanctioned. District Program Review seeks to emulate, in as much as possible, the goals and objectives described in the ACCJC's Rubric for Evaluating Institutional Effectiveness and in ACCJC Standards I.C.5 and I.C.9.

District Program Review is necessary in order to provide consistency and ensure participation in budget development, resource allocation, and planning processes throughout the college and district as described in ACCJC Standards III.D.2, III.D.3, IV.C.5, IV.D.2, and IV.D.3.

## District Services Planning and Program Review Committee

### Charge

The charge of the District Services Planning and Program Review Committee is to advance continual, sustainable quality improvement at all levels of the District Services to support student success. Toward that end, the committee conducts a thorough and comprehensive review of each unit at the District Services on an annual basis and oversees the annual District Services planning and program review process. The results of planning and program review inform the integrated planning and resource allocation process at the District Services, and are aligned with the district strategic planning process. The committee relies on quantitative and qualitative evidence to evaluate programs, develop recommendations to the Chancellor's Cabinet, and determine and implement improvements to the District Services Planning and Program Review process.

### Membership

The District Services Planning and Program Review Committee is chaired by the Executive Director of Research, Planning, and Institutional Effectiveness. In addition, the membership consists of:

- One manager and staff from the following areas: TESS, KVCR, EDCT, Police, and Human Resources
- Two managers and two classified staff from Business & Fiscal Services
- Director, District Foundation
- One faculty member from Crafton and SBVC (2 total – Planning and Program Review Committee member preferred)
- One classified staff member from Crafton and SBVC (2 total – Planning and Program Review Committee member preferred)
- Two CSEA members
- One CTA member
- One Student Senate representative from Crafton and SBVC (2 total)

## Improvement Goals for District Program Review

Based on feedback from the District Services Planning and Program Review Committee, ACCJC Ad-hoc Task Force, Partnership Resource Team (PRT) visit, and goals in the District Institutional Effectiveness Partnership Initiative (IEPI), the District Program Review processes was reviewed and updated in 2017-2018 to include the following areas of emphasis:

1. Refocus of District Program Review to be student and college centered.
2. Strengthen ties between Campus's Program Review and District Program Review.
3. Align District Resource Requests with Campus Strategic Goals and Initiatives.
4. Increase the amount of qualitative and quantitative data and comparison cohorts available with an emphasis on productivity and staffing.
5. Develop and Assess Student Area Outcomes.
6. Alignment of Campus and District Processes.
7. Integrated Ranking of Departmental Resource Requests.
8. Improve Reporting and Communication.

## Alignment of Program Review Processes

The District Services Planning and Program Review Committee has shifted its timeline to better align with the campuses. Traditionally, the District and the Campuses Program Review processes began in September and culminated in May. This created some fundamental difficulties, including:

- District planning was concurrent with campus planning cycles.
- District planning was based on campus needs from the prior year.
- Campuses were developing new Resource Requests before knowing the District response to the previous year’s requests.

In order to better align with the campuses Program Review processes, the District shifted its timeline so that the bulk of the District Program Review takes place between May and September, after campus program review cycles are complete and results are available, and before campuses begin their next program review cycles.

Month	Activities
May	Program Review results available from campuses
June	District Programs complete 4-Year Self-Evaluations and 2-Year Program Updates
July	District Programs complete Resource Request Applications
August	District Divisions complete Resource Request Division Rankings
September	District Services Planning and Program Review Committee Ranks Resource Requests
October	Ranked Resource Requests submitted to District Budget Committee (information item) and Chancellor’s Cabinet

Table 1: District Program Review Activities (May to October)

## Program Review Process: 2018 - 2022

District Program Review consists of a thorough evaluation of district support services on a four-year cycle that includes a four-year self-evaluation and two-year update that every program or service area must complete. In addition, there is an annual resource request process that areas may participate in dependent upon program or service area needs.

### The 4-Year Self-Evaluation

The 4-Year Self-Evaluation includes:

- Mission and Service Area Outcomes
- Reflection on the mission, purpose, and services provided by the program or service area that supports the mission, goals, and objectives of the campuses and the district
- Analysis of qualitative and quantitative data that demonstrates how well the program or service area is fulfilling its mission, purpose, services, and Service Area Outcomes
- Accomplishments, Opportunities and Challenges
- Analysis of trends within the program or service area
- Short-term and long-term vision and planning objectives

### 2-Year Program Update

The requirements and needs for district support services can change in a short period of time based on education trends, grant funding, and changes to state, federal, and accreditation requirements. The 2-Year Program Update provides programs or service areas the opportunity to reflect how these changes impact their areas and update their vision, goals, and objectives accordingly. The 2-Year Program Update focuses on changes in productivity, staffing, and trends, and updates program progress on or changes to the program's vision, goals, and objectives.

### Evaluation Rubric

An evaluation rubric was designed so that programs completing their 4-Year Self-Evaluations and 2-Year Program Updates would have a set of criteria that includes descriptions of levels of performance quality on that criteria, in this case "meets" or "does not meet." This evaluation rubric is also used by the District Services Planning and Program Review Committee when assessing the evaluations and updates submitted by programs in that year's rotation.

## Program Review Process: 2018 - 2022

### District Program Review Rotation

Summer 2018	Summer 2019	Summer 2020	Summer 2021
<b>4-Year Evaluation</b>	<b>4-Year Evaluation</b>	<b>4-Year Evaluation</b>	<b>4-Year Evaluation</b>
<b>TESS</b> <ul style="list-style-type: none"> <li>•Administrative Applications</li> <li>•Distance Education</li> <li>•Printing Services</li> <li>•Technical Services</li> </ul>	<b>Business &amp; Fiscal Services</b> <ul style="list-style-type: none"> <li>•Business Services</li> <li>•Facilities</li> <li>•Fiscal Services</li> <li>•Human Resources</li> <li>•Internal Auditing</li> </ul>	<b>Chancellor’s Office</b> <ul style="list-style-type: none"> <li>•Chancellor’s Office</li> <li>•District Research</li> <li>•Marketing</li> </ul>	<b>Workforce Development, Advancement &amp; Media Systems</b>  <b>District Police</b>
<b>2-Year Update</b>	<b>2-Year Update</b>	<b>2-Year Update</b>	<b>2-Year Update</b>
<b>Chancellor’s Office</b> <ul style="list-style-type: none"> <li>•Chancellor’s Office</li> <li>•District Research</li> <li>•Marketing</li> </ul>	<b>Workforce Development, Advancement &amp; Media Systems</b>  <b>District Police</b>	<b>TESS</b> <ul style="list-style-type: none"> <li>•Administrative Applications</li> <li>•Distance Education</li> <li>•Printing Services</li> <li>•Technical Services</li> </ul>	<b>Business &amp; Fiscal Services</b> <ul style="list-style-type: none"> <li>•Business Services</li> <li>•Facilities</li> <li>•Fiscal Services</li> <li>•Human Resources</li> <li>•Internal Auditing</li> </ul>

Table 2: District Program Review Rotation

## Program Review Process: 2018 - 2022

### Resource Requests

District programs may choose to submit one or more resource request for personnel, budget, and equipment/technology to improve program services. Programs should clearly justify the need for each request by:

- Clearly linking the request to improving student learning
- Incorporating productivity and staffing data to support the request
- Demonstrating how the request will help the program achieve the program's vision, goals, and objectives
- Tying the program request to specific campus program review results, if applicable
- Clearly linking the request to District and Campus Master Planning

**Note:** The 4-Year Self-Evaluation and 2-Year Program Update provide a foundation for resource requests. The narratives of these larger documents can be used to support each request.

### Division Rankings

Each district program with more than one resource request is asked to rank their requests. The programs within each district division are then asked to rank all requests within their division and it is these division rankings, along with their accompanying resource requests, that go to the District Services Planning and Program Review Committee for an overall district resource request prioritization.

## Process for Prioritizing Resource Requests

After district program resource requests are ranked by their divisions, these rankings are then sent to the District Services Planning and Program Review Committee for an overall ranking of district resource requests. All resource requests are prioritized through thorough group discussion and consensus of the committee. The following criteria is used to guide the ranking of district resource requests:

- Impact on students;
- Mandated activities related to facilities and safety;
- Accreditation requirements;
- Innovation;
- Impact on quality and comprehensiveness of program;
- The vision, mission, and values of the district;
- The District Strategic Plan;
- Service levels;
- Effective infrastructure.

Once the District Services Planning and Program Review Committee has completed their overall district resource rankings, the rankings are sent to the District Budget Committee as an information item before being sent to the Chancellor's Cabinet for final review. Chancellor's Cabinet reviews the resource rankings from the District Services Planning and Program Review Committee and approves the final resource prioritization. A rationale shall be provided to the District community that explains any changes made by the Chancellor's Cabinet to the District Services Planning and Program Review Committee's prioritized list.

## Implementation and Guidelines

The revised program review cycle began in Summer 2018. The full process is outlined in the District Program Review Plan 2018 – 2022, which was approved by the District Services Planning and Program Review Committee on April 13, 2018.

Programs participating in 2-Year Program Updates or completing Resource Requests prior to completing their 4-Year Self-Evaluations will base their 2-Year Program Updates or Resource Requests on the last full program review conducted under the previous process and access to the prior system is still available to programs to access information.

It is intended that the District Services Planning and Program Review Committee should report out to campus and district constituencies on District Program Review results including:

- What departments submitted 4-Year Self-Evaluations and 2-Year Updates and any findings by the committee.
- Results of Resource Request prioritization, including how requests tie to campus program reviews results, master planning goals and initiatives.
- Communicate what Resource Requests were actually funded by the District.

As a means to promote communication and transparency, the District Services Planning and Program Review website has been revised and updated. Links can now be found that include each year's submitted 4-Year Self-Evaluations and 2-Year Program Updates, along with each division's ranking of resource requests and their programs original resource request applications. The District Services Planning and Program Review website can be found here: [http://www.sbccd.org/research/SBCCD\\_Services\\_PPR](http://www.sbccd.org/research/SBCCD_Services_PPR)