Student Services Non-Instructional Program Review Guide

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What is Program Review?
Program review provides a venue through which the college can evaluate its programs with regard to the College Mission and Strategic Goals. This process promotes a self-reflective evaluation of programs in a manner in which faculty and staff can identify successes and areas in need of improvement, as well as establish goals for enhanced programmatic and student success.

Beginning in 2014, all program reviews will be completed online. This will allow us to streamline our program review process, and save a substantial amount of paper. This guide is designed to help you to complete your program review using the online system.

How does Program Review work?
Every college that is accredited by the ACCJC is required to complete program review. However, the process itself varies from college to college. At LASC, a comprehensive program review is done every three to six years, and an annual program review update is completed in each intervening year.

At LASC, programs are provided with key data measures that are derived from the college’s Strategic Plan. Programs evaluate the data, identify successes and areas in need of improvement, and then establish objectives to ensure that improvement occurs. Resource requests that are necessary to complete program objectives are also captured in program review, and are sent to the LASC Budget Committee, where they are prioritized for funding.

For non-instructional programs, the process is started by a program Initiator. The Initiator completes the first draft of the program review, and submits it to the Dean. The Dean reviews it, makes comments, and then submits it to the appropriate Vice President. The Vice President then reviews it and approves it. At each step in this process, the program review can be returned back to the previous person in the chain for revisions (i.e. the Dean can return it to the Initiator, the Vice President can return it to the Dean, etc.).
How to Use the Online System
It is strongly recommended that you use Mozilla Firefox when completing the online form. Internet Explorer is acceptable for use, but it will display portions of the form incorrectly.

Program Initiators
The program review system is housed in the LASC Program Review Committee website. To get there, go to http://portal.lasc.edu, then click on the Program Review Committee link on the left side of the screen. Alternatively, you can go to the LASC homepage, then click “Faculty and Staff”, and then click “College Committees.”

Next, click on the “Student Services NIPR Data” link to find the Program Review datasheet for your program.
Then, click on the datasheet for your program. You will want to have this datasheet with you while you are completing your program review. So, you can either print it out, or you can use two browser windows (i.e. one with the data, the other with the online form).

Next, click on the “Student Services NIPR Forms” link on the left side of the screen.

To fill out a program review, you will need to sign into the system. To do this, click the “Sign in” link in the top right corner of the screen. Use your LASC email username and password to login.
NOTE. If you are not on a campus computer, you may need to enter “Southwest\" in front of your username. For example, if my username is briggspt, I would enter Southwest\briggspt in the username box. No modifications need to be made to your password.

After logging into the system, you will be able to begin filling out the online form. **The only person who can enter information into the form is the Initiator.** It is expected that all other staff members will provide input into the responses to the questions, but they will not be able to directly enter information into the form. It is suggested that the program holds a meeting in which staff can review the data and discuss their responses while the Initiator enters the information into the form.

To start a new form, click the “new document” link on the top of the page. This will open a blank form.
After opening the form, select your program from the dropdown list, and begin answering the questions.
Here are a few notes about the form:

1. **Save your work often!!!** If you do not click the save button regularly, you run a very real risk of losing your work. A good rule-of-thumb is to save every 5-10 minutes.
2. If you click the “Close Form” button without saving your progress first, you will lose your work.

You can also start the form, and come back to work on it later. To do that, click the “Save Progress” button, and then either close the window, or click “Close Form.” It will then appear in the list of forms on the Forms webpage. When you are ready to work on your form again, go to the Student Services NIPR forms page and click on the name of your program.

**How to Answer the Questions in the Form**
Questions in the form should be answered fully and accurately. Responses should demonstrate an understanding of the data, the reason(s) why the numbers are the way they are, and ways to improve. In addition, the responses should be clear enough that someone outside your department can understand them.

Here is an example:

<table>
<thead>
<tr>
<th>Student Demand for Program Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
</tr>
<tr>
<td>Between 7-9am</td>
</tr>
<tr>
<td>Between 9am-12pm</td>
</tr>
<tr>
<td>Between 12 – 2pm</td>
</tr>
<tr>
<td>Between 4 - 7 pm</td>
</tr>
<tr>
<td>Between 7 – 9pm</td>
</tr>
<tr>
<td>After 9pm</td>
</tr>
<tr>
<td>On weekends</td>
</tr>
<tr>
<td>Online</td>
</tr>
</tbody>
</table>

1.2 **Are your hours of operation consistent with student demand?**
*The data indicates that the highest level of student demand for our services occurs between 7am and 2pm (i.e. 22.54% between 7-9am, 46.82% between 9am-12pm, 27.75% between 12-2pm). Currently our office is only open from 10am to 6pm. We would like to open earlier, but we do not have the staff to do so. In order to meet student demand, we need to hire more staff.*

**Program Objectives and Budget Allocation Requests**
After answering all questions in a module, there is an opportunity to describe how your program will improve. This is a key part of program review, as it will document your plans for the coming year, as well as your budget allocation requests. To ensure that our budget is driven by a well-thought-out plan for
improvement, all budget requests must be tied to a program objective. Below is a description of how to fill this section out.

Components of this section:

1. **Program Objective Number** – autopopulated identifier for each objective.
2. **Program Objective** – your program’s objective for improvement. Specifically, this is what you are going to improve
   a. Examples – Increase enrollment, increase the number of males in our program, increase the number of degrees awarded, etc.
   b. Note – **Hiring a faculty or staff member is NOT an acceptable program objective.**
      Instead, hiring a faculty member is a resource that is needed to reach an objective (See additional instructions for components 8 – 10 below).
3. **Planned activities to achieve objective** – how your program will reach the objective.
   a. Examples – Put up flyers in hallways about our program and classes, email students about our class schedule, etc.
4. **Individual in your program who is responsible for the achievement of this objective** – who is responsible for ensuring that you meet this objective?
5. **Start date** – when will your program begin working on this objective?
6. **End date** – when will work be completed?
7. **Related Strategic Plan Goal** – auto-populates based on the module you are completing.
8. **Additional Resources Required** – Select “yes” if you need resources to meet this objective. Select “No” if you do not need additional resources to meet this objective.
9. **Description of Resources Required** – A brief description of what is required
   a. Example – Our program needs 6 computers to meet this objective.
10. **Resource Type** – Select the type of resource you are requesting from the dropdown menu
   a. Enter the quantity of the resource in the *quantity* box.
   b. For faculty requests, enter the number of full-time faculty that you are requesting in the *quantity* box.
      i. After this is entered, the cost will be automatically calculated. On average, a new full-time faculty member costs $100,000 in salary and benefits.

c. For classified staff requests, enter the *job title* and Step 1 *monthly salary* from the [LACCD Personnel Commission website](#).
   i. After entering the quantity and monthly salary, the cost will be automatically calculated. This cost includes the 12 months of step 1 salary and benefits (i.e. 44% of the annual salary).

d. For unclassified staff requests, enter the job title and monthly salary from the [LACCD Unclassified Position Pay scales](#).
   i. Since there is a wide range of variability in Unclassified pay rates and benefits packages, you will need to calculate the monthly salary yourself.
ii. For student worker positions, the college does not pay benefits. So, the monthly salary is simply (hours per week) \times (hourly pay rate) \times (4.33).

1. There are 4.33 weeks per month in a year.
2. In the resource description area, please indicate the number of hours that student workers will work each week.

iii. For other types of Unclassified positions, contact the LASC Payroll and Personnel office to obtain a cost estimate.

e. For all other types of requests, you will need to manually enter the cost of the request.
f. If you want to request multiple types of resources or multiple types of staff positions, please use a separate objective number for each type of resource request.

i. Let’s say I want to increase the number of degrees that are awarded to students. To do that, I need to hire 1 full-time faculty member and purchase 5 computers for our computer lab. I would complete the table as shown below:

<table>
<thead>
<tr>
<th>Program Objective Number</th>
<th>Program Objective</th>
<th>Planned activities to achieve objective</th>
<th>Individual in your program who is responsible for the achievement of this objective</th>
<th>Start Date</th>
<th>End Date</th>
<th>Related Strategic Goal</th>
<th>Additional Resources Required?</th>
<th>Description of Resources Required</th>
<th>Resource Type</th>
<th>Funding for Resource</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>Increase student success rate.</td>
<td>Offer tutoring sessions.</td>
<td>Phillip Briggs</td>
<td>Fall 2014</td>
<td>Spring 2015</td>
<td>Success</td>
<td>Yes</td>
<td>Hire 3 Student Tutor II positions. Tutors will work 20 hours a week.</td>
<td>Unclassified Staff</td>
<td>$38,720.52</td>
<td>Program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Objective Number</th>
<th>Program Objective</th>
<th>Planned activities to achieve objective</th>
<th>Individual in your program who is responsible for the achievement of this objective</th>
<th>Start Date</th>
<th>End Date</th>
<th>Related Strategic Goal</th>
<th>Additional Resources Required?</th>
<th>Description of Resources Required</th>
<th>Resource Type</th>
<th>Funding for Resource</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>52</td>
<td>Increase the number of degrees awarded to students.</td>
<td>Offer more sections on evenings and weekends.</td>
<td>Phillip Briggs</td>
<td>Fall 2014</td>
<td>Spring 2015</td>
<td>Success</td>
<td>Yes</td>
<td>Hire a full-time faculty member who can teach on evenings and weekends.</td>
<td>Full Time Faculty</td>
<td>$100,000.00</td>
<td>Program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Objective Number</th>
<th>Program Objective</th>
<th>Planned activities to achieve objective</th>
<th>Individual in your program who is responsible for the achievement of this objective</th>
<th>Start Date</th>
<th>End Date</th>
<th>Related Strategic Goal</th>
<th>Additional Resources Required?</th>
<th>Description of Resources Required</th>
<th>Resource Type</th>
<th>Funding for Resource</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>53</td>
<td>Increase the number of degrees awarded to students.</td>
<td>Expand computer lab to accommodate more students.</td>
<td>Phillip Briggs</td>
<td>September 2014</td>
<td>December 2014</td>
<td>Success</td>
<td>Yes</td>
<td>Purchase 5 computers for our computer lab.</td>
<td>Technology</td>
<td>$7,500.00</td>
<td>Program</td>
</tr>
</tbody>
</table>
11. **Funding for Resource** – indicate whether the funding for this resource will be ongoing or one-time, and where the funding will come from.

12. **Estimated Cost** – Enter the total estimated cost for the resource
   
   a. Costs will be automatically calculated for faculty, classified staff, and unclassified staff requests.
   
   b. Costs for all other resource requests must be manually entered.

The Program Objectives from each module will then populate the table in Module 7. This table will serve as a summary of your program’s objectives and resource requests for the coming year.

**Module 7: Summary of Program Objectives and Budget Allocation Requests**

Module 7 contains a summary of your program objectives and budget allocation requests for the coming year. The table automatically populates from the earlier program objective tables. The only action that is necessary in this module is to prioritize your objectives and budget allocation requests. In the priority column of the table, assign a value of 1 – 12 to each objective/budget allocation request. Your highest priority objective should be given a value of 1. If “None” is displayed for a program objective, you do not need to enter a priority for it. The prioritization you give to each objective will be incorporated in the final budget prioritization rankings for the entire college.
Once you have completed the entire form, click on the “Submit NIPR to Dean” button towards the bottom of the form.

After clicking the Submit button, you are also required to send an email to your Dean to tell them that you have submitted the Program Review to them, and that it is ready for their review. You also need to include the Program Review Committee Co-Chairs on the email (Phillip Briggs – briggspt@lasc.edu, and La Shawn Brinson brinsoLL@lasc.edu).

**Dean Review**
After the Initiator has clicked Submit, the next step in the process is the Dean’s review. The Dean is able to modify the responses to the questions, and add comments in the comment box at the end of the form. The Dean can then approve the form and submit it to the Vice President, or they can send it back to the Initiator for revisions. After clicking the Submit button, the Dean is also required to send an email to the Vice President to tell them that the Program Review is ready for their review. They also need to include the Program Review Committee Co-chairs on the email (Phillip Briggs – briggspt@lasc.edu, and La Shawn Brinson brinsoLL@lasc.edu).

**Vice President Review**
After the Dean has clicked Submit, the final step in the process is the Vice President’s review. The Vice President is able to modify the responses to the questions, and add comments in the comment box at the end of the form. The Vice President can then approve the form, or they can send it back to the Dean for revisions.

**Checking the Status of Your Program Review**
You can check the status of any program review at any time by going to the Student Services NIPR Forms page on the Program Review Committee webpage.
You are also able to see who last modified the form and when it was modified. To help view the program review(s) that are of the most interest, you can also sort by any of the columns. Put your mouse over the column you want to sort on, click the small arrow that appears, and select “A on Top” to sort A – Z, or “Z on Top” to sort Z – A. You can also filter the columns to view a subset of all the program reviews. If, for example, I wanted to see only the program reviews that had been submitted to the Dean, I would put my mouse over the word “Status”, click the small arrow that appears, and check the box next to “Submitted to Dean”.

**Printing the Forms**
The forms can be printed, but in order for them to print correctly, the print options in Firefox and/or Internet Explorer need to be modified.
Internet Explorer
First, right-click anywhere in the blue area of the form, and select “Print preview.” Do not just press Ctrl+P, or select “Print.” Also, make sure that you right-click in the blue area, and not inside one of the white or green boxes.

In the print preview screen, change the orientation to landscape, and make sure that the scaling box says “Shrink to Fit”:

Then, click the printer icon in the top left corner of the screen.

Firefox
First, click the box with 3 horizontal lines in the top right corner of the screen, and click the Print icon.
Next, change the scale to 60% and the orientation from Portrait to Landscape. Then, click Print.
If you have questions or comments, please contact:

Phillip Briggs, Dean of Institutional Effectiveness
Email: briggspt@lasc.edu
Phone: (323) 242-5511

La Shawn Brinson, Co-Chair of LASC Program Review Committee
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Phone: (323) 241-5023

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Phone: (323) 241-5462
Appendix A: Data Definitions

**Enrollment**: the number of students who stayed in a course past the census date (i.e. the third Monday of the semester) in a discipline. Students who took multiple courses in a discipline in the same semester count as multiple enrollments for that semester. For example, a student who took 3 History classes in the same semester would count as 3 History enrollments. Students who added a course and then dropped it before the census date are not counted.

**Headcount** – the number of unique students who stayed in at least one course past the census date (i.e. the third Monday of the semester). If a student enrolled in 3 classes in Fall 2013, they would be counted as 3 enrollments and 1 headcount. Students who dropped all their courses before the census date are not counted.

**Course Success Rate** – Number of students who received a grade of A, B, C, or P divided by enrollment (W’s are included in the denominator).

Example: A course has 10 students enrolled. They get the following grades:

- A – 3 students
- B – 2 students
- C – 1 student
- D – 0 students
- F – 2 students
- W – 2 students

The success rate would be \((3 + 2 + 1)/10 = 60\%\).