

Program Review Guide

I. Purpose of Program Review

Program review is the primary instrument through which program-level evaluation and planning are conducted on campus via both annual and three-year comprehensive self-assessments. These assessments are designed to align individual unit advancement with the College's mission and goals.

LAMC's campus-wide program review process maintains the currency and relevance of educational programs, ensures the continuous improvement of all college units and services provided, and informs enrollment management and resource allocation decisions. This process also enables the College to monitor the implementation of program/unit objectives, evaluate contributions made toward meeting the College's strategic goals, and evaluate institutional progress in improving student learning and achievement as well as services provided to students and the campus community. This is an important way in which the College maintains institutional effectiveness and quality and plans for short- and long-range needs. Program review is also the main mechanism by which requests for technology, physical resources, personnel, and other financial resources are made. All planning/program improvement objectives originating in program review are linked to one or more of the College's strategic goals and thereby to the College mission.

II. Program Review Description and Cycle

The College's program review cycle includes both annual reports and more in-depth comprehensive reports every three years.

Annually, each College program develops objectives in program review to improve its own effectiveness based on its self-evaluation. These annual self-evaluations (aka, "annual updates") are based on program-specific and institutional data and are completed in the spring by all campus departments and units using the College's home-grown online program review system. For academic programs, each discipline receives, and responds to, data in program review on student enrollment, success, retention, and program completion, and data are disaggregated by demographic group, mode of delivery, and time of day. In addition, academic programs respond to information about learning outcome assessments, faculty, efficiency, curriculum, and program performance in light of the College's institution-set standards for student achievement. In Student Services and Administrative Services, each unit employs program review to revisit its mission statement, assess SAOs, examine intra-college and community outreach, determine professional development needs, anticipate challenges and future demand for services, and analyze the effectiveness of services.

All College programs/units also respond to questions in program review related to: how the program enables the College to fulfill its mission; how facilities and technology are being used to support the program's effectiveness; the success of the program in meeting previously-identified objectives (and resulting improvements); program strengths and weaknesses; and any significant events or activities in the State, surrounding community, College, and/or field that may have an impact on the program in the coming year(s). The data and information in program review is analyzed by each program/unit on an annual basis, and objectives and resource requests are developed based on any identified gaps and/or areas needing improvement.

Additionally, every three years, programs/units in Academic Affairs and Student Services complete a more in-depth Comprehensive Program Review (CPR) and validation process. One-third of the programs/units in Academic Affairs and Student Services go through this CPR process each year, such that all programs/units are assessed as part of a three-year cycle. As a component of their CPRs, academic departments must complete a three-year plan for improvement that identifies long-term departmental goals. As part of the validation of each program or unit's CPR, the program's or unit's performance and planning are discussed with the Educational Planning Committee, or EPC, for academic departments or Student Support Services Committee, or SSSC, for the Student Services division. Those committees review the CPR and prior annual program review updates, discuss the data/information with representatives from the program or unit during a CPR validation meeting, and submit a formal response, including recommendations and commendations, to each program/unit. The commendations and recommendations are posted on the EPC's and the SSSC's websites for their respective programs. The recommendations for improvement are to be addressed by the program/unit, and responses to the recommendations are included in subsequent years' program review annual updates and CPRs.

III. Program Review Timeline

The program review process follows the timeline below:

First Monday of March – Online program review system opens for programs and units to complete their annual updates.

Mid-May (third-to-last-Friday of May) – Online program review system closes to faculty in academic disciplines.

Last Friday of May – Online program review screens close to department chairs in academic disciplines.

July 1st – Online program review screens close to faculty/staff/unit managers in the Student Services and Administrative Services divisions.

Summer – Area Deans and/or Vice Presidents (VPs) review program review annual updates and provide feedback to department chairs and unit managers.

Fall/early spring – Resource requests originating from objectives developed in the program review annual updates are prioritized within each division. Feedback is solicited from the EPC regarding the prioritized list of resource requests originating in academic program reviews and from the SSSC for research requests originating in Student Services units' program reviews. The VP of each division then submits the final prioritized list of resource requests from his/her division to the Budget and Planning Committee for final prioritization across all three divisions for funding consideration out of the next fiscal year's budget. The finalized list is then recommended to College Council for approval.

In Academic Affairs and Student Services, CPRs are conducted on a three-year cycle (one-third of the programs/units in each division undergo comprehensive reviews each year). CPRs and validations are conducted in the spring for academic programs and in the summer for Student Services units.

IV. Responsible Parties and Participants

- The Information Technology (IT) unit and the Office of Institutional Effectiveness (OIE) prepare and upload data to the online program review screens, make modifications/enhancements to the program review system based on user feedback, and provide trainings to users.
- Faculty and staff complete their annual updates by responding to data and developing unit goals/objectives, and any associated resource requests, based upon their analyses.
- The Educational Planning Committee (EPC) and the Student Support Services Committee (SSSC) are responsible for conducting and validating CPRs in their respective areas.
- Area Deans and/or VPs review the completed program reviews and provide feedback to department chairs and unit managers.
- The VPs of each division review the program reviews and resource allocation requests and work with their respective Deans and shared governance committees to prioritize requests, which are forwarded to the Budget and Planning Committee. The VPs also submit SWOT (strengths, weaknesses, opportunities, threats) reports to the Program Review Oversight Committee (PROC) based on the themes arising from their division's annual program review assessments.
- The Budget and Planning Committee integrates and prioritizes the resource requests from the three College divisions and submits the final prioritized list to College Council for approval.
- Oversight and modification/improvement of the process is provided by the PROC.

V. Relationship of Program Review to College Planning

Program review is the initial step in requesting the allocation of financial resources as well as the primary avenue whereby resource allocations are directly tied to planning. All new requests for funding (whether for educational programs, support services, or human, physical, technological, or other financial resources) must originate in program review and be tied to a program review objective.

The budget requests made in program review are prioritized by the appropriate administrative division and are then reviewed by the relevant shared governance committee before being forwarded to the Budget and Planning Committee for final prioritization and recommendation to College Council. Resource requests are prioritized to most effectively benefit students and support their learning. In this way, this integrated process of program review, planning, and resource allocation supports attainment of the College's mission, which is focused on student success.

Furthermore, in order to synthesize all of the program review assessment information into an evaluation at the institutional level, on an annual basis the VP of each College division summarizes that division's annual unit assessments into a SWOT (strengths, weaknesses, opportunities, threats) report to the PROC. PROC then synthesizes the information from the VPs' reports into an institution-level report to College Council, which identifies common themes and recommendations for institutional improvement. College Council takes these recommendations into account when setting the College's annual priorities.

VI. Oversight (Program Review Oversight Committee)

The purpose of the Program Review Oversight Committee (PROC) is to provide systematic structure and guidelines to review, evaluate, and enhance the quality of programs and units in each college division via the program review process. Specifically, PROC is tasked with the following:

- Oversee the annual and comprehensive program review processes to ensure the review process is evaluative and descriptive and to ensure the results of program review are consistently linked to institutional planning processes.
- Determine the standard procedures and schedules of self-assessment and peer-validation to ensure the program review process is consistent within programs and units of all divisions.
- Ensure there is a meaningful linkage between program review and the following: student achievement and learning outcomes, service area outcomes, the College's Strategic Master Plan, and resource allocation.
- Provide workshops to educate users on program review tools and processes as needed.
- Review, update, and revise the Program Review Guide as needed.