



## **Program Review Committee Minutes for October 26, 2023**

2:30- 3:45 pm

Operations Center (OC) 116

### **Meeting Participants**

#### **Committee Members Present**

Greg Aycock (co-chair), Svetlana Borissova, Caitlin Busso, Rosalio Cedillo, Araceli Covarrubias, Joseph DeGuzman, Starlene Justice, Timothy Mount, Lindsay Owens, Tim Russell (co-chair), Kaneesha Tarrant and Dana White. Quorum: 6

#### **Committee Members Not Present**

Quinton Bemiller, Ashlee Johnson, Kaneesha Tarrant, and Paul VanHulle.

#### **Guest**

Jason Carceres, Greg Ferrer, Dan Lambros, and John Moore.

#### **Recorder**

Charise Allingham

### **1. Call to Order**

- 2:30 pm

### **2. Action Items**

#### **2.1 Approval of Agenda**

- MSC (Starlene Justice / Joseph DeGuzman)

#### **2.1 Conclusion**

- Approved by consensus.

#### **2.2 Approval of September 28, 2023, Minutes**

- MSC (Starlene Justice / Joseph DeGuzman)

#### **2.2 Conclusion**

- Approved by consensus.

#### **2.3 Program Review Charter**

- (Starlene Justice /Lindsay Owens)

The PRC Report of Effectiveness has been reviewed by the Academic Senate. No recommendations were made specific to the committee. All Councils were directed to update the Accreditation Standards guiding the committees. Currently waiting for direction from the Academic Senate on the timeline for the standing committee charters.

- The committee decided to remove alignment to standard 3.5 from the guiding principles because it can be misunderstood as the committee having more influence over budget than they do.
  - Removed: 3.5 The institution's mission and goals are the foundation for financial planning. Financial information is disseminated to support effective planning and decision-making and provide opportunities for stakeholders to participate in the development of plans and budgets.

## 2.3 Conclusion

- Approved with revisions by consensus.

## 3. Discussion Item

### 3.1 Program Review Process

The draft Program Review Process with track changes and a cleaned-up version were shared.

- Highlights
  - The timeline has been updated to reflect the earlier opening of program review in the fall.
  - General updates included wordsmithing, clarifying content, and updating to reflect the current process.
    - For example, a change was made to clarify that the committee reads program reviews which include resource requests.
  - Sections were condensed and content arranged to flow better.
  - Suggestion to add who should and who can do program review that was discussed in the last meeting.
    - Program Review participation will be included as a voting item on the next agenda so it can be included.
  - Removed: Area leaders ensure the measurement of the intended outcome related to the resource allocation request is undertaken. Results are documented in program review every three years. (July)
    - Great idea but we have never done it, so it really is not part of our process.
  - Cycle was updated to reflect the actual timeline that has been the practice for the last three years.
  - Resource Types were updated to reflect the categories in Nuventive with one new category added: Staff-Professional Development.
    - The resource types are being reviewed by business services to make sure the definitions are correct.

### 3.2 Program Review Workshops

- The committee was asked to provide suggestions of topics and modes of training and workshops.
  - Suggestion for Zoom because of the functionality of screen sharing.
  - Specific content requests:

- Provide some examples and suggestions on how to write goals and how to map.
- Provide resources, and what is needed to complete the process.
- How to align the goals to the EMP goals.
- How to align/map resource requests to something (Program goal, EMP goal, etc.)?
- Training videos will be embedded in Nuventive.
- To provide Flex Credit- actual work completing the program review needs to be done, only providing training will not suffice.
  - Suggestion to provide hands-on workshops to work on specific sections of the program review.
- Suggestion to ask faculty who have done a great program review to share at FLEX. Can volunteers receive flex credit for sharing? Spring FLEX is on February 9<sup>th</sup>.
- Workshops specific to departments, for example providing a workshop for Student Service units.
  - Request to have areas and departments reach out to co-chairs with times and dates that will work for them to schedule a workshop/training.

### 3.3 Program Review Rubric

- The previous program review rubric was shared.
- Is there any value in assigning grades?
- Suggestion to go away from quantitative and shift to qualitative.
  - Would need to set some guiding principles.
  - Scores really don't get used for anything. Scores also don't give an indication of how to improve. Qualitative would help authors better understand how to improve and what was exceptional.
- Committee members new to reading and scoring would appreciate the use of a rubric to assist in providing feedback next April.
  - Suggestion to still use a rubric and provide more feedback.
  - The committee was asked to solicit feedback from departments for preference of qualitative and quantitative scoring of the program reviews.

3.3 Follow-up Items	3.3 Task of	3.3 Due by
Send the rubric to the committee	Charise	ASAP
Request feedback from departments	Committee	ASAP
Draft a revised scoring process (rubric/feedback questions)	Co-chairs	Next meeting

## 4. Information Items

### 4.1 Status of Nuventive

An update on the status of Nuventive was provided.

- Please communicate with your departments and provide a list of individuals who need access to each unit.
- The platform will be opening soon, waiting on Nuventive to make final edits.

## **5. Good of the Order**

## **6. Future Agenda Topics**

- Program Review Follow-up and Discussions
- Guided Pathways questions for Program Review

## **7. Adjournment**

- 3:48 pm

## **Next Meeting**

Date: November 30, 2023



## **Charter for Program Review Committee**

2023-2025

This Charter is established between the Program Review Committee and the Academic Senate to structure the process and planned outcomes included herein during the two-year period of the 2023-2025 academic years.

### **Purpose**

The Program Review Committee establishes guidelines, tools, and content requirements for the Program Review process at Norco College. The committee will review and evaluate the Program Review and Annual Update to facilitate intentional self-evaluation and planning in order to support program quality, improve student success and equity, enhance teaching and learning, and connect resource allocation to strategic planning.

### **Charge**

The Program Review Committee is primarily responsible for assessing and coordinating the listed Educational Master Planning objectives below:

2030 Goal 8: (Effectiveness, Planning, and Governance) Develop institutional effectiveness and integrated planning systems and governance structures to support ongoing development and continuous improvement as we become a comprehensive college.

- 2025 Objective 8.2 Develop integrated planning processes that include all planning, accreditation self-study, resource allocation, and alignment with district and statewide plans based on the college mission and plans.

### **Guiding Principles and Assumptions**

The Norco Program Review Committee

- A. The Program Review Committee is a standing committee of the Academic Senate.
- B. The Program Review Coordinator will serve as the faculty co-chair.
- C. The Program Review Committee will review and accept the Norco College Program Reviews and the Annual Updates and post to the Program Review website. The information from these Program Reviews will then be forwarded to and integrated into the College's Strategic Planning Processes.

## **Guiding Principles and Assumptions**

Accreditation Standards guiding the Program Review Committee:

- 1.4. The institution's mission directs resource allocation, innovation, and continuous quality improvement through ongoing systematic planning and evaluation of programs and services.
- 1.5. The institution regularly communicates progress toward achieving its mission and goals with internal and external stakeholders in order to promote understanding of institutional strengths, priorities, and areas for continued improvement.

## **Equity**

As part of the Program Review process, each discipline and/or unit at the college will look at disaggregated data to identify if any student subgroups are showing equity gaps. The discipline/unit planning and resource allocation requests should take into consideration these data and ameliorating gaps in achievement and learning.

As part of the Program Review Process, each discipline and /or unit of the college will review and reflect on the equity-related professional development/ trainings members have participated in, implemented techniques, and identified a need for.

## **Scope & Expected Deliverables**

Specific deliverables for the 2023-25 academic years are:

- Implement and support the comprehensive program review submission.
- Update and implement a standardized Program Review Rubric.
- Review and update the Program Review Process for 2024-2027.
- Provide training as needed to support the needs of those completing program reviews.

As a standing committee of the Academic Senate, this committee is subject to the Brown Act (SPGM, p.71) and should keep/post agendas and minutes accordingly.

## **Membership**

The Program Review Committee will be ideally comprised of faculty members who are representative of Norco College's schools structure.

- Faculty Chair
  - Member of Assessment Committee
  - Member of Governance and Institutional Effectiveness Council
  - Attend Academic Senate to report on Program Review Committee
- Administrative Chair (Dean of Institutional Effectiveness)
  - Member of Assessment Committee

### **Membership**

- Member of Governance and Institutional Effectiveness Council
- Faculty Committee Members – At least 1 faculty member from each school. One of the faculty should represent CTE programs and one faculty should be a counselor.
- Vice President Student Services
- Vice President Business Services
- Dean of Instruction
- Institutional Effectiveness Representative
- Student Representative

All members of the Program Review Committee including co-chairs are allowed to vote as long as a majority (quorum) of faculty are present at any specific meeting.

### **Meeting Time/Pattern**

The Program Review Committee meets monthly on the fourth Thursday at 2:30 pm -3:45 pm during the Fall and Spring semesters, with a video conferencing option for non-members if requested. Contact the Co-Chairs to place an item on a future agenda.

### **Roles of Chairs and Members**

The Chair/Co-Chair(s) are accountable to the Academic Senate to ensure continuity of dialogue between governance tiers. Co-Chairs are responsible for preparing agenda and facilitating meetings of the Program Review Committee based on best practices and guidelines for effective facilitation.

Members are recognized as stakeholders with important expertise and perspectives relevant to the strategic charge of the Program Review Committee that can help to achieve the Program Review Committee's charter deliverables. Members are expected to actively attend and participate in all meetings, deliberations, and decision-making processes of the Program Review Committee. While representing the perspectives of the constituency group to which they belong members are expected to engage in effective dialogue with Program Review Committee peers with the intention of finding consensus on all issues that come before the Program Review Committee.

### **Meeting Procedures and Expectations**

The Chair(s), and members of the Program Review Committee will adhere to meeting and governance best practices as follows:

Meeting agendas are issued in advance of meeting times. Meeting agendas are organized to achieve milestones established in the charter and prioritize actions pending, actions required, and problem solving to move the work of the group forward. Either minutes or notes are taken to record the groups' progress OR a final summary report is to be submitted/posted.

## **Meeting Procedures and Expectations**

Members endeavor to:

- appropriately prepare for meetings based on the meeting agenda.
- arrive promptly and stay for the duration of entire meetings.
- participate in a problem-solving approach where the interests of all participants are considered in developing proposals and recommendations and, where appropriate, distinguish between constituency versus college-wide perspectives.
- welcome all ideas, interests and objectives that are within the scope of the charter.
- actively listen to engage in respectful and constructive dialogue.
- work with a spirit of cooperation and compromise leading to authentic collaboration.
- move forward once a consensus-based decision has been made.
- continue to progress with the members who are present at each meeting.
- follow through on tasks that are committed to outside of scheduled meetings.



### Program Review Rubric 2021-24

Area being evaluated	4	3	2	1	0
<b>Required responses</b>	EMP Goals responded to				No Responses to EMP goal questions
<b>Goals</b>	Current status and future goals are clearly stated with appropriate ties to EMP	Current status and future goals are clearly stated but link to EMP is nebulous or unclear	Either Current status or future goal is not present or is unclear but makes appropriate tie to EMP	Either Current status or future goal is not present or is unclear but an appropriate tie to EMP has been attempted	No current status or future goal is stated and no link is present
<b>Evidence</b>	Evidence of support of EMP is clear with either assessment data or other appropriate data support	Evidence of support of EMP is present with either assessment data or other appropriate data support	Evidence is present but may not clearly support the EMP or evidence addressed but not analyzed in detail	Some type of qualitative evidence is provided that is not based on data	No Evidence is Provided
<b>Resource Request</b>	Existing resources identified and needs responded to with dollar amounts filled in and funding source addressed (can be none or no request)	Existing resources not identified but needs responded to with dollar amounts filled in and funding source addressed. (Can be none)	Existing resources and needs not identified but Dollar amounts filled in and funding source addressed (can be none)	Dollar amount filled in with no funding source addressed or missing dollar amount with needs identified	Missing dollar amount, missing identified needs and missing funding source
<b>Curriculum Review</b>	All Curriculum is up to date (within the last five years)	Majority of curriculum is up to date (no more than 10% requiring update) with those requiring update in progress	Most of curriculum is up to date (no more than 25% requiring update) with those requiring update in progress	More than 25% of curriculum is out of date with those requiring update in progress	Any of the curriculum is out of date with no update in progress.

## **Introduction**

Program review allows each academic discipline, student services unit, and administrative unit to look back (by reporting on program progress and viability), look around (by describing opportunities and resource needs), and look forward (by setting new long-term goals in alignment with our Strategic Plan goals). It is also a chance for us to update our procedures, course outlines of record, and programs of study. Our process has four components: 1. Report on current goals; 2. Set new goals; 3. Align program goals with college strategic goals; 4. Determine how the college can help the unit achieve their goals (through resource allocation or improvements to process and procedure). Program review is the foundation of our continuous improvement process; it informs our decision-making, resource allocation process, and strategic planning.

For the purposes of program review, a program may be identified as an administrative unit, student services unit, or a discipline of study (including all programs of study AA, AS, ADT, Certificate) assigned to disciplines (e.g., ADT Anthropology). All programs must complete a program review every three years and may submit annual updates on goals and resource requests.

## **Program Review Committee**

The Program Review process is led by the Program Review Committee--a standing committee of the Academic Senate. Their statement of purpose is:

We establish guidelines, tools, and content requirements for the Program Review process at Norco College. We review and evaluate the program review and annual update unit reviews to facilitate intentional self-evaluation and planning in order to support program quality, improve student success and equity, enhance teaching and learning, and connect resource allocation to strategic planning.

Current membership is available on the [Program Review Committee Membership Webpage](#).

## **History**

The program review process at Norco College changed substantially in the Spring of 2018, with all units reporting at the same deadline to ensure equity in resource allocation and planning cycles. During this transition, we all moved to a comprehensive three-year cycle (previously it was every four years, and they were staggered), and we changed the name of the Comprehensive Program Review to just Program Review. This allowed us to achieve 100% participation with a clearer deadline set. This also allowed us to achieve more clarity in our long-range planning, as with staggered reports we were missing a comprehensive picture of the needs of our individual units. In the intervening years, we have an annual update that allows for resource requests that were unforeseen because of changes to units. This cycle was aligned with our Assessment cycle so that Comprehensive views of the process of Unit Assessment could be gathered in one location. In addition, moving to a three-year cycle allowed Norco College to have more agency in District-wide curriculum authorship.

## **Current Process and Timeline**

The current Program Review cycle is for a three-year period beginning in a year that is divisible by three (2021, 2024, etc). The lookback period for the current cycle is the previous three years—this is the period you will see referenced for data in the current cycle program review.

The 3-year process begins in the mid- to late-Fall semester when the program review platform is opened and faculty, classified professionals, and administrators can begin working on their program review. Concurrently with the opening of program reviews, Program Review Committee provides training and/or resources on any new procedures, forms, systems, and datasets. All units, including Administrative, Student Services, and Instruction, are authoring their program reviews or editing previous work from late-October/early-November to late-March. Once the program review platform is closed:

- The Program Review Committee meets, reads, and accepts into the record all completed program

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reviews at their April or May meeting, depending on the regularly scheduled meeting occurrence.

- The Program Reviews are posted to the public webpage after they are accepted in the three-year process, typically in May.
- Resource Requests are downloaded from the electronic platform and added to the Excel Workbook for the current 3-year cycle. These requests are grouped and made available to the Council over which the program reporting unit resides (Academic Council (AC), Student Support Council (SSC), Resources Council (RC), Institutional Effectiveness and Governance Council (IEGC)). Resource Requests are processed based on the *Resource Request and Prioritization Procedure* (seen later in this document).

### **Norco College Program Review Resource Request Process**

A Resource Request is a request for human or physical resources or a request for a budget augmentation (ongoing or one-time). Program Review at Norco College is on a three-year cycle starting in the year that is divisible by three. Each subsequent year of the cycle, annual goals, assessment, and resource requests may be added or updated as needed. The annual prioritization process starts in February to ensure appropriate connection and timing related to college budget processes and institutional planning needs. College annual planning and decision-making on program review requests are continually informed by the Annual Budget Priorities developed and recommended by College Council and adopted by the Executive Cabinet.

#### **Simplified Annual Process**

1. College budget priorities for the academic year are discussed and recommended.
2. Program review initiates resource requests.
3. Area managers work with department faculty and classified professionals to assign priority numbers to all resource requests (including unfunded requests from the previous year unless it is the first year of the cycle) in sequential order.
4. Prioritized requests are forwarded and given final rank by leadership councils,
5. Ranked requests are forwarded to College Council for review and then to Executive Cabinet for funding.
6. Institution-wide evaluation of the resource request procedures takes place biennially as part of the Assessment of Evaluation Procedures (See Chapter 11, "Evaluation of the Planning and Decision-Making Process").

#### **Detailed Annual Resource Request and Prioritization Process**

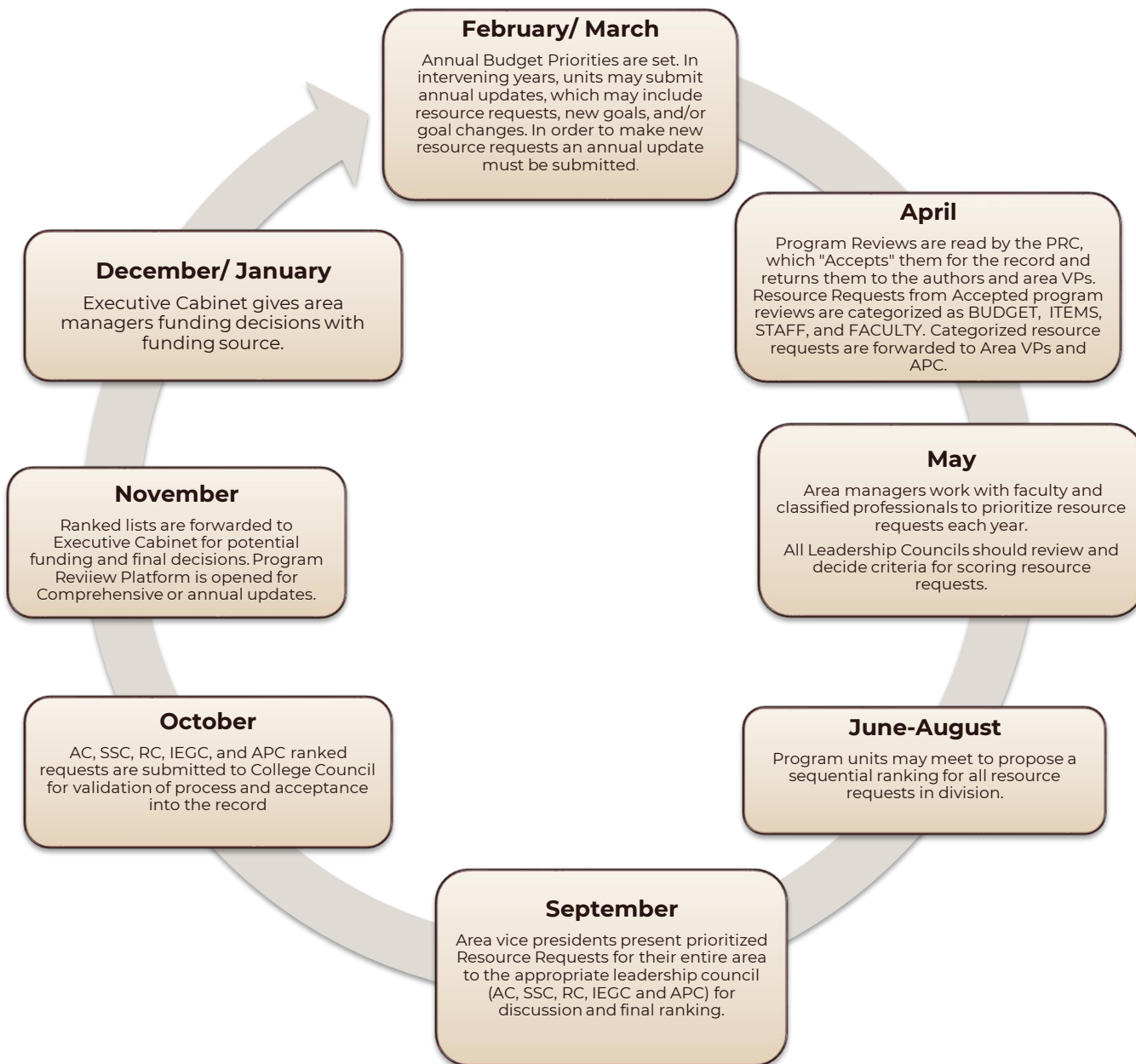
1. Annual Budget priorities for the upcoming academic year are discussed and recommended by College Council and set by Executive Cabinet. (*February*)
2. In addition to budgeting funds for regular administration of the college, Executive Cabinet designates allocation categories to be used for normal operations including but not limited to: (*March-April*)
  - a. Total Program Review Resource Requests Funds
  - b. Lottery Funds Restricted (Academic).
  - c. Professional Development.
  - d. Technology Allocation.
  - e. Marketing Allocation.
3. Program reviews are authored and submitted mid-semester in spring of every third year. In intervening years, units may submit annual updates, which may include resource requests, new goals, and/or goal changes. (*October/November - March*)
  - a. Requests include items identified and justified in program review:
    - i. Items not funded in the previous year (these are rolled over if not funded)

- ii. New items that were not listed in program review but are needed now to achieve outcomes.
  - iii. Items considered outside of normal operating needs (e.g., new furniture, software, instructional supplies, instructional equipment, facilities' needs and non-faculty personnel).
- 4. Program Reviews, which include resource requests, are read by the Program Review Committee (PRC), which "Accepts" them for the record and returns them to the authors with feedback when necessary.
- 5. Resource Requests are compiled by the IE office into area workbooks and organized by BUDGET, ITEMS, STAFF, and FACULTY. Workbooks are shared with area VP's and Academic Planning Chairs (APC). *(April)*
- 6. Area managers work with department faculty and classified professionals to prioritize resource requests each year. *(May)*
  - a. Full-time FACULTY requests follow the ranking process with Academic Planning Chairs.
  - b. All BUDGET, ITEMS, and STAFF requests are assigned sequential priority numbers each year by academic department or program areas and new requests should note direct ties to college mission through EMP Objectives, strategic plan, budget priorities, and unit goals.
  - c. All Leadership Councils should review and decide on criteria for scoring resource requests.
- 7. *Program units may meet to propose a sequential ranking for all resource requests in divisions. (June-August)*
- 8. Area vice presidents present prioritized Resource Requests for their entire area to the appropriate leadership council (AC, SSC, RC, and IEGC) for discussion and ranking based on a rubric revised each year by the councils. Finalized rankings are returned to the IE office to be recorded on the platform and displayed on the public dashboard. Vice Presidents present resource rankings from their respective councils to Executive Cabinet for analysis and final determination of funding in accordance with the strategic plan. *(September)*
  - a. Items not funded in the current year are notated with a rationale, such as:
    - i. Request not related to College Mission, Strategic Plan, Budget Priorities, unit goals.
    - ii. Insufficient funding
    - iii. Not enough information provided
    - iv. No longer needed
- 9. Business Services begins allocation of funds for prioritized items based on funding availability, and provides account numbers for funded items, and provides rationale for unfunded items. *(October-November)*
- 10. Executive Cabinet gives area managers funding decisions with funding source. *(December-January)*
- 11. Area leaders work with faculty and classified professionals to process purchases of funded Resource Requests. *(December-April)*
- 12. Area VP reviews unfunded Resource Requests for current academic year and funds additional requests according to priority previously established. (If additional funding exists). *(February)*

## Program Review and Resource Request Prioritization Timeline

Program Reviews for all programs (instructional disciplines, programs of study, special programs, administrative areas, and student services) are completed in March at the beginning of each 3-year cycle.

Each year by mid-semester of spring, programs may elect to complete an Annual Update, which consists of updated goals and resource requests based on the evolving needs of the program. The following graphic depicts the annual cycle by which annual resources are prioritized and acted upon.



## Resource Categories, Description, Governance Council Ranking

<b>CATEGORY</b>	<b>TYPE</b>	<b>DEFINITION</b>
<b>ITEMS</b>	Instructional Supplies	Books, textbooks (owned by the college), tests, periodicals, instructional media, digital subscriptions, library databases, and non-durable equipment. Non-durable equipment (regardless of cost) is generally not expected to last more than a year or two and is not readily repairable and therefore disposable (equipment eligibility determinations are made on a case-by-case basis in consultation with the District Controller). Expenditures NOT allowed include replacing computers in a computer lab or replacing audio-visual equipment in a classroom. Based on Education Code Section 60010(h) and 60010(m)(1).
<b>ITEMS</b>	Equipment, Furniture, Software, Furniture	Items designed for long-term use and generally repairable and maintainable (not consumable) and are not categorized as Technology Classroom/Laboratory Equipment, Whiteboard, Projector screen, Projector, Desks, Tables, Podium, Chairs, Desktop Computers, Laptops, Monitors, Printers, Servers, Network/Wireless infrastructure, AV/TV, Multi-media, one-time software licensing, Systems for Registration, Counseling, Student Services, Learning Management Systems, Adaptive equipment for ADA/OCR. Includes machinery, copiers, vehicles, tools, lab equipment (autoclave, microscopes, etc.), cabinetry, office furnishings, etc.
<b>ITEMS</b>	Technology	Computers (desktop, laptop, tablet, laptop/tablet carts), Audio-Visual Equipment (projectors, document projectors, smart panels, sound systems, podium systems, portable AV/Computer systems, telephones), Copiers, Peripherals (printers, cable locks, etc.), Classroom Lighting, Networking, Tech Wiring (cabling and electrical drops).
<b>BUDGET</b>	Facilities Building Remodel	Requests for changes to facilities for program improvement or expansion purposes. Includes repurposing or re-equipping or refurbishing or remodeling or creating space, including estimated costs of facility changes.
<b>BUDGET</b>	Budget, Ongoing Funding	Establish or Change an Ongoing Budget for Administrative Supplies, Equipment (non-instructional), Contracts and Agreements, ongoing software licensing, Special Projects, Services, Maintenance, Travel (non-prof dev), Promotional Supplies, Advertising, Outreach Support, Transportation (local), Printing.
<b>STAFF</b>	Classified, Confidential, Manager	Requests for new or reclassified positions for staff, manager, professional expert, faculty coordinator, temporary employee, and ongoing special projects, including requests for changing PT to FT
<b>STAFF</b>	Professional Development	Professional development for classified, confidential, and administrative staff. Training, travel, participation in conferences, professional organization, workshops, and state-sponsored activities.
<b>FACULTY</b>	Professional Development	Training, travel, participation in conferences, professional organization, workshops, and state-sponsored activities.
<b>FACULTY</b>	New Full Time Faculty	Requests for new faculty positions. Note: replacement and temporary full-time faculty positions are handled in a separate process that is not generally included in program review

# Sample Ranking Rubric for Program Review Resource Requests

PRIORITY: 5=Very; High 4=High; 3=Medium; 2=Low; 1=Very Low; 0=NA					
COUNCIL RANK (Sum of Each Criterion)	To what extent does this request support one or more EMP GOALS?	To what extent does this request support a PROGRAM REVIEW GOAL?	To what extent does this request support student SAFETY or COMPLIANCE?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?	DEPT RANKING POINTS: Highest Rank = 10 Second Highest= 8 Third Highest= 6 Fourth Highest= 4 Fifth Highest= 2
20	4	2	5	3	6
Notes about request...					