Program Review Process and Guide

This document contains a review of the Palo Alto College’s Program Review process, delineation of roles, program review calendar, and information on available resources.

Palo Alto College, Program Review Committee

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# PROGRAM REVIEW PROCESS & GUIDE

Program Review Overview & Philosophy:Program Review is an essential element of Palo Alto College's Institutional Effectiveness Program. In conjunction with strategic planning, unit planning, budgeting, and assessment of student learning, program review brings into focus academic and technical instructional programs, as well as student and administrative support services. Instructional programs and student and administrative support services will undergo program review on a five-year cycle. This review cycle provides each area with an opportunity to set long range goals which are aligned with the college’s strategic plan. The action plans associated with these goals are designed using institutional data, including the outcomes for assessment of student learning, and are acted upon through annual unit planning. Annual unit planning also ties the action plans for each program to the college’s budgeting process. The program review process serves in this way as essential to the integration of all aspects of the Institutional Effectiveness Program.

The purpose of Program Review is to promote continuous quality improvement and alignment of academic and support service programs to an institution’s mission through a process that is both reflective and analytical. Program reviews are faculty and staff-directed, data-driven, and should produce clear plans of action. Program Reviews provide a comprehensive look at long-term practices and achievements, while identifying areas for development and continuous improvements.

The following three criteria are essential components of a Program Review:

1. Overview of program’s purpose, roles, and history.
2. Assessment of program outcomes and opportunities for improvement.
3. Action plans connected to one of the following items and should follow the structure outlined below:
   1. Strategic Plan Alignment/Support: How does your action plan support the long-term goals of the institution?
   2. Address a specific opportunity for improvement in the historical review of the unit.
   3. Support a Key Performance Indicator such as enrollment, persistence, graduation, productive grade rate, etc.…
   4. Address a specific unit objective related to Institutional Learning Outcomes, Service Area Outcomes, and/or Program Learning Outcomes

A robust, cyclical, and evidence-driven system of program review will ensure that all programs align to and support the institutional outcomes that represent the college’s mission and strategic directions.

## Additional Considerations:

The following are some basic assumptions regarding Program Reviews at PAC:

* The core elements of the program review report should be clearly defined and used consistently for all programs being reviewed.
* Data will be collected from multiple sources for the program review.
* Feedback shall be provided to the program as soon as the assessment form is completed by each level (See Appendix E for Assessment and Recommendation Form).
* The findings of the program review report, as well as other factors, will be the basis for the Program Review Committee’s recommendation on the status of all programs being reviewed. Evaluation criteria will be identified prior to the review process to ensure that all programs/service units are evaluated consistently.
* The decision of the Program Review Committee may be appealed to the College President.

Roles and Functions:Because the review of a program is designed to incorporate assessment and evaluation from many different perspectives, the process necessitates the involvement of several different college representatives. The following summarizes the role for each participant in program review.

### Academic Programs:

|  |  |  |
| --- | --- | --- |
| **Level** | **Reviewer** | **Action** |
| 1 | **Program Review Team** | These program faculty complete the report, sign the cover sheet (signature page), and forward the report to the Chair. |
| 2 | **Chair** | The Chair reviews the report, writes the Chair’s summary, signs the cover sheet, and forwards the report to the Dean. |
| 3 | **Dean** | The Dean reviews the report, completes and signs the Assessment & Recommendation Form, and forwards the report to the Vice President of Academic Success. |
| 4 | **Vice President** | The Vice President reviews the report and the Assessment & Recommendation Forms, completes and signs the Assessment & Recommendation Form, and forwards the report to the Program Review Committee Co-Chairs (Ginny Stowitts-Traina and Caroline Haring). |
| 5 | **Program Review Committee** | The Committee reviews the report, completes and signs the Assessment & Recommendation Form, and forwards the report back to the program review team with any recommendation to be considered before submission to the President. |
| 6 | **President** | The President reviews the report and all Assessment & Recommendation Forms. The President will make the final recommendation and will sign the cover sheet. The President will meet with all programs to reflect on program outcomes and action plans. |
| 7 | **Program Review Committee Co-Chairs** | The Committee Co-Chairs send a copy of the final Report back to the program’s department for their records and ensures that the office of Institutional Research obtains a final copy of the report for their records. |

More specifically, each participant in the process of Program Review is responsible for the following:

### Role of the Program Review Team

The Department Chair will select the Program Review Team, which shall consist of 3-5 members. In cases where there are fewer than 3 faculty members for a given program, additional members may be found from other program areas. The Program Review Team shall:

1. Analyze the data for each of the core elements of the Program Review Report.
2. Write the Program Review Report, adding supporting documentation and data.
3. Submit the Report to the Department Chair.

### Role of the Chair

The Chairperson will serve as an ex officio member of the Program Review Team and in that role shall:

1. Collaborate with the Team as the Report is being prepared, assist with locating and collecting documentation and data, and ensure that the Program Review Team understands and follows the Program Review Report guidelines and format.
2. Review the Report and write the one-page Chair’s Summary.
3. Forward the Report to the program Dean.

### Role of the Dean

The Dean shall:

1. Review the report and meet with the Chair and Program Review Team, as needed.
2. Complete the Assessment and Recommendation Form and attach to the Report.
3. Forward the Report to the Vice President of Academic Success

### Role of the Vice President

The Vice President shall:

1. Review each submitted Program Review Report, all supporting documentation, and all Assessment and Recommendation Forms. In this review the Vice President will consider earlier, possibly conflicting, assessments and provide the concluding assessment of the program.
2. Complete an Assessment and Recommendation Form and attach to the report.
3. Forward the Report to the College Program Review Committee

### Role of the Program Review Committee

The Program Review Committee shall:

1. Review each submitted Program Review Report, supporting documentation, and Assessment and Recommendation Form.
2. Conduct a collaborative assessment of each report and program, and arbitrate among possibly conflicting prior assessments before reaching a final recommendation for each program’s status.
3. Complete the Assessment and Recommendation Form, attach to the Report, and forward the Report with recommendations back to program review team before submission to the college President.

### Role of the College President

The President of the college shall:

1. Review each submitted report, all supporting documentation, and all Assessment and Recommendation Forms.
2. Confer with the Dean, Chair or Director, and Program Review Team of any program awarded a Conditional or Probationary Status, providing an opportunity to appeal this assigned status.
3. Participate in the development of an action plan and implementation strategy in the event that conditional or probationary status for the program is confirmed as well as provide an appeal venue

### Role of the Program Review Committee Chair

The Program Review Committee Chair shall:

1. Convene the Program Review Committee, outline the charge for this committee, and ensure that the committee work is completed and meets the existing deadlines for Program Review.
2. Provide training for and serve as a resource for the Program Review Teams.
3. Sends a copy of the final Report back to the program’s department for their records and ensures that the office of Institutional Research obtains a final copy of the report for their records.

### Role of the Institutional Effectiveness Council

The Institutional Effectiveness Council shall:

1. Continuously re-evaluate the Program Review Manual, providing updates and improvements as necessary.
2. Hear recommendations from the Program Review Committee for the approval of additional criteria or other additional elements in the Program Review Manual.
3. Continuously re-evaluate the Program Review and Unit Planning timeline for improved integration with other college assessment procedures.
4. Ensure that all college programs are included on the Program Review Five-Year Cycle Calendar.

### Student and Administrative Support Programs:

|  |  |  |
| --- | --- | --- |
| **Level** | **Reviewer** | **Action** |
| 1 | **Program Review Team** | Completes Report, Signs cover sheet (signature page), forwards to Director or Dean if applicable |
| 2 | **Director** | ***Director with no Dean:*** The Director reviews the report, writes the Director’s summary, signs the cover sheet, and forwards the report to the respective Vice President  ***Director with Dean:***The Director reviews the report, writes the Director’s summary, signs the cover sheet, and forwards the report to the Dean. |
| 3 | **Dean (if applicable)** | The Dean reviews the report, completes and signs the Assessment & Recommendation Form, signs the cover sheet, and forwards the report to the respective Vice President |
| 4 | **Vice President** | The Vice President reviews the report, completes and signs the Assessment & Recommendation Form, signs the cover sheet, and forwards the report to the Program Review Committee Co-Chairs (Ginny Stowitts-Traina and Caroline Haring). |
| 5 | **Program Review Committee** | The Committee reviews the report, completes and signs the Assessment & Recommendation Form, and forwards the report back to the program review team with any recommendation to be considered before submission to the President. |
| 6 | **President** | The President reviews the report and all Assessment & Recommendation Forms. The President will make the final recommendation and will sign the cover sheet. The President will meet with all programs to reflect on program outcomes and action plans. |
| 7 | **Program Review Committee Co-Chairs** | The Committee Co-Chairs send a copy of the final Report back to the program’s department for their records and ensures that the office of Institutional Research obtains a final copy of the report for their records. |

### Role of the Program Review Team

The Department’s Director will select the Program Review Team, which shall consist of 3-5 members. In cases where there are fewer than 3 faculty members for a given program, additional members may be found from other program areas. The Program Review Team shall:

1. Analyze the data for each of the core elements of the Program Review Report.
2. Write the Program Review Report, adding supporting documentation and data.
3. Submit the Report to the Department’s Director.

### Role of the Director

The Director will review the report from the overall perspective of the particular area.

1. Collaborate with the Team as the Report is being prepared, assist with locating and collecting documentation and data, and ensure that the Program Review Team understands and follows the Program Review Report guidelines and format.
2. Will review the report and provide a one-page summary of the report.
3. Forward the report, along with the assessment form, to the Dean if applicable, or if not to the respective Vice President.

### Role of the Dean

The Dean shall, if applicable:

1. Review the report and meet with the Director and Program Review Team, as needed.
2. Forward the Report to the Vice President

### Role of the Program Review Committee Chair

The Program Review Committee Chair shall:

1. Convene the Program Review Committee, outline the charge for this committee, and ensure that the committee work is completed and meets the existing deadlines for Program Review.
2. Provide training for and serve as a resource for the Program Review Teams.

### Role of the Vice President

The Vice President shall:

1. Review each submitted Program Review Report, all supporting documentation, and all Assessment and Recommendation Forms. In this review the Vice President will consider earlier, possibly conflicting, assessments and provide the concluding assessment of the program.
2. Complete an Assessment and Recommendation Form and attach to the report.
3. Forward the Report to the College Program Review Committee.

### Role of the Program Review Committee

The Program Review Committee shall:

1. Review each submitted Program Review Report, supporting documentation, and Assessment and Recommendation Form.
2. Conduct a collaborative assessment of each report and program, and arbitrate among possibly conflicting prior assessments before reaching a final recommendation for each program’s status.
3. Complete the Assessment and Recommendation Form, attach to the Report, and forward the Report with recommendations back to College Program Review Committee before submission to the college President.

### Role of the College President

The President of the college shall:

1. Review each submitted report, all supporting documentation, and all Assessment and Recommendation Forms.
2. Confer with the Dean, Chair or Director, and Program Review Team of any program awarded a Conditional or Probationary Status, providing an opportunity to appeal this assigned status.
3. The President will meet with all programs to reflect on program outcomes and action plans.
4. Participate in the development of an action plan and implementation strategy in the event that conditional or probationary status for the program is confirmed as well as provide an appeal venue

### Role of the Program Review Committee Chair

The Program Review Committee Chair shall:

1. Convene the Program Review Committee, outline the charge for this committee, and ensure that the committee work is completed and meets the existing deadlines for Program Review.
2. Provide training for and serve as a resource for the Program Review Teams.
3. Submits final Program Reviews to President for review and approval.
4. Sends a copy of the final Report back to the program’s department for their records and ensures that the office of Institutional Research obtains a final copy of the report for their records.

### Role of the Institutional Effectiveness Council:

1. To continuously evaluate the Program Review Manual, updating it when necessary.
2. The Program Review Committee may negotiate with the Institutional Effectiveness Council for approval of additional criteria or additional elements needed in the Program Review Manual
3. To continuously evaluate the Program Review and Unit Planning timeline for completion
4. To ensure any new programs are included on the Program Review Five-Year Cycle Calendar

## Programs up for Program Review: 2023-2024

|  |  |
| --- | --- |
| Program Type | 2023-2024 |
| Academic Success/Instructional Program | Mexican American Studies |
| Physics |
| Horticulture |
| Business Management |
| Computer Information Systems |
| Engineering |
| Administrative Support Services | College Operations, Events, and Safety |
| Student Support Services | Assessment & Testing Center |
| Advising Services |
| Student Life |

## Program Review Timeline for the 2023-2024 Cycle

|  |  |
| --- | --- |
| **Action** | **Date** |
| **Provide training materials** | Oct. 8 |
| **Program Review Division Kick-Off Meetings** | Oct. 9-20 |
| **Committee has report written and submitted to chair or direct supervisor** | Nov. 10 |
| **Program reviews submitted to Dean** | Nov. 22 |
| **Program reviews submitted to VP** | Dec. 1 |
| **Program reviews submitted to Program Review Committee** | Jan. 15 |
| **Departments receive feedback from Program Review Committee to incorporate in report** | Jan. 29 |
| **Departments submit report (incorporating feedback) to Program Review Committee Co-chairs** | Feb. 9 |
| **Program Review Committee submits Program Review to President** | Feb. 9 |
| **Program review satisfaction survey opens** | Feb. 9 |
| **Program Review satisfaction survey results submitted to CLT** | Feb. 27 |
| **Departments implement action plans via Unit Plans Goal Cycles** | Ongoing |

Resources Available:Program Review reports should include information that speaks to the accomplishments of unit’s mission and goals. Examples of information to include are course evaluation results, department statistics like number of students taught, high risk courses count, average class size, etc., satisfaction survey results, and awards, achievements and testimonials. Below is a list of resources available to help programs find data and more information.

* [PAC Data Portal](https://www.pacdataportal.org/): PAC Data Portal is a repository for data about Palo Alto College and its students. It features general institutional data that can be disaggregated in various ways. If you need facts and figures about PAC and the performance of its students, the PAC Data Portal is a great starting point (See Appendix A for PAC Data Portal Guide).
* [Palomino Performance Metrics](https://www.pacdataportal.org/palomino-performance-metrics/): Palomino Performance Metrics (PPM) is a separate page on the PAC Data Portal, and presents institutional data down to the program level. The PPM is useful to faculty searching for program specific measures. (See Appendix A for PAC Data Portal Guide -also includes overview of PPM).
* [Institutional Research AlamoSHARE](https://share.alamo.edu/pac/OfficeOfIRPE/SitePages/Home.aspx) : The Institutional Research page on AlamoSHARE is a repository for institutional documents, where the following can be found:
  + Program Review Templates (See Appendices B, C, and D)
  + Training materials
  + Schedules
  + Unit plan archive
  + Program Review archive
* [PAC’s Knowledge Management Website](https://www.alamo.edu/pac/about-pac/compliance/knowledge-management/#:~:text=The%20Office%20of%20Institutional%20Research,making%20process%20for%20college%20leadership.): The Knowledge Management website contains links to the College’s Environmental Scan and Factbook, as well as Community Survey Results.
* Public Presentation Archives: Below are links to the College’s Strategic Plan, President’s Presentations and Board of Trustee Presentations.
  + [PAC Strategic Plan](https://www.alamo.edu/pac/about-pac/strategic-plan/)
  + [President’s Presentations](https://www.alamo.edu/pac/about-pac/leadership/office-of-the-president/presidents-media-gallery/)
  + [Board of Trustee Presentations](https://www.alamo.edu/about-us/leadership/board-of-trustees/board-meetings/)

Additional resources with available data specific to units and/or divisions include:

* + IOTA360
  + Who’s Next
  + Orgsync

## Components of the Review Process**:**

Signature Page**:** Every unit, beginning with the individuals completing the Program Review Report will need to sign the Program Review Signature Page and forward the page, with the report, to the next reviewer.

Assessment and Recommendation Form: Using the respective template rubric, the Dean, Vice President, and Program Review Committee will each complete and add the Assessment & Recommendation Form to the Report as it proceeds through the review process (See Appendices B, E, H, and K). On the form, the reviewer will indicate the status of the program based on the following criteria:

* Exemplary/Exceeds: The program demonstrates in all areas of the Program Review Report commendable attributes and accomplishments; these serve to make the program a model in all core elements of the report for the college community.
* Above Average/Advance/Meets: There are no deficiencies in the program relative to the elements of the Report and the program has commendable attributes in some areas.
* Satisfactory/Good/Partially meets: There are no serious deficiencies in the program relative to the elements of the Report, but there is ample room for improvement in one or more of the Report elements.
* Conditional/Developing/Does not meet: The program is assessed as having a serious deficiency in one of the elements of the Program Review Report.
* Probationary/Beginning/Insufficient Evidence: The program is assessed as having two or more serious deficiencies relative to the elements of the Report.

# List of Appendices

## Appendix A: [PAC Data Portal User Guide](https://paloaltocollege-oirpe.squarespace.com/s/PDPOverview.pdf)

## Appendix B: [https://paloaltocollege-oirpe.squarespace.com/s/Academic-Programs-Program-Review-Scoring-Matrix.docx](https://www.pacdataportal.org/s/Academic-Programs-Program-Review-Scoring-Matrix.docx)

## Appendix C: <https://paloaltocollege-oirpe.squarespace.com/s/2022-2023-Academic-Programs-AS-Program-Review-Template.docx>

## Appendix D: <https://paloaltocollege-oirpe.squarespace.com/s/2022-2023-Academic-Programs-CTE-Program-Review-Template.docx>

## Appendix E: [https://paloaltocollege-oirpe.squarespace.com/s/Academic-Support-Services-Program-Review-Scoring-Matrix.docx](https://www.pacdataportal.org/s/Academic-Support-Services-Program-Review-Scoring-Matrix.docx)

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