



Barstow Community College

# Program Review

Non-Instructional

Name of Service Area:

Department:

Academic Year:  Date Submitted:

By:

Lead

Members

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## 1. Service Area Mission and Vision

### A. Service Area **Mission**

The office of the president, in partnership with the elected board of trustees, provides the leadership necessary to guarantee educational quality, promote student success and engagement, maintain fiscal solvency, and develop and nurture useful community, regional, state, and national relationships.

### B. Service Area **Vision**

Achieving student success and community vitality.

### C. Describe how your Service Area mission and vision align with and contribute to the College's **Mission** and **Vision**.

By providing the leadership that enables all segments of the institution to ensure that service to the community and all students remains the highest priority.

## 2. Service Area Description and Overview

Assume the reader does not know anything about the Service Area. **Describe** the Service Area, including—but not limited to—the following:

- A. Organization, including staffing and structure
- B. Who do you serve (including demographics)?
- C. What kind of services does your Area provide?
- D. How are the services provided? (*Including alternative modes and schedules of delivery; for example, online, hybrid, early morning, evening services.*)

Staffing consists of two (2) full-time positions, the President/Superintendent of the college and the Executive Assistant to the President. The Office of the President serves the entire college (staff and students) and carries out the directives of the elected Board of Trustees and oversees the operations of the college. The President's Office communicates both internally with the entire college and externally with the local community and on a regional, state and national level.

## 3. External Factors

What external factors have a significant impact on the Service Area? (*External factors are those issues which the college **does not** have control over.*) Include the following, as applicable:

- A. Challenges and/or opportunities presented by grants, federal, state or categorical funding
- B. Requirements of four-year institutions
- C. Requirements imposed by regulations, policies, standards, and other mandates
- D. Job Market

- Requirements of prospective employers
- Developments in the field (both current and future)

1) Accreditation, 2) State Budget, 3) Board of Trustee Elections, 4) Community Needs Assessment, 5) Reporting and accountability requirements of local, regional, state and federal organizations.

#### 4. Service Area Policies & Processes

- A. What are the policies, procedures and processes that impact your Service Area (*BCC BP/AP; Federal, State & local regulations; departmental guidelines*)

All local policies and procedures and California State Education and Government Codes.

- B. What policies, procedures and processes need to be updated or deleted?

All policies and procedures are in the process of undergoing a complete review. A regular and systematic review cycle will begin fall 2013, as per updated BCC Administrative Procedure (AP) #2410.

- C. What impact have changes or updates in policies and processes had on the workflow of the Service Area?

An accreditation recommendation regarding establishing a policy/procedure for regular and systematic review of all policies & procedures has resulted in our department developing an up-to-date review cycle. This newly developed cycle will require specific chapters to be reviewed and revised as needed on a regular basis resulting in all policies and procedures being reviewed every three (3) years.

#### 5. Service Area Status

- A. What is going well and why?

1) Conversion to BoardDocs-which will help with reviewing and maintaining BP/AP's. 2) Effective and collegial relationship between the president and executive assistant. 3) Effective relationship between the president and the board of trustees

- B. What is not going well and why?

Staff coverage during times of vacation or leave from the office. Limited staffing.

## 6. Service Area Data

### A. Performance Data

Discuss the area's performance on the specific data items listed below, *(if applicable)*:

- 1) Completion Rate; 2) Success/Retention Rate; 3) Full-Time/Part-Time Service Professional ratio; 4) FTES Targets; 5) Student Engagement; 6) and any other representative measurable data, to be considered.

*(If you have already discussed your area's performance on one or more of these components, then refer to that response here, rather than repeating it.)*

Per CTE department calculations contract training revenue in 2010-2011 was \$284,266 and in 2011-2012 it was \$602,240. This is an increase of 112%.

### B. Progress on Service Area Outcomes (SAOs) and Student Learning Outcomes (SLOs)

- 1) Summarize the progress your Service Area has made on programmatic and service level SAO/SLO measures you have applied since your last program review.

AUO #1 – Establish a President's Leadership Academy (PLA) – A PLA was held March 21-23, 2011, and attended by 17 BCC employees many of which have increased their leadership activity and/or accepted leadership/administrative positions within BCC.

AUO #2 – Secure adequate CTE facilities and increase level of training and community awareness. Partnership with Excelsior Charter School was formed and lease signed for CTE facility on State Street (in Barstow). Per CTE department calculations contract training revenue in 2010-2011 was \$284,266 and in 2011-2012 it was \$602,240. This is an increase of 112%. Also multiple articles have appeared in both local and national newspapers (LA Times) that included information regarding BCC's CTE programs.

AUO #3 – Communicating with Board – Communication with trustees has evolved From: individual laptops with remote access to district Outlook calendars and email To: a web based database accessed from any computer via the web. This will provide trustee access from any computer to many district documents including board agendas and packets and policy and Procedures.

- 2) Describe any program/service improvements made by your Service Area as a result of the outcomes assessment process.

AUO #3 - Implementation of BoardDocs in order to better facilitate communications with the board and simplify trustee access to district information.

- 3) What is your plan for continuously completing the assessment cycle?

Completing the annual update process.

### C. Supporting Assessment Data

- 1) Provide a list of any quantitative or qualitative measures not provided in 6.A. that

you have chosen to gauge your program's effectiveness (e.g.: transfers, degrees, certificates, satisfaction, student contacts, student headcount, Perkin's data, etc.)

See 6a

- 2) Summarize the results of these measures

AUO #1 – The PLA was effective.

AUO #2 – The newly acquired CTE facility has impacted the departments ability offer classes and increase their contract education offerings.

AUO #3 – The original plan of individual laptops and remote access to district Outlook did not prove to be as effective as originally thought. Trustees expressed concern with the fact they already had personal computers in their home, difficulty to connect the new computer with their existing internet, lack of technical skills to “set-up” the new computer.

- 3) What did you learn from your evaluation of these measures, and what improvements have you implemented, or do you plan\* to implement, as a result of your analysis of these measures? (\*List any resources required for planned implementation in #9: Resources.)

AUO #1 – A timetable for offering future PLA's and/or training needs to be developed and funds need to be secured for any future training.

AUO #2 – Continue to support the efforts of CTE and continued contract training.

AUO #3 – Most trustees did not utilize the district issued laptop and continued to rely on personal email rather than logging in separately to the district email system. BoardDocs has been implemented as a web-based database to house board agendas and packets, board policy & procedure and many other district documents that are accessible from any computer via the web. This has eliminated the “paper” agenda packet and trustees can access all information at any time, from any computer, via the internet.

## 7. Prior Goals/Objectives

Briefly summarize the progress your Service Area has made in meeting the goals and objectives identified in the most recent Program Review.

We have made progress on all goals. BoardDocs has been purchased and is being implemented. A President's Leadership Academy (PLA) was scheduled and although there is no immediate plan to hold another session there are plans to secure the funding needed to offer another session and determine a timeline. A CTE facility has been secured and is operational. The CTE department continues to grow and expand its contract education.

## 8. Goals/Objectives/Actions

Reflect on the responses to all the previous questions.

- A. Formulate Service Area **Goals** to maintain or enhance program strengths, or to address identified weaknesses.
- B. Indicate how each Goal is **Aligned** with the College's **Strategic Priorities**.
- C. Identify explicit **Objectives** for reaching each goal.
- D. Create a three-year **Action Plan** consisting of a coherent set of specific steps that must be taken to achieve each objective.
- E. Develop **Outcome** statements and appropriate measures for each objective.
- F. The **Comments** area provides for the additional communication of information necessary to further "close the loop" on the goal or action plan, as it relates to **Institutional Planning**. This may include references to other institutional documents, such as **governing or compliance documents** (*i.e. Board Policy, BAM, Title V*), **institutional planning documents** (*i.e. Strategic Plan, Educational Master Plan, Facilities Plan, Technology Plan*), or **Board, Presidential, Supervisory or Departmental recommendations or goals, etc.**

As you create your Service Area **Goals, Objectives, Outcomes** and **Action Plan**, it might be helpful to think about some of the following questions:

- Imagine your Service Area three years from now in an ideal future. You and your colleagues have done everything you possibly can to make the Service Area excellent. Look around: What do you see?
- Describe the colleagues and partners inside and outside the institution with whom you would like to work in the ideal future.
- In the ideal future, what specific innovations, best practices, or other accomplishments would you share with a visiting out-of-state colleague?
- What long-term impact would you like your Service Area to have on the College and the community?
- What strengths, opportunities, or new directions now exist on which you can capitalize in three years' time?

Complete the following table with your Service Area's **Action Plan**.

| Action Plan |   |   |   |    |   |   |  |   |
|-------------|---|---|---|----|---|---|--|---|
| GOAL        | ALIGNMENT   | OBJECTIVE   | ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE   |    | OUTCOMES/MEASURES   |   |  |   |
| #1          | Establish a President's Leadership Academy, for current BCC faculty, staff, and managers. | <input type="checkbox"/> 1. Foster innovative learning environment<br><input type="checkbox"/> 2. Provide Successful college learning experience<br><input type="checkbox"/> 3. Promote and support student engagement<br><input type="checkbox"/> 4. Cultivate and enhance local partnerships<br><input checked="" type="checkbox"/> 5. Attract/ develop excellent employees<br><input checked="" type="checkbox"/> 6. Strengthen college planning/ decision making                                  | #1 Provide opportunity for growth from within.                                      | a) | March 21-23, 2011 PLA held and attended by 17 employees.  | 1) Two faculty members who attended the PLA were promoted to dean's positions.<br>2) Two deans were hired by large districts.<br>3) Two managers were assigned additional leadership positions as interims. |  |   |
|             |   |   |   | b) | Recommended 2 employees to attend Asilomar Leadership Academy. They were both accepted.               |   |  |   |
|             |   |   |   | c) | Recommended 2 employees for teaching abroad. They were both accepted.                                 |   |  |   |
|             |   |   |   |    | #2 Establish timeline for ongoing PLA training.   | a)  | Enter text   | Enter text  |
|             |   |   |   |    |   | b)  | Enter text   |   |
|             |   |   |   |    |   | c)  | Enter text   |   |
|             |   |   |   |    | #3 Establish other training / professional growth opportunities.                                      | a)  | Enter text   | Enter text  |
|             |   |   |   |    |   | b)  | Enter text   |   |
|             |   |   |   |    |   | c)  | Enter text   |   |
| Comments:   |   | Enter text  |   |    |   |   |  |   |
| #2          | Secure adequate facilities for workforce development.                                     | <input checked="" type="checkbox"/> 1. Foster innovative learning environment<br><input checked="" type="checkbox"/> 2. Provide Successful college learning experience<br><input type="checkbox"/> 3. Promote and support student engagement<br><input checked="" type="checkbox"/> 4. Cultivate and enhance local partnerships<br><input checked="" type="checkbox"/> 5. Attract/ develop excellent employees<br><input checked="" type="checkbox"/> 6. Strengthen college planning/ decision making | #1 Provide enough space for majority of CTE programs to be offered in one location. | a) | Leased space / Formed partnership with Excelsior Charter Schools.                                     | Contract training revenue in 2010-2011 was \$284,226. In 2011-2012, it was \$602,240. This is an increase of 112%.  |  |   |
|             |   |   |   | b) | Enter text  |   |  |   |
|             |   |   |   | c) | Enter text  |   |  |   |
|             |   |   |   |    | #2 Increase level of workforce development and contract training by 50% over 2010-2011.               | a)  | Expand the number of contract training partnerships.   | 2012-2013 goal is to see a 20% increase in revenue over 2011-2012 year. |
|             |   |   |   |    |   | b)  | Enter text   |   |
|             |   |   |   |    |   | c)  | Enter text   |   |
|             |   |   |   |    | #3 Increase community awareness of workforce development and contract training available through BCC. | a)  | Community meetings held in facility.   | Enter text  |
|             |   |   |   |    |   | b)  | Several newspaper articles have appeared.  |   |
|             |   |   |   |    |   | c)  | The president, members of the board of trustees, and two CTE administrators have spoken extensively throughout the district. |   |
| Comments:   |   |   |   |    |   |   |  |   |
| #3          | Facilitating the work of the Board by providing them with timely effective and consistent | <input type="checkbox"/> 1. Foster innovative learning environment<br><input type="checkbox"/> 2. Provide Successful college learning experience  | #1 Simplify trustee access to district information.                                 | a) | BoardDocs was purchased   | A paper survey will be conducted of the trustees and president by June 2013 to gauge effectiveness and usefulness of BoardDocs.   |  |   |
|             |   |   |   | b) | Training provided   |   |  |   |
|             |   |   |   | c) | Trustees are using BoardDocs to conduct monthly meetings.   |   |  |   |

Non Instructional Program Review Template *(Draft)*

|                  |                |  |  |    |                   |  |   |
|------------------|----------------|--|--|----|-------------------|--|---|
|                  | communication. | <input type="checkbox"/> 3. Promote and support student engagement<br><input checked="" type="checkbox"/> 4. Cultivate and enhance local partnerships<br><input type="checkbox"/> 5. Attract/ develop excellent employees<br><input checked="" type="checkbox"/> 6. Strengthen college planning/ decision making | #2 Consistency of information provided to board members. | a) | <i>Enter text</i> | Continue to explore ways in which BoardDocs can be utilized to increase consistent and timely distribution/availability of district information to all trustess (i.e. events calendar, library feature). |   |
|                  |                |  |  | b) | <i>Enter text</i> |  |   |
|                  |                |  |  | c) | <i>Enter text</i> |  |   |
|                  |                |  | #3 Implement BoardDocs                                   | a) | <i>Enter text</i> |  | By June 2013, 75% of all board policies and procedures will be in the BoardDocs database. |
|                  |                |  |  | b) | <i>Enter text</i> |  |   |
|                  |                |  |  | c) | <i>Enter text</i> |  |   |
| <i>Comments:</i> |                | <i>Enter text</i>  |  |    |                   |  |   |



## 9. Resources Required

List all significant resources needed to achieve the objectives shown in the table above, including personnel, training, technology, information, equipment, supplies, and space. Every request for additional resources must support at least one objective.

Also list any resources required to implement planned improvements noted in 6.C.

**Rationale\*:** For each resource listed, enter the reason(s) the resource is needed to achieve the objective.

| Goal #            | Objective #       | Resource Required | Rationale*  | Estimated Cost    |
|-------------------|-------------------|-------------------|---|-------------------|
| 1                 | 2 & 3             | funding           | Cost of trainers/facilitators, publications, supplies, venue & meals. | \$5,000 annually  |
| <i>Enter text</i> | <i>Enter text</i> | <i>Enter text</i> | <i>Enter text</i>   | <i>Enter text</i> |
| <i>Enter text</i> | <i>Enter text</i> | <i>Enter text</i> | <i>Enter text</i>   | <i>Enter text</i> |
| <i>Enter text</i> | <i>Enter text</i> | <i>Enter text</i> | <i>Enter text</i>   | <i>Enter text</i> |
| <i>Enter text</i> | <i>Enter text</i> | <i>Enter text</i> | <i>Enter text</i>   | <i>Enter text</i> |

A **BUDGET ALLOCATION PROPOSAL** must be completed and submitted for EACH new resource requested.



## Budget Allocation Proposal

|                                 |  |  |
|---------------------------------|--|--|
| Originator:                     | Thom M. Armstrong / Michelle Henderson     |  |
| Program or Department Name:     | President's Office                         |  |
| Dean/Vice President/Supervisor: |  |  |
| Amount Requested:               | \$5,000                                    |  |
| Date:                           | 11/29/12                                   |  |
|                                 | One-time funding: <input type="checkbox"/> | Ongoing Funding: <input checked="" type="checkbox"/> |

**1) What are you requesting? Why is the request being made? Where was the need identified?**

Dedicated funding for ongoing staff development training (i.e. President's Leadership Academy).

*Your thoughts, decisions, and actions should be imbedded in the fundamental belief that it will have a positive affect on student learning and achievement.*

**2) Indicate how your request is supported by your:****a) Program Review/Annual Update**

President's Office program review outlined the need to develop additional leadership training opportunities and to secure the funding required.

**AND****b) Student Learning Outcomes/Program Learning Outcomes/Service Area Outcomes**

AUO #1 Establish a President's Leadership Academy for current BCC faculty, staff and managers to provide opportunity for growth from within.

Alignment - a) Attract/develop excellent employees b) strengthen college planning / decision making

PLA offered in March 2011 proved to be successful with several employees increasing their current leadership activity, being promoted with, taking on leadership roles on an interim basis, and being hired by larger districts in administrative roles.

*Your thoughts, decisions, and actions should be imbedded in the fundamental belief that it will have a positive affect on student learning and achievement.*

**3) Describe the goal(s) for this proposal. How will this impact students or institutional services?**

Providing internal professional growth and leadership development opportunities.

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*Your thoughts, decisions, and actions should be imbedded in the fundamental belief that it will have a positive affect on student learning and achievement.*

4) What are some measurable outcomes that will lead to meeting this goal(s)?

Internal employees seeking and obtaining career advancement and leadership opportunities within BCC.

5) What steps will be taken or need to be taken to implement this proposal?

Dedicated funding to cover cost of offering training.

(Much of the material in this form has been adapted from resources available at the Mt. San Jacinto College website.)

*Your thoughts, decisions, and actions should be imbedded in the fundamental belief that it will have a positive affect on student learning and achievement.*

## 6) Describe how your request is aligned with the college's Strategic Priorities:

|  |
|--|
| <p><b>1. Foster an innovative learning environment that respects diversity.</b></p> <p>a. Offer programs and services for emerging student populations that are appropriate to and in support of individual students' needs.</p> <p>b. Advance a culture of inclusion that respects and appreciates the human condition.</p>   |
| <p><b>2. Provide students a successful college learning experience.</b></p> <p>a. Plan and implement instructional programs based upon student learning needs and career paths.</p> <p>b. Augment current and emerging technologies to foster student learning in on-campus and alternative learning modalities.</p>   |
| <p><b>3. Promote and support student engagement.</b></p> <p>a. Facilitate student growth and development by assisting students to set, monitor and evaluate educational goals.</p> <p>b. Expand and sustain an efficient, attractive and welcoming campus environment that supports teaching and learning.</p>   |
| <p><b>4. Cultivate and enhance local partnerships.</b></p> <p>a. Market and enhance the college image in high desert region and on the world wide web.</p> <p>b. Promote positive community and economic growth through greater outreach to local schools, business and industry, governments, service organizations and military.</p>   |
| <p><b>5. Attract, retain, and develop excellent employees.</b></p> <p>a. Implement practices to attract a diverse pool of highly qualified applicants for employment opportunities.</p> <p>b. Provide employees with a wide range of training and development opportunities to foster their professional growth.</p> <p>Staff development opportunity for current BCC employees. Investing in our existing family of employees for future planning and employment opportunities.</p>                                       |
| <p><b>6. Strengthen college planning and informed decision-making.</b></p> <p>a. Maximize physical, human, fiscal and technological resources using program review and outcomes assessment results.</p> <p>b. Expand interactions and collaborations among faculty and staff using data and evidence.</p> <p>Investing in our internal workforce and providing opportunity for current employee professional growth.</p> <p>"Expands interactions and collaborations among faculty and staff using data and evidence."</p> |

*Your thoughts, decisions, and actions should be imbedded in the fundamental belief that it will have a positive affect on student learning and achievement.*

**ADMINISTRATIVE USE**

**Administrator:** \_\_\_\_\_ **Title:** \_\_\_\_\_

**Comments/Recommendations:**

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Administrator:** \_\_\_\_\_ **Title:** \_\_\_\_\_

**Comments/Recommendations:**

**Priority Ranking:** \_\_\_\_\_ of \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

*Your thoughts, decisions, and actions should be imbedded in the fundamental belief that it will have a positive affect on student learning and achievement.*