



Barstow Community College  
**NON-INSTRUCTIONAL  
PROGRAM REVIEW**

**PROGRAM:**

**Academic Year:**  **FULL PROGRAM REVIEW** **Date Submitted:**

**Academic Year:**  **ANNUAL UPDATE #1** **Date Submitted:**

**Academic Year:**  **ANNUAL UPDATE #2** **Date Submitted:**

**By:**

**Lead:**

**Members:**

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2. Description and Overview
3. Data
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## 1. Mission and Vision

### A. Service Area/Administrative Unit 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/Administrative Unit Vision *(Where would you like the Program to be three years from now?)*

Achieving student success and community vitality.

### C. Describe how 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.

DATE: Oct 16, 2013

ANNUAL UPDATE #1: Both mission and vision have been reviewed and are ok as is. No changes needed at this time.

DATE: October 01, 2014

ANNUAL UPDATE #2: Both the mission and vision have been reviewed and are ok as is. No changes are needed at this time.

## 2. Service Area/Administrative Unit Description and Overview

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

- A. Organization, including staffing and structure
- B. Who do you service (including demographics)?
- C. What kind of services does your unit provide?
- D. How do you provide them?

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.

DATE: Oct 16, 2013

ANNUAL UPDATE #1: No changes needed.

DATE:

<b>ANNUAL UPDATE #2:</b>	<p>A - Staffing consists of two (2) full-time positions, the Superintendent/President of the college and the Executive Assistant to the President.</p> <p>B - The Office of the President serves the entire college: managers, faculty, staff and students; the community; and the Board of Trustees. In addition, the President's Office is the liaison to federal, state and local governmental agencies; ACCJC and the California Community College Chancellor's Office.</p> <p>C - Responsible for and oversees all operations of the college; carries out the directives and implements policies adopted by the elected Board of Trustees. In addition the Superintendent/President represents the College at community functions and on community groups (such as Chamber of Commerce Economic Development Group and Military Affairs Committee).</p> <p>D - Communicates internally with the entire college and externally with the local community and on a regional, state and national level. Ensures governance process is followed, chairs meetings, policy &amp; procedure review, provides leadership and direction directly to Cabinet level administrative staff and both directly and indirectly to the College as a whole. Services are also provided by ensuring that the College personnel has access to professional development opportunities.</p>
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### 3. Data

**A. ASSESSMENT DATA**

- 1) List all quantitative and/or qualitative measures that you have chosen to gauge the effectiveness of your unit.

With the arrival of a new Superintendent/President in July 2013, new goals were identified, previous goals were retired and measurements/assessments of newly defined goals will take place by update #2.

- 2) Summarize the results of these measures.

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**B. PROGRESS ON SERVICE AREA/ADMINISTRATIVE UNIT OUTCOMES (SAO/AUO)**

- 1) Summarize the progress your unit has made on SAO/AUO measures you have applied since your last program review.

With the arrival of a new Superintendent/President in July 2013, new goals were identified, previous goals were retired and measurements/assessments of newly defined goals will take place by update #2.

- 2) Describe any improvements made by your unit as a result of the outcomes assessment process. 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 #10: Resources.)*

With the arrival of a new Superintendent/President in July 2013, new goals were identified, previous goals were retired and measurements/assessments of newly defined goals will take place by update #2.

DATE:

**ANNUAL UPDATE #1:** With the arrival of a new Superintendent/President in July 2013, new goals were identified, previous goals were retired and measurements/assessments of newly defined goals will take place by update #2.

DATE: June 26, 2014

**ANNUAL UPDATE #2:** Goal # 1: Meet the training needs of local business and industry partners. To achieve this goal, the Superintendent/President has participated in various advisory committee meetings with business leaders in our CTE areas; has encouraged college and Barstow USD participation in regional grant opportunities such as the VVC Pathways Trust Grant; has met with CTE and instructional leadership to determine best personnel structure for CTE; and regularly participates in the Chamber Economic Development Committee meetings. In addition, the President/Superintendent has visited the State Street facility on numerous occasions throughout the year and has encouraged the VP of Instruction to do the same.

Goal # 2: Ensure the accuracy of data and use of data in integrated planning efforts. The President's Office has held two large group meetings with all college personnel involved in data integrity efforts. The effort is ongoing, but initial steps have been taken to clean our data so that it can be trusted and used in planning efforts. One success is that prior to this effort, we were unable to collect apportionment for online labs—in 2014/15, due to the efforts of people who participated in these data integrity meetings, we will collect about 100 FTES for these labs. We have hired the Dean of Institutional Effectiveness and Research and the Director of Instructional Technology. Both of these positions have resulted in furtherance of efforts to use data in our integrated planning. The research dean provides data to all instructional departments for program reviews/SLO's and has worked with the administrative team under the leadership of the Superintendent/President to develop a fact sheet for the college. The IT Director has assisted in providing accurate data and information via our web-site and is working with the college on the implementation of a new web-site and college portal.

Goal #3: Work with appropriate community and city agencies to develop an operation plan for the PAC. The President developed an advisory group made largely of community members with college staff and Foundation representation. This advisory group met monthly during the 2013-2014 year to begin drafting various plans such as operations, fundraising, and programming. The fundraising plan was approved by the Board on April 16, 2015, May 21, 2014, and September 10, 2014 and the Fee Use structure was approved on February 19, 2014. The operations plan is in its final stages and was presented to the Board as a draft on July 22, 2014. On September 10, 2014, the Board approved the Staffing Plan for the Performing Arts Center and gave approval of the job description and to advertise and hire a Civic Center and College Event Manager.

#### 4. Policies & Processes

- A. What recent changes in policies, procedures and processes have impacted or will impact your Service Area or Administrative Unit? (BCC BP/AP; Federal, State & local regulations; departmental guidelines)

The entire College is impacted by the changes in student success and equity program requirements. In addition, the federal focus on college completion, and Career Technical education, as well as the state legislative support of these goals will impact the future of our college.

- B. Describe the effect the changes or updates in policies and processes in 4.A have had on the unit.

Additional responsibility for leadership and participatory governance opportunities have been the result of these changes in legislation. Also, these have resulted in additional mandatory reporting requirements such as student success and student equity plans, and MIS data element changes.

**C. In addition to (or in response to) those listed in 4.A, what in-house policies, procedures, and processes need to be updated, created, or deleted?**

Data integrity; data element changes; internal teams to write reports and implement goals and activities delineated in the reports.

DATE: Oct 16, 2013

ANNUAL UPDATE #1: Student Success Initiative, Restructuring of the Strategic Planning Process, Restructuring of the President's Shared Governance Council.

DATE: July 26, 2014

ANNUAL UPDATE #2: We have implemented Barstow College's response to the Student Success Initiative mandates to work closely with our feeder high school districts to ensure a smooth transition to college and to increase college success rates. This summer saw the first implementation of the Bridge to College Success program. We have used the college's shared governance process to revise the strategic planning and communication process as evidenced by the adoption of this new process at the all college meeting on September 03, 2013, and presented to the Board on October 08, 2013. The President's Shared Governance Council has also been restructured. Membership now includes three (3) representatives from each of the following areas: classified staff, faculty, students, and middle managers. The President and Cabinet level administrators are now advisory members with the President serving as the chair of the committee. The council approved this change on September 04, 2013. Throughout the 2013-2014 year the entire participatory governance handbook was reviewed. Each committee reviewed its membership, description, and drafted a purpose statement and forwarded their recommendations to the Council for consideration. The PSGC approved the revised Participatory Governance Handbook in May 2014 and submitted the final document to the Board for approval at the July 16, 2014, Board meeting.

## 5. Internal Factors *(see Handbook for worksheet)*

### A. Strengths

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. Weaknesses

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

DATE: Oct 16, 2013

<b>ANNUAL UPDATE #1:</b>	<p>Strengths: Smooth BoardDocs conversion and substantial use of its features. Effective communication with Trustees. Positive response time to trustees and community. Positive communication with various college departments to support board objectives.</p> <p>Weakness: Inconsistencies in procedural expectations. Campus-wide communication challenges.</p>
<b>DATE:</b>	October 01, 2014
<b>ANNUAL UPDATE #2:</b>	<p>Strengths: 1) Increased communication through a commitment to participatory governance and institutional dialogue. Renewed culture of respect through college-wide participation in the collaborative development of college values; 2) College-wide commitment to data integrity and a culture of evidence; 3) Michelle's exceptional communication skills and professionalism when working with all constituency groups of the District</p>

**6. External Factors** (see Handbook for worksheet)

**A. Opportunities**

**B. Threats**

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

<b>DATE:</b>	Oct 16, 2013
<b>ANNUAL UPDATE #1:</b>	<p>Opportunities: Regular communication with the City of Barstow and business leaders. Positive presence within the community.</p> <p>Threats: Delayed construction efforts. Economic growth of community.</p>
<b>DATE:</b>	10/22/14
<b>ANNUAL UPDATE #2:</b>	<p>The President regularly attends Chamber Breakfast Meetings &amp; Economic Development Meetings and other city meetings. She also has regularly scheduled meetings with the City Manager and other active leaders.</p> <p>Opportunities: Increase grant submissions—we are currently exploring entering into an agreement with a consulting firm to help us with the development and submission of federal grant applications; 2) Creating pathways to our College and through completion of skill acquisition, certificates, degrees and transfer requirements with our partners such as K12 districts, Military, and local industry.</p> <p>Threats: budget, increased reporting, limited staff, TIME.</p>

## 7. Continuing Education/Professional Development

- A. What continuing education and/or professional development activities have program/unit members participated in during the current cycle?

Executive Assistant Workshop and Policy and Procedure Workshop sponsored by the Community College League of California.

- B. What are the continuing education and/or professional development plans for the upcoming cycle?

Regular attendance at CEO workshops. Regular attendance at internal participatory governance committees. Regular participation with community organizations.

DATE: Oct 16, 2013

ANNUAL UPDATE #1: No changes needed.

DATE: October 1, 2014

ANNUAL UPDATE #2: Dr. DiThomas – ongoing participation at CEO workshops and community organizations.

Michelle – Participation in the 2014-2015 President's Leadership Academy.

## 8. Prior Goals/Objectives

Briefly summarize the progress your program/unit has made in meeting the goals and objectives identified in the most recent Program Review or Annual Update. (Include measurements of progress or assessment methods.)

With the arrival of a new Superintendent/President in July 2013, new goals were identified, previous goals were retired and measurements/assessments of newly defined goals will take place by update #2.

DATE: Oct 16, 2013

ANNUAL UPDATE #1: The board met for its annual planning session in September and the following three goals (among others) were identified for the Superintendent/President for the 2013-2014 year:

- 1) Meet the training needs of local business and industry partners.
- 2) Ensure the accuracy of data and use of data in integrated planning efforts.
- 3) Work with appropriate community and city agencies to develop an operation plan for the PAC.

DATE: October 16, 2014

ANNUAL UPDATE #2: The Board approved the following President's Goals for 2014-1025 at their October 15, 2014, board reading:

*1. The president will actively and professionally represent Barstow College within the Barstow College service area; and will participate in appropriate regional, state and national organizations and initiatives that support the college.*



2. *The president will lead an effort amongst all constituency groups to ensure collaboration, encourage civility, and demonstrate behaviors that are congruent with Barstow College's ethics and values.*
3. *The president will establish an enrollment management committee to ensure the development of a comprehensive Enrollment Management Plan to attract, enroll, and increase success of BCC students.*
4. *The president will provide leadership in increasing student equity and success at Barstow College. This requires the development and implementation of student equity and success plans; continued collaboration with K12 Districts and higher education partners; involvement of Academic Senate; and a renewed focus on student equity and success as measured by the Scorecard.*
5. *The president will work with the Associate Vice President of Human Resources to develop and implement a BCC Leadership Academy, and other professional development opportunities.*
6. *The president will oversee the development and submission of BCC's accreditation midterm report by March 15, 2015; will ensure continued compliance with all accreditation standards; and will provide the Board with regular accreditation progress reports.*
7. *The president will promote and support efforts at developing and expanding transfer, career/technical education and basic skills programs intended to meet the educational, workforce, and economic needs of the greater Barstow region. The president will also support contract education efforts to meet the training needs of local business and industry partners.*
8. *The president, in conjunction with the vice president of administrative services, will bring impending construction projects to closure and work with appropriate community and city agencies to implement a board approved operation plan for the PAC.*
9. *The president, in conjunction with the college safety committee and local public safety agencies, will advance college emergency planning and preparedness efforts.*
10. *The president will lead a college-wide effort to improve data integrity, utilize data in integrated planning efforts, and ensure that funding allocations are tied to planning.*
11. *The president will effectively oversee the college's finances, seek ways of enhancing institutional revenues, implement utility saving programs, and maintain a budget reserve of at least 15%.*

## 9. Goals/Objectives/Actions (ACTION PLAN)

- A. **GOALS:** Formulate Goals to maintain or enhance unit strengths, or to address identified weaknesses.
- B. **ALIGNMENT:** Indicate how each Goal is aligned with the College's [Strategic Priorities](#).
- C. **OBJECTIVES:** Define Objectives for reaching each Goal.
- D. **ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE:** Create a coherent set of specific steps (Actions/Tasks) that must be taken to achieve each Objective.



- E. **OUTCOMES:** State intended Outcomes and list appropriate measures and assessment methods for each Outcome.
- F. **ADDITIONAL INFORMATION:** This provides space 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, Administrative Procedures, 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. (*See Handbook for additional examples.*)

Complete the following table with your Program's **ACTION PLAN**, which must include a **minimum of 3 goals**:

ACTION PLAN					
GOAL		ALIGNMENT WITH <a href="#">BCC STRATEGIC PRIORITIES</a> <small>(click link for list of Strategic Priorities)</small>	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
<b>#1</b>	Meet the training needs of local business and industry partners.	#1 Foster an innovative learning environment that respects diversity  #4 Cultivate and enhance local partnerships.	Meet the economic development needs of the community and increase the standard of living in the community.	Strengthen current relationships and develop new relationships with business and industry.	Participate in meetings with new business & industry and increase number of meetings with existing business & industry. Increase number of training opportunities in the community.
				Work closely with CTE staff.	Number of meetings with dean & VP of Academic Affairs.
					Increase number of site visits with staff.
<i>Additional Information:</i>					
DATE:					
DATE: Oct 16, 2014			To achieve this goal, the Superintendent/President has participated in various advisory committee meetings with business leaders in our CTE areas; has encouraged college and Barstow USD participation in regional grant opportunities such as the VVC Pathways Trust Grant; has met with CTE and instructional leadership to determine best personnel structure for CTE; and regularly participates in the Chamber Economic Development Committee meetings. In addition, the President/Superintendent has visited the State Street facility on numerous occasions throughout the year and has encouraged the VP of Instruction to do the same.		
<b>#2</b>	Ensure the accuracy of data and use of data in integrated planning efforts.	#6 Strengthen college planning and informed decision making.	To improve decision making.	Hiring of Dean of Research, Development & Planning	Work with Dean and IT Director to establish an action plan.
			To improve accuracy of reporting.	Hiring of IT Director	
				Collaborative work among departments.	

ACTION PLAN				
GOAL	ALIGNMENT WITH <a href="#">BCC STRATEGIC PRIORITIES</a> <small>(click link for list of Strategic Priorities)</small>	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
	DATE:			
	DATE: Oct 16, 2014		The President's Office has held two large group meetings with all college personnel involved in data integrity efforts. The effort is ongoing, but initial steps have been taken to clean our data so that it can be trusted and used in planning efforts. One success is that prior to this effort, we were unable to collect apportionment for online labs—in 2014/15, due to the efforts of people who participated in these data integrity meetings, we will collect about 100 FTES for these labs. We have hired the Dean of Institutional Effectiveness and Research and the Director of Instructional Technology. Both of these positions have resulted in furtherance of efforts to use data in our integrated planning. The research dean provides data to all instructional departments for program reviews/SLO's and has worked with the administrative team under the leadership of the Superintendent/President to develop a fact sheet for the college. The IT Director has assisted in providing accurate data and information via our web-site and is working with the college on the implementation of a new web-site and college portal.	
#3	Work with appropriate community and city agencies to develop an operation plan for the PAC.	#4 Cultivate and enhance local partnerships.  #6 Strengthen college planning and informed decision making.	Completed operation plan for the PAC.	Formation of the President's Advisory Group for the PAC comprised of appropriate community and city leaders.
				Work with the VP of Admin and the Facilities Committee.
				Final approved operations plan.
	<i>Additional Information:</i>			
	DATE:			
	DATE: Oct 16, 2014		The President developed an advisory group made largely of community members with college staff and Foundation representation. This advisory group met monthly during the 2013-2014 year to begin drafting various plans such as operations, fundraising, and programming. The fundraising plan was approved by the Board on April 16, 2015, May 21, 2014, and September 10, 2014 and the Fee Use structure was approved on February 19, 2014. The operations plan is in its final stages and was	

ACTION PLAN				
GOAL	ALIGNMENT WITH <a href="#">BCC STRATEGIC PRIORITIES</a> <small>(click link for list of Strategic Priorities)</small>	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
			presented to the Board as a draft on July 22, 2014. On September 10, 2014, the Board approved the Staffing Plan for the Performing Arts Center and gave approval of the job description and to advertise and hire a Civic Center and College Event Manager.	
#4				

## 10. 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 3.C.

**IMPORTANT:** A [BUDGET ALLOCATION PROPOSAL](#) must be completed and submitted for **EACH** new resource requested. *(Click the link to access the form.)*

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source

ANNUAL UPDATE #1:

DATE:

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source

ANNUAL UPDATE #2:

DATE:

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source