To: Julius Sokenu, President
                Erik Reese, Academic Senate President

From: Mary Rees, Interim Vice President of Academic Affairs
                Amanuel Gebru, Vice President of Student Support

Cc: Jennifer Clark, Vice President of Business Services
                Oleg Bespalov, Dean of Student Learning, EdCAP Co-Chair
                Nenagh Brown, Professor, EdCAP Co-Chair

Date: April 20,2022
Subject: Program Evaluation 2021-2022

The Program Evaluation meetings were conducted October 2021 through April 2022. The meetings were co-chaired by the Vice President of Academic Affairs and Vice President of Student Support with participation of the Vice President of Business Services, Academic Senate President, and each program's discipline faculty, Department Chair and Division Dean. Completed Program Evaluation forms were sent to the division office for final comments and input from the discipline faculty. Starting in 2018-2019, programs are routinely reviewed on a three-year cycle unless otherwise established by management or requested by the program.

Program Evaluations
23 programs were reviewed. For each program,
- Program Planning Data Report and other relevant productivity data were reviewed,
- External/internal scans data were considered,
- Service area productivity data were considered,
- Budget and resource requests were validated against need, and
- Program evaluation criteria, as represented on the EdCAP-developed Program Plan Evaluation form, was used to determine each program's status (*No Action Needed, Strengthen the Program, Reduce the Program, or Review for Discontinuance*).

Program Status 2021-2022
Of the 23 programs evaluated:

No Action Needed	1 program
Strengthen the Program	21 programs
Reduce the Program	0 programs
Review for Discontinuance	1 program

The dialogue during these evaluation sessions included an examination of program strengths and goals. The discussions included equity and disaggregated data for the programs, campus-wide initiatives, such as a heighted focus on improving student success and completion rates, AB705, labor market data, SLO assessment and program improvement, program productivity rates, new degrees and certificates, outreach and marketing efforts, monitoring job placement data, building connections across programs and in the community, participation in district-wide initiatives, staffing and workload issues, and facility needs. The sessions also included program-specific discussions, based on the unique goals and needs of each program.

Most discussions included how the programs have supported student as they work toward their educational goals during the COVID-19 pandemic. This included Covid impact on student numbers, pedagogy and the budget. The discussion also includes how best to use HEERF funds to meet the needs of students impacted by Covid. Discussions focused on how the college was seeking additional growth opportunities and how to bring students back to campus. The discussions re-confirmed the need for the college to maintain a healthy mix of pedagogy, courses and programs while focusing on the core mission of transfer, career technical education, and basic skills. The number of programs given a "Strengthen program" is high due to the impact of Covid and its compounding effect on program's enrollment.

The evaluation designations (No Action Needed, Strengthen the Program, Reduce the Program and Review for Discontinuance) align with AP 4021 and the evaluation criteria adopted by the Academic Senate. Status "Strengthen the Program" is a broad and inclusive category. Programs in this category range from those in need of greater staff or facilities support to those with low enrollment or completion rates. Supporting comments related to that designation are included in the Program Review Vice President Summary.

Based on the 2021-2022 Program Review, one program was designated with Review for Discontinuance status, 21 were designated Strengthen the Program. The financial, technology, and human resource requests in the program plans were reviewed. Program resource requests were forwarded to the appropriate committees for review and resource allocation planning. This process creates an immediate linkage of program planning and resources prioritization and allocation through the appropriate governance group.

Lessons Learned

- ➢ Continue to emphasize programs' focus on disaggregating data for achievement gaps in completion and success rates then identify what is being done based on this data analysis.
- ➢ Need to help programs better connect strategic directions with resource allocation.
- ➢ Continue program plan training sessions during FLEX, professional development activities, as well as the individual Institutional Effectiveness trainings for each Program Plan as held this year.
- ➢ Continue 3-year cycle for 2022-2023
- ➢ Continue setting 60 minutes for each program plan meeting
- ➢ Update program planning format to enhance and streamline process
- ➢ Need to review the timeline within an integrated planning approach
- ➢ Need to establish Review process for programs that do not have leadership planning meeting.

Trends

Covid
- Student Support help for students impacted by Covid
- Basic needs for students impacted by Covid
- Contact EW students to facilitate their return to campus

Tutoring
- Need for more course embedded tutors in support of AB705 changes
- Need for more discipline specific tutors
- Need for online and on-ground tutoring
- Renewal of software contracts (NetTutor, etc.)

Marketing
- Desire for increased marketing and outreach for students impacted by Covid to encourage their return to college
- Desire for increased marketing and outreach for new college programs

Website
- Prioritize and fund website and Guided Pathways integration
- Update messaging related to AB705
- Update messaging related to Promise and financial aid, and basic needs

Facilities and Space Limitations
- Complete and utilize FLRs
- Re-imagine space for several programs (Health Center, TLC, EOPS, cultural center)
- Develop a pilot Testing center (Math, ACCESS)
- Student spaces for community building increased; Solar Village, athletics, Quad
- Develop plan for outdoor performing arts stage area

Distance Ed Support
- Expand role of Instructional technologists
- Expand support for POCR certification of online courses
- Develop strategy for broad ZTC implementation
- Expand Starfish early alert implementation
- Training for faculty and staff on new technology
- FT DE Coordinator
- Hire Asst Dean for DE

CTE
- Continue and grow CTE program outreach
- Increased work based learning opportunities such as internships, including virtual internships

Personnel
- Multiple and repeat requests for classified and faculty support
- FT instructional faculty, especially from very small programs
- PT instructional faculty (from hard-to-recruit disciplines – CS, Physics, Graphics/Multimedia, etc.)
- Classified support (lab techs, PA techs, to staff open computer labs so can extend hours for students)

➤ Interns (Game Design, PA, etc.)

Alternate Modes of Delivery
➤ Discussions on optimal online sections offered
➤ Increase in dual enrollment courses offered
➤ Increase in PACE offerings

Textbook costs
➤ Increased need to promote ZTC/LTC; provide faculty stipends
➤ Extensive lending of laptop computers, Chrome books and hotspots

Program	Course of Action
Admissions and Records	Strengthen the Program
America's Teaching Zoo	Strengthen the Program
Criminal Justice	Strengthen the Program
Dual Enrollment	Strengthen the Program
Economics	Strengthen the Program
Engineering	Strengthen the Program
English/Humanities/ESL	Strengthen the Program
Environmental Science	Strengthen the Program
Ethnic Studies	Strengthen the Program
FYE	Strengthen the Program
Geography/GIS	Strengthen the Program
Health Science	Strengthen the Program
Honors	Strengthen the Program
Institutional Effectiveness	Strengthen the Program
International Students	Strengthen the Program
Kinesiology/ICA/Health Education	Strengthen the Program
Marketing and Advancement	Strengthen the Program
Math	Strengthen the Program
Optical Technology	Review for Discontinuance
Outreach	Strengthen the Program
Photography	Strengthen the Program
Political Science	Strengthen the Program
Veterans Center	No action needed