PROGRAM REVIEW QUESTIONS FOR

ADMINISTRATIVE SERVICES DEPTS

[hyperlink if possible]

**MISSION**

How does your department's mission support the college's [mission](https://www.glendale.edu/about-gcc/gcc-overview/mission-statement-objectives-and-functions) and [vision](https://www.glendale.edu/about-gcc/gcc-overview/vision-statement)?

**DEPARTMENT DATA**

Be sure to enter your department’s data for the last academic year.

**DEPARTMENT DATA RESPONSE**

With the members of your department, discuss any patterns observed in the data in the table above and attach documentation of that dialog.  What strategies have the department used to improve? How effective have those been? What are the department’s strengths and where is there room for improvement?

To attach documentation of dialog, click on the folder icon above.  Use the following example filename for the attachment:  2021 \_DataDialog\_DepartmentName.pdf.)  For example, attach minutes from department meeting, etc. that show substantive discussion about the data.  If you need help attaching documents, watch the instructional video at the Program Review [website](https://www.glendale.edu/about-gcc/gcc-overview/institutional-effectiveness/program-review) or call Daphne at x5722.

Based on your department’s dialog, create action items for improving the department that are based upon department discussions about the data and evidence and insert those action items into the Strategic Plan Linkage Matrix in the Improvement Plan & Resource Requests section at the bottom of this program review.

**SERVICES**

What department activities ensure that its services are up-to-date, student-centered, and equitable?  **E.g. equity-minded professional development, examination of services offered by regional competitors, satisfaction surveys, etc.**

With regard to how well services are delivered to students or other departments, how adaptable have your department’s processes been to changes in work environment or technology? **E.g. use of online conferencing, online delivery of services, expanding access to services, etc.**

If there is a demand for a NEW service that would meet the needs of students, please describe the new service that you intend to add.

**STAFFING**

How can the department restructure its service hours, staffing, or other aspects to better accommodate the needs of students or the College? (e.g. restructure staff, revise scheduling of staff for evenings or weekends, etc.)

How is it ensured that the skills of your department’s employees are meeting the needs of students/staff/faculty/the department/the College?

Describe the number and assignments of short-term employees and student employees that your program requires.  Is there a need for additional short-term employees or student employees, within college and state guidelines and restrictions?

**DUPLICATION OF EFFORT OR SERVICES**

Have you observed overlap of effort or services with other departments?  How can this be corrected?

**ACHIEVEMENTS**

Please describe any recent achievements of your department.  **E.g. Have any administrative or staff members recently won awards or distinction relevant to your department, implemented new projects that have greatly contributed to students or the college, presented at professional conferences or published recently, etc.?**

**OTHER**

This section is optional. You can use this section to provide any information not already discussed in the previous sections.

**IMPROVEMENT PLAN & RESOURCE REQUESTS**

In completing the Program Review form up to this point, the members of your department should have engaged in thorough departmental self-evaluation.  In this section, departments will be able to establish plans for improvement by creating action items and linking them to department or college goals. Department goals and actions should address areas of improvement revealed by the department’s data and evidence.

(Be sure to first watch the instructional video that shows how to complete the Improvement Plan & Resource Requests section of program review.  All instructional videos are accessible at the Program Review [website](https://www.glendale.edu/about-gcc/gcc-overview/institutional-effectiveness/program-review).)

**STEP ONE**  
Click on the FLAG ICON on the right to access the Actions-to-Goals Linkage Matrix.  If you were able to meet with Daphne to enter your department goals, you will be able to create action items and submit associated personnel and non-personnel resource requests right now.  (Contact Daphne at daphne@glendale.edu or x5722 if you haven't yet met with her to input your department's goals.)  
  
**STEP TWO**  
In the Actions-to-Goals Linkage Matrix, add any action items for improving the effectiveness of your department.  You will link each action item to a department or college goal that it supports.  
  
**STEP THREE**  
If personnel or non-personnel resource requests are needed, you will need to enter those in the matrix for their associated action item(s) **AND** enter those into the appropriate online form.

PROGRAM REVIEW QUESTIONS FOR

STUDENT SERVICES DEPTS

**MISSION**

How does your department's mission support the college's [mission](https://www.glendale.edu/about-gcc/gcc-overview/mission-statement-objectives-and-functions)?

**DEPARTMENT DATA**

Be sure to enter your department’s data for the last academic year.

**DEPARTMENT DATA RESPONSE**

With the members of your department, discuss any patterns observed in the current data in the table above and attach documentation of that dialog.  Based upon the plans your department created during your last discussion about data, what strategies were used for improvement? How effective have those been? What are the department’s strengths and where is there room for improvement?

To attach documentation of dialog, click on the folder icon above.  Use the following example filename for the attachment:  2021 \_DataDialog\_DepartmentName.pdf.)  For example, attach minutes from department meeting, etc. that show substantive discussion about the data.  If you need help attaching documents, watch the instructional video at the Program Review [website](https://www.glendale.edu/about-gcc/gcc-overview/institutional-effectiveness/program-review) or call Daphne at x5722.

Based on your department’s dialog, create action items for improving the department that are based upon department discussions about the data and evidence and insert those action items into the Strategic Plan Linkage Matrix in the Improvement Plan & Resource Requests section at the bottom of this program review.

**LEARNING OUTCOMES**

Please summarize any changes that have been implemented as a result of learning outcomes assessment results. **E.g.** **increase staff knowledge of­­ services available for students, ensure greater staff follow-up and follow-through, etc.**  How effective have those changes for improvement been?

**SERVICES**

What department activities ensure that its services are up-to-date, student-centered, and equitable? **E.g.** **examination of services offered by regional competitors, professional development, etc.**  Into the Strategic Plan Linkage Matrix in the Improvement Plan & Resource Requests section at the bottom of this program review, insert action items for improving the department. **Examples of action items could be scheduling of service hours that are inclusive of working students, training staff on implicit bias and microaggressions, increase staff knowledge of­­ services available for students, provide prompt assistance to student inquiries for help, ensure greater staff follow-up and follow-through, ensure universal design of webpage/signage/documents, promote a service culture of proactive student-centeredness, etc.**

With regard to how well services are delivered to students or other departments, how adaptable have your department’s processes been to changes in work environment or technology? **E.g. use of online conferencing, online delivery of services, expanding access to services, ensuring accessibility in webpage/signage/documents etc.**

If there is a demand for a NEW service that would meet the needs of students, please describe the new service that you intend to add.

**STAFFING**

How can the department restructure its service hours, staffing, or other aspects to better accommodate the needs of students, or the College? **E.g. restructure staff, revise scheduling of staff for evenings or weekends, etc.**

How is it ensured that the skills of your department’s employees are meeting the needs of students/staff/faculty/the department/the College?

Describe the number and assignments of short-term employees and student employees that your program requires.  Is there a need for additional short-term employees or student employees, within college and state guidelines and restrictions?

**DUPLICATION OF EFFORT OR SERVICES**

Have you observed overlap of effort or services with other departments?  How can this be corrected?

**ACHIEVEMENTS**

Please describe any recent achievements of your department.  **E.g. Have any administrative or staff members recently won awards or distinction relevant to your department, implemented new projects that have greatly contributed to students or the college, presented at professional conferences or published recently?**

**OTHER**

This section is optional. You can use this section to provide any information not already discussed in the previous sections.

**IMPROVEMENT PLAN & RESOURCE REQUESTS**

In completing the Program Review form up to this point, the members of your department should have engaged in thorough departmental self-evaluation.  In this section, departments will be able to establish plans for improvement by creating action items and linking them to department or college goals. Department goals and actions should address areas of improvement revealed by the department’s quantitative data.

(Be sure to first watch the instructional video that shows how to complete the Improvement Plan & Resource Requests section of program review.  All instructional videos are accessible at the Program Review [website](https://www.glendale.edu/about-gcc/gcc-overview/institutional-effectiveness/program-review).)

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**STEP TWO**  
In the Actions-to-Goals Linkage Matrix, add any action items for improving the effectiveness of your department.  You will link each action item to a department or college goal that it supports.  
  
**STEP THREE**  
If personnel or non-personnel resource requests are needed, you will need to enter those in the matrix for their associated action item(s) **AND** enter those into the appropriate online form.

PROGRAM REVIEW QUESTIONS FOR INSTRUCTIONAL DEPTS

**MISSION**

How does your department's mission support the college's [mission](https://www.glendale.edu/about-gcc/gcc-overview/mission-statement-objectives-and-functions)?

**ACADEMIC QUALITY & STUDENT ACHIEVEMENT**

Click on link below to examine your department's data dashboard> <INSERT TABLEAU LINK>

Course Completion.

For the data on Success, discuss reasons for any overall increase or decrease.

Equity.

The dashboard section called Enrollments and Success By Group shows your department's data disaggregated into various student groups (e.g. by ethnicity and sex) and other target student populations. Discuss any equity gaps. Does the data challenge assumptions you have about instruction, academic preparation, scheduling, college services, student support, etc.?

Pedagogy.

What newly-implemented pedagogical practices are used by the department and faculty? **E.g. authentic assessment, contract grading, flipping the classroom, etc.** How effective have those practices been?

For the Success By Course section, are there any patterns that should addressed?  If so, discuss.

For Degrees and Certificates section, what could be done to improve student completion?

For areas where performance needs improvement, what could be the reasons?  How do you know?  What can be done?  Who would be involved?  (Try to answer these first at the student level, program level, and then at the institutional level.)

To improve student success and achievement, please create action items in the program review form's region called Improvement Plan & Resource Requests. **Examples of actions items could be use of equity-minded course design, revising course outline of record using the Equity Guide from Curriculum & Instruction <hyperlink>, enhanced training of adjunct faculty, student-centered instructional methods, assessments aligned with universal learning design, culturally-responsive textbook and reading options, inclusive language and actions, learning support, communities of practice, open educational resources, student-centered scheduling, and knowing what college services and resources are available to students and referring them as necessary, etc.**

**ATTACH EVIDENCE OF DEPARTMENT DIALOG**

Attach documentation of your department's dialog regarding the dashboard's Enrollment, Success, & Achievement data. (To attach, click on the blue folder icon to the right.  Use the following example filename for the attachment:  2021\_DataDialog\_DepartmentName.pdf.)  For example, attach minutes from division retreat, division or department meeting, etc. that show substantive discussion about the data.  If you need help attaching documents, watch the instructional video at the Program Review [website](https://www.glendale.edu/about-gcc/gcc-overview/institutional-effectiveness/program-review) or call Daphne at x5722.

**PROGRAM LEARNING OUTCOMES**

For each of your department's degree or certificate programs, please summarize any changes that have been implemented as a result of the Program Learning Outcomes assessment results.  According to the data, how effective has the department’s strategies been for student success and achievement?

If you need help accessing your learning outcomes data from the [Learning Outcomes Database](https://www.glendale.edu/about-gcc/faculty-and-staff/learning-outcomes/learning-outcomes-database), please contact David Yamamoto at davidy@glendale.edu or Yvette Ybarra at [yybarra@glendale.edu](mailto:yybarra@glendale.edu).

**CREATING OR REVISING PROGRAMS**

What activities have been conducted to ensure and enhance the currency and quality of the department's programs, degrees, or certificates?  **E.g. attendance at conferences, review of labor market data or recommendations from advisory boards, professional development training, etc.**

**NEW PROGRAM**  
Is there a demand for a new degree, certificate, or program that would meet the needs of students or the community?  If so, please describe new programs that you will propose adding.   
  
**SUBSTANTIVE CHANGE REPORTING**  
For any new or revised programs that meet criteria for a "substantive change", GCC is required to submit a detailed report to its accrediting agency before the program may be advertised to students.  **If the answer is "yes" to any of the following questions for any of your deparment's programs, please provide the name of the program and a few details.** You will be contacted by GCC's Accreditation Liaison Officer for further details.

* Were any of your programs previously offered in face-to-face format but now will be offered 50% or more online?
* Will any new programs be offered 100% online?
* Will an existing program be revised to result in 50% or more additional courses?
* Are any of your programs in a field that will require substantial new curriculum, faculty, equipment, or facilities (such as a program will a clinical component)?
* Will course or program revisions result in a program that "significantly departs" from what the college currently offers?  E.g. Will the majority of courses in a program belong to a TOP code not currently used at the college?   Or, will the job categories for which program completers qualify for be substantially different from the job categories for which they previously qualified?
* Will at least 50% of any of your programs be offered at an additional location that is geographically apart from the Verdugo or Garfield campuses?
* Will any of your programs be offered outside the geographic region currently served by the college (including international sites)?
* Will any of your programs involve contracting a commercial organization to provide more than 25% of the instruction on behalf of GCC?
* For any expected program revisions, will there be a substantial increase or decrease in the number of credit hours awarded or required?
* Is there an intention to discontinue any programs offered by your division or department?  Explain.  If due to loss of state authorization or licensure, please give details.

**ACHIEVEMENTS**

Please describe any recent achievements of your department.  **E.g. Have any administrative or staff members recently won awards or distinction relevant to your department, implemented new projects that have greatly contributed to students or the college, presented at professional conferences or published recently?**

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