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**Action Project**  
**Evaluate Viability and Effectiveness of Instructional Degrees and Certificates (“programs”)**

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**Institution:** Glen Oaks Community College  
**Submitted:** 2002-05-22                      **Contact:** Lucy Zimmerman  
**Email:** lzimmerman@glenoaks.cc.mi.us   **Telephone:** 269-467-9945

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**Timeline:**

Planned project kickoff date: --

Target completion date: --

Actual completion date: --

A. Give this Action Project a short title in 10 words or fewer:

Evaluate viability and effectiveness of instructional degrees and certificates (“programs”).

B. Describe this Action Project's goal in 100 words or fewer:

Glen Oaks Community College will create systems to ensure the desired results of programs are being met. If met, Glen Oaks will publicize the findings. If not met, Glen Oaks will take measures to address the deficiencies or to eliminate the program. The realization of this goal should: 1. Increase effectiveness of existing programs. 2. Identify viable programs that need more support. 3. Eliminate programs that are not effective. 4. Require all new programs to have measurable goals. 5. Establish a program review schedule. 6. Improve external and internal customer satisfaction.

C. Identify the single AQIP Category which the Action Project will most affect or impact:

Primary Category: Measuring Effectiveness

D. Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities: 

Learning is central to the Mission of Glen Oaks Community College. Therefore, viable and effective academic programs are the focal point for the College. The improvement of viable programs and the elimination of those that are not viable or effective will increase the support for the College from all our stakeholders. The rationale for choosing this criteria (Measuring Effectiveness) is that, by improving academic programs, the College is directly helping students learn, is increasing its understanding of students' and other stakeholders' needs, and is applying the principles of continuous quality improvement to the planning process.

E. List the organizational areas - -institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project: 

Student Services; Instruction; Institutional Research

F. Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve: 

Program Planning and Budgeting ; Employee Input and Feedback; Curriculum Development ; Professional Development

G. Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion): 

A. The Dean of the College will establish a Program Review Committee and charge it with the following responsibilities: (1.) Determine a program review schedule, (2.) Create a program rating system, and (3) Evaluate programs and report results. B. The Dean of the College will initiate actions based on the Program Review Committee's recommendations. C. The Dean of the College will publicize the results of each program review. Outstanding reviews will be celebrated.

H. Describe how you plan to monitor how successfully your efforts on this Action Project are progressing: 

Financial revenue and cost ; Three-year enrollment trends; Program and course completion rates; Certification results; Job placement rates; Fall-to-fall retention rates; Course and program satisfaction as indicated by employers, former and current students, and faculty Furthermore, the Program Review Committee will develop a program rating system that combines key measures and the results from monitoring stakeholder satisfaction. This committee will review the facts and will use the rating system and narrative to communicate the results of the evaluation. For those programs that are viable but have

deficiencies, the Program Review Committee will identify any additional support needed to improve the program and will communicate this to the Dean of the College.

I. Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals:

Number of programs reviewed each year; Program ratings; Number of programs revised/updated each year; Number of programs eliminated each year; Level of customer satisfaction

J. Other information (e.g., publicity, sponsor or champion, etc.):

Establish Program Review Committee and the process of evaluation. Evaluate one (1) vocational and one (1) transfer program. Establish baseline data. Evaluate three (3) or four(4) additional programs. Monitor customer satisfaction levels for Year Two programs.

K. Project Leader and contact person:

Contact Name: Ron Pribble,

Email: rpribble@glenoaks.cc.mi.u

Phone: 269-467-9945 Ext.

### Annual Update: 2006-08-29

A. Describe the past year's accomplishments and the current status of this Action Project.

During the 2005 – 2006 academic year, primary reviewed programs included Associate of Applied Science in Technology, Associate of Applied Science in Allied Health, and Associate of Applied Science—Medical Assistant, the latter program receiving national accreditation during the year. Certificate programs reviewed included Emergency Medical Technician—Basic, Health Insurance Coder/Biller—Hospital Specialties, and Medical Assistant. Review continued of three Associate Degree programs: General Studies, Science, and Arts. Based on input and feedback from a series of workforce development, community, students, and high school scans conducted by a contracted independent agency (Clarus Corporation) and from program advisory committees, the College implemented changes in several programs. With Perkins dollars, we purchased two welding stations in support of the newly updated Machine Tool Technology program. We reinstated the Web Page Design Certificate and purchased industry standard software in support of that program. We revamped the electronics program into the Electrical/Electronics Technology Certificate program with emphasis on service to industrial employers and alignment with apprenticeship programs. To improve flexibility of program and course offerings within the Associate of Arts Degree, we updated the studio art facility. Furthermore, we updated the Emergency Medical Technician program and received state-level approval for the changes. We completed total revisions for Level I Practical Nurse Certificate and Level II Associate Degree in Applied Science in Nursing and received state approval for those changes. Finally, we implemented a Distance Learning Advisory Team (DLAT) to improve the quality of Distance Learning course offerings, extended the range of those courses to improve student access to the entire Associate of General Studies Degree program within the on-line environment, and completed the development of Best Practices Guidelines for Distance Learning programs, courses, and faculty.

#### **Review (09-19-06):**

This annual update evidences a program review process which is being implemented in a number of areas across the campus. Indeed, out of the program review, a number of decisions have been made and a number of actions have been taken as a result of the working out of AQIP principle #7 – measuring institutional effectiveness. The work of this project is underway and is assisting the college in its decision making processes. The invitation to have an outside agency (Clarus Corporation) join the college is intriguing and demonstrates the ability to seek external input and stakeholder feedback in the college planning cycle. This is a good example of an action project leading an institution forward on a number of fronts (AQIP #8). Keep allowing this sort of activity to move deeper into the campus culture for long term sustainability.

B. Describe how the institution involved people in work on this Action Project.

As it has in previous years, and as reported in detail in the 2005 Annual Update, the Program Review Committee (PRC) continued to involve and rely heavily on program advisory groups, faculty beyond

those who serve on the PRC, and staff from Student Services. A significant resource, new to the PRC this year, however, was the series of Clarus scans described in response to Question A of this report. Specifically, the workforce development and community scans provided information from in-district and in-service area constituents. The scans thus became the vehicle for increased involvement by people outside both advisory groups and the College itself. Furthermore, the feedback from the scans became an agent of change within the process of program review.

**Review (09-19-06):**

Many of the principles of AQIP Categories 3 and 4 are being utilized in that people are being valued as the organization seeks to understand a variety of stakeholder's interests and needs. The input is coming from both internal and external constituencies and is broad-based at a variety of levels of the college. There seems to be conversations with multiple people at several levels of the institution. If this practice continues, then the habits and patterns of the individuals and groups of the organization will become instantiated as part of the cultural environment – which bodes well for the ultimate success of this action project and for the AQIP action portfolio in general.

C. Describe your planned next steps for this Action Project.

The Program Review Committee (PRC) will continue to review the Associate of Science, the Associate of General Studies, and the Associate of Arts programs and compare the College's program designs to those of peer institutions and to the College's own enrollment data. The PRC is positioned to revise its program evaluation cycle and criteria and plans to improve its access to and use of budgetary elements within the application of the revised program review criteria. Furthermore, the PRC will recommend to complete the development of the General Studies courses offered via Distance Learning and will monitor in consort with the College's Curriculum Committee the design of a Certified Nursing Assistant program, thereby creating a new first of three rungs (levels) in the Nursing Program "Ladder Model."

**Review (09-19-06):**

The organizational structure appears to be in place (Program Review Committee, Deans, faculty, staff) for the plan of this action project to be implemented effectively over the course of time. This type of structure should assist the college in insuring what it desires long term and that is the ownership of a particular method and process of decision making in regard to measuring institutional effectiveness. Rehearse the items/questions associated with AQIP Category Seven (HLC Handbook of Accreditation) with many individuals and groups on the campus. This procedure should allow the campus to continue its building of the mentioned and desired patterns of behavior.

D. Describe any "effective practice(s)" that resulted from your work on this Action Project.

We have none to report at this time.

**Review (09-19-06):**

No listing of any "effective practices" is a bit unusual. It would appear from reading the annual update that there has been some progress made and a few practices which are effective. Point A of the annual update suggests a number of accomplishments regarding processes, procedures and people. Look around internally and be aware of the progress the college has made. Also, look externally and compare the work on your campus with what is happening at like institutions. There is evidence of effective practices occurring on the campus. Stay positive with the work which has begun and celebrate it with the campus community.

E. What challenges, if any, are you still facing in regards to this Action Project?

The College continues to face challenges in regard to Program Review. The ability to analyze the scan data with objectivity and a financial perspective remains a challenge. So, too, does the ability to see opportunities and to respond with a realignment of resources to support relevant programs. Communicating the analysis of data, the need for the realigning resources, and the rationale for difficult program decisions may, however, be the most significant challenge since effective communication (an institutional Area of First Focus for the coming year) and managing change seem inextricably bound one to the other.

**Review (09-19-06):**

Although there is some progress being made on the campus, this list of challenges and other narrative material of this report indicates that there could be problems at a variety of levels of the institution. The following issues seem to be the major challenges for the short term and especially for the long term success of this project: • internal, deeply layered planning practices • organizational communication patterns • struggles of leadership buy-in and modeling for the campus • struggles of buy-in at a variety of levels The challenges of this campus are not unique, but must be recognized and dealt with before the college is able to move forward with real progress in this area.

F. If you would like to discuss the possibility of AQIP providing you help to stimulate progress on this action project explain your need(s) here and tell us who to contact and when?

We seek no assistance from AQIP staff and believe our planned next steps will continue to stimulate institutional progress on Program Review.

**Review (09-19-06):**

The list of challenges and the lack of any effective practices would indicate that some assistance might be helpful. The surface level looks fine, but the deeper levels of campus maturation raises a few questions. The global evaluation for this project given the annual report yields both a “reasonable progress” on some items and a “progress on the project is too slow or leisurely” on some items. The suggestion is to seek assistance from the AQIP personnel or locate some peer group mentoring.