

Action Project

Institution: Glen Oaks Community College
Submitted: 2002-05-22 **Contact:** Lucy Zimmerman
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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:

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Annual Update: 2005-09-13

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

During the 2004 – 2005 academic year, the College Program Review Committee conducted first-time reviews of four programs and second-time reviews of three programs. First-time reviews were of non-technical/vocational programs. Programs with recommended changes in parentheses include the following: Associate of Arts (continue with reservations concerning enrollment, marketing, and conflicting requirements with General Studies), Associate of Science (continue with reservations

concerning enrollment and conflicting requirements with General Studies), Associate of General Studies (continue without reservation), and Machine Tool Technology (continue with major changes and staffing by part-time faculty). Second-time reviewed programs include Automotive Service and Automotive Technician Certificates (both continue with major curriculum changes and concerns for lack of full-time faculty and state of the art equipment) and Computer Repair (deleted based on lack of program currency and availability of jobs for graduates). Yearly Program Updates were conducted on 8 programs: Associate of Applied Science in Nursing/RN (continue with major curriculum model change to reduce program from 6 to 5 semesters), Practical Nursing/LPN (continue with curriculum alignment with RN program revision), Associate of Business (continue with curriculum updates), Associate of Applied Science in Business (continue with curriculum revisions), Accounting (continue, adding computerized worksheets), Computer Information Systems (continue and upgrade MOS test prep software), Health Insurance Coder/Biller (continue, improving Distance Delivery interactivity and using face-to-face internship seminar), and Management/Marketing (continue, employing completed curriculum changes which created two specialty areas—Supervision and Marketing). Highlights of quantitative results include (1) for Nursing, both RN and LPN, pass rates on the NCLEX (National Council Licensing Examination) of 100% in each with 3 “pending status” students in each program, indicating those students either took the exam at a later date or have not yet taken their respective national exam, and (2) for Computer Information Systems, pass rates on MOS (Microsoft) exams improved to 80%, up from 60% the previous year. Perkins Grant dollars purchased equipment in Nursing, Automotive/Welding, and Science areas. The Course Development Model (CDM) started within the Assessment of Student Learning Action Project contributed to increasing consistency and alignment within program courses, especially for some of the technical programs which rely heavily on part-time faculty.

Review (10-09-05):

This has been an ambitious and courageous project. It is never easy to engage in program review, especially if discontinuing a program is a possible outcome. However, not only does this project help you accomplish your primary AQIP category 7. Measuring Effectiveness, it shows a real sensitivity to category 3. Understanding Students' and Other Stakeholders' Needs as well. Your 2005 update indicates that significant progress has been made toward finding efficiencies and, perhaps more importantly, improving the quality of continued programs through curriculum revision and technology improvement (c.f. category 1. Helping Students Learn). The student successes you indicate with 100% NCLEX pass rates and a 20% increase in MOS pass rates are encouraging and your ability to leverage Perkins Grant dollars for equipment upgrades is commendable. It is especially noteworthy that you have drawn on the positive outcomes of another AQIP Action Project (Assessment of Student Learning Action Project) in furthering the goals of this project. This demonstrates your understanding of the value of AQIP in driving whole-institution improvement.

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

During 2004 – 2005, use of Program Advisory Groups involved increased numbers of people in this Action Project and improved the quality of outside information for Nursing, Business, General Studies, and Associate of Arts programs. For several other programs, the task of finding business, industry, or educational Advisory Group members was less than wholly successful. However, faculty, even some beyond those who serve on the Program Review Committee (PRC), volunteered to assist with the

program review and advisory group processes. Six faculty members regularly and directly assisted in the work of the Program Review Committee while at least 12 others worked on program specific sub-groups. Staff from Student Services served on the PRC and contributed greatly by providing information and identifying issues about degree and certificate enrollment and degree transferability. The College's Director of Grants/Institutional Research contributed a steady stream of program information and served as a key member of the PRC.

Review (10-09-05):

Your involvement of faculty and staff on program review committees and outside practitioners on program advisory groups demonstrates your commitment to AQIP categories 4. Valuing People and 9. Building Collaborative Relationships. It will be important to continue these practices beyond the scope of this action project so as to continue the momentum toward improvement that you have gained.

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

Our major next step is to develop usable information from college and community scans to be conducted by Clarus Corporation in September and October '05. We look forward to a much improved information environment driven by the data provided by the external scans. This information will improve the program review process and assist the PRC in making possibly difficult, but certainly informed, decisions with respect to programs that may lack currency, infusion of resources, and enrollment. The program review process, of course, will continue in this next academic year. First-time programs for review in 2005 – 2006 will include Associate of Applied Science in Technology, Associate of Applied Science in Allied Health, Emergency Medical Technician—Basic, Health Insurance Coder/Biller (Hospital Specialty), and Medical Assistant. Furthermore, second-time review will include two programs; annual review, two programs; and continuing yearly updates, at least ten programs.

Review (10-09-05):

Your planned next steps demonstrate a commitment to furthering the positive effects of the project through managed incremental continuation of program review. The gathering of credible information in support of sound decision-making could almost constitute a separate action project, but fits well since the efficacy of program improvement is dependent upon reliable information gathering.

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

We have none to report at this time.

Review (10-09-05):

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

The College faces many challenges in regard to Program Review. These include the ability to analyze the new scan data with objectivity and a financial perspective, the ability to see opportunities and act on a realignment of resources to support relevant

