



# Program Review

Golden West College

## General Information

### Important Information

Some people have expressed concerns about losing information after being logged off. There are some ways to avoid this.

- Please type your information into a Word document then paste the information here.
- At the bottom of the page, there is a **“Save Progress”** button. That button can be very useful. However, if you have already been logged out due to a time error, it won't actually save the information to your account. To check to see if you have been logged out, a better approach is to click the **“Previous”** button. This will take you to the previous page AND it will save what you have typed on the current page. If you had been logged off, you will be immediately notified.

Submitter's First Name:

Submitter's Last Name:

Submitter's Email:

Submitter's ID:

Submitter's Phone Number:

Type of review?  Administrative  
 Instruction (Please note: Library and Counseling should submit individual Program Reviews: One for Instruction and one for Student Services)  
 Student Services

Who is your Dean/Supervisor?  Robyn Brammer  
 Joseph Dowling  
 Rick Hicks  
 Janet Houlihan  
 Danny Johnson  
 Claudia Lee  
 Alice Martanegara  
 Carla Martinez  
 Alex Miranda  
 Kay Nguyen  
 Meridith Randall  
 Christina Ryan Rodriguez  
 Matthew Valerius  
 Tim Vu  
 Chris Whiteside

Who is your Vice President?  Lee, Claudia  
 Houlihan, Janet  
 Randall, Meridith

If you experience any technical difficulties completing this form, please contact [Damien Jordan](#).

### Program Review Purpose

*“Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices” –Academic Senate for California Community Colleges, 2009-*

### Program Review Data Driven Decision Making

- Continual improvement
- Evaluation of program resource needs
- Fiscal stewardship and transparency
- Culture of evidence

## Reporting Cycle

1. Program Review will be conducted every two years beginning Fall semester 2021.
2. Department Chair/Originator will be given feedback at each step in the process.
3. Data provided by ORPIE, including statewide data for success given to departments the first week of October (October 8, 2021).  
Originator: The originator owns this information (usually the Department Chair). The document is "locked" unless sent back.(October 22, 2021).
4. Department Chair: If the Department Chair did not submit the document, it will go to the Department Chair for general feedback (November 1, 2021).
5. Dean/Supervisor: The Dean/Supervisor provides feedback in a single text box. The Dean/Supervisor may send back to the Department Chair if something needs to be changed. (November 8, 2021).
6. IEC: IEC provides feedback for a technical review. (November 15, 2021).
7. CCD: provides feedback on curriculum or instruction section. (November 22, 2021).
8. Vice President: The identified VP provides feedback and can send the document back for edits (December 1, 2021).
9. Review: The Department Chair incorporates the feedback and resubmits. The Dean/Supervisor can send back if there is still something missing (January 31, 2022).
10. Submission: Once the originator (Department Chair) submits the document, it will be locked (February 11, 2022).
11. Committee Reviews: Requests for funding will be sent to committees for their review (February 11, 2022). Reviews by committees must be submitted to Planning and Budget by March 15, 2022.
12. Hiring Deadline: Approved requests for faculty positions will be provided by the Executive Team (February 25, 2022).
13. Hiring Deadline: Ratings for classified professional positions will be provided to the Executive Team by April 22, 2022.
14. Funding Deadline: Planning and Budget will make determinations on Categorically funded requests (April 22, 2022).
15. General Funds and Classified positions: Items funded through general funds and available Classified Professional Positions will be determined (October 7, 2022).

---

## Important Update

Some people have expressed concerns about losing information after being logged off. There are some ways to avoid this.

1. Please type your information into a Word document and then past the information here.
  2. At the bottom of the page, there is a "**Save Progress**" button. That button can be very useful. However, if you have already been logged out due to a time error, it won't actually save the information to your account. To check to see if you have been logged out, a better approach is to click the "**Previous**" button. This will take you to the previous page AND it will save what you have typed on the current page. If you had been logged off, you will be immediately notified.
-

## Program Information

Please note, the term Program Review is a standard. We will use “program” throughout the document. Please regard this as your “department” or “area”.

Name of Program (Academic Programs should be listed per discipline)

Arts and Letters, Non-Credit

Please provide a brief description and any significant change in your program since the last program review cycle.

Since the last Program Review cycle, the Division had a change in leadership and composition. The Dean of Institutional Effectiveness and Non-credit took over the responsibility of the A&L division. As such, the Arts & Letters division now includes non-credit education and research. All world languages, communication, and sign language disciplines were moved under the Social Sciences division. The division had also hired two new full-time faculty, one in Dance and one in non-credit ESL. The division also had several retirements including 2 in ESL and 1 in English. Additionally, the research office lost a research analyst to resignation in May 2020 and research assistant at the start of campus closure in March 2020.

What are your program's strengths?

There are many strengths to the program.  
Research Office: The Research office staff continues to meet the research needs of the campus despite losing a research analyst, and research assistant in addition to the research dean. They were able to automate much of the work using Data dashboards.  
Non-Credit: The non-credit office had a huge boost in enrollment from different recruiting and marketing activities during Summer 2020. Resulting in over 2000 enrollment. Unfortunately, the program experienced decline due to pandemic. However, enrollment for non-credit has started to climb back up, because of the promotion by our ESL/ELL chair and Director of Adult Ed and her team. We have established and strengthened many of our community partnerships including Advance Beauty College, St Vincent De Paul, and Mercy House of HB.  
Arts & Letters: The Arts & Letters division is always engaged and supportive of the College's mission. The faculty chairs are seasoned campus leaders and we work effectively to improve scheduling and providing courses that are relevant and critical to students' educational goals.

What are the challenges for your program? (If there are regulations or requirements for your program that require additional support, please note those here.)

AB 705 continues to provide opportunities for changes in ESL, ELL, and English curriculum. The ESL department is working on developing new academic certificate/program and courses to align with AB 705 requirements.  
Through the leadership of the IE Dean, the College received a \$3 million STEM grant in Fall 2020. One of the components of the grant is in research and evaluation and requires hiring of a research analyst. Due to budgetary constraints, the College has yet to hire this research analyst position. It is critical that we get this position hired to engage in evaluation component of the grant and meet the criterias of the grant.

## ADMINISTRATIVE SERVICES INFORMATION

Over the past two years, how did you measure your effectiveness and customer satisfaction? What were the results?

The Research Office utilizes a tracking tool to ensure that we complete all of our research requests in a timely manner. Since implementing the tracking tool, all research requests have been completed by the deadline as promised to the requestor.

The non-credit office continues to provide exceptional service to students and have their own metrics of measuring effectiveness.

Over the past two years, how did you measure your efficiency and productivity? What were your results?

Similarly, the research tracking tool allows the Dean to discuss research projects with the analysts and ensure that all staff are working effectively and that no research projects fall through the cracks.  
Arts & Letters division rely on enrollment management data to determine program efficiency and productivity. We have highlighted a few areas that need additional support such as marketing, promotion, and recruitment to increase enrollment. There's been great increase enrollment in ELL classes prior to the start of the term, increase in enrollment for Dance and Msuic. The A&L dean is working with Theater faculty to increase enrollment in technical theater.

## Program Review Goals and Requests for Funding

**Requests – If you are requesting any of the following, they *MUST* be addressed within your Department goals.**

- Faculty
- Equipment, Facilities, Technology
- Support Staff

(When you click that you need any of the above (Faculty, Equipment, Facilities, Technology or Support Staff) you will be provided the appropriate form on subsequent pages of this document)

### **Vision 2030 Goals Legend**

1. **Enrollment:** GWC will increase credit and noncredit enrollment while providing efficient academic programs and student services.
2. **Equity and Success:** GWC will support, enhance, and develop equity-minded services and academic programs that lead to student success.
3. **Completion:** GWC will ensure students' timely completion of degrees and certificates by providing high quality academic programs and student services.
4. **Workforce Preparation:** GWC will support student success by developing and offering academic programs and student services that maximize career opportunities.
5. **Facilities:** GWC will provide flexible, accessible, and sustainable learning environments that support the success of students, faculty, staff, and communities.
6. **Professional Development:** GWC will support the success of all employees by providing professional development opportunities that focus on the achievement of College Goals.
7. **Communication:** GWC will effectively communicate and collaborate within the College and its communities.

## Goals from Previous Program Review Cycle

Please refer back to the goals from your previous Program Review cycle and summarize all outcomes for each goal.

**Summary and Outcomes of Previous Goals (from the last Program Review), including resource requests and if they were funded or not.**

This is an entirely different division from previous Program review

# Goals for Current Program Review Cycle

Current goals should be connected to Vision 2030.

## Goal 1 (Required)

### Description of Program's Goal

\* Increase research capacity to support the College's efforts of improving campus data literacy

### What actions will the program take to accomplish this goal?

\* Identify specific data that the campus needs to make decisions  
Work with different constituents to develop data templates and formats that are user friendly  
Develop specific data and improve on data dashboards

### What metric will you use to measure your goal?

\* Campus' data utilization survey

### Which of the College's missions and goals does this goal support? (Vision 2030)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

### Requests: What do you need to accomplish this goal? (Mark any or all that apply)

Please note: Indicating one of the following will create a form to appear on a subsequent page.

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

### Please describe the type of Professional Development required.

\* NA

When do you plan to implement this Professional Development.

\* NA

What budget will this require?

\* BA

## Goal 2 (Required)

### Description of Program's Goal

\* Improve overall division's scheduling efficiency

### What actions will the program take to accomplish this goal?

\* Work with department chairs to identify lower fill rates classes.  
Identify times and course offerings that are popular and the ones that are not as popular  
Survey students to understand their scheduling needs

### What metric will you use to measure your goal?

\* Improvement in fill rates and increase in FTES

### Which of the College's missions and goals does this goal support? (Vision 2030)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

### Requests: What do you need to accomplish this goal? (Mark any or all that apply)

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

## Goal 3 (Required)

**Description of Program's Goal**

Increase overall enrollment within the division

**What actions will the program take to accomplish this goal?**

Work with faculty to determine best practices for promoting courses/programs  
Work with promotions to develop marketing materials  
Develop marketing calendar for the division

**What metric will you use to measure your goal?**

Increase in overall enrollment, FTES, and student majors

**Which of the College's missions and goals does this goal support? (Vision 2030)**

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

**Requests: What do you need to accomplish this goal? (Mark any or all that apply)**

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

## Goal 4 (Optional)

**Description of Department's Goal**

### OTHER INFORMATION

What additional information would you like to share about your program?

Optional file upload (if desired)

Optional file upload (if desired)



# Program Review

General Fund  
Classified Professional Request

How many Classified Professional Requests would you like to submit?

- 0
- 1
- 2
- 3
- 4

## 1st Classified Position Request

### POSITION REQUESTED

- Replacement Position (Previously funded/ not currently funded)
- New Position (Never been funded/newly created)

**Previously Approved Job Description** (Please note that an approved job description from our District HR office is required in order to complete the request form. You may not proceed with the request without the job description.)

Research Analyst

When did this position become vacant (i.e., last day the employee worked)

05/04/2020

Years ago:

1.8

What was the history of this position and how was it funded?

This was a general fund position. The research analyst resigned in May 2020 and at the time the district had a hiring freeze, thus this position was not filled.

### SALARY REQUESTED (Click here to see the [salary schedules](#))

Salary Schedule (e.g., EE) EE

Range (e.g., 116) 121

Job Title (should match description below) Research Analyst

Please use a mid-level step for salary: 87,539.  
Salary (e.g., \$50,000)

### Contract

- 12 month
- 11 month
- 10 month
- 100% FTE
- Other FTE %

### JOB DESCRIPTION SUMMARY

For reference, please see the current [Organizational Chart for the campus](#).

Please provide the job title and description-URL for your proposed position. You may find a list of approved job descriptions from the [CCCD Position Description portal](#).

For example, Accessible Media Specialist. URL: [https://navigator.cccd.edu/district/hr/classification\\_and\\_compensation\\_study/Documents/Classified%20Specifications%20A/Accessible%20Media%20Specialist.pdf](https://navigator.cccd.edu/district/hr/classification_and_compensation_study/Documents/Classified%20Specifications%20A/Accessible%20Media%20Specialist.pdf)

If the job description is not listed above, you may copy and paste your job description here.

The Research Analyst is the second level in a career path for education data collection, research, and test validation. The Research Analyst will learn and apply clearly defined program and research design procedures, conduct surveys, design data structures, and analyze statistical information. Research Analyst requires at least one year of experience at the equivalent to a Research Assistant, expanded knowledge of research procedures, the ability to design and coordinate program steps to meet standards and outcomes, ability to perform difficult academic assessments using statistical inferences and research literature prepared by others, and coordinate preparation of data informed reports.

What are the essential duties this position will fulfill?

Specific duties may vary among departments, divisions and jobs. Incumbents typically perform a substantial portion or all of the following types of duties, as assigned:

1. Conducts research studies, as directed, in support of institutional effectiveness and decision making. Research studies include but not limited to in subjects such as student equity, achievement, outcomes, demographics and institutional characteristics.
2. Participates in viability studies for programs and outcomes grants and other funding. Participates in developing strategies and proposals to access funding for programs and initiatives.
3. Performs standardized research protocols. Sets up tests of predetermined design to analyze research results and data performed and documented by others. Sequences the steps for setting up tests of academic and demographic facts.
4. Develops and/or facilitates design of assessment tools and measures for program assessment and review, including assessment of student learning.
5. Modifies existing and/or develops integrated spreadsheet and database templates for accumulating, formatting, and organizing program data.
6. Prepares data by merging and transforming files and data, and identification of outliers for further study. Performs analysis and statistical tests as required for the assigned project, program, or study, and to answer questions.
7. Prepares and/or participates in the preparation and presentation of research reports. Conducts literature reviews of best practices and evident-based practices used in education and related industries.
9. Designs, implements, and administers surveys, focus groups, observation recordings, structured interviews, or other data collection instruments in a variety of formats (e.g., online, paper, in-person interviews).
10. Sets up 'evaluation' procedures for both formative and summative assessment of programs and projects to evaluate the effectiveness of programs and services. Prepares and reviews reports with project leaders. Works with project leaders to defines outcomes and quantitative/ qualitative measures of performance.
11. Provides data support for compliance reporting to state and federal agencies with an emphasis on developing consistent and compliant reporting procedures (e.g., MIS, 320, IPEDS, CTEOS).

- 12. Using established enterprise reporting tools, develops queries for data extraction, reporting, and analysis with an emphasis on automatization.
- 13. Conducts data support and training to staff and faculty on the use of research and planning related applications.
- 14. Performs other related duties as assigned that support the objective of the position.
- 15. Required to abide by all District policies and procedures including Board Policy 3050 – Code of Professional Ethics.

**JUSTIFICATION**

What is the compelling need for the position? Please include any consequences if this position is not filled?

This position will not only support the current research demands but also to support the STEM grant as well as the college's effort to improve campuswide data literacy.

If the full-time position is approved, will there be a request for funding for short-term temporary position during the hiring process?

- Yes
- No

**Program Needs (50 points):**

Explain the conditions that are unique to the program/department which support the need for additional full-time classified staff and how this position addresses those needs. If this position is not filled, explain the consequences on the program/department that will result. Please use information from program review.

Click here to enter text.

The research office has always operated with 1 research dean, 1 senior analyst, and 2 research analysts. In the last 18 months, the research dean has transitioned to a new role as the Dean of Arts & Letters and the office also lost a research analyst due to resignation. In addition to the loss of research personnel, the College is seeing an increase in needs for research. In October 2020, the College was awarded a STEM grant with a large requirement for research and evaluation. Additionally, the College also received IEPI funding to increase campus wide data literacy. There is a huge need for this position to be filled.

**College-Wide Priority (30 points):**

How does this request align and directly support the Strategic Plan? How does this position address stated long-term college priorities identified by [Vision 2030](#).

The position will work with the team to develop and track key metrics to measure all the different priorities that the College has for Vision 2030. This position will help departments identify relevant data to help them achieve their goals.

**Contributions to Other College Operations (20 points):**

To what extent would the position requested benefit or serve other departments, programs, or plans?

The research office is designed to serve the entire campus. Support services provided by research includes program outcomes assessment, program review support, and ad hoc research requests. The position will provide support to the entire campus and specific programs including the STEM grant.

You have more than 1 classified professional request.

**Please rank this request against your others.** For example, if you are requesting 3 classified professionals for this program, you could put a "2" in this box, a "1" in the next box, and a "3" in the final request box. This will help later reviews better understand the needs of your program and your preference for hiring. If you only have 1 request, please put a "1" here.

1

**Supervisor's Review**

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments:

Good analysis of the division and its needs

General Information

**You have finished your Program Review! Your supervisor, IEC, and (possibly) CCD will review your submission and provide feedback.**

**Please note, you will only be able to edit this form again if it is returned to you from your supervisor or your VP. Please stay in touch with your supervisor, if you receive feedback that you wish to incorporate.**

...3830363239

*Kay Nguyen*  
Signature

02/07/2022, 1:54 PM  
Date

Review Feedback

Dean/Supervisor: Please provide feedback on this Program Review

**Deans/Supervisors - If you would like to return this document to the originator, prior to IEC's review, please DO NOT CLICK NEXT here.**

**Instead, please click on "Return for Revision" (bottom of page) to send the document to the originator.**

**If you sign the document, it will go forward to IEC.**

**You will get another chance to review the document after IEC, CCD (if instructional), and the Vice President have provided comments.**

IEC: Please provide feedback on this Program Review

Dean's Second Review

Superuser final check

---

**CCD Reviewer**

- 1. Once you click the checkbox button below, scroll to the bottom and**
- 2. Click on "Return for Revision" to send the document to the originator. DO NOT CLICK NEXT. When you click on Return for Revision, you will be given a page to provide your feedback.**

I have completed the CCD Review

---

**Vice Presidents - If you would like to return this document to the originator, prior to the Dean's 2nd review, please DO NOT CLICK NEXT here. Instead, please click on "Return for Revision" to send the document to the originator. If you want to see the document again, please remove any comments from this page and add your comments on the email page that appears after you return the document.**



**If you sign the document, it will go back to the dean for a final review. If the dean forwards the document without returning it, the document will be locked, and the originator will not be able to incorporate the feedback from the reviewers.**

Please provide feedback here. When finished, click on "Return for Revision" at the bottom of this page.

Vice President: Please provide feedback on this Program Review

### DEAN'S ASSESSMENT OF POTENTIAL FUNDING METRICS

Which of the following *might* be a potential funding source for any of your requests? (Mark all that apply - or skip if not applicable)

- Equity:** Help disproportionately impacted students outside the classroom to either come to the college (access), stay in college (retention), complete transfer-level math or English, complete their degree/certificate, or transfer to a 4-year institution.
- Higher Education Emergency Relief Fund (HEERF II):**  
Assist students impacted by the COVID-19 pandemic
- Lottery:**  
Purchase of instructional materials to be used by students in the classroom.
- State Funded Equipment:**  
Any equipment considered that will last more than a year and costs more than \$5,000 that is used within the classroom.
- Workforce Development:**  
Improve the access, retention, or degree/certificate/career attainment for students in non-credit, Career Education, or career development

Dean / Supervisor  
Signature

Electronically signed by Meridith Randall on 02/08/2022 7:39:23 AM