

Executive Committee

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**Santa Monica College Academic Senate
EXECUTIVE COMMITTEE AGENDA
TUESDAY, AUGUST 24, 2010
8:30a.m. to 1:30p.m.
Back on the Beach
445 PCH, Santa Monica 90402**

8:30 -9:00 Continental Breakfast

8:45 -9:15 Getting Reacquainted (Let's get started)

9:15-10:45 Setting Senate Goals for 2010-2011

- BRIC/TAP
 - SLO Pilot
 - Faculty Orientation
 - Senate Orientation
 - Earth Charter debate/endorsement
 - Additional Items? What do you have to add?
- Senate Committee Members

10:45-12:00

- New Full Time Faculty Position Ranking Committee Appointments
- College of the Future Ad Hoc Joint Committee Resolution
- CTE Committee Report - Area Scan and Advisory Boards Recommendations

12:00-1:30

- Working Lunch w/Senior Staff and Trustees
- Program Review Committee Report
 - Master Plan Update
 - Strategic Planning



**Santa Monica College
Academic Senate
ASR07-10
August 31, 2010**

College of the Future

Whereas, the College is committed to fulfilling its mission of offering open-access educational opportunities and our state funding base is insufficient to serve student demand for courses and services;

Whereas, allocation of resources for higher education and life-long learning continues to be unstable, unpredictable and uncertain;

Whereas, the College seeks to expand programming and augment student pathways to baccalaureate completion, career development and other educational opportunities;

Resolved, the College shall explore the establishment and sustainability of additional contract education offerings such as for-credit opportunities for high school and non-resident students and relationships with regionally accredited baccalaureate institutions;

Resolved, the College shall explore entrepreneurial projects, such as revenue-generating study tours and innovative fee-based programs; and

Resolved, these offerings shall be designed to enhance and support the College's commitment to its mission and students, while strengthening its fiscal stability.

Eric Oifer, Academic Senate President

Program Review Committee Report 2009-2010

Program Review is an ongoing process that every program and area of the college undergoes in a six-year cycle. Career Technical Education programs must also submit mini-reviews in years 2 and 4 of the cycle. The goal of program improvement lies at the core of the process. To help programs prepare for program review, the committee annually reviews and revises the appendices which provide guidelines for the different types of programs. Additionally, the committee offers multiple orientation sessions for programs scheduled for program review the following year.

Generally, programs take the review process very seriously and often comment on the positive aspects and value of the opportunity for self study and reflection. The committee respects the efforts of the programs and strives to provide meaningful feedback. Observations of issues or concerns shared by multiple programs are incorporated into the annual committee report. The connections between the program review, S/ILO, and curriculum committees and processes have strengthened and the findings of the Program Review Committee are incorporated into the institutional planning processes.

Areas of common weaknesses the committee has noted across almost all programs are the inability to use data effectively to inform discussion and decision making, incomplete or inadequate assessment (especially, but not limited to, SLOs and program learning outcomes), and insufficient documentation of evaluation processes. Development of SLOs has proven challenging for non-instructional programs. These areas need support and training toward understanding and developing more relevant program and operational outcomes in support of the College's Institutional Learning Outcomes. There is also a need for institutional standards and training in the use and evaluation of data, and evaluating the effectiveness of assessment tools and processes.

The specific information and data available to individual programs varies and does have an impact on the results of the conclusions drawn by both the programs and the committee in the review process. The commitment to program improvement to positively affect student success is evident. However, more tools, data, and information are needed to more effectively measure results and draw conclusions. Additional support in the collection of data, and training in its analysis and use, is needed. The committee has been working with the Office of Institutional Research to address this and is currently in the process of finalizing a common dataset to be provided to instructional programs on an annual basis. Datasets more common to other types of programs still need to be developed.

The Program Review Committee has been fortunate to have members who have served for multiple years, thus providing historical knowledge. Committee member dedication to a very time intensive process is appreciated and acknowledged.

Committee Membership

Mary Colavito, Faculty, Life Sciences, Chair
Katharine Muller, Administrator, Vice Chair
Janet Harclerode, Faculty, ESL
Sara Brewer, Faculty, Communications
Guido Davis DelPiccolo, Faculty, Social Sciences
Ida Danzey, Administrator, Nursing
Bill Lancaster, Faculty, Design Technology
Fran Manion, Faculty, Math
Trish Burson, Faculty, Library
Melody Nightingale, Faculty, ESL
Mary Jane Weil, Faculty, Disabled Student Services
Randal Lawson, Administrator
Steve Myrow, Administrator, Financial Aid
Caroline Sheldon, Institutional Research, Ex Officio

Next Scheduled Meeting: September 7, 2010

Programs Reviewed

The following programs were scheduled for full program review in 2009-10:

<u>Program</u>	<u>PR Report</u>	<u>Curriculum</u>
Athletics	completed	NA
Auxiliary Services	completed	NA
Bookstore	completed	NA
Community Relations	completed	NA
Dance	completed	completed
Education/ECE	completed	completed
Emeritus	completed	in progress
KCRW	completed	NA
Library	completed	completed
Math	completed	in progress
Modern Languages	completed	completed
Personnel Commission	completed	NA
Psychology	completed	in progress
Public Information	completed	NA
Risk Management	not accepted (rescheduled for 2010-11)	

The following vocational programs were scheduled for a mini 2 year review:

<u>Program</u>	
Business/Accounting	completed

2009-10 Recommendations for Institutional Support for Specific Programs

Executive summaries for all programs reviewed this year are included in this report. In addition to a narrative, the summaries include commendations, recommendations for program strengthening, and, recommendations for institutional support. Recommendations for institutional support made for programs reviewed in 2009-10 executive summaries are listed for consideration in institutional planning processes:

1. Investigate ways to separate coaching assignments from academic assignments. (Athletics)
2. Ensure appropriate staffing functions related to monitoring athlete eligibility are assigned and maintained separate from the Athletics Department to avoid the opportunity for and even the appearance of impropriety. (Athletics)
3. Ensure student athletes are included in institutional efforts to provide basic skills and tutoring support. (Athletics)
4. Explore strategies for more transparently communicating the relationship of Auxiliary Services functions to other college areas and functions. (Auxiliary)
5. Replace and/or secure unsafe shelving in the main campus bookstore and ensure there is adequate access within all stores. (Bookstore)
6. Review the relationship between Auxiliary Services and the Bookstore in decisions regarding distribution of profits. (Bookstore)
7. Determine the appropriate balance between service and profit for bookstore operations, communicate that to the college community and stand behind the direction set. (Bookstore)
8. Ensure the bookstore is fiscally positioned to support the planned new location in Drescher Hall. (Bookstore)
9. When the new PE/Kinesiology/Dance facility is planned, ensure maintenance and health issues are considered. (Dance)
10. Evaluate the level of support services offered at the Bundy site, especially in the evenings, and determine appropriate levels feasible now and in the future. (Education/ECE)
11. Review the organizational structure of Emeritus College staffing in light of institutional expectations, including faculty evaluations and achievement of SLO proficiency, and develop a realistic plan for achieving results. (Emeritus)
12. Ensure KCRW is equipped to maintain the quality of its operations and broadcasts in the new facility. (KCRW)
13. Review current Library staff classifications and descriptions and ensure they are congruent with the changing roles and skills required given the new technologies and student demands for support. (Library)

Next Scheduled Meeting: September 7, 2010

14. Review options for supporting the need for an increased security presence in the Library, including the possibility of employing student ambassadors as part of the presence. (Library)
15. Upgrade the wireless network in the Library to address increased demand and support new protocols. (Library)
16. Review and evaluate the initial enrollment and assessment process and timetable and consider deferring administration of the math placement test to allow students to avail themselves of review opportunities. The committee recognizes that there is often a significant time lag from the most recent study of math and the taking of the assessment test. (Math)
17. Support the acquisition of web based tutoring and evaluation tools to provide any time access and reduce the demand for tutors. (Math)
18. Look at ways to ensure students understand the impact of building a schedule that includes both full and short term classes i.e. recognizing the impact of the short term load and sequence on study, assignment and exam patterns. (Math)
19. Support efforts of the Personnel Commission and Human Resources to provide training and promotional opportunities for classified staff. (Personnel Commission)
20. Consider the value of engaging in a community audit to help assess the effectiveness of the various modes of communicating with the public. (Public Information)

Recommendations of the Committee Based on Overarching Trends Observed

Every year certain issues emerge as concerns for more than one program. These are placed on a list of overarching issues the Program Review Committee includes in this report to DPAC and the Superintendent/President for referral to the appropriate body or planning process. Items with an asterisk ** have previously been identified by the Program Review Committee as overarching issues and continue to surface as significant concerns.

Research and Data

Most programs are hungry for both snapshot and longitudinal data that can help inform program discussion and dialogue aimed at program improvement. Access to CalPass data has been helpful to the academic programs, but does not address the demand for more specific information, meet the needs of student services or administrative programs, or provide data that links more specifically to S/ILO assessment or other measures of accountability. It is anticipated that both the BRIC TAP project and the S/ILO on-line assessment tool currently in planning will help to address the desire for better data. The need to improve the tools and resources available to programs was included in the 2010 accreditation self study.

1. **Provide training in the use of research tools including developing and evaluating surveys, interpreting data and applying the findings to decision making, and communicating results clearly.
2. **Investigate the purchase or licensing of on-line survey tools to allow programs to develop and administer their own surveys. Provide training and support in the use of the tools.

Technology

Web Support

It is recognized that improvements have been made to the SMC website and that the next round of improvements/upgrades will be completed in a number of months. However, as the web has become the primary vehicle for providing information about all areas of the college the committee will continue to note shared concerns until they have been addressed. Almost all programs express a desire for improved presence, functionality, and/or support for the college and departmental websites.

3. **Make additional modifications to the college website and its capabilities:
 - The search engine is not user friendly or broad enough.
 - Keywords need to be carefully identified and broadly embedded.
 - Templates need to be developed and adhered to so as to ensure some level of uniformity (look and message) that clearly identifies all links and homepages as being part of SMC.
 - Standards and support for updating department and faculty websites need to be implemented to make it easy for the user to navigate and update (the current environment has made it harder for faculty to update). A question that needs to be addressed is how the college/department ensures that information, including that on syllabi, is current.

- A comprehensive, organized approach to presentation, navigation, and message to broaden information and functionality is needed. The site is currently heavily oriented to admissions; now other areas need to be brought into focus.
- Navigation for updating needs to be quick and easy to do.
- There are multiple Facebook pages associated with SMC. A means for distinguishing official pages and ensuring links are logical should be established.
- Review the placement and size of news and events information. It is currently difficult to locate and get information about college-sponsored activities.
- Profile college programs on the website in a rotation similar to the student stories as a marketing tool.

Technology Support & Maintenance

Technology has both changed and enhanced many operations of the college. From technology support in the classroom, to infrastructure support, to systems that enable data collection, tracking, and communication, the college community has come to expect and depend on ever increasing levels of support. Establishing priorities and funding bases for maintaining technology support is a concern identified by most programs.

New technology and systems require specific skill sets and knowledge. Training for support staff who need to use new technology, but whose jobs are not primarily technology positions, and redefining job descriptions to address the ability to use and/or impart technology use information are issues that continue to surface.

4. ** Build maintenance of technology and facilities into the district budget. This includes appropriate staffing for maintenance, equipment replacement, and software upgrades.
5. **Address the increasing use of the MAC platform in general and to meet industry standards; ensure there is sufficient college technical support for this platform and the ability to manage usage. In addition to classes taught on MACs, a significant number of online students using MACs have difficulty accessing materials.
6. **Develop global approaches or templates as a more efficient way to address common program needs for technical support or tools such as external web hosting for program-based needs, program-based scheduling for services or general e-mail access to programs.
7. Address the need for training staff and revising or developing new job descriptions.

Budgeting, Funding & Fundraising

The following recommendations are made to aid the planning and support of budgeting, funding and fundraising and, in and of themselves, do not have a cost attached to them.

8. **Ensure strategic goals, not funding sources, are the driving force behind decision making. For example, grant applications should align with strategic goals and be supportable by the college.
9. **Consider allocating a portion of every grant toward supporting research (often a requirement for grant reporting) and other functions needed to support the administration of the grant.
10. **Develop a plan for supporting and integrating fundraising activities for all programs and areas engaged in fundraising efforts.

Curriculum

The committee acknowledges that the curriculum process is strong and comprehensive. The following recommendations are submitted for consideration to further strengthen the existing structure and process.

11. **Develop a consistent approach to the titling of software based courses. Many programs use the same software for specific discipline applications. Some programs list the software in the course title, others do not. This is often confusing for students who don't know which course will best meet their needs.
12. Plan for a revision of the course numbering system to include more digits and develop appropriate interim strategies to address the issue.

SLOs

Almost all programs have developed SLOs, with most engaging in the first round of assessment. Academic and student services programs seem to have the best understanding of the process. The initial structure for writing and assessing SLOs was less compatible with administrative programs.

13. Administrative Services areas need different terminology and a different structure for developing program outcomes, as well as tools for assessment.

Support Services

The college has an outstanding record of providing support services. There is a clear desire for data that integrates use of support services and specific student information to enable programs and the institution to reach more informed conclusions about which services have the most impact on student success.

14. **Develop a means for tracking student use of tutoring and other support services (perhaps built upon the Counseling or Basic Skills Initiative models).
15. Develop a uniform system to track lab hours. This would enable the college to track time spent meeting required lab hours, as well as to correlate the access of on-line materials and general lab use to student success. A single system to track use of all support services such as tutoring and labs that would then be linked to other student data would be helpful in determining which services have the most impact on student success.
16. **Look at non-credit and not-for-credit programs in basic skills, ESL and short term vocational training that could potentially feed students into credit programs and ensure all avenues for encouraging students to become credit students have been considered and supported

Marketing & Tracking Students

These recommendations surface every year from the CTE programs. While not unique to these programs the need for this information is of particular importance for recruiting, supporting VTEA documentation, and addressing program effectiveness with regard to employment.

17. **Develop a cluster approach to marketing vocational programs aggregating like programs to maximize resources and expand the reach of the materials.
18. **Develop methods and provide support for tracking CTE program completers and non-completers to improve documentation of student success. Collaborating with the alumni task force and employing social networking tools may be an effective initial strategy.

Institutional Support

Recommendations in this category relate either to topics for professional development that don't fit neatly into the Opening and Flex Days thematic approach, or to addressing workplace conflict. In the area of professional development it may just be a matter of identifying appropriate venues and methods for providing information and training. Addressing workplace conflict is a much more difficult issue, but program dysfunction has a negative impact on student success that should not be ignored. The college as a community has made great strides in improving communication and fostering a climate of mutual respect. However, there remain pockets within programs where it appears that progress in these areas will not be made without some facilitation supported by the institution.

18. Explore support and/or facilitation that can be provided for programs experiencing issues of communication, collaboration, and collegiality.
19. Examples of topics for which there is an expressed desire for workshops include:
 - Interpersonal communication
 - Ergonomics
 - Presentation by the Bookstore on tips for ordering text books that save students money

Other

20. ** Provide resources for section 508 compliance and identify an officer to ensure the college meets federal compliance regulations.
21. **Investigate options for ensuring faculty report final grades within deadlines so students are not negatively impacted. (Although a Report Delayed symbol is now attached to missing grades and the student is no longer prevented from receiving reported grades, missing grades still hinder many processes and options for students).

22. Develop strategies and technology support for ensuring records across campus are updated so that, for example, when individuals leave the college, all areas of the college are notified and can take appropriate action to terminate access such as signature authority (including auxiliary accounts), ISIS access etc.
23. Explore the efficacy of and the efficiencies to be achieved by creating a student account system.

Activities

In addition to reviewing the self studies for the listed programs, the committee also :

- Revised the multiple appendices that provide guidance to programs undergoing review
- Provided orientation for programs scheduled to undergo review in 2010-11
- Met with the S/ILO Committee and is scheduled to meet with the DPAC Budget Subcommittee, as well as provided reports to DPAC
- Returned several reports back to the programs for revision, essentially necessitating duplicated review