

A. Program Description and Goals

This section addresses the big picture. Prompts should help you describe your program and goals and the relationship to the institutional mission, vision and goals, and how the program is funded.

1. Describe the program and/or service area under review and how the program supports the mission of Santa Monica College.

6 yr, **annual**

This should be a fairly straightforward description of what your program or service area does: functions performed, instructional areas included, and/or support services provided. Except in cases of reorganization or new programs/functions added, the description can be carried forward unchanged.

Briefly describe how the functions/services of the program support the college's mission:

www.smc.edu/ACG/Pages/Mission-Vision-Goals.aspx

2. Identify the overarching goal(s) or charge/responsibilities of the program or service area. If appropriate, include ensuring/monitoring compliance with state, federal or other mandates.

6 yr, **annual**

In this prompt you should address the overarching program goals and responsibilities. Some programs have found it easier to combine the response to prompts #1 and #2. If you choose to do that you will still be required to make a response to the prompt in the on-line format so simply write "See response to #1".

If your program/area is responsible for ensuring institutional or program compliance with any federal, state, or other requirements or mandates please include that information.

3. If applicable, describe how the Institutional Learning Outcomes (ILOs), Supporting Goals, and/or Strategic Initiatives of the institution are integrated into the goals of the program or service area.

6 yr

SMC has identified, and periodically updates, Institutional Learning Outcomes (ILOs), Supporting Goals, and Strategic Initiatives (<http://www.smc.edu/ACG/Pages/Mission-Vision-Goals.aspx> and <http://www.smc.edu/ACG/DistrictPlanningPolicies/Pages/Strategic-Initiatives.aspx>). These have been identified as priorities for the institution with the expectation that each program/service/area will integrate **those that are appropriate** into overall unit planning and functions. Describe how the program/area has done this.

Examples:

Maintaining a Sustainable Physical Environment (<http://www.smc.edu/ACG/Pages/Mission-Vision-Goals.aspx>) is a Supporting Goal of the College. Describe how your program/service/area contributes to this goal.

³ Institutional Imagination Initiative (<http://www.smc.edu/ACG/DistrictPlanningPolicies/Pages/Strategic-Initiatives.aspx>) is a Strategic Initiative. This would be the first prompt where you might reference any new, innovative programs or strategies your program/service/area has implemented as supporting this institutional initiative to foster innovation.

ILO #1 Santa Monica College students will acquire the self-confidence and self-discipline to pursue their intellectual curiosities with integrity in both their personal and professional lives. (See also http://www.smc.edu/ACG/AcademicSenate/AScommittees/Documents/Institutional%20Effectiveness/2013_11_ILOs_and_Core_Compencies.pdf) If your program has mapped course or program SLOs to an ILO, or the program has implemented services/functions to support students achieving an ILO briefly describe the relationship between the ILO and service/function. – should this be here at all for AU's???

4. If your program receives operating funding from any source other than District funds identify the funding source. If applicable, note the start and end dates of the funding (generally a grant), the percentage of the program budget supported by non-District funding, and list any staff positions funded wholly or in part by non-District funds. Do not include awards for non-operational items such as equipment (ex. VTEA) or value added activities (ex Margin of Excellence).

6 yr, **annual**

This prompt will not apply to every program. If it does not apply simply write NA in the prompt box in the on-line format.

The purpose of this prompt is to improve institutional planning by identifying programs that are wholly or partially supported by non-District funds. If your program receives non-District funds specify exactly how that funding is allocated (ex: staff positions, instructional materials, supplies etc.) and for how long funding has been awarded.

B. Populations Served

In this section you will provide information that describes who your program or service area serves. When comparing data from different periods, use a consistent time frame (ex. Compare one fall term to another fall term)

The purpose of this section is to describe the population your program or service area serves. Describing your populations served will help contextualize the discussions in the other sections of the report.

1. Describe who your area services (students, staff, etc.) – both directly and indirectly. If pertinent, indicate variables such as ethnicity, race, gender, age of your client base.

6 yr

You may want to summarize and interpret the data as they relate to your program's client population:

- Numbers of people served in a specified period, disaggregated by client type, if applicable
- Description of your clients in terms of key demographic variables, if applicable

Example (for illustration only):

The Office of Institutional Research serves all campus groups, including senior staff, committees and other planning groups, instructional departments, student support and administrative units, and students. In addition, the office serves external groups such as the accrediting commission, the federal government, the Chancellor's Office, and groups requesting data about Santa Monica College (military ROTC, College Board, graduate students, etc.). Approximately 75% of the research requests received by the office are requested by full-time faculty.

2. Discuss any significant change(s) in the population(s) served since the last full program review and the possible reasons for the change(s).

6 yr

- Discuss any changes in your student population over the last six years
 - Note trends (increase or decrease?) in numbers of clients served and explanation for pattern
 - Note changes in client characteristics
- Describe anything that stands out, including what makes your client population unique

C. Program Evaluation

In this section programs/units are to identify how, what, and when program evaluation takes place and summarize the results from data collected. Please use Section D to address program responses to the findings described in this section. Programs/units with multiple disciplines or functions may choose to answer the following questions for each area.

The purpose of this section is to describe the evaluation methods used to assess your program's effectiveness and student learning outcomes. You will be expected to summarize the results of your program's assessments in Section D: Program Improvement, Part 2: Moving Forward.

The Office of Institutional Research is able to assist your program in developing evaluation/assessment tools. Please use the online research request form: <http://smc.researchrequest.sgizmo.com/s3/> to request research/data assistance.

If applicable, use additional data compiled by your program to complete this section, including any survey data you may have collected.

1. List your administrative unit UOs.

UO statements focus on service or operational outcomes such as:

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

6 yr, **annual**

In this section, list the administrative UO statements your program assessed, discussed, and used for program planning, improvement, or decision making processes during the current program review cycle.

Example (for illustration only):

1. Faculty, administrators, and staff will **use information** to inform decisions or assess the effectiveness of their area.
2. Faculty, administrators, and staff will be satisfied with the **thoroughness of information** provided to them by the office.

2. Describe when and how the program assesses these UOs and uses the results for program improvement including:

- How outcomes are assessed and how often
- The assessment tool(s) used
- The sample (who gets assessed)
- How and when the program or discipline reviews the results and engages program/discipline faculty in the process

6 yr

This question asks programs to describe the UO process, including:

- The process of articulating and evaluating the course SLO statements
 - How were the UO statements determined? Who was involved with the process?
 - Is there a mechanism in place to review the validity and usefulness of the SLO statements?
- The assessment methods and instruments
 - Describe the assessment instrument

- Involvement of unit members in the dialogue
 - Who is involved?
 - How often does the dialogue take place?
 - In what setting are the data discussed?
- The process of evaluating the UO results
 - How does your program set the criteria for evaluating whether you are meeting the unit outcome goals
- Use of UO assessment results to inform planning and decision making process
 - How does the program use the UO results for program planning and decision making processes? What does it inform?

Report the findings of the data in section D (Program Improvement), question #6.

Example (for illustration only):

The Office of Institutional Research began systematically assessing unit outcomes in July 2011 by embedding items into Institutional Research Customer Satisfaction Survey. The survey is administered to staff, faculty, and managers who receive data, reports, training, or other types of research support from the office. An email invitation to participate in the online survey is sent to customers approximately two to six months after project or service completion to allow enough time to document how practitioners used the data provided by the office.

Survey findings, including the results of the unit outcomes assessment, are reviewed by all staff members during the annual office retreat which occurs every spring. The results are used to inform office policies and procedures related to responding to research requests, producing research reports, as well as providing customer service.

3. What other evaluation measure does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.). Note your target goals and whether your unit is meeting them.

6 yr, **annual**

If you collect additional data (beyond UOs) to evaluate your program's effectiveness, describe the assessment tools:

- Describe the specific measure(s) used to assess effectiveness, including a definition for how they are calculated, if applicable,
- Describe the assessment tool and include the tool in the appendix,
- How does the program use the data results for program planning and decision making processes? What does it inform?

Report the findings of the data in section D (Program Improvement), question #6.

Example (for illustration only):

The office administers a survey to evaluate customer's satisfaction levels with timeliness and quality of service/information provided and general customer service. The target goal for satisfaction levels is 100%. The survey data suggest that the office is meeting this target (see Part D Program Improvement, Part 2 Moving Forward section for description of findings).

In addition, in January 2011, the office began documenting research projects using an internal database system. The database tracks the volume incoming research requests as well as the time it takes to complete each project. Numbers of research requests completed measure the office's workload. Project completion time measures efficiency, however, completion time depends on various factors, including complexity of request, type of request, and availability of data. The office does not set targets for volume

of research requests and project completion time as these measures of effectiveness are affected by too many external factors. However, the completion time data is used to provide an accurate anticipated project completion date to the research requestor.

The office employs a feedback survey after every workshop or training that is provided by staff members. The target goal for satisfaction levels on workshops and trainings is 100%. The low response rates on the workshop satisfaction surveys have made it challenging to assess whether the office is meeting this goal. The office incorporated feedback from the Research Advisory Committee on identifying the topics for professional development workshops offered by the office.

The office also monitors progress towards completion of the annual office objectives during the monthly staff meetings. The 2012-2013 office objectives were identified in last year's annual report:

1. Refine assessment of unit outcomes to include newly identified unit outcome
2. Expand research capacity by instituting a research article brown bag series
3. Improve data request process

The office has completed all of the objectives (see Part D Program Improvement, Part 1 Looking Back section for a more detailed description).

D. Program Improvement

In this section, please document what you did last year as a result of what you described in Section Ca and what you are planning to do for the coming year.

Part 1: Looking back

In this section, please summarize your response to last year's planning efforts.

1. Note the status of the previous year's objectives.

[This related to an automated response feature expected with the future online submission. If your program set specific objectives for the previous year, please summarize them and indicate whether each objective has been completed, is still in progress, or has been eliminated. Add comments if you feel further explanations are needed. If your program did not set yearly objectives, you may omit this item for the current review].

Once you have program objectives, you will report on past objectives here. See D. part 2 for the format of the objectives. Once the annual program review is online, you should see your previous objectives in this field and be able to answer each objective in turn.

- For objectives that have been met, be sure to discuss the assessments or measurements used to reach that conclusion.
- For objectives that are ongoing, discuss progress made and plans for completion.
- If the timeline for completion is to be extended, explain the circumstances around that decision.
- If an objective is obsolete, discuss the circumstances and rationale for deleting the objective.

2. List accomplishments, achievements, activities, initiatives undertaken, and any other positives the program wishes to note and document.

6 yr, **annual**

This section is for explaining to the committee how great your program is! Discuss program projects completed, successes, etc.

3. Summarize how the program or service area addressed the recommendations for program strengthening from the executive summary of the previous six-year program review.

6 yr

Please list your previous program review recommendations (from the Executive Summary) and describe the response to each. Some recommendations may have been fully addressed, partly addressed, or may not be relevant currently.

Summarize how your program decided to address each recommendation, attaching detailed data or information, if necessary, as Appendices.

Some of the details may also be described in other sections, so refer to those sections here, as necessary.

4. Describe any changes or activities your program or service area has made that are not addressed in the objectives, identify the factors that triggered the changes, and indicate the expected or anticipated outcomes.

6 yr, **annual**

Sometimes a program takes on challenges or projects that weren't anticipated or part of its original plans or objectives. As applicable, describe those types of projects here, and explain what happened that caused you to undertake a project or make a program change that you weren't originally planning on doing. Also, indicate the results of these types of changes, how things turned out, and the timeline of these changes.

If all your activities and program changes come from your previous objectives outlined above, then this won't be applicable.

5. If your program received one time funding of any kind indicate the source, how the funds were spent and the impact on the program (benefits or challenges).

6 yr, **annual**

Finding outside funds for a project in your program can allow a program to meet an objective or work on a project that would be difficult without the funding. Talk about any type of work done in your program that was done due to the presence of any kind of outside funding.

Describe the benefits of the project done with this funding, and if there were additional challenges or issues that came about from this project, describe those as well.

(Don't include projects made possible by the program's regular budget.)

Part 2: Moving forward

In this section, please indicate what your plans are for the coming year(s).

6. Discuss and summarize conclusions drawn from data, assessments (SLO, UO), or other evaluation measures identified in Section C and indicate responses or programmatic changes planned for the coming year(s), including:

- how the assessment results are informing program goals and objectives, program planning, and decision-making
- specific changes planned or made to the program based on the assessment results

6 yr, **annual**

In Section C, you should have already described how the program is monitoring its own effectiveness by listing and describing the program's "**outcomes**" (UOs) and methods of **assessment**. Now you are ready to talk about what those assessments are telling your program.

Summarize and interpret the data findings as they relate to your program's effectiveness and UO assessments:

- Based on the criteria set for your department, indicate whether the program is meeting its goals in terms of effectiveness
- Note any trends across terms or years (increase, decrease, remain steady)
- Provide an interpretation of the data findings within the context of your program (what does the findings mean to your program and why?)

- When they are done well, your “outcome assessments” should lead to a discussion about how things are getting done within your program. How does this discussion affect your program, going forward?
- In what ways does the program need to ensure that the current successes continue into the future?
- In what ways does the program need to make changes to be more successful?
- What new ideas, goals, projects need to be undertaken to have continued success or to become more successful?

7. List the objectives or target goals your program or service area has identified for the coming year. Indicate the number of objectives identified: _____. Use the comments section to indicate the reason for the objective (assessment results, changes in data, changes in external factors, etc.). Indicate how each objective or goal links to the division goals. Boxes for reporting three objectives have been included here. Please copy and insert boxes if additional objectives are proposed.

Once the Program Review process is online, you can fill in the number of objectives in the line above, and Objective Boxes will be generated to outline each objective.

Fill out the boxes as directed below, one for each objective.

Objectives Box: Clearly describe each objective here--making sure that your objective is not too broad or overarching. The objective should be something that your program can do to make a specific improvement in a reasonable amount of time with the resources currently available, and something that can be assessed. If the objective includes collection of data, be very clear about why you want this data and how you will use it.

For example: (These are given as generic examples, and not intended to be objectives that are mandated by program review.)

Develop/offer an expanded set of courses (or certificate) in a particular field.

Update program website to be more accessible.

Area/Discipline/Function Responsible: Explain who is going to be responsible for working on this objective.

Assessment Data and Other Observations: Explain using the checkboxes below why you chose this as an objective. Check as many as apply. In order to document institution-wide planning processes, program review would like to know why individual program objectives are set.

Use the first set of checkboxes if the idea for this objective came from within your program. Did it from your outcomes assessments? Did it come as an idea from other data you collected, not related to outcomes assessments?

| | | |
|--|---|---|
| <input type="checkbox"/> SLO Assessment Data | <input type="checkbox"/> TIMS Report Data | <input type="checkbox"/> Other data or observed |
|--|---|---|

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| | | |
|---|--|---|
| and/or <input type="checkbox"/> SUO Assessment Data and/or <input type="checkbox"/> UO Assessment Data | <input type="checkbox"/> Institutional Research Data | trends (briefly describe in the comments field below) |
|---|--|---|

External Factors: Use the second set of checkboxes if the idea for this objective came from outside your program. Did it come from Program Review? Did it come from an outside mandate? Did it come from one of SMC's initiatives or master plan objectives?

| | | |
|---|--|--|
| <input type="checkbox"/> Program Review Committee Commendation | <input type="checkbox"/> Program Review Committee Recommendation | <input type="checkbox"/> Program Review Recommendation for Institutional Support |
| <input type="checkbox"/> SMC Strategic Initiative (indicate specific initiatives in the comments section below) | <input type="checkbox"/> SMC Master Plan for Education Objective #____ | <input type="checkbox"/> Advisory Board Recommendation (for CTE only) |

Other Factors (briefly describe below): *If the reason(s) for your objective doesn't fit neatly into one of the checkboxes, explain why you chose your objective here.*

Timeline and Activities to accomplish the objective: How long are you giving your program to meet the objective?

Describe how objective will be assessed/measured:
 How will you know that the objective has been met? Be specific about what you will use to measure this.

Comments:
 Write any other comments that are relevant to understanding why you chose it (the objective), how you will achieve it, and how you will assess its success.

E. Community Engagement

1. List the engagement of program members in institutional efforts such as committees and presentations, and departmental activities.

6 yr, **annual**

List individual program member's participation in the local campus community, including institutional and departmental activities and efforts; consider including a narrative relating how these activities contribute to strengthening the program and the institution. As much as possible, engage all program members to help answer this question and list the ways they engage in the campus community.

2. If applicable, discuss the engagement of program members with the local community, industry, professional groups, etc.)

6 yr, **annual**

List any program member engagements with external groups, professional organizations, and how this supports the program. Examples might include membership or leadership in discipline organizations, engagement with industry groups (how a CTE program keeps current, recruits advisory board members etc.), participation in professional organizations related to populations served or job/task assignment. Again, attempt to engage all program members to help answer this question and list the ways they engage in the professional community.

3. Discuss the relationship among program staff and unit engagement with other units or areas of the college

6 yr

Describe how your staff interacts and collaborates to achieve unit goals and objectives and, if appropriate, interaction with other units to achieve institutional goals and objectives. What methods are used to interface with the rest of the campus?

F. Future Trends, Program Planning, Conclusions, and Recommendations

The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.

1. Present any conclusions and recommendations resulting from the self evaluation process.
6 yr, **annual**

In this section, briefly summarize what you have learned from this exercise in self-reflection and analysis. What have you learned? What programmatic improvements or actions might your department/program undertake in the future? Are there areas of your program that you might examine in closer detail? Are there other departments with whom you might work to further enhance what you do?

Example: “This process has taught us how generally happy we are with the current program. One important area of college-wide planning that we support is a more unified tutoring center. We play an active role in the ongoing efforts in this area, and we expect to collaborate closely with other tutoring programs on campus to better serve our students.”

CURRENT TRENDS, PLANNING, RECOMMENDATIONS

2. Identify any issues or needed impacting program effectiveness or efficiency for which institutional support or resources will be requested in the coming year. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request support or resources through established channels and processes].
6 yr, **annual**

This question focuses on near term needs. Be specific in the resources/support you need for the coming year. Although the Program Review process does not directly result in the allocation of resources, the evaluation of annual program review reports by each area vice president will culminate in trends and inform the planning process. Therefore, it is important that you clearly identify the issues and resource needs that affect your program.

Example: “The appointment and tracking system for the tutoring program is woefully outdated and in need of being redesigned to meet industry standards, e.g., accessible for handheld devices. (The Math Department uses the same system and has encountered similar difficulties.) We do have some facility restraints, but foresee a time when the program will move to a newer and improved space. Therefore, this is not an issue that we feel needs attention at this time.”

3. If applicable, list additional capital resources (facilities, technology, equipment) that are needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].
6 yr, **annual**

In responding to this question, focus on the specific limitations you currently face due to inadequate equipment, technical and facility resource allocations. Again, the purpose of Program Review is not to

make specific allocations to individual departments, but your input does inform institutional trends and will be used by the various planning bodies in making their recommendations for the coming year.

Example: “Many (6) of our faculty are in need of new computers. Presently, our computer equipment for personal use is far superior to what we have at work; possibly personal device support in lieu of new computers would work.”

4. If applicable, list additional human resources (staffing, professional development, staff training) needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

6 yr, **annual**

In responding to this question, describe the human resource issues faced by your program/department. Be sure to address not only staffing needs but also the professional development and training needs of your faculty and staff. Again, the purpose of Program Review is not to make specific allocations to individual departments, but your input does inform institutional trends and will be used by the various planning bodies in making their recommendations for the coming year.

Example: “The current ratio of full-time to part-time ratio is about 3 to 1. Within the next two-three years we anticipate at least two retirements, and currently one of our full-time faculty members has been on reduced assignment and/or leave for four years. We have requested and received a new full-time faculty position for fall 2014.”

FUTURE TRENDS, PLANNING, RECOMMENDATIONS

5. Projecting toward the future, what trends could potentially impact the program? What changes does the program anticipate in 5 years; 10 years? Where does the program want to be? How is the program planning for these changes?

6 yr, **annual**

In responding to this question, think about the immediate and long term issues that may affect your program/department. Are there legislative changes being considered that might affect your operation or how you serve students. Instructional departments might think about the projected trends in incoming students, or changes in the industries who hire our graduates. Student Services programs might consider changes in support service funding. Administrative units might analyze the regulatory bodies that affect their operations.

Example 1: “State-mandated changes to the adult education program will have an effect on our non-credit program. (Most recently the governor has suggested moving all non-credit from the unified systems to the Community Colleges). At present it is uncertain what changes will occur, but we will adapt. In addition, discussions are underway at the federal level regarding a path to citizenship for undocumented residents. Depending on the outcome of these discussions, our program may be impacted, but we cannot predict exactly how.”

Example 2: “The number of international students, who now comprise over 60% of the credit program’s population, is inherently unpredictable. Natural disasters, global economic changes, political upheavals, and other unknown variables directly impact our program but are difficult to anticipate and prepare for. We work closely with the International Education Center to address changes as they occur. Shifts in the

student population, e.g., percentage (and nationality) of international vs. domestic students have occurred and will continue to do so. We continually adjust the program to fit the needs of our students.”

6. If applicable, list additional capital resources (facilities, technology, equipment) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].
6 yr, **annual**

This question might seem redundant with Question 3, but it should address the facilities, equipment and technology resources that will be needed to address future trends identified in Question 6.

Example: “Dedicated office space (shared) at the Bundy site for the Faculty Leader would be helpful.”

7. If applicable, list additional human resources (staffing, professional development, staff training) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].
6 yr, **annual**

Again, this question might seem redundant with Question 4, but it should address the staffing resources and training/professional development support that will be needed to address future trends identified in Question 6.

Example: “To adequately serve the projected 30% increase in students served by our program, we would like to be able to increase our Student Services Clerk position from 15 hours per week to at least 25 hours per week. Since this position handles all processing of new students and manages the everyday operations of the front office, it is an essential service, especially in view of the additional students our program is projected to serve in the coming year.”

8. If applicable, note particular challenges the program faces including those relating to categorical funding, budget, and staffing.
6 yr, **annual**

Example: “Funding for our program is slated to be reduced by 25% in the coming year. We will either have to reduce the number of students we serve or secure funding from the district or other sources to continue at current levels.”

9. Please use this field to share any information the program feels is not covered under any other questions.
6 yr, **annual**

This question is optional. However, if you feel that there are aspects of your program which are not addressed elsewhere in your report, or information that would help the Program Review committee understand your program, feel free to expand on them here. Also, if future planning issues or resource allocations are beyond the scope of the preceding questions, please detail those needs here.

Frequency Asked Questions FAQs

1. **What time frame should be used?**

Be consistent. Data should be from the Spring and Fall semesters.

2. **When should I start writing?**

Now.

3. **Who is responsible for completing the report?**

The Program Leader is ultimately responsible for seeing that the entire program staff engages in the process of evaluation.

4. **How often do I have to write a report?**

Program review reports should be completed on a yearly basis. Annual reports will be reviewed by the area Vice Presidents and relevant information shared with appropriate planning bodies. The information from the annual report is reviewed by the District Planning and Advisory Committee (DPAC) and recommendations are considered in annual institutional planning processes. An in-depth six year report includes aggregated information from the annual reports.

5. **If my program is due for a six year program review this year, do I also have to complete an annual program review?**

No. Complete the six year program review this year.

6. **When is it going to be on-line?**

The Program Review process is anticipated to be on-line by Fall 2014.

7. **What happens if I don't do it?**

You will be contacted by your area Vice President.

8. **I'm in a Career Technical Education (CTE) program. Do I have to do the two year report?**

No. Complete the annual report.

9. **If I have been submitting annual reports to my area VP, does this substitute for this?**

Yes.

10. **How long does this have to be?**

Be clear and concise.

11. Every time we do these reviews we ask for staffing, equipment, and facilities and we never get them. What happens to our requests?

Program review does not supplant the allocation bodies. The annual program review report gives an overall picture of institutional needs. You must still submit requests to the planning bodies.

12. I don't serve students. What am I supposed to do about SLOs?

Your focus will be Unit Outcomes (UOs). the Office of Institutional Research will support you with this.

13. I am a new Department Chair. How do I find the previous Program Review?

After 2010 the Program Review reports are on the Santa Monica College Academic Senate Website. If your last Program Review was before 2009 contact the Chair of the Program Review Committee.

14. Our SLOs have not produced as useful assessment data as we hoped for. Where can I find resources to improve my assessment tools and processes?

The Institutional Effectiveness Committee webpage has an overview guide on how to improve your assessment tools.

15. Help! The guide does not make sense. What do I do?

Make sure you are looking at the correct program guide.

16. Where can I find the correct Program Review template?

You can only access the correct forms on the Program Review website.