PROGRAM REVIEW REPORT

PALO VERDE COLLEGE
OFFICE OF INSTRUCTIONAL SERVICES

JANUARY 2011

Instructional Services—Executive Summary

Strengths: The Program Review Committee agrees with the strengths identified by the department in its program review report, namely, striving to be proactive; maintaining an open-door policy; being supportive and receptive to new ideas; promoting professional growth.

Weaknesses: The Committee recognizes the need for more automated class scheduling procedures to ensure accuracy and reduce staff time devoted to this task.

Recommendation for Improvement: Given the budget crisis, it may not be feasible to hire a programmer. Short of acquiring a new programmer, the Committee recommends that the Instructional Services Office work directly with the Administrative Services Office in motivating the IT department to expedite the Datatel report-writing system and to develop reports needed by the Instructional Services office.

The report is accepted and may proceed to the next step in the approval process.

#1 MISSION

A. Summarize the program in terms of key functions and responsibilities.

The purpose of the Office of Instructional Services is multi-faceted and multi-functional and always relates in some way to the instructional delivery system of the college. Routine activities include but are not limited to:
1. Schedule development including teaching assignments, room utilization, advertisement, and support materials.
2. Maintain schedule in Datatel.
3. Hire, evaluate, train and supervise full-time and adjunct teaching employees of the district.
4. Provide contracts to adjunct faculty and approve timesheets.
5. Manage Non Credit, Distance Learning, Learning Skills Center, Library, Needles Campus, Child Development Center, Instructional Service Agreements and Career and Technical Education.
6. Monitor faculty updates of course outlines of record to ensure current and rigorous curricula.
7. Approve independent study contracts and special faculty assignments per the CTA Agreement.
8. Track Classroom Load Teaching Calculations (CTLC).
9. Attend consortiums and related meetings throughout the state.
10. Responsible for Program Review process, planning, training, data collection, committee and reports to the Board of Trustees.
11. Monitor and develop all instructional and learning resource budgets.
12. Monitor instructional costs and prepare economic viability reports and other instructional reports as necessary.
13. Monitor, review, and approve instructional expenditures for supplies and equipment.
14. Monitor and schedule facilities use by internal departments.
15. Utilize faculty expertise on new building process in conjunction with architects.
16. Develop and maintain the college catalog.
17. Develop the academic calendar.
18. Handle all legal matters as they arise that pertain to any of the departments under the Office of Instructional Services.
19. Oversee the institutional research function.

B. Describe how the program supports the overall mission of the College as adopted by the Board of Trustees.

The Instructional Services Office is the heart of the mission of the College as adopted by the Board of Trustees. This office promotes the mission statement by providing an exemplary learning environment that promotes student success, lifelong learning and community development.

C. Describe, in qualitative and quantitative terms, the population served by the program.

The Office of Instruction primarily serves faculty and staff directly involved in the instructional delivery process. The office currently manages approximately 31 full-time faculty members, 77 adjunct faculty and 24 staff members. Our primary responsibility is to enable the delivery system to operate. We indirectly serve every student through curriculum, scheduling, faculty, etc. Support services such as the Library, Learning Skills Center and the Child Development Center serve the students as well.

#2 ACCOMPLISHMENTS OF THE NON-INSTRUCTIONAL AREA

A. Describe progress in achieving goals outlined in the previous program review, including evidence documenting such achievements.

1. Improve software issues
The original goal was to successfully link the room scheduling software, Astra with Jenzabar in an effort to streamline the schedule creation process. Because Datatel has replaced Jenzabar and Schedule 25 will be replacing Astra, this goal has been postponed. Schedule 25 will be installed as soon as the hardware is in place. Training has been completed on the software.
2. Hire a computer programmer to write reports such as the Schedule of Courses
We requested a computer programmer but lost the position to another department once the position was filled.
3. Expand teleconferencing capabilities
During the 2006 program review there were two classrooms at the main campus and two classrooms in Needles available for ITV classes. There are now six classrooms available at the main campus and three, with the capabilities for a fourth, in Needles. There is also one webcam in Needles and fourteen webcams at the main campus available for counseling sessions, office hours or for teaching courses. They are currently being used by EOPS for counseling sessions. The webcams have not been tested for the use in a classroom setting at this time.
4. Diversify Instructional Services Agreements
During the evaluating process of current instructional service agreements, the Vice President's staff determined that three activities needed to be completed prior to achieving the outlined goal. The first activity was to evaluate all ISA's. The second activity was to better understand the services delivered by other districts. Lastly, we needed to search for first responder training companies that deliver high quality programs that meet PVC's standards.
1. Evaluate all ISA's – Completed. Many of the instructors involved that meet CCC standards have been assimilated into our adjunct pool of instructors and conduct classes.
2. District Offerings – Completed/Ongoing. This subject is ever changing

        due to enrollment/employment/political trends.

3.   Search for New Companies – During the past five years approximately five companies have been evaluated. During the evaluations it was determined that doing business with those individuals/companies would not be in the best interest of Palo Verde College. At this time, PVC is relying heavily on Industrial Emergency Council and should continue to find ways to reduce the risk involved with this arrangement.

5. Create an Office of Instructional Services procedures manual

This project has been put on hold because of the constantly changing procedures that have been brought about by the implementation of Datatel. Once the new procedures are finalized we will consider moving forward with this goal.

6. Complete transition process for the Automotive Technology, Building Construction Technology and Welding Technology programs from high school to college level

A certificate in Automotive Fabrication was created and the A.S. degree in Automotive Technology has been updated. A certificate in Metal Fabrication and an A.S. degree in Welding Technology have been created. The A.S. degree was approved by the Chancellor's Office in February 2011. The Building Construction Technology program is active again and it is the goal of that program to evaluate the current certificate and degree and make adjustments where necessary. George Walters has been working with Needles Unified School District to encourage program coordination.

7. Increase adult enrollment in Automotive Technology, Building Construction Technology and Welding Technology

There was a 68% increase in overall enrollment in Automotive Technology and Welding Technology courses between Fall 2006 and Fall 2010. The number of adult students increased from 18% to 54%. There was a 22% increase in overall enrollment in Building Construction Technology courses between Fall 2008 and Fall 2010. The number of adult students increased from 34% to 75%.

8. Continue to promote professional development

The management, faculty and classified staff have continued to participate in professional development activities. There were several group trainings for rSmart, StarBoard and Polycom equipment. These trainings were presented as "Lunch N' Learns", Flex Day presentations, Institute Day, and training sessions during college business hours. There were also 30 minute to two hour training sessions with eight individual PVC campus instructors and approximately two-thirds of the Needles part-time instructors, who are actively using the new tools and resources in their classrooms. A one hour training session was held for Instructional Services staff. More training is available for individuals upon request.

B. Explain modifications of goals outlined in the previous program review, including evidence documenting such modifications.

No modifications were made to the goals outlined in the previous program review.

C. Describe specific, documented accomplishments that support and facilitate the achievement and assessment of student learning outcomes, including measures employed to evaluate program effectiveness in achieving such outcomes.

The Instructional Services Office supports student learning outcomes as follows:

In faculty performance evaluations, provide advice and recommendations to faculty, where needed, to increase teaching effectiveness. Collect and review course syllabi from instructors every semester to ensure they are clear and accurate and provide students with optimal learning opportunities. Support professional growth in teaching by encouraging participation in conferences and workshops, including webinars. Ensure classroom furniture and equipment are available and in good working order to promote a safe and effective learning environment.

The Instructional Services Office has supported and continues to support various institutional research projects that help enhance student learning, including but not limited to, evaluating the feasibility of a compressed academic calendar; conducting Noel-Levitz student satisfaction survey; assisting faculty and others in student learning assessment; and recommending instructional programs and events for Fine and Performing Arts Center.

3 GOALS OF THE NON-INSTRUCTIONAL AREA

Outline new goals including an explanation of how the program supports the achievement of student learning outcomes, and state timelines for completion, measures for evaluating achievement of such goals, and a process for implementing improvements.

1. Determine the direction that PVC needs to go in regards to the new Fine & Performing Arts building.
2. Manage and Coordinate FTEs for Instructional Service Agreements, Distance Learning, non-credit, etc.
3. Research the viability of a cosmetology program
4. Research the scheduling and staffing needs at the Needles Center and make adjustments based on the new skill sets needed for the implementation of e-learning.
5. Evaluate the future of the Spring Street Center considering the majority of the

courses will relocated to the main campus.
6. Research the viability of a Community Education program.

#4 PERSONNEL SUMMARY

A. Provide an organizational chart of the program, showing personnel coverage of key functions and responsibilities.

Organizational Chart attached

B. Are current management and staff adequate to perform functions and responsibilities satisfactorily and to achieve program goals? Explain.

Current management and staff are adequate to perform functions and responsibilities satisfactorily; however, because of the current economic climate adjustments will need to be made in the near future.

C. Describe organizational changes that will improve program performance, provide timelines for the achievement of such changes, and describe measures that will assess the effectiveness of such changes.

Instructional Services needs to effectively advertise and clarify the duties and responsibilities of the positions in each of its departments. This will improve the efficiency and value of each department and employee as well as eliminate confusion amongst other departments on campus.

#5 STAFF DEVELOPMENT

A. Describe specific professional development activities in which program members participate, and explain how such activities benefit or enhance the program and support and facilitate student learning outcomes.

Full-time staff participate in conferences, seminars and training that pertain to their specific areas. William Smith, Vice President of Instructional Services attends the Chancellor's Office Chief Instructional Officers conference every year. He has also toured other community colleges in California in an effort to help develop and furnish the new Fine and Performing Arts Center. George Walters, Associate Dean of Career and Technical Education completed the Association of California Community College Administrators Mentor Program and completed California Community Colleges Administration 101 at UCLA. Rhonda Entwistle, Site Supervisor - Spring Street, completed Community Education training. George Walters, Doretha Jones, Teresa Gomez-Gutierrez and Nicole Sulunga completed GED training. Lisa Holmes completed Schedule 25 training in

Portland, Oregon and attended the Community College League of California's Board Policies and Procedures workshop in Pasadena, California. She has also participated in several CCC Webinars regarding SB1440 and Curricunet.

B. Describe areas of unmet professional development needs among personnel in this program, if applicable, and outline plans to address those needs.

Orientation training needs to be developed to meet professional development needs of part-time faculty and temporary workers; however, professional development funds are not available.

Despite the lack of staff development funds, several staff members are currently in the process of obtaining degrees. Lupita Andrade is currently working on her Master's degree in Counseling. Silvia Lainez, Teresa Gomez-Gutierrez, Julene Marquez and Elizabeth Cockrell are currently enrolled at Palo Verde College pursuing their Associate's degrees. Lisa Holmes has been accepted to California State University San Bernardino where she is working on her Bachelor's degree in Career and Technical Studies and Laura Garcia is currently working on her Bachelor's degree in Liberal Studies. Instructional Services will continue to support the staff in their efforts to pursue higher education.

#6 FACILITIES AND EQUIPMENT

A. Are current facilities, such as classrooms, offices and equipment, adequate to support the program? Explain.

There is a need for more faculty offices at the main campus. The Needles Campus is in desperate need of furniture and more technology to implement online student services. The Spring Street Center has no hot water, the roof leaks, the exterior needs to be painted and the signage on the building needs to be replaced.

B. Is available dedicated space adequate to support the program? Explain.

No. The Instructional Services office needs new office space in order to give the current office space to ASG.

C. Is available equipment adequate to support the program? Explain.

Instructional software needs to be updated in all of the computer labs. The software in the offices should also be updated so that everyone, faculty, staff and students are all using the same, most up-to-date software. A computer programmer dedicated to writing reports from Datatel would allow for better planning for schedule creation, program needs, staffing needs, etc.

D. Describe plans for future changes in support facilities or equipment.

The current room scheduling software, Astra, will soon be replaced with Schedule 25 which will connect with Datatel. This will streamline the schedule creation process, creating more efficiency and accuracy.

#7 FINANCIAL RESOURCES

A. Provide a financial report showing, for each year of the preceding 3 years, budgeted vs. actual expenditures for each of these line items, at a minimum:

Personnel Salaries, Personnel Benefits, Supplies, Contract Services, and Capital Expenditures. Explain deviations from budget exceeding 10% of any line item.

ASV	FY 07/08			FY 08/09			FY 09/10		
	Budget	Expenses	Diff.	Budget	Expenses	Diff.	Budget	Expenses	Diff.
Salaries	359,087	372,403	(13,316)	393,106	315,839	77,267	316,851	339,497	(22,646)
Benefits	132,354	128,042	4,312	146,271	123,868	22,403	89,572	121,626	(32,054)
Supplies	5,117	(7,805)	12,922	6,150	(3,153)	9,303	3,687	2,865	822
Contracts	24,133	25,951	(1,818)	19,778	20,499	(721)	22,752	22,733	19
Capital	0	27	(27)	252	252	0	0	0	0
Total	**520,691**	**518,618**	**2,073**	**565,557**	**457,305**	**108,252**	**432,863**	**486,721**	**(53,859)**

NDL	FY 07/08			FY 08/09			FY 09/10		
	Budget	Expenses	Diff.	Budget	Expenses	Diff.	Budget	Expenses	Diff.
Salaries	108,896	101,998	6,898	135,371	135,520	(150)	142,699	144,604	(1,905)
Benefits	33,955	35,437	(1,482)	45,256	40,600	4,656	37,856	42,872	(5,016)
Supplies	10,375	7,013	3,362	3,949	3,565	385	1,791	1,674	117
Contracts	102,625	69,035	33,591	118,476	103,981	14,495	97,422	74,726	22,695
Capital	1,000	116	884	0	71	(71)	0	0	0
Total	**256,851**	**213,598**	**43,252**	**303,052**	**283,737**	**19,315**	**279,768**	**263,877**	**15,891**

NBE	FY 07/08			FY 08/09			FY 09/10		
	Budget	Expenses	Diff.	Budget	Expenses	Diff.	Budget	Expenses	Diff.
Salaries	394,361	390,506	3,855	380,584	407,106	(26,523)	372,347	354,479	17,958
Benefits	98,118	94,398	3,720	97,561	99,031	(1,470)	87,508	93,654	(6,146)
Supplies	21,185	4,609	16,576	6,793	2,266	4,526	6,528	5,338	1,189
Contracts	45,419	36,000	9,420	42,615	32,956	9,660	35,766	26,261	9,505
Capital	7,531	8,477	(947)	103	103	0	64,286	64,286	0
Total	**566,614**	**533,991**	**32,623**	**527,655**	**541,461**	**(13,806)**	**566,525**	**544,018**	**22,507**

B. Describe plans for future budget changes.

Cost-cutting measures in all instructional areas are being evaluated at this time.

#8 Department Strengths/Weaknesses

A. List and comment of the major strengths of the program.

1. The Office of Instructional Services strives to be proactive rather than reactive in its day to day functions
2. We have an open door policy which allows for good working relationships.
3. We are supportive of new ideas.
4. We continue to promote professional growth and development.

B. List and comment on the major weaknesses of the program.

1. We are in need of an alternate office location so that ASG can have our current office.
2. The lack of accurate and timely enrollment and budget data creates numerous problems including planning for the future, appropriately staffing departments, and creating an effective class schedule which is currently done manually.
3. The duties and responsibilities of department employees need to be clarified to avoid confusion.

C. List recommendations for improving and correcting identified weaknesses.

1. Move the Instructional Services office to the Fine and Performing Arts Center.
2. Discuss the possibility of hiring a programmer to help provide accurate and timely data.
3. Clarify and advertise the responsibilities of Instructional Services personnel.