

CPR Redesign Task Force Recommendations to SPARC

On February 27, 2020, SPARC approved the creation of a **CPR Redesign Task Force**

Charge: Develop recommendations for improvements to streamline the current Program Review process, with a focus on redesigning Comprehensive Program Review (CPR).

The CPR Redesign Task Force will:

1. Review the history and current practice of Skyline College's Program Review process
2. Understand any federal, state, and accrediting body regulations/requirements affecting academic and non-academic program review
3. Consult with participatory governance bodies and interested parties at Skyline College
4. Research alternative program review practices at other community colleges
5. Consider enhanced alignment with Curriculum Committee and Budget Processes
6. Research and price alternatives to SPOL
7. Recommend improvements to the existing Program Review process, with consideration for workload

Membership:

Ingrid Vargas, Chair (SPARC tri-chair, Administration)

Karen Wong (faculty)

Bianca Rowden-Quince (faculty)

Jessica Hurless (faculty/Curriculum)

Kate Williams Browne (faculty/Academic Senate)

Connor Fitzpatrick (classified professional)

Luis Escobar (Administration/Dean- Counseling)

Joe Morello (Administration/Dean-Instruction)

Subject Expertise/ Additional Resources:

Paul Cassidy (Administration/Finance)

Chris Gibson (Administration/Dean-Instruction)

Zahra Mojtahedi (Classified Professional/ PRIE)

Status: Having completed the steps outlined in SPARC's charge, the CPR Redesign Task Force drafted a set of initial recommendations to SPARC. Following discussion at the August 27th SPARC meeting, and in consultation with Academic Senate at their September 3 meeting, the Task Force incorporated feedback and presented revised recommendations to SPARC on September 10th. Additional feedback from SPARC members was incorporated during the September 10 meeting, and is reflected in this final set of recommendations. SPARC members will consult with their constituents before the October 8th vote on the Task Force recommendations. That vote will determine SPARC's recommendation to CGC, which will make a recommendation to the College President.

Task Force Recommendations to SPARC

Purview, Management, and Oversight

1. As the participatory governance committee that brings together planning and budgeting, **SPARC should retain purview of Program Review**, meaning that proposed modifications to the program review process or calendar must first be authorized by SPARC, in consultation with Academic Senate, for recommendation to CGC and to the President.
2. Because Program Review, and particularly Comprehensive Program Review, requires expertise and sustained management and support best accomplished through a specialized body, the TF recommends that **SPARC delegate responsibility for managing and supporting the CPR process to a sub-committee** composed of representatives of the College's constituent groups (students, faculty, classified professionals and administrators).
3. Rather than create a new sub-committee, the TF recommends that **SPARC assign responsibility for managing and supporting Program Review to the existing Institutional Effectiveness Committee (IEC)**, that the IEC charge be amended to specifically include Program Review, and that the membership be reviewed and updated as needed, in consultation with SPARC and Academic Senate.
4. The TF recommends the **leadership of the IEC be updated to a tri-chair model**, with the tri-chairs being the College's Institutional Effectiveness Coordinator (a faculty reassigned position), a representative of the Academic Senate, and an instructional or student services dean. The dean co-chair will serve a two-year term, with the option of serving one additional consecutive term for a maximum of 4 consecutive years, to allow multiple deans to gain a deep understanding and appreciation for the Program Review process.
5. The TF recommends that **the responsibilities of IEC with respect to Program Review** be defined to include the following:
 - a. Manage the CPR process and calendar, supporting programs throughout the process
 - b. Bring awareness and support to programs on achieving alignment with College MVV and Education Master Plan goals
 - c. Read CPRs and provide feedback to programs in cooperation with the program deans
 - d. Produce an annual report to SPARC, CGC, and Academic Senate describing high-level trends among programs undergoing review
 - e. Collect feedback on CPR to assess processes and make adjustments, as needed. Feedback should be reported to SPARC and Academic Senate.
6. The TF recommends that the **Program Dean, Curriculum Committee Chair, and the Division Vice President sign-off on the CPR report** for the CPR to be considered completed and approved.

Communication and Transparency

To enhance communication and improve understanding of the integrated planning and resource allocation process, the Task Force recommends that SPARC formalize the following opportunities for dialogue and feedback, which build upon those recently agreed to by Academic Senate and the College Vice Presidents:

7. To facilitate a transparent dialogue between deans and division faculty and staff, the TF recommends that **division meetings at the start of the Spring semester include a planning session** to discuss division goals and resource request needs, which will inform the Division Dean's annual Administrative Leadership Unit Report (ALUR).
8. Within 30 days of submitting the Division Dean ALUR, **deans will present ALUR highlights, including resource request prioritization, at a division meeting.**
9. Within 30 days of submitting the Vice President's Administrative Leadership Unit Report (ALUR), **the VPI and VPSS will present ALUR highlights, including resource request prioritization, at a SPARC meeting.**
10. Prior to the end of the Spring semester, the **College President will summarize any budget and planning decisions** arising from the integrated planning and resource allocation process at a meeting of the CGC.

Program Review Scope and Process

The Task Force recommends that:

11. Going forward, **Comprehensive Program Review include student feedback** in the form of a survey, focus group, or other PRIE-recommended mechanism. The determination of which method to use, and which students to approach for feedback, is to be made in consultation with PRIE.
12. SPARC charge the IEC with **revising the Program Review template and resources to be better tailored to both instructional and non-instructional programs**, including meaningful prompts that enhance relevance and minimize duplication throughout the CPR process, and enhanced PRIE data packets for both instructional and non-instructional programs. The revision of the instructional program review templates will be completed in partnership with Academic Senate.
13. Because achieving equity should be a primary driver of Program Review, **that CPR place increased emphasis on student equity outcomes** which would include student success outcomes, and faculty and classified professional hiring outcomes, among other equity metrics covered in the PRIE data packets and highlighted in the Program Review templates.

14. IEC and SPARC **revisit the current requirement of a public presentation** to explore alternative opportunities for broad campus awareness of, and engagement with, College programs.
15. **Future changes to the Program Review calendar, including which programs should be added, and which programs removed or consolidated with other programs for the purpose of Program Review, originate through IEC.** IEC, in consultation with the program's dean, Curriculum Committee (for instructional programs) and the Student Services Leadership Team (for non-instructional programs), will make a recommendation to SPARC, for recommendation to CGC, and approval of the College President.

Program Review Cycle and Calendar

To allow for more meaningful discovery, reflection and evaluation of programs without increasing faculty and staff workload, and to promote better integration with Curriculum Review and the budget cycle, the Task Force recommends that the College reorganize the Program Review calendar as follows:

16. **Change the frequency of Comprehensive Program Review from every 6 years, to every 7 years**, to realign with the new ACCJC accreditation cycle. Extending to a 7-year cycle also makes it possible to add new programs to the CPR calendar, without over taxing the annual workload of the various groups involved in supporting CPR.
17. **Extend the time allowed for completion of Comprehensive Program Review from one academic year (Fall and Spring semesters) to one and a half academic years**, with the cycle starting in the spring (Spring, Fall and Spring semesters). The extended calendar will allow program analysis to be completed in the spring, prior to fall submission of changes for curricular review, and will also allow for collection and incorporation of a student feedback mechanism prior to the spring CPR due date.
18. **Change the frequency of the Annual Program Plan from every year, to every other year** (excepting CPR years), and since it is no longer annual, to change the name from APP to Program Review Update (PRU).
19. **Uncouple the annual resource request submission from the CPR and PRU submissions**, allowing for resource requests to continue each year, as long as the most recently required PRU and CPR are on record as submitted and approved. Annual Resource Requests (ARR) are optional, and need not be submitted if a program is not requesting funds or other resources. (When submitting a resource request, a program must refer back to the goals and objectives of the most recent program review. If program objectives have changed since the last program review, the ARR should include a narrative updating program objectives, along with any supporting data and/or analysis.)

20. **Change the due dates** for submission of integrated planning and budget deliverables as follows:

Deliverable	Current Due Date	New Due Date
Comprehensive Program Review -CPR	April	Nov* Draft/Apr Final
Program Review Update - PRU	April	November*
Annual Resource Request - ARR	April	November*
Divisional planning meetings	--	Early February
Dean ALUR submitted	June 1	March 1
Dean ALUR Report to Division	--	Early March
VP ALUR submitted	July 1	April 1
VPI & VPSS ALUR Report to SPARC	--	mid April
VPA Tentative Budget to SPARC	May	mid April
VPA Tentative Budget Report to CGC	May	mid May
President's Budget Priorities Report to CGC	--	mid May

*November due dates will be the Friday before Thanksgiving