Bakersfield College 2018-2019
Program Review – Annual Update - Non Instructional

Program Name: *Vice President of Instruction*
Program Type (Administrative, Student Affairs, Academic Affairs, Other): *Administrative*

Bakersfield College Mission: Bakersfield College provides opportunities for students from diverse economic, cultural, and educational backgrounds to attain Associate and Baccalaureate degrees and certificates, workplace skills, and preparation for transfer. Our rigorous and supportive learning environment fosters students' abilities to think critically, communicate effectively, and demonstrate competencies and skills in order to engage productively in their communities and the world

Describe how the program supports the Bakersfield College Mission: *This unit supports the instructional activities and programmatic planning in all instructional programs. Support includes oversight of all aspects of instructional activities, including curricular and management of instructional resources. This aligns with the colleges mission by providing the support for a learning environment in which students can succeed academically and personally to attain Associate and Baccalaureate degrees and certificates, as well as developing workplace skills and preparing for transfer.*

Program Goals:
A.   List the program's current goals. For each goal (minimum of 2 goals), discuss progress and changes. If the program is addressing more than two (2) goals, please duplicate this section. Please provide an action plan for each goal that gives the steps to completing the goal and the timeline.

No previous goals identified by this office, so will list all goals below as New.

1.   **Program Goal:**

     List the institutional goals from the Bakersfield College Strategic Plan that will be advanced upon completion of this goal?
     (Student Learning, Student Progression and Completion, Facilities, Leadership and Engagement)

     Progress on goal achievement:

     Status Update – Action Plan and any link to Resource Requests:

2.   **Program Goal:**

     List the institutional goals from the Bakersfield College Strategic Plan that will be advanced upon completion of this goal?
     (1.   Student Learning, 2. Student Progression and Completion, 3. Facilities, 4. Leadership and Engagement)

     Progress on goal achievement:

     Status Update – Action Plan and link to Resource Requests

B. List <u>new</u> or revised goals (if applicable)

#1 Program Goal: *Support the transformation to a Guided Pathways College by utilizing scheduling, enrollment, and facility usage data to optimize course offerings to improve student completion and progression.*

List the institutional goals from the Bakersfield College Strategic Plan that will be advanced upon completion of this goal?
(Student Learning, Student Progression and Completion, Facilities, Leadership and Engagement)
Student Progression and Completion, Facilities

Progress on goal achievement: *New goal*

Status Update – Action Plan and link to Resource Requests: *Develop a comprehensive enrollment management plan that utilizes the Student Centered Funding Formula and impacts of new legislation (AB705), evaluation of bottlenecks in course scheduling, removes curricular barriers to progression, and increases effective use of classrooms.*

#2 Program Goal: *Improve the operational efficiency within the instructional unit through training and professional development.*

List the institutional goals from the Bakersfield College Strategic Plan that will be advanced upon completion of this goal?
(Student Learning, Student Progression and Completion, Facilities, Leadership and Engagement)
Leadership and Engagement

Progress on goal achievement: *New goal*

Status Update – Action Plan and link to Resource Requests: *Provide training for direct reports on operational aspects of instructional processes via the Educational Administrators Council (EAC) and one-on-one staff meetings; Support professional development among direct reports; Develop procedural manuals for EAC and the Academic Service Assistant Office.*

#3 Program Goal: *Improve efficiency of processes within the instructional purview.*

List the institutional goals from the Bakersfield College Strategic Plan that will be advanced upon completion of this goal?
(Student Learning, Student Progression and Completion, Facilities, Leadership and Engagement)
Student Learning, Student Progression and Completion

Progress on goal achievement: *New goal*

Status Update – Action Plan and link to Resource Requests: *Work with Human Resources to streamline processes that affect course scheduling and special faculty assignments; Provide leadership and oversight for software implementation for curriculum, assessment, and scheduling.*

Program Analysis:
Take a look at your trend data (all programs should have some form of data that is used to look at changes over time). Please report on any unexpected changes or challenges that your program encountered this cycle:

1. How does your trend data (or other data your area collects) impact your decision making process for your program?
    a) *Budget data is reviewed regularly to inform resource allocations within the instructional unit.*
    b) *Student enrollment data and projected enrollment data from IR, room usage data from FacilitySoft, and scheduling data are used to revise enrollment management plans.*

2. Evidence of Program Dialog of data
    o If you have had time to review and discuss your program's data with members of your department, attach documentation of your discussion. Documentation can come in the form of minutes from meetings or retreats, email dialog or any other ways that show substantive discussion.

3. Were there any changes to student demographics (age, gender, or ethnicity) for the past cycle?
With the increase of dual enrollment (10 percentage points over the last 5 years), the percentage of students <19 has increased around 11 percentage points as well. Over the last 5 years, the percentage of Hispanic students has increased around 10% points. Reference: Renegade Scorecard.

4. Equity gaps
    o Please look for large differences, or gaps, between top performing groups and others. Consider how you could identify the reasons behind these gaps, and if there changes that could be made to reduce them. For in depth review of equity issues, and on changes that are being made campus-wide, please refer to the current Bakersfield College Student Equity Plan.

5. Please describe any recent achievements of members of your area who have won awards or distinctions, new projects your area has implemented, professional development work, professional conference presentations or recently published work.

6. The college has embarked on significant efforts such **as Guided Pathways, affinity groups** and **completion coaching communities** to improve the success and completion rates of our students. Please describe what your program/department/office is doing to contribute to these efforts.
Every dean and director from the instructional unit is a lead (or team member) for a completion coaching community. The unit participates in regular discussion of outcomes and strategies.

7. Explain your role if you are involved in Dual Enrollment, Inmate Education, or Rural Initiatives.

I am the supervising VP for Dual Enrollment (Director is a direct report), Inmate Education (Dean is a direct report) and Rural Initiatives (Director is a direct report).

Assessment Report - Annual Update

A. List your Administrative Unit Outcomes (AUOs)
   1. *Ensure the integrity and timeliness of the faculty evaluation process.*
   2. *Monitor the accuracy and effectiveness of instructional processes.*
   3. *Develop a culture of transparency and trust within the unit.*
   4. *Improve operational competence within the instructional unit.*
   5. *Communicate effectively with academic and industry partners.*

B. How did your outcomes results inform your program planning?

These outcomes drive the goals for this administrative unit.

C. How do the Administrative Unit Outcomes align with Institutional Learning Outcomes?

Institutional Learning Outcomes	Administrative Unit Outcomes
Think critically and evaluate sources and information for validity and usefulness.	• *Ensure the integrity and timeliness of the faculty evaluation process.* • *Monitor the accuracy and effectiveness of instructional processes.*
Communicate effectively in both written and oral forms.	• *Develop a culture of transparency and trust within the unit.* • *Communicate effectively with academic and industry partners.*
Demonstrate competency in a field of knowledge or with job-related skills.	• *Improve operational competence within the instructional unit.*
Engage productively in all levels of society – interpersonal, community, the state and nation, and the world.	• *Communicate effectively with academic and industry partners.*

Analysis of Received Resources from Previous Cycle *No previous Program Review was completed for this administrative unit.*

Discuss the type of resources you received and their Impact on program effectiveness?

Facilities:

If your program received a building remodel or renovation, additional furniture or beyond routine maintenance, please explain how this request or requests impacts your program and helps contribute to student success.

1: Space Allocation
2: Renovation
3: Furniture
4: Other
5: Beyond Routine Maintenance

Technology:

If your program received technology (audio/visual – projectors, TV's, document cameras) and computers, how does the technology impact your program and help contribute to student success?
1: Replacement Technology
2: New Technology
3: Software
4: Other_____

Other Equipment

If your program received equipment that is not considered audio/visual or computer equipment technology, please explain how these resources impact your program and help contribute to student success.

<u>**Conclusion:**</u>

Present any conclusions and findings about the program. This is an opportunity to provide a brief abstract or synopsis of your program's current circumstances and needs. Consider this a snapshot of your program if someone were to only read this portion of your annual program review.

As a new Vice President serving this instructional unit, I am just now on the cusp of meaningful improvement within the unit. The last six months have been spent learning operational aspects of the position, team building with the executive team and my own direct reports, identifying gaps in processes that create frustration for my staff and ultimately obstacles for students to succeed in their courses, and developing an understanding of overall systems. My goals this year are grounded in a desire to move the college closer to becoming a Guided Pathways College with processes that support this transformation. That means changing our approach and perceptions of enrollment management, cleaning up some of our messy processes and making sure we are operationally competent in order to minimize the precipitation of additional work correcting errors. The college has been in a tense state of growth and transformational change that has eroded trust in some areas. I hope that my office and educational administrators can work as a team to support and increase trust with faculty.