



Program Review

Golden West College

General Information

Important Information

Some people have expressed concerns about losing information after being logged off. There are some ways to avoid this.

- Please type your information into a Word document then paste the information here.
- At the bottom of the page, there is a **“Save Progress”** button. That button can be very useful. However, if you have already been logged out due to a time error, it won't actually save the information to your account. To check to see if you have been logged out, a better approach is to click the **“Previous”** button. This will take you to the previous page AND it will save what you have typed on the current page. If you had been logged off, you will be immediately notified.

Submitter's First Name:

Submitter's Last Name:

Submitter's Email:

Submitter's ID:

Submitter's Phone Number:

Type of review? *

- Administrative
- Instruction (Please note: Library and Counseling should submit individual Program Reviews: One for Instruction and one for Student Services)
- Student Services

Who is your Dean/Supervisor?

- Robyn Brammer
- Joseph Dowling
- Rick Hicks
- Janet Houlihan
- Danny Johnson
- Claudia Lee
- Alice Martanegara
- Carla Martinez
- Alex Miranda
- Kay Nguyen
- Meredith Randall
- Christina Ryan Rodriguez
- Matthew Valerius
- Tim Vu
- Chris Whiteside

Are you the Department Chair? *

- Yes
- No
- Not applicable

Who is your Vice President? *

- Lee, Claudia
- Houlihan, Janet
- Randall, Meredith

If you experience any technical difficulties completing this form, please contact [Damien Jordan](#).

Program Review Purpose

“Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices” –Academic Senate for California Community Colleges, 2009-

Data Driven Decision Making

- *Continual improvement*
- *Evaluation of program resource needs*
- *Fiscal stewardship and transparency*
- *Culture of evidence*

Program Review Reporting Cycle

1. Program Review will be conducted every two years beginning Fall semester 2021.
2. Department Chair/Originator will be given feedback at each step in the process.
3. Data provided by ORPIE, including statewide data for success given to departments the first week of October (October 8, 2021).
Originator: The originator owns this information (usually the Department Chair). The document is "locked" unless sent back.(October 22, 2021).
4. Department Chair: If the Department Chair did not submit the document, it will go to the Department Chair for general feedback (November 1, 2021).
5. Dean/Supervisor: The Dean/Supervisor provides feedback in a single text box. The Dean/Supervisor may send back to the Department Chair if something needs to be changed. (November 8, 2021).
6. IEC: IEC provides feedback for a technical review. (November 15, 2021).
7. CCD: provides feedback on curriculum or instruction section. (November 22, 2021).
8. Vice President: The identified VP provides feedback and can send the document back for edits (December 1, 2021).
9. Review: The Department Chair incorporates the feedback and resubmits. The Dean/Supervisor can send back if there is still something missing (January 31, 2022).
10. Submission: Once the originator (Department Chair) submits the document, it will be locked (February 11, 2022).
11. Committee Reviews: Requests for funding will be sent to committees for their review (February 11, 2022). Reviews by committees must be submitted to Planning and Budget by March 15, 2022.
12. Hiring Deadline: Approved requests for faculty positions will be provided by the Executive Team (February 25, 2022).
13. Hiring Deadline: Ratings for classified professional positions will be provided to the Executive Team by April 22, 2022.
14. Funding Deadline: Planning and Budget will make determinations on Categorically funded requests (April 22, 2022).
15. General Funds and Classified positions: Items funded through general funds and available Classified Professional Positions will be determined (October 7, 2022).

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Program Information

Name of Program (Academic Programs should be listed per discipline)

* Management (Business)

Please provide a brief description and any significant change in your program since the last program review cycle.

The GWC Management Program is closely associated with and compliments the larger GWC Business Program. The Management Program includes the following certificates/degrees:

- * Management AA
- * Management COA
- * Human Resource Management COA
- * Retail Management COA
- * Entrepreneurship COA

No significant changes have occurred to the Management Program since the last program review cycle.

What are your program's strengths?

The Management Program offers a variety of certificate/degree options that are useful for entry level employment in career fields such as Office Manager, Human Resource Assistant/Director, Retail Manager.

What are the challenges for your program? (If there are regulations or requirements for your program that require additional support, please note those here.)

A key challenge is to cover a broad array of management fields and skillsets necessary to enable students to be successful in their career paths.

Additionally, since Management (vs Business Administration) is not a standard transfer pathway for students, it attracts fewer overall business students as a degree program.

INSTRUCTIONAL PROGRAMS

Do any of the courses in your program have a CTE TOP code?

- Yes
- No

What was the date of your last advisory committee meeting? * 09/03/2021

What type of awards does your program offer?

- Certificates
- AA/AS Degree
- Associate Degree for Transfer

Please provide the information for the number awards for Associate Degrees (CCI-approved), Associate Degrees for Transfer (State-approved), and Certificates of Achievement for this program. Please put N/A if an area is not applicable for your program.

	3-years ago	2-years ago	1-year ago
Certificates	* 14	* 4	* 11
Associate Degrees	* 6	* 4	* 0
Associate Degrees for Transfer	* NA	* NA	* NA

Please comment on the trends for the number of awards. You may then comment on any other relevant information provided by the Office of Research, Planning, and Institutional Effectiveness (ORPIE).

* Management COAs were notably higher in 2018/19 and 2020/21 than other years over the past 5 years. Otherwise, there were no other notable trends in Management awards.

For the below questions, please provide your FTES (full-time-equivalent students, resident) divided by your FTEF (full-time-equivalent faculty). Please submit your rates from four years ago, two years ago, and this year.

Please note: For programs with earned credit, please use FTESr/FTEF. For non-credit or the International Students Program, please use FTESm/FTEF.

FTES/FTEF ratio from 3 years ago

* 19

FTES/FTEF ratio from 2 years ago

* 21

FTES/FTEF ratio from last year

* 24

Outside of hiring new faculty (which should be included in your program goals, if needed), please discuss this trend and your plan for improving efficiency

The efficiency trend has improved. This is likely due to increased focus on this metric by our Dean/Division. We will continue to review efficiency and look for opportunities to improve efficiencies.

We have an overall plan to revise the existing Business/Management/Marketing programs to offer stackable, more attainable certificates and degrees. This should also improve program efficiency.

Using the data received from Office of Research, Planning, and Institutional Effectiveness (ORPIE), what strategies has your department implemented over the past two years to be more inclusive of the distinct student populations you serve?

* According to the ORPIE Data, the Business Program has had notable 3-year trend improvements in our largest Special Populations including Economically Disadvantaged students and EOPS/CARE students, including Retention and Success rates. Overall, enrollments for these same groups generally declined over this 3-year (particularly in 2020/21) indicating possible impacts from Covid.

While there have been no department-specific programs to support these populations, the overall campus training and culture instilled during Flex Days and other campus awareness events has raised faculty awareness to better support challenged student populations.

Identify challenges and successes with respect to mode of delivery and/or technology. For instructional programs, address any differences between on-campus and distance education.

* The challenge that has occurred during 2020-21 has been Covid and the switch from the classroom to Zoom/Live-Online sections. With the support of campus training for Distance Education and Canvas and the use of online resources such as Zoom, the department has been able to adapt to this dynamic situation.

Program Review Curriculum

After a thorough review of your courses, provided by CCI...

Do you have any courses that have not been updated to CCI within the required timeframe (6 or more years for a transfer-level-course; 3 or more years for a CTE course)?

- Yes
- No

For classes where the date of revision is more than 6 or more years for a transfer-level-course or 3 or more years for a CTE course, revisions for all such classes to CCI are required within the next two academic years.

- I understand

Do any of your SLOs use the exact wording as the course objectives?

(SLOs should be written to reflect and encompass the course objectives while not using the exact same language as the course objectives)

- Yes
- No

SLOs must use different wording than the Course objectives. SLOs should reflect the objectives without mirroring the language. You indicated that one or more of your courses needs to have a revision submitted to CCI within the next two academic years.

- I understand

Are there courses in your Program (Degree/Certificate) that have not been successfully offered since the last Program Review? (Please note, classes that were cancelled, they were not successfully offered).

- Yes
- No

Do you have active courses that are not part of a degree or certificate?

- Yes
- No

Please indicate the name of the course(s) and the name(s) of the certificate(s) or degree(s) you intend to connect it to when you submit your revision to CCI.

Once we finalize the above, we will make multiple options available for faculty to complete.

How are you using your Program SAOs/SLOs to improve your program outcomes? (If you are not actively using SAOs/SLOs to improve program outcomes, discuss how you plan to do so in this coming Program Review Cycle.)

The Business Dept. Faculty conduct SLO Assessments at the end of each semester. Based on that information, we are updating Course SLOs and also evaluating if changes need to be made in instruction methods.

Program Review Goals and Requests for Funding

Requests – If you are requesting any of the following, they *MUST* be addressed within your Department goals.

- Faculty
- Equipment, Facilities, Technology
- Support Staff

(When you click that you need any of the above (Faculty, Equipment, Facilities, Technology or Support Staff) you will be provided the appropriate form on subsequent pages of this document)

Vision 2030 Goals Legend

1. **Enrollment:** GWC will increase credit and noncredit enrollment while providing efficient academic programs and student services.
2. **Equity and Success:** GWC will support, enhance, and develop equity-minded services and academic programs that lead to student success.
3. **Completion:** GWC will ensure students' timely completion of degrees and certificates by providing high quality academic programs and student services.
4. **Workforce Preparation:** GWC will support student success by developing and offering academic programs and student services that maximize career opportunities.
5. **Facilities:** GWC will provide flexible, accessible, and sustainable learning environments that support the success of students, faculty, staff, and communities.
6. **Professional Development:** GWC will support the success of all employees by providing professional development opportunities that focus on the achievement of College Goals.
7. **Communication:** GWC will effectively communicate and collaborate within the College and its communities.

Goals from Previous Program Review Cycle

Please refer back to the goals from your previous Program Review cycle and summarize all outcomes for each goal.

Summary and Outcomes of Previous Goals (from the last Program Review), including resource requests and if they were funded or not.

Goal: Increase Enrollment (over 300 students):
The Management student enrollment increased to 310 in 2019/20, but then decreased to 265 in 2020/21. Enrollments seemed to be affected by Covid.

Goal: Increase student success (70%)
Management student success increased to 72% in 2020/21.

Goal: Increase SLO activity.
The department has increase SLO Assessments by FT and PT Faculty. Improvements continue to be made in this area in understand, evaluating, and updating SLOs.

Goals for Current Program Review Cycle

Current goals should be connected to Vision 2030.

Goal 1 (Required)

Description of Program's Goal

* Increase student enrollments for Management Program.

What actions will the program take to accomplish this goal?

- 1) Improve Program Pathways with clear, progressively attainable, and streamlined stackable certificates/degrees.
- 2) Develop new courses/programs that align with recommendations from the GWC Business Advisory Committee and also attract new student populations. Areas under review based on input from the GWC Business Advisory Committee are Business/Data Analytics, supply chain and logistics management, and banking/finance.
- 2) Continue to support High School days with dynamic content for prospective business students.
- 3) Advocate for new, full-time business faculty that will also support/improve management courses
- 4) Prepare/update Business/Management Program marketing content.

What metric will you use to measure your goal?

* Return Enrollments above 300 students on a consistent basis.

Increase efficiencies above 27 (has ranged from 19 - 24 over past 3 years).

Which of the College's missions and goals does this goal support? (Vision 2030)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

Requests: What do you need to accomplish this goal? (Mark any or all that apply)

Please note: Indicating one of the following will create a form to appear on a subsequent page.

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

Goal 2 (Required)

Description of Program's Goal

* Increase Equity, Retention, and Success

What actions will the program take to accomplish this goal?

- 1) Continue to develop a culture of welcomeness, inclusion, and support among full-time and part-time business faculty.
- 2) Improve Program Pathways with clear, progressively attainable, and streamlined stackable certificates/degrees.
- 3) Improve alignment/communication between GWC Counselors and Business Faculty.
- 4) Improve communication to PT Faculty about the focus on these metrics and methods they can use to help students (particularly from disadvantaged populations).

What metric will you use to measure your goal?

* Retention and Success (with attention to each student population including those students designated in the "Special Population" group).

Which of the College's missions and goals does this goal support? (Vision 2030)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

Requests: What do you need to accomplish this goal? (Mark any or all that apply)

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

Goal 3 (Required)

Description of Program's Goal

Improve Management Degree Completions.

What actions will the program take to accomplish this goal?

- 1) Improve Program Pathways with clear, progressively attainable, and streamlined stackable certificates/degrees.
- 2) Increase communications to business students about applications for graduation.
- 3) Improve coordination between GWC Counselors.

What metric will you use to measure your goal?

AA and COA completions to above a total of 15 completions.

Which of the College's missions and goals does this goal support? (Vision 2030)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

Requests: What do you need to accomplish this goal? (Mark any or all that apply)

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

Goal 4 (Optional)

Description of Department's Goal

Continue to focus on achieving above average Student Satisfaction of our faculty and courses.

(Student Satisfaction contributes to word-of-mouth marketing and is an important component for helping GWC achieve it's 2030 Goals of increased enrollments).

What actions will the program take to accomplish this goal?

- 1) Periodically conduct faculty evaluations and student surveys.
- 2) Monitor 3rd-party student satisfaction/rating platforms.
- 3) Continue to emphasize the importance of this within GWC.

What metric will you use to measure your goal?

Student satisfaction surveys conducted by GWC and third-parties.

Which of the College's missions and goals does this goal support? (Vision 2030)

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

Requests: What do you need to accomplish this goal? (Mark any or all that apply)

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

Goal 5 (Optional)

Description of Department's Goal

OTHER INFORMATION

What additional information would you like to share about your program?

Management is a component of and closely associated with the overall Business Curriculum. Faculty and Funding requests are included in the Business Program Review.

Optional file upload (if desired)

Optional file upload (if desired)

Which of the following apply to any of the goals mentioned above? (Skip if none are applicable.)



Attainment of 9+ credit CTE units or a noncredit workforce milestone
(completed a noncredit CTE or workforce preparation course or had 48 or more contact hours in a noncredit career education or workforce preparation course)

Attainment of CTE degrees/certificates

(i.e., AA/AS/AD-T, Chancellor's Office approved certificates, Noncredit certificates of at least 48 contact hours)

Graduates of your program may be immediately employed in a job related to their field of study

(i.e., without needing to transfer for a higher degree)

Graduates of your program received an immediate increase in their earnings.

General Information

You have finished your Program Review! Your supervisor, IEC, and (possibly) CCD will review your submission and provide feedback.

Please note, you will only be able to edit this form again if it is returned to you from your supervisor or your VP. Please stay in touch with your supervisor, if you receive feedback that you wish to incorporate.

...3837393735

Bern Baumgartner

Signature

11/24/2021, 10:00 AM

Date

Review Feedback

Dean/Supervisor: Please provide feedback on this Program Review

Thank you. Good work while also preparing the Business PR.

IEC: Please provide feedback on this Program Review

Need to enter "0" instead of NA for 2020-21 data on AAs conferred

Dean's Second Review

Superuser final check

CCD Reviewer

1. **Once you click the checkbox button below, scroll to the bottom and**
2. **Click on "Return for Revision" to send the document to the originator. DO NOT CLICK NEXT. When you click on Return for Revision, you will be given a page to provide your feedback.**

I have completed the CCD Review

Vice Presidents - If you would like to return this document to the originator, prior to the Dean's 2nd review, please DO NOT CLICK NEXT here. Instead, please click on "Return for Revision" to send the document to the originator. If you want to see the document again, please remove any comments from this page and add your comments on the email page that appears after you return the document.

If you sign the document, it will go back to the dean for a final review. If the dean forwards the document without returning it, the document will be locked, and the originator will not be able to incorporate the feedback from the reviewers.

Please provide feedback here. When finished, click on "Return for Revision" at the bottom of this page.

Vice President: Please provide feedback on this Program Review

One goal should be evaluating which jobs a "management" certificate leads to.....re-evaluation of students' path. A certificate does not realistically prepare students for management positions. This is an issue systemwide, not specifically at GWC.

DEAN'S ASSESSMENT OF POTENTIAL FUNDING METRICS

Which of the following *might* be a potential funding source for any of your requests? (Mark all that apply - or skip if not applicable)

- Equity:** Help disproportionately impacted students outside the classroom to either come to the college (access), stay in college (retention), complete transfer-level math or English, complete their degree/certificate, or transfer to a 4-year institution.
- Higher Education Emergency Relief Fund (HEERF II):** Assist students impacted by the COVID-19 pandemic
- Lottery:** Purchase of instructional materials to be used by students in the classroom.
- State Funded Equipment:** Any equipment considered that will last more than a year and costs more than \$5,000 that is used within the classroom.
- Workforce Development:**

Dean/Supervisor: Please provide feedback on this Program Review. Please include feedback for any of the above-checked funding recommendations (e.g., which request may meet which funding request).

Deans/Supervisors - If there are any comments above that have not been incorporated into the document, please DO NOT CLICK NEXT here.

Instead, please click on "Return for Revision" (bottom of page) to send the document to the originator. You will get another chance to review the document after the originator makes the requested changes.

If you sign the document (by clicking "Next"), it will be locked and be sent to Planning and Budget.

Dean / Supervisor
Signature

Electronically signed by Chris Whiteside on 10/26/2021 2:15:42 PM

IEC Signature

Electronically signed by Robyn Brammer on 11/15/2021 7:37:25 PM

Vice President Signature

Electronically signed by Meredith Randall on 01/05/2022 8:42:47 AM