



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.
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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

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-

Program Review 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).

Important Update

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-

Program Information

Please note, the term Program Review is a standard. We will use "program" throughout the document. Please regard this as your "department" or "area".

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

Public Safety

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

Golden West College Public Safety Department provides the campus community with public safety services performed by onsite personnel 24 hours a day seven days a week. Golden West College employs well-trained and experienced public safety officers with specific training to public safety, emergency preparedness, crime prevention and parking enforcement. The Public Safety Office is staffed by experienced and knowledgeable personnel tasked with maintaining the day to day operations of the department and to assist students, faculty and staff.

The department serves our students, faculty, staff and visitors by maintaining the highest level of campus safety. This is accomplished by continual uniform patrol of the campus and parking lots, response to routine as well as emergency calls, investigating suspicious individuals or situations and documenting all incidents. The department is also tasked with preparing the campus for man-made and natural disasters through careful planning, ongoing training and exercises.

The department has continued to expand the use of technology including the increase in CCTV cameras, the software-programmed electronic door access controls and the migration to a digital parking permit system with patrol car mounted License Plate Reader cameras for permit enforcement.

What are your program's strengths?

The department's strengths include the ability to adapt to changing conditions. This was evident with the campus closure due to the COVID-19 pandemic. The officers were the only employees that remained on the campus during the 17-month closure. The officers then began conducting more physical security duties and became the conduit for students and employees to access equipment and documents. A strength is the department's ability to perform additional duties and support the campus in non-traditional ways.

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

The department's most significant challenge is with the level of staffing. The office staff has been reduced from three personnel down to one. While this was acceptable while the campus was closed it is not becoming more of a challenge in the ability to respond to student and staff requests as the campus returns to a normal status. This will be almost impossible to meet the needs when the Spring 2022 Semester begins.

A lack of supervisory personnel is also an issue. During the work week there is no supervision nor "lead" officers on duty after 5:00 PM and the department continues to function on a 24/7 status. During the weekend Swap Meet there are 7 to 8 officers on duty and there is now no Public Safety Supervisor as in the past to coordinate the work of these officers.

Another challenge is the ever-increasing duties of the limited staff. The new systems have required a much higher level of technical skills and experience. This is most evident with the expanding CCTV camera system. During 2012 and into 2014 there were only 10 campus cameras. This increased to 75 in 2015 and with several new buildings and an expanded security project this has increased to over 150 and plans are proposed to increase this to approximately 200 cameras. The campus also added door access controls that require a significant amount of door programming each semester and for all faculty and many other employees. We have recently added the new parking permit and enforcement database. This also requires a significant amount of data entry and detailed knowledge of the system.

ADMINISTRATIVE SERVICES INFORMATION

Over the past two years, how did you measure your effectiveness and customer satisfaction? What were the results?

We did not perform any formal measurements of the department.

Over the past two years, how did you measure your efficiency and productivity? What were your results?

The past two years has been significantly different due to the campus closure. One way of measuring the department's effectiveness is the much lower number of crimes committed on campus. The crime statistics that are part of the Annual Security Report and are submitted to the U.S. Department of Education each year shows a reduction in all categories. Another method would be to simply view the safety level of the campus during this past 18 months while there were only two officers on each shift during the daytime and afternoon shifts and only one officer present on campus during the graveyard shift.

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.

The staffing issues still exist and the department continues to use Hourly Officers to fill shifts.

Goals for Current Program Review Cycle

Current goals should be connected to Vision 2030.

Goal 1 (Required)

Description of Program's Goal

Enhance the department's ability to provide the highest level of safety and security to the campus.

What actions will the program take to accomplish this goal?

The department will have to increase staffing on each shift to properly provide the requisite level of security. This will allow for full-time officers to focus on the daily issues facing the campus and allow them to address them and develop plans and steps to accomplish this.

What metric will you use to measure your goal?

The department will consider an updated campus survey to determine the level of safety and security felt by the students and staff. The department will review the crime statistics to determine if the actions have led to a reduction.

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

Develop the appropriate level of supervision for evenings and weekends. There is a need to establish a supervisor position on the hours where officers are on duty and the Director is not on campus.

What actions will the program take to accomplish this goal?

A Public Safety Supervisor position would need to be filled on Swing shift in order to supervise the officers on the shift. The part-time supervisor previously assigned to the weekend Swap Meet would have to be filled again or at a minimum, the full-time officer assigned to the weekend would have to be promoted to Senior Officer.

What metric will you use to measure your goal?

Mainly a review of the shift activity and a discussion of the officers on the shifts.

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

Complete transition to License Plate Reader (LPR) Student and Employee parking permit system and LPR parking enforcement capability.

What actions will the program take to accomplish this goal?

The department will complete the migration to the new parking permit system. This will include having all employees register their personal vehicle's license plate number in the system. The Students will be guided to a link to purchase their semester parking permits on-line and enter their vehicle information including license plate number. The department will complete testing of the daily parking permit kiosks and install signs in the parking lots for the mobile cellphone app that can be used by students and visitors to purchase a daily or hourly permit.

What metric will you use to measure your goal?

The department will review the number of student semester parking permits purchased and view the number of parking violations the system identifies to determine the level of compliance.

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

Increase physical safety by installing additional CCTV cameras to campus and parking lots. The cameras will enhance video coverage and reduce staff time in searching for specific vehicles and reported crimes.

What actions will the program take to accomplish this goal?

The installation of a specified number of CCTV cameras at key locations and additional License Plate Reader cameras installed at all parking lot entrances.

What metric will you use to measure your goal?

To be developed.

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?

The Public Safety Department continues to provide significant safety and security to the campus community while challenged with an extremely limited budget and less than the appropriate level of staffing.

Optional file upload (if desired)

Optional file upload (if desired)



Program Review

General Fund
Classified Professional Request

How many Classified Professional Requests would you like to submit?

- 1
- 2
- 3
- 4

1st Classified Position Request

POSITION REQUESTED

- Replacement Position (Previously funded/ not currently funded)
- New Position (Never been funded/newly created)

SALARY REQUESTED (Click here to see the [salary schedules](#))

Salary Schedule (e.g., EE)

Range (e.g., 116)

Job Title (should match description below)

Please use a mid-level step for salary:
Salary (e.g., \$50,000)

Contract

- 12 month
- 11 month
- 10 month
- 100% FTE
- Other FTE %

JOB DESCRIPTION SUMMARY

For reference, please see the current [Organizational Chart](#) for the campus.

Please provide the job title and description-URL for your proposed position. You may find a list of approved job descriptions from the [CCCD Position Description portal](#).

For example, Accessible Media Specialist. URL: https://navigator.cccd.edu/district/hr/classification_and_compensation_study/Documents/Classified%20Specifications%20A/Accessible%20Media%20Specialist.pdf

If the job description is not listed above, you may copy and paste your job description here.

What are the essential duties this position will fulfill?

JUSTIFICATION

What is the compelling need for the position? Please include any consequences if this position is not filled?

If the full-time position is approved, will there be a request for funding for short-term temporary position during the hiring process?

- Yes
- No

Program Needs (50 points):

Explain the conditions that are unique to the program/department which support the need for additional full-time classified staff and how this position addresses those needs. If this position is not filled, explain the consequences on the program/department that will result. Please use information from program review.

[Click here to enter text.](#)

College-Wide Priority (30 points):

How does this request align and directly support the Strategic Plan? How does this position address stated long-term college priorities identified by [Vision 2030](#).

Contributions to Other College Operations (20 points):

To what extent would the position requested benefit or serve other departments, programs, or plans?

You have more than 1 classified professional request.

Please rank this request against your others. For example, if you are requesting 3 classified professionals for this program, you could put a "2" in this box, a "1" in the next box, and a "3" in the final request box. This will help later reviews better understand the needs of your program and your preference for hiring. If you only have 1 request, please put a "1" here.

Supervisor's Review

- No concerns
- I have concerns

Comments:

2nd Classified Position Request

POSITION REQUESTED

- Replacement Position (Previously funded/ not currently funded)
- New Position (Never been funded/newly created)

SALARY REQUESTED (Click here to see the [salary schedules](#))

Salary Schedule (e.g., EE)

Range (e.g., 116)

Job Title (should match description below)

Please use a mid-level step for salary:
Salary (e.g., \$50,000)

Contract

- 12 month
- 11 month
- 10 month
- 100% FTE
- Other FTE %

JOB DESCRIPTION SUMMARY

For reference, please see the current [Organizational Chart](#) for the campus.

Attach a copy of the CCCD Position Description, if available (Please note that an approved job description from our District HR office is required in order to complete the request form. You may not proceed with the request without the job description.)

What are the essential duties this position will fulfill?

JUSTIFICATION

What is the compelling need for the position? Please include any consequences if this position is not filled?

If the full-time position is approved, will there be a request for funding for short-term temporary position during the hiring process?

- Yes
- No

Program Needs (50 points):

Explain the conditions that are unique to the program/department which support the need for additional full-time classified staff and how this position addresses those needs. If this position is not filled, explain the consequences on the program/department that will result. Please use information from program review.

Click here to enter text.

College-Wide Priority (30 points):

How does this request align and directly support the Strategic Plan? How does this position address stated long-term college priorities identified by [Vision 2030](#).

Contributions to Other College Operations (20 points):

To what extent would the position requested benefit or serve other departments, programs, or plans?

You have more than 1 classified professional request.

Please rank this request against your others. For example, if you are requesting 3 classified professionals for this program, you could put a "2" in this box, a "1" in the next box, and a "3" in the final request box. This will help later reviews better understand the needs of your program and your preference for hiring. If you only have 1 request, please put a "1" here.

Supervisor's Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments:

3rd Classified Position Request

POSITION REQUESTED

- Replacement Position (Previously funded/ not currently funded)
- New Position (Never been funded/newly created)

SALARY REQUESTED (Click here to see the [salary schedules](#))

Salary Schedule (e.g., EE) Range (e.g., 116)
Job Title (should match description below) Please use a mid-level step for salary:
Salary (e.g., \$50,000)

Contract

- 12 month
- 11 month
- 10 month
- 100% FTE
- Other FTE %

JOB DESCRIPTION SUMMARY

For reference, please see the current [Organizational Chart](#) for the campus.

Attach a copy of the CCCD Position Description, if available (obtain from Personnel Dept)

What are the essential duties this position will fulfill?

JUSTIFICATION

What is the compelling need for the position? Please include any consequences if this position is not filled?

If the full-time position is approved, will there be a request for funding for short-term temporary position during the hiring process?

- Yes
- No

Program Needs (50 points):

Explain the conditions that are unique to the program/department which support the need for additional full-time classified staff and how this position addresses those needs. If this position is not filled, explain the consequences on the program/department that will result. Please use information from program review.

[Click here to enter text.](#)

College-Wide Priority (30 points):

How does this request align and directly support the Strategic Plan? How does this position address stated long-term college priorities identified by [Vision 2030](#).

Contributions to Other College Operations (20 points):

To what extent would the position requested benefit or serve other departments, programs, or plans?

You have more than 1 classified professional request.

Please rank this request against your others. For example, if you are requesting 3 classified professionals for this program, you could put a "2" in this box, a "1" in the next box, and a "3" in the final request box. This will help later reviews better understand the needs of your program and your preference for hiring. If you only have 1 request, please put a "1" here.

Supervisor's Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments:

4th Classified Position Request

POSITION REQUESTED

- Replacement Position (Previously funded/ not currently funded)
- New Position (Never been funded/newly created)

Previously Approved Job Description (Please note that an approved job description from our District HR office is required in order to complete the request form. You may not proceed with the request without the job description.)

Public Safety Supervisor

When did this position become vacant (i.e., last day the employee worked)

09/02/2019

Years ago:

What was the history of this position and how was it funded?

Funded in a combination of campus and Swap Meet funds.

SALARY REQUESTED (Click here to see the [salary schedules](#))

Salary Schedule (e.g., EE) DG

Range (e.g., 116) 5

Job Title (should match description below) Public Safety Supervisor

Please use a mid-level step for salary: 102,726
Salary (e.g., \$50,000)

Contract

- 12 month
- 11 month
- 10 month
- 100% FTE
- Other FTE %

JOB DESCRIPTION SUMMARY

For reference, please see the current [Organizational Chart for the campus](#).

Attach a copy of the CCCD Position Description, if available (obtain from Personnel Dept)

https://navigator.cccd.edu/district/hr/classification_and_compensation_study/Documents/Management%20Specifications/Public%20Safety%20Supervisor.pdf

What are the essential duties this position will fulfill?

Plans, supervises, and participates in providing public information and access, proactive security, intervention, and law enforcement duties, ensuring a safe environment for students, staff, and the public while on campus properties. Assigns and trains others as directed by the appropriate manager. Assists in the supervision of and serves as a resource to officers, front office staff, student assistants, parking enforcement, and dispatchers.

JUSTIFICATION

What is the compelling need for the position? Please include any consequences if this position is not filled?

The department lacks supervisory personnel after 5:00 PM daily and there is no supervisor on duty during the weekend when seven (7) officers are assigned to the Swap Meet.

If the full-time position is approved, will there be a request for funding for short-term temporary position during the hiring process?

- Yes
- No

Program Needs (50 points):

Explain the conditions that are unique to the program/department which support the need for additional full-time classified staff and how this position addresses those needs. If this position is not filled, explain the consequences on the program/department that will result. Please use information from program review.

[Click here to enter text.](#)

The department operates 24/7 but has no supervision for on-duty personnel beyond the hours of 8:00 AM - 5:00 PM Monday - Friday when the Director is working. After 5:00 PM and on weekends there is no supervisor on duty to coordinate the activities of the officers or to provide direction when needed. This department is the only one with personnel working after hours and on weekends with no supervision.

College-Wide Priority (30 points):

How does this request align and directly support the Strategic Plan? How does this position address stated long-term college priorities identified by [Vision 2030](#).

This supervisory position provides the requisite level of oversight for safety operations during non-business hours and on weekends. The staffing of 2-3 officers during Swing and Graveyard shifts five days per week and the staffing of a total of eight (8) officers each Saturday and Sunday lacks any on-site supervision.

Contributions to Other College Operations (20 points):

To what extent would the position requested benefit or serve other departments, programs, or plans?

Public Safety provides needed support to all departments and programs.

You have more than 1 classified professional request.

Please rank this request against your others. For example, if you are requesting 3 classified professionals for this program, you could put a "2" in this box, a "1" in the next box, and a "3" in the final request box. This will help later reviews better understand the needs of your program and your preference for hiring. If you only have 1 request, please put a "1" here.

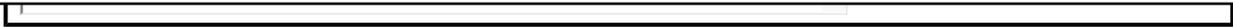
4

Supervisor's Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments:





Program Review

One-Time Funding Request Equipment, Technology, and Professional Development

How many funding requests would you like to submit?

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

1st Equipment/Technology/Facilities/Professional Development Request

TYPE OF FUNDS REQUESTED (Note: This form CANNOT be used for any personnel requests, including faculty, classified, and hourly positions.) Please only select one type of request.

- Equipment (Technology)
- Equipment (Non-Technology)
- Facilities (e.g., improvements/repairs to classrooms, offices, and spaces)
- Other (e.g. conferences, funding for professional development)

Please note that all requests will need the following information:

- Sales tax
- Installation fee
- Training fee
- Service life agreement/maintenance/fee

Approved requests over \$10,000 will need 3 quotes before purchase.

Total dollar amount for this request:

\$ 24,976,595

Does this request address a clear health and safety issue?

- Yes
- No

Program Needs: What program conditions support the need for the requested funds, and how does this request address those needs? Please provide data to support your the need for this request.

This would be a Public Safety project to expand our CCTV cameras on campus and in the parking lots. The project would provide additional viewing of campus locations but live and recorded. These cameras and laptops in the patrol cars would allow officers to monitor all areas of the campus from their patrol vehicles. This would enhance the limited staff levels to create a "force multiplier" for the department.

Support of College Goals: How does this request align and directly support the College's Goals? Please cite the college goal or strategic priority that the requests will support. Please describe how this request (if funded) will lead to the improvement of Key Performance Indicators associated with the College goals.

This aligns with the Facilities Goal in that it helps in creating a safe and secure environment for student learning.

Contributions to Other College Operations: Will the item requested benefit and/or serve other departments, programs, or plans? If so, how?

The expansion of the CCTV camera project helps the Public Safety Department in providing security to all faculty, students and staff members.

Demonstrates long-term cost savings or improves program efficiency or effectiveness: If funded, how will this contribute to long-term cost savings for the college or improve program efficiency and effectiveness?

This will increase the effectiveness of the officers by having the ability to view live and recorded camera images while in their patrol cars. The officers would also be able to monitor door alarms.

Please rank this request against your others. For example, if you are requesting 3 equipment/facility/professional development requests for this program, you could put a "2" in this box, a "1" in the next box, and a "3" in the final request box. This will help later reviews better understand the needs of your program and your preference for hiring. If you only have 1 request, please put a "1" here.

1

Supervisor's Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments:

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.

...3933313339
Jon Arnold 10/28/2021, 11:43 AM
Signature Date

Review Feedback

Dean/Supervisor: Please provide feedback on this Program Review

Deans/Supervisors - If you would like to return this document to the originator, prior to IEC's review, please DO NOT CLICK NEXT here.

Instead, please click on "Return for Revision" (bottom of page) to send the document to the originator.

If you sign the document, it will go forward to IEC.

You will get another chance to review the document after IEC, CCD (if instructional), and the Vice President have provided comments.

IEC: Please provide feedback on this Program 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

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:**
Improve the access, retention, or degree/certificate/career attainment for students in non-credit, Career Education, or career development