

Program Review and Resource Request Procedure

Introduction

Program review allows each academic discipline, student services unit, and administrative unit to look back (by reporting on program progress and viability), look around (by describing opportunities and resource needs), and look forward (by setting new long term goals in alignment with our Strategic Plan goals). It is also a chance for us to update our procedures, course outlines of record, and programs of study. Our process has four components: 1. Report on current goals; 2. Set new goals; 3. Align program goals with college strategic goals; 4. Determine how the college can help the unit achieve their goals (through resource allocation or improvements to process and procedure). Program review is the foundation of our continuous improvement process; informs our decision-making and resource allocation process; and informs strategic planning.

For the purposes of program review, a program may be identified as an administrative unit, student services unit, a discipline of study (including all programs of study AA, AS, ADT, Certificate) assigned to disciplines (e.g., ADT Anthropology). All programs must complete a program review every three years and may submit annual updates on goals and resource requests.

The Program Review process is led by the Program Review Committee--a standing committee of the Academic Senate. Their statement of purpose is:

We establish guidelines, tools, and content requirements for the Program Review process at Norco College. We review and evaluate the program review and annual update unit reviews to facilitate intentional self-evaluation and planning in order to support program quality, improve student success and equity, enhance teaching and learning, and connect resource allocation to strategic planning (last Updated 09/26/2019).

Program Review Committee Membership

Current membership available on the [Program Review Committee Membership Webpage](#).

History

The program review process at Norco College changed substantially in the Spring of 2018, with all units reporting at the same deadline in order to ensure equity in resource allocation and planning cycles. During this transition we all moved to a comprehensive three-year cycle (previously it was every four years and they were staggered), and we changed the name of the Comprehensive Program Review to just Program Review. This allowed us to achieve 100% participation with a clearer deadline set. This also allowed us to achieve more clarity in our long-range planning, as with staggered reports we were missing a Comprehensive picture of the needs of our individual units. In the intervening years, we have an annual update that allows for resource requests that were unforeseen because of changes to units. This cycle was aligned with our Assessment cycle so that Comprehensive views of the process of Unit Assessment could be gathered in one location. In addition, moving to a three-year cycle allowed Norco College to have more agency in District wide curriculum authorship.

Current Process and Timeline

The current Program Review cycle is for a three-year period beginning in a year that is divisible by three (2021, 2024, etc). The lookback period for the current cycle is the previous three years—this is the period you will see referenced for data in current cycle program review. For instance, the data on which the 2021-24 program reviews are based is from the 2018-2021 academic years.

The 3-year process begins at Spring Flex Day (usually the second week of February). The chairs of the Program Review Committee provide a training on any new procedures, forms, systems, and datasets. Additional trainings are provided in early March in both a group and individual format as needed. All units, Administrative Student Services and Instruction are authoring their program reviews or editing previous work during February, March and April.

- All Program Reviews and annual updates are due for input in the electronic platform by mid-semester

spring.

- The Program Review Committee meets, reads and accepts into the record all completed program reviews at their April or May meeting, depending on the regularly scheduled meeting occurrence.
- The Program Reviews are posted to the public webpage after they are accepted in the three-year process, typically in May. Annual updates are not posted to the web.
- Resource Requests are downloaded from electronic platform and added to the Excel Workbook for the current 3-year cycle. These requests are grouped and made available to the Council over which the program reporting unit resides (AAPC, BFPC, SSPC, SDIE). Resource Requests are processed based on the *Resource Request and Prioritization Procedure* (seen later in this document).

Norco College Program Review Resource Request Process

A Resource Request is a request for human or physical resources or a request for a budget augmentation (ongoing or one-time). Program Review at Norco College is on a three-year cycle starting in the year that is divisible by three. Each subsequent year of the cycle, annual goals and resource requests may be added or updated as needed. All resource requests are stored in a single table called "Resource Requests". The annual prioritization process starts in February to ensure appropriate connection and timing related to college budget processes and institutional planning needs.

Simplified Annual Process

1. College budget priorities for academic year are discussed and recommended.
2. Program review initiates resource requests.
3. Area managers work with department faculty and classified professionals to prioritize resource requests from program review.

Full-time **faculty** requests follow the Academic Planning Council process

Items and **Staff** requests are prioritized by academic department or program areas

4. Prioritized requests ranked by leadership councils and forwarded to College Council.
5. Ranked requests forwarded to College Council for review and then Executive Cabinet for funding.
6. Area leaders record intended outcomes related to the resource allocation. Results are documented in program review every three years.
7. Institution-wide evaluation of the resource request procedures takes place biennially as part of the Assessment of Evaluation Procedures (See Chapter 11, "Evaluation of the Planning and Decision-Making Process").

Annual Budget Priorities

College annual planning and decision making on program review requests is continually informed by the Annual Budget Priorities developed and recommended by College Council and adopted by the Executive Cabinet. Below is a sample of a previous year's Norco College Budget Priorities submitted for consideration.

In compliance with all regulations and laws, and alignment with Norco College's strategic plan goals of Student, Regional, and College Transformation, the College will primarily focus its resource allocation on the following strategic objectives.

Student Transformation

- Maximize efficient FTES generation to meet established targets and provide access
- Continue to implement Guided Pathways
- Continue to close student equity gaps
- Improve program of study completion rates
- Implement an improved professional development program

Regional Transformation

- Establish distinct regional identity
- Initiatives that impact regional development
- Invest in workforce and economic development initiatives

College Transformation

- Invest strategically in new programs that develop a “comprehensive college”
- Support integrated planning, effective governance, continuous improvement
- Strategic investment in college personnel
- Develop/improve physical facilities to meet the demands of a “comprehensive college”
- Implement technology-enhanced operational systems
- Strategic investments to increase resource capacity and revenue generating projects

Detailed Annual Resource Request and Prioritization Process

1. Annual Budget priorities for coming academic year are discussed and recommended by College Council and set by Executive Cabinet. *(February)*
2. In addition to budgeting funds for regular administration of the college, Executive Cabinet designates allocation categories to be used for normal operations including but not limited to: *(March-April)*
 - a. Total Program Review Resource Requests Funds
 - b. Lottery Funds Restricted (Academic).
 - c. Professional Development.
 - d. Technology Allocation.
 - e. Marketing Allocation (Strategic Development).
3. Program reviews are authored and submitted mid-semester in spring of every third year. In intervening years, units may submit annual updates, which may include resource requests, new goals, and/or goal changes. *(March-April)*
4. Requests include items identified and justified in program review:
 - a. Items not funded in the previous year (these are rolled over if not funded)
 - b. New items that were not listed in program review but are needed now to achieve outcomes.
 - c. Items considered outside of normal operating needs (e.g., new furniture, software, instructional supplies, instructional equipment, facilities’ needs and non-faculty personnel).
5. Resource Requests are read by the Program Review Committee (PRC), which "Accepts" them for the record and returns them to the authors and the area VPs. The PRC resource requests from accepted program reviews are categorized as ITEMS, STAFF, FACULTY and returned to the requesting department for departmental ranking of each category. *(April)*
6. Area managers work with department faculty and classified professionals to prioritize resource requests each year. *(Due 2nd Friday of May)*
 - a. Full-time faculty requests follow the Academic Planning Council process.
 - b. ITEMS and STAFF requests are prioritized by academic department or program areas and should note direct ties to college mission, strategic plan, budget priorities, and intended outcomes.

7. Area managers review prioritized list with respective departments/divisions and communicate the availability of possible funding (non-General Fund sources). Requests that can be funded immediately are acted upon by area managers before the purchasing deadline in May. *(May)*
 - a. Items that can be purchased with available department funds, grant funds, restricted lottery funds may be acted upon by area managers whose decisions are informed by the department rankings.
8. Area vice presidents present remaining prioritized Resource Request for their entire area to the appropriate leadership council (AC, SSC, RC and IEGC) for discussion and ranking based on a rubric revised each year by the councils. *(September)*
9. Area Vice Presidents present funding priorities from their respective councils to President's Cabinet for analysis and final determination of funding in accordance with strategic plan. *(September)*
 - a. Items not funded in the current year are notated with a rationale, such as:
 - i. Request not related to College Mission, Strategic Plan, Budget Priorities, Intended Outcomes
 - ii. Insufficient funding
 - iii. Not enough information provided
 - iv. No longer needed
10. Business Services begins allocation of funds for prioritized items based on funding availability, and provides account numbers for funded items, and provides rationale for unfunded items. *(October-November)*
11. Executive Cabinet gives area managers funding decisions with funding source. *(December-January)*
12. Area leaders work with faculty and classified professionals to process purchases of funded Resource Requests. *(December-April)*
13. Area leaders ensure the measurement of the intended outcome related to the resource allocation request is undertaken. Results are documented in program review every three years. *(July)*
14. Area VP reviews unfunded Resource Requests for current academic year and funds additional requests according to priority previously established. (If additional funding exists). *(February)*

Program Review and Resource Request Prioritization Timeline

Program Reviews for all programs (instructional disciplines, programs of study, special programs, administrative areas, and student services) are completed in March at the beginning of each 3-year cycle.

Each year by mid-semester of spring, programs may elect to complete an Annual Update, which consists of updated goals and resource requests based on the evolving needs of the program. The following graphic depicts the annual cycle by which annual resources are prioritized and acted upon.

