

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 one of the foundations of our continuous improvement process; it informs our decision-making, resource allocation process, and strategic planning.

For the purposes of program review, a program may be identified as an administrative unit, student services unit, or 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.

Program Review Committee

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.

Current membership is 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 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 the current cycle program review.

The 3-year process begins in the mid- to late-Fall semester when the program review platform is opened and faculty, classified professionals, and administrators can begin working on their program review. Concurrently with the opening of program reviews, Program Review Committee provides training and/or resources on any new procedures, forms, systems, and datasets. All units, including Administrative, Student Services, and Instruction, are authoring their program reviews or editing previous work from late-

October/early-November to late-March. Once the program review platform is closed:

- 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.
- Resource Requests are downloaded from the 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 (Academic Council (AC), Student Support Council (SSC), Resources Council (RC), Institutional Effectiveness and Governance Council (IEGC)). 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, assessment, and resource requests may be added or updated as needed.. The annual prioritization process starts in February to ensure appropriate connection and timing related to college budget processes and institutional planning needs. College annual planning and decision-making on program review requests are continually informed by the Annual Budget Priorities developed and recommended by College Council and adopted by the Executive Cabinet.

Simplified Annual Process

1. College budget priorities for the academic year are discussed and recommended.
2. Program review initiates resource requests.
3. Area managers work with department faculty and classified professionals to assign priority numbers to all resource requests (including unfunded requests from the previous year unless it is the first year of the cycle) in sequential order.
4. Prioritized requests are forwarded and given final rank by leadership councils,
5. Ranked requests are forwarded to College Council for review and then to Executive Cabinet for funding.
6. 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").

Detailed Annual Resource Request and Prioritization Process

1. Annual Budget priorities for the upcoming 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.
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

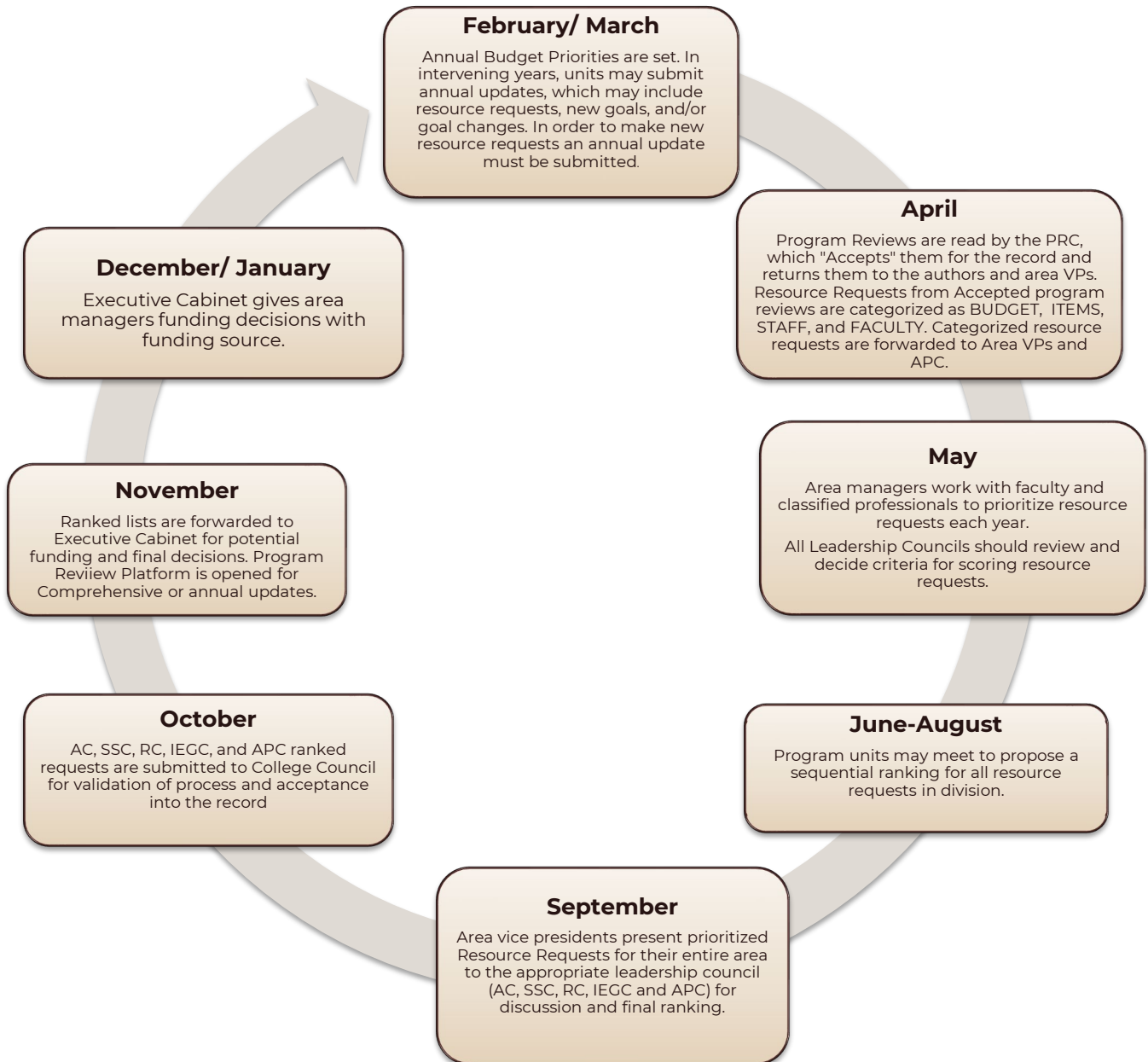
changes. *(October/November - March)*

- a. Requests include items identified and justified in program review:
 - i. Items not funded in the previous year (these are rolled over if not funded)
 - ii. New items that were not listed in program review but are needed now to achieve outcomes.
 - iii. Items considered outside of normal operating needs (e.g., new furniture, software, instructional supplies, instructional equipment, facilities' needs and non-faculty personnel).
4. Program Reviews, which include resource requests, are read by the Program Review Committee (PRC), which "Accepts" them for the record and returns them to the authors with feedback when necessary.
5. Resource Requests are compiled by the IE office into area workbooks and organized by BUDGET, ITEMS, STAFF, and FACULTY. Workbooks are shared with area VP's and Academic Planning Chairs (APC). *(April)*
6. Area managers work with department faculty and classified professionals to prioritize resource requests each year. *(May)*
 - a. Full-time FACULTY requests follow the ranking process with Academic Planning Chairs.
 - b. All BUDGET, ITEMS, and STAFF requests are assigned sequential priority numbers each year by academic department or program areas and new requests should note direct ties to college mission through EMP Objectives, strategic plan, budget priorities, and unit goals.
 - c. All Leadership Councils should review and decide on criteria for scoring resource requests.
7. *Program units may meet to propose a sequential ranking for all resource requests in divisions. (June-August)*
8. Area vice presidents present prioritized Resource Requests 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. Finalized rankings are returned to the IE office to be recorded on the platform and displayed on the public dashboard. Vice Presidents present resource rankings from their respective councils to Executive Cabinet for analysis and final determination of funding in accordance with the 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, unit goals.
 - ii. Insufficient funding
 - iii. Not enough information provided
 - iv. No longer needed
9. 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)*
10. Executive Cabinet gives area managers funding decisions with funding source. *(December-January)*
11. Area leaders work with faculty and classified professionals to process purchases of funded Resource Requests. *(December-April)*
12. 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.



CATEGORY	TYPE	DEFINITION
ITEMS	Instructional Supplies	Books, textbooks (owned by the college), tests, periodicals, instructional media, digital subscriptions, library databases, and non-durable equipment. Non-durable equipment (regardless of cost) is generally not expected to last more than a year or two and is not readily repairable and therefore disposable (equipment eligibility determinations are made on a case-by-case basis in consultation with the District Controller). Expenditures NOT allowed include replacing computers in a computer lab or replacing audio-visual equipment in a classroom. Based on Education Code Section 60010(h) and 60010(m)(1).
ITEMS	Equipment, Furniture, Software, Furniture	Items designed for long-term use and generally repairable and maintainable (not consumable) and are not categorized as Technology Classroom/Laboratory Equipment, Whiteboard, Projector screen, Projector, Desks, Tables, Podium, Chairs, Desktop Computers, Laptops, Monitors, Printers, Servers, Network/Wireless infrastructure, AV/TV, Multi-media, one-time software licensing, Systems for Registration, Counseling, Student Services, Learning Management Systems, Adaptive equipment for ADA/OCR. Includes machinery, copiers, vehicles, tools, lab equipment (autoclave, microscopes, etc.), cabinetry, office furnishings, etc.
ITEMS	Technology	Computers (desktop, laptop, tablet, laptop/tablet carts), Audio-Visual Equipment (projectors, document projectors, smart panels, sound systems, podium systems, portable AV/Computer systems, telephones), Copiers, Peripherals (printers, cable locks, etc.), Classroom Lighting, Networking, Tech Wiring (cabling and electrical drops).
BUDGET	Facilities Building Remodel	Requests for changes to facilities for program improvement or expansion purposes. Includes repurposing or re-equipping or refurbishing or remodeling or creating space, including estimated costs of facility changes.
BUDGET	Budget, Ongoing Funding	Establish or Change an Ongoing Budget for Administrative Supplies, Equipment (non-instructional), Contracts and Agreements, ongoing software licensing, Special Projects, Services, Maintenance, Travel (non-prof dev), Promotional Supplies, Advertising, Outreach Support, Transportation (local), Printing.
STAFF	Classified, Confidential, Manager	Requests for new or reclassified positions for staff, manager, professional expert, faculty coordinator, temporary employee, and ongoing special projects, including requests for changing PT to FT
STAFF	Professional Development	Professional development for classified, confidential, and administrative staff. Training, travel, participation in conferences, professional organization, workshops, and state-sponsored activities.
FACULTY	Professional Development	Training, travel, participation in conferences, professional organization, workshops, and state-sponsored activities.
FACULTY	New Full Time Faculty	Requests for new faculty positions. Note: replacement and temporary full-time faculty positions are handled in a separate process that is not generally included in program review

Resource Categories, Description, Governance Council Ranking

Sample Ranking Rubric for Program Review Resource Requests

PRIORITY: 5=Very High; 4=High; 3=Medium; 2=Low; 1=Very Low; 0=NA					
COUNCIL RANK (Sum of Each Criterion)	To what extent does this request support one or more EMP GOALS?	To what extent does this request support a PROGRAM REVIEW GOAL?	To what extent does this request support student SAFETY or COMPLIANCE?	To what extent is this request supported by OUTCOMES ASSESSMENT DATA?	DEPT RANKING POINTS: Highest Rank = 10 Second Highest= 8 Third Highest= 6 Fourth Highest= 4 Fifth Highest= 2
20	4	2	5	3	6
Notes about request...					