May 19, 2015

Program Review Oversight Committee Report to College Council:
Institution-wide Program Review Themes

Purpose of the report: In Spring 2014, the Program Review Oversight Committee (PROC) made the recommendation that, "…on an annual basis, the Vice President of each College division compile the planning objectives and resource requests from that division's annual unit assessments into a report to PROC that summarizes the major themes of these plans and requests. PROC will then synthesize the information from the Vice Presidents' reports into an institution-level report to be submitted to College Council." PROC decided that these reports would take the form of SWOT (Strengths, Weaknesses, Opportunities, and Threats) reports, and they are based on the program review annual unit assessments completed in Spring 2014 (the Vice Presidents' reports are attached at the end of this document). While much of the material in the Vice Presidents' reports was specific to each division, PROC was able to identify the following themes that had a common thread among the College's three divisions. Below is PROC's summary report, including recommendations for discussion by College Council.

Strengths

- The College has shown its commitment to continuous improvement by conducting outcomes assessment in all three divisions of the campus, and there is increased awareness of the value of such assessments.
- Development and implementation of the five-year technology replacement plan

Opportunities

- New mandates and funds coming in for Student Success and Support Program (3SP) and Student Equity will provide the structure and support to improve student success outcomes. They also provide the opportunity for all three College divisions to work collegially together.

Threats/Weaknesses

- Need for increased faculty and staff to better serve students:
  - Counseling, including designated counselors and/or faculty advising for specific programs
  - Facilities (safety, cleanliness, maintenance, etc.)
  - Admissions and Records
  - Academic Affairs
  - DSP&S tutors
  - Academic support services (e.g., tutors, especially for at-risk and under-represented populations)

- Need for increased campus student life and activities, and places for students to gather to do homework, projects, etc.

- Need for improved customer service campus-wide:
  - Training
  - Pride of "ownership" and collective responsibility

- Sustainability/funding:
  - Enrollment growth creates challenges in keeping up with demand for student support services, for course sections and faculty to fill them, and for facilities and maintenance support.
  - Enterprise – need for additional, alternative funding sources

- Collaboration and communication, especially among divisions:
  - Outreach (i.e., how we communicate with high schools and the community) needs strong coordination among the College divisions
  - Scheduling issues – concurrent enrollment; need better communication about facilities issues that affect classroom instruction and scheduling ; need better communication about student events so faculty can help promote the events and coordinate with them/get involved

SPECIFIC RECOMMENDATIONS FOR COLLEGE COUNCIL DISCUSSION

- Safety:
  - Campus-wide: improved cell phone service and functioning panic buttons
  - East campus: a stationed sheriff on the East campus
- Mental health services:
  - Promotion of these services to students
  - Training for faculty and staff about the mental health services that are available to students, how best to assist students with mental health concerns, and how to handle emergency situations
- Collaboration and communication among faculty and staff:
  - Being more aware of what each other does
  - Training on the services available to students (e.g., Financial Aid, EOP&S, DSP&S) and important information that affects students (e.g., Financial Aid rules)
    - This information could be shared via presentations at Fall Flex Day
- Career Counseling for students

TO:	Program Review Oversight Committee
FROM:	Michael Allen, VP of Academic Affairs
RE:	Spring 2014 Annual Update (Unit Assessment)
DATE:	December 5, 2014

Strengths

- Increased awareness of SLOs, PLOs and outcome assessments
- Increased awareness of the value of outcome assessments
- Facilitates planning and fosters continuous improvement
- Requests are integrated into our governance process (i.e., faculty hires, resource requests, etc.)

Weaknesses/Threats

- Poorly submitted unit assessments hinder proper program evaluation
- Initiator expected resource requests were being rolled over; however, consideration was only being given to current AY requests
- Inconsistent analyses of data provided
- Resource requests *descriptions* frequently fail to state what is necessary to adequately support the *objectives*. For example,

Description:	*By using the latest in technology in our program, it will help attract more students.*
Related Objective:	*Attracting more students to the program by using technology.*
Objective Description:	*Increase the use of technology among faculty by training and educational opportunities.*
Objective Outcome:	*Increased retention and feedback from exit surveys.*

Opportunities

- Consistent evaluation of the program review system allows for changes and program improvement to support student success
- Allows the department/discipline to present their area and program planning (i.e., sciences – STEM; Child Development – statewide initiative; Philosophy – tutor for Spring 2014, etc.)
- Allows departments to express concern (i.e., off-campus sites, blinds, construction, etc.)

SWOT ANALYSIS

Los Angeles Mission College: Administrative Services

Strengths
- Business Office
- IT Department/5 Year Plan
- Campus Safety
- Human Resources
- Enterprise Programs
- Student Store

S

W

Weaknesses
- Response to Facilities Issues
- "Cost of Ownership"
- Centralized Budget
- Lack of Athletic Facilities
- Funding of non-FTES events/activities
- Lack of Space
- Student Enrollment

Opportunities
- Enterprise Programs
- Partnerships with Los Angeles County Office of Education/Community Based Organizations
- Student Store Services to Students
- Contract Ed
- Concurrent Enrollment
- Student Enrollment

O

T

Threats
- E-books
- Uncertain State Funding
- 3SP: Success
- Bond Projects
- Increase in Cost verse Income
- Online Community Colleges

1/5/2015

SWOT ANALYSIS
Primary Factors

S — Strengths

- Quality Staff, experience, knowledgable
- Great Reputation
- Geographical advantage, location
- State funding for IT 5 year plan and Deffered Maintenance, Expansion of WiFi
- Consistant staff and available daily to Campus Community
- Lowest Crime Rates in the County
- Profitable Student Store

W — Weaknesses

- Short staff in Faciliites
- Repair and replace/Cost of Ownership not factored into Funding formula
- No money for new facilites previously thought to be built.
- Wasted money on non-FTES events
- Lack of relationship with LAUSD and CBO's for enrollment

O — Opportunities

- Build on Campus Rental relationships
- Build on LACOE/CBO relations to increase enrollment and income
- Contract Ed other Government Organizations

T — Threats

- Students have options to purchase books
- Online Colleges are appealing
- COST of Living verses Expenses do not match. Work with Faculty to close budget gap.
- Programs with Negative Balances

1/5/2015

Los Angeles Mission College- Student Services SWOT Analysis
January 5, 2015

STRENGTHS

- SSSP mandates and funding provide the structure and support to improve student success outcomes
- High degree of individualized/personalized attention, advocacy, engagement and support for/with students
- High level of student accessibility to senior-level administrators (Directors and above)
- Improved access for part-time students with evening, weekend and on-line courses and academic support services
- Student Affairs professionals are more reflective of student population in terms of ethnicity, gender and other identities, thus serving as visible positive role models
- Motivation and commitment of Mission faculty, administration and staff to achieve student learning outcomes (SLOs), student achievement outcomes (SAOs), program learning outcomes (PLOs) and institutional learning outcomes (ILOs)
- Staff knowledgeable about goals and objectives for SSSP
- Student access to Counseling, Transfer, Financial Aid, and DSPS

WEAKNESSES

- Insufficient meaningful data to assess program impact and guide decision-making
- Insufficient financial support to hire staff focused on improving student services
- Organizational communication with Academic Affairs need improvement
- Inconsistencies with ASO regarding policies, protocols and procedures
- Lack of space for ASO and Student Health Center
- Need to increase campus life and activities (e.g., "things to do")
- Inadequate levels of academic support services impede success for at-risk and under-represented populations (9% transfer and 5% complete certificate/degree within 3yrs)
- The siloes created within departments/divisions leave others unaware of individual efforts/responsibilities, specifically in relation to student services
- Lack of professional development for faculty and staff

OPPORTUNITIES

- SSSP and Student Equity will be huge for Student Services and student opportunities because of its mandates and targeted funding
- Improve Hispanic student achievement outcomes through increased course completion, course retention and persistence rates
- With proper staff and recruitment, international students can increase
- Willingness for academic affairs and student affairs faculty/staff to work collegially between the two areas traditionally not clearly connected on campus
- Student population is changing with increased Veteran, male, adult learners, and community partners
- New Student Services Building is a potential outlet for better collegial collaboration, as well as more social gathering spaces for students, and more coordinated service delivery
- Create a student-centered educational environment (Student Success Center) through enhanced learning support services, greater faculty training and further use of technology
- Outreach and recruitment will increase partnerships with high schools, thus potential for increased enrollment
- Professional development for faculty and staff in areas of student mental health and similar emergency incidents

THREATS

- Multiple competing missions make it challenging to prioritize efforts—How/Do we remain all things, to all people simultaneously?
- Insufficient places for students to gather and do homework, projects, etc.
- Pressure to grow enrollment without requisite growth in resources
- Based on our operational hours, we are not always perceived by students as accessible or available
- Given the increased number of mental health-related crises and similar emergencies, Divisional staff/faculty are not necessarily prepared to respond appropriately
- Lack of student familiarity with Mission's matriculation process including assessment, orientation, student education plans, counseling and financial aid eligibility
- Lack of student self-tracking to meet stated educational goals and following-through to completion
- Limited student knowledge about different careers, types of jobs connected to certain certificates or degrees, and students' lack of access to career counseling