ACADEMIC PROGRAM REVIEW GUIDELINES
WESTERN NEVADA COLLEGE

PURPOSE

Program review is a significant collaborative effort between all employees at the college because all academic and administrative programs take part. A systematic evaluation of programs can have a profound effect on college decision-making in areas such as: the setting of program and college priorities; hiring plans; budget and space allocations; curriculum development; and program offerings and sizing.

Program review is shaped not only by the larger institutional context, but also by the culture of the program being reviewed. Flexibility is built into the process, allowing each program to determine goals, outcomes, and measures that meet student outcomes assessment, institutional effectiveness, and accreditation requirements. It is expected that each program’s review reflects information gathering, self-review, and continuous and ongoing planning and decision-making based on the information gathered. During the program review process, five years of assessment data and reports are collected and submitted as part of the program review once every five years.

Ultimately, the benefit to a program undergoing review is directly related to the seriousness with which the process is approached. Program faculty who spend time clarifying the issues, developing their assessment plans and self-study, and focusing on implementing the resulting recommendations experience the most improvement and benefit.

What makes this investment of time and energy worthwhile? The ultimate answer is that the process can help program faculty identify and maintain a program’s strengths and concentrate on weaknesses to the benefit of their students and the communities they serve. But there are other benefits as well. Program review:

- Aligns program mission with the college mission.
- Builds consensus around program goals and outcomes.
- Provides meaningful assessment data.
- Builds community and helps to set collective priorities.
- Evaluates progress.
- Tells a program’s story.
- Informs recruitment and hiring.

Although program review is a major undertaking that makes considerable demands on program faculty, staff, administrators, and others in the college, it has the potential to reap significant rewards for all those who contributed to the review. Program reviews can foster more informed decision-making and more intentional allocation of resources. They can help program faculty do more of what they care about the most and do it better.
OVERVIEW

Academic programs are those programs that provide certificates and degrees to students. The program review cycle begins in May the year before the WNC Academic Program Review Report is due. Each program review is the responsibility of an appointed Program Review Team, the Division Chair, and the Dean of Instruction with input from designated Internal and External Reviewers. Since the purpose of program review is to provide a thorough and reflective evaluation of a specific program, it is critical that teams be composed of knowledgeable people from within the program and outside the program to provide this type of evaluation.

Program review scheduling began with the Strategic Planning and Institutional Effectiveness Committee (SPFIE) and is now coordinated by the Coordinator for Assessment in Institutional Research in cooperation with the Program Assessment and Review Committee (PARC), Division Chairs, and the Dean of Instruction. Questions regarding the process should be referred to the Chair of PARC or the Assessment Coordinator in Institutional Research.

PARC invites all colleagues who complete the program review process to submit to the Chair of PARC suggestions on how to improve the review process. Suggestions may be made during the review process or at the end of the review cycle; however, changes to the review process will not be made until the next period of review.

The following documents must be completed and submitted as a part of the WNC Academic Program Review process:

1. WNC Academic Program Review Report
2. Curriculum Review Report
3. Internal and External Reviewers’ Reports
4. Five-Year Assessment Plan
5. Summary of Program Review
6. PARC Academic Program Review Feedback Form
7. Action Plan

GUIDELINES AND TIMELINE

INTRODUCE PROGRAM REVIEW PROCESS TO NEXT YEAR’S TEAMS

1. Members of PARC meet with all division chairs and academic program coordinators who will be responsible for program reviews in the next academic year in order to introduce the program review process.
   → April-May
SELECT PROGRAM REVIEW TEAM MEMBERS

2. The Division Chair consults with program faculty and the Dean of Instruction to determine membership of the Program Review Team. The Program Review Team will consist of faculty and personnel from within the program.
   → September

3. The Division Chair forwards the team members’ names to the Chair of PARC. The Program Review Team will be headed by a Chair appointed by the Division Chair.
   → September

SELECT INTERNAL AND EXTERNAL REVIEWERS

4. The Division Chair consults with the Program Review Team and the Dean of Instruction to select Internal and External Reviewers. The External Reviewer should be an academic faculty member from another college or university teaching in the same discipline, someone working in a relevant business or industry, or, in the case of occupational programs, a community member who has knowledge of the program. This could be a local employer, a member of business and industry, a member of an advisory board, or another related constituent. The Internal Reviewer should be a WNC instructional faculty member who teaches outside of the program being reviewed.
   → September

5. The Division Chair forwards the names of the Internal and External Reviewers to the Chair of PARC.
   → September

BEGIN PROGRAM REVIEW WORK

6. The Division Chair, Program Review Team, and other applicable faculty and staff meet to discuss the review and to work on the draft WNC Academic Program Review Report. Elements of the report are described in detail in the next section of this document.
   → September

7. The Division Chair, the Program Review Team, and other program faculty begin work to update outlines for core courses.
   → September

COMPLETE CURRICULUM REVIEW

8. All instructional programs require a review of the curriculum by the Curriculum Committee. The Program Review Team should follow the guidelines for the Curriculum Review Report that are posted on the WNC Assessment Web site and contact the committee to schedule a fall meeting to review the report.
   → September

   → October-November
10. Institutional Research sends the Summary Data Sheet and the Course Scheduling Matrix to the Division Chair and the Program Review Team. The Summary Data Sheet provides: the headcount of students who have declared majors in the program, number of degrees or certificates granted, successful course completion data, student credit hours data, FTE students, FTE faculty, workload ratios, and other information that provides a basis for demonstrating program efficiency and effectiveness. The Course Scheduling Matrix provides scheduling history and enrollment data for program core courses.

→ **October-November**

11. Members of PARC contact Program Review Teams to discuss the curriculum review process, the data provided by Institutional Research, and the nature of the events that will take place when the External Reviewer comes to campus for the site visit, discussion with students, and exit interview with executive faculty.

→ **November**

12. The Program Review Team works with the Dean of Instruction to finalize the itinerary for the Internal and External Reviewers’ site visit, which includes a morning session with PARC and Program Review Team members, a focus group session exclusively between the Internal and External Reviewers and students in the program, a tour of program facilities, and an afternoon exit interview with the President, Vice President of Academic & Student Affairs, Dean of Instruction, Division Chair, and the Program Review Team. The site visit should be planned far enough in advance to schedule the exit interview with the President and to meet program review deadlines.

→ **January-February**

13. The Program Review Team sends copies of the WNC Academic Program Review Report to the Internal and External Reviewers, President, Vice President of Academic & Student Affairs, Dean of Instruction, and Division Chair one month before the Internal and External Reviewers arrive for their campus visit.

→ **February-March**

14. The Internal and External Reviewers examine the WNC Academic Program Review Report and engage in additional research as necessary in order to identify strengths and recommend program improvements.

→ **February-April**

15. The Internal and External Reviewers spend most of a day on campus. In the morning, they discuss the self-study and related information with the Dean of Instruction, the Division Chair, the Program Review Team, and PARC members. Then the Internal and External Reviewers meet with a focus group of students in the program and tour program facilities. In the afternoon, Internal and External Reviewers complete an exit interview with the President, Vice President of Academic & Student Affairs, Dean of Instruction, the Division Chair, and the Program Review Team.
Team. The exit interview takes place with all parties together in one meeting.  
**→ March-April**

16. The exit interview will be transcribed by the office of the Dean of Instruction and delivered to the Program Review Team and the Internal and External Reviewers.  
**→ March-April**

17. The Internal and External Reviewers write Reviewer Reports and send them to the Program Review Team within 30 days of receipt of the exit interview transcript.  
**→ April-May**

### COMPLETE FIVE-YEAR ASSESSMENT PLAN

18. The Program Review Team creates a Five-Year Assessment Plan that will serve as a framework for outcomes-based assessment for the next review period. The plan gives a brief summary of the outcomes to be assessed, the year or years in which each outcome will be assessed, and the assessment methods to be used. The Assessment Coordinator in Institutional Research will assist the Program Review Team in its assessment efforts.  
**→ April-May**

### COMPLETE PROGRAM REVIEW SUMMARY

19. The Program Review Team and the Assessment Coordinator in Institutional Research complete the two-page Program Review Summary, and the Vice President of Academic & Student Affairs submits the summary to the Student and Academic Affairs Committee of the Board of Regents.  
**→ April-May**

### SUBMIT FINAL REPORT

20. The Program Review Team submits the final WNC Academic Program Review Report to the Division Chair, President, Vice President of Academic & Student Affairs, Dean of Instruction, and Chair of PARC. Attached to the report are the Five-Year Assessment Plan, Curriculum Review Report, and Program Review Summary.  
**→ May 15**

### EXCHANGE FEEDBACK

21. PARC members read completed WNC Academic Program Review Reports in preparation for giving feedback to Program Review Teams.  
**→ May-August**

22. The Program Review Team and PARC exchange feedback on the program review findings and process during a PARC meeting. During this meeting, PARC will give recognition to the Program Review Team for their efforts, go over the Program Review Summary, and offer assistance in completing the Action Plan. After the meeting, PARC completes the PARC Academic Program Review Feedback Form, and the Chair of PARC signs it. Copies of the PARC Academic Program Review Feedback Form should be provided to the President, Vice President of Academic & Student Affairs, Dean of Instruction, and Program Review Team.  
**→ September-October**
CREATE ACTION PLAN

23. The Dean of Instruction and Division Chair will hold a meeting with the Program Review Team and program faculty to discuss the findings and recommendations that came out of the program review process. They will work together to finalize an Action Plan that addresses the recommendations. All appropriate representatives of the campus administration will be invited to this meeting in order to bring to bear all the college resources that are needed to assist the program in addressing recommendations. The Action Plan will be attached to the final report that was submitted.

→ November-December

WNC ACADEMIC PROGRAM REVIEW REPORT ELEMENTS

1. Program Description

No more than two pages, not including supporting documents.

A. College and Program Mission: The college mission (provided in form) and program mission are presented side-by-side in a table to show how the college and program missions align. The program mission states the purpose of the program; names its primary functions, activities and stakeholders; supports the college mission; and is distinctive.

B. College and Program Goals: The College Strategic Goals (provided in form) and the program goals and related outcomes are presented side-by-side in a table to show how they align.

C. Short Description: Include the following information (append supporting documents as appropriate):
   a. Unique characteristics
   b. Concerns of trends affecting the program
   c. Significant changes or needs in the next five years

D. Student Learning Outcomes / Required Course Matrix: Attach to the report this form which maps the student learning outcomes to required courses and shows the degree to which a course addresses an outcome. Student learning outcomes describe skills, knowledge and attitudes that must be demonstrated in order to obtain the degree or certificate.

E. Degrees and/or Certificates Offered: List degrees or certificates that are being evaluated for the purposes of this program review.

F. Niches Served: Describe any niches in the community the program serves.

2. Quality of Program

No more than ten pages, not including supporting documents.

A. Course Scheduling Matrix: Institutional Research provides this spreadsheet, which includes course scheduling history and enrollment figures for the most recent four-semester
period. The Course Scheduling Matrix may also be used to satisfy item #5 of the Curriculum Review Report portion of the WNC Academic Program Review Report.

B. Evidence of Effectiveness

Summary Data Sheet: Institutional Research provides the Summary Data Sheet, a document that provides information on the headcount of students who have declared majors in the program, number of degrees and certificates granted, successful course completion data, student credit hours data, FTE, FTE faculty, workload ratios, fiscal data and other information that provide a basis for demonstrating program efficiency and effectiveness.

Systematic Assessment: Instructional programs must include evidence that they systematically assess program outcomes and student learning outcomes at the program level and that data from assessments are used to make improvements to programs. The final WNC Academic Program Review Report should include the Five-Year Assessment Plan. The report should also indicate the steps taken to make the student learning outcomes public and available to students.

Evidence of Satisfaction: Instructional programs may include additional hard data regarding student satisfaction with courses and programs, employer satisfaction studies, etc., as indicators of effectiveness of the program. The Noel-Levitz Student Satisfaction Inventory, administered in odd-numbered years, and the Community College Survey of Student Engagement (CCSSE), administered in even-numbered years, could provide useful data. Student Course Evaluations are another source of satisfaction evidence, and instructors can add one question of their choice to the evaluations. The Chair of the Program Review Team should consult with Institutional Research regarding the availability of data.

Certifications/Licenses: Instructional programs need to explain if there are special certifications or accreditations available to the program and the status of the program relative to these certifications or accreditations.

Enrollment Trends: Instructional programs should discuss general student demographics and enrollment trends outlined by the following questions:

a. What student demographic and enrollment trends are most notable?

b. What groups constitute the program’s main demographic?

c. What efforts have been made by the program to recruit students?

d. What initiatives have been undertaken to increase FTE?

e. What initiatives have been undertaken to improve student retention?

C. Need for the Program: Explain the need and basis for determining the need for the program. Objective data, such as alumni studies, employer perceptions, data on transfer or transfer potential, local employment opportunities, and studies commissioned by WNC or NSHE, should be included when possible.

D. Curriculum Review Summary: Summarize the recommendations contained in the Curriculum Review Report and the Program Review Team’s response to those recommendations.

E. Findings and Recommendations: Present the commendations and recommendations that are the result of the program review. If the review recommends any changes to the program, a detailed description of the specific plan of action to implement the recommendations and a timeline for implementation of the plan are required.
THE CURRICULUM REVIEW REPORT

Complete the report according to the guidelines provided on the WNC Assessment Web site.

INTERNAL AND EXTERNAL REVIEWERS’ REPORT

Guidelines are available on the WNC Assessment Web site. The report should include commendations as well as recommendations, emphasizing recommendations for improvements that require no new resources. The suggested organization for the report is as follows:

- Program Strengths and Weaknesses
- Strategies for Improvement
- Evaluation of the Internal or External Review Process, Site Visit and Self-Study Document

SUMMARY OF PROGRAM REVIEW

The Program Review Team and the Assessment Coordinator in Institutional Research complete this two-page summary of the program review that is attached to the WNC Academic Program Review Report and also submitted to the Student and Academic Affairs Committee of the Board of Regents. Use the form provided by NSHE and available on WNC’s assessment Web site. The form contains four sections:

I. Description of Program Reviewed

The program description is a summarized version of the one included in the full report and could include the program mission statement and goals and a description of their alignment with the college mission and goals, unique characteristics, concerns or trends affecting the program, and niches served.

II. Review Process and Criteria

Briefly describe the performance indicators examined, the participants involved in the review and the program review activities, such as the site visit and self-study.

III. Major Findings and Conclusions of the Program Review

Describe the major strengths and weaknesses of the program that were identified and include recommendations for improving the program suggested by internal and external reviewers.

IV. Descriptive Statistics

Programmers in Institutional Research will provide data that includes the number of students with a declared major in the program area, the number of graduates from the program for past three years, and duplicated headcount of students enrolled in any core course in the program area.

FIVE-YEAR ASSESSMENT PLAN
This form is completed at the end of the program review process. The purpose is to plan outcomes-based assessment projects for the next five years. List the program outcomes and/or student learning outcomes in the table, briefly describe the means of assessment for each, and indicate the year or years in which each outcome will be assessed.

PARC ACADEMIC PROGRAM REVIEW FEEDBACK FORM

Comments made during a feedback session between the Program Review Team and PARC are summarized on this form, and the Chair of PARC must sign the form.

ACTION PLAN

The Action Plan form utilizes a table to align program goals with recommendations from internal and external reviewers and to record program faculty’s plans for acting on the recommendations. This form also provides a place for the Dean of Instruction, VP of Academic & Student Affairs, and the President to respond to the Action Plan items and to pledge outlined resources, if applicable.

SUMMARY OF RESPONSIBILITIES

PROGRAM FACULTY

- participate in selection of Program Review Team members
- work with Division Chair and Program Review Team to update outlines for core courses
- work with Dean of Instruction, Division Chair, and Program Review Team to create an Action Plan

PROGRAM REVIEW TEAM

- attend PARC workshop in the spring to learn about the program review process
- participate in selection of Internal and External Reviewers
- work with Division Chair to write WNC Academic Program Review Report
- work with Division Chair and other program faculty to update outlines of core courses
- schedule a fall meeting with the Curriculum Committee to review the Curriculum Review Report
- work with the Curriculum Committee to complete the Curriculum Review Report
- work with the Dean of Instruction to finalize arrangements for the Internal and External Reviewers' site visit, focus group with students, and exit interview
- Disseminate copies of WNC Academic Program Review Report in advance of the site visit and exit interviews
- Participate in site visit and exit interviews
- Create Five-Year Assessment Plan with help from the Assessment Coordinator in Institutional Research
- Work with the Assessment Coordinator in Institutional Research to complete the Program Review Summary that will be attached to the WNC Academic Program Review Report and submitted by the Vice President of Academic & Student Affairs to the Student and Academic Affairs Committee of the Board of Regents
- Submit final WNC Academic Program Review Report to the Division Chair, the President, the Vice President of Academic & Student Affairs, the Dean of Instruction, and the Chair of PARC
- Work with Dean of Instruction, Division Chair, and program faculty to create an Action Plan

**INTERNAL AND EXTERNAL REVIEWERS**

- Examine WNC Academic Program Review Report and engage in additional research in order to identify program strengths and recommend improvements
- Participate in site visit, lead student focus group, and participate in exit interviews
- Write Reviewer Report and submit it to Program Review Team

**CHAIR OF PARC**

- Sign PARC Academic Program Review Feedback Form

**PARC**

- Conduct a workshop in the spring to discuss the program review process with Program Review Teams and Division Chairs
- Contact Program Review Team in November to check on progress with the Curriculum Review Report, utilizing the data from Institutional Research, and making arrangements for the site visit day
- Participate in site visit and exit interview
- Meet with members of the Program Review Team to exchange feedback on the self-study report and program review process
- Complete the PARC Academic Program Review Feedback Form and send it to the Program Review Team

**CURRICULUM COMMITTEE**

- Assist the Program Review Team in completing the Curriculum Review Report
• provide feedback on the Curriculum Review Report to the Program Review Team

**INSTITUTIONAL RESEARCH/ASSESSMENT COORDINATOR**

• prepare the Summary Data Sheet and Course Scheduling Matrix and send them to the Division Chair and Program Review Team

• assist the Program Review Team in creation of the Five-Year Assessment Plan

• work with Program Review Team to write the Program Review Summary

**DIVISION CHAIR**

• participate in selection of Program Review Team members

• select Chair of Program Review Team

• forward Program Review Team selections to PARC

• participate in selection of Internal and External Reviewers

• forward Internal and External Reviewer selections to Chair of PARC

• work with Program Review Team to write WNC Academic Program Review Report

• work with Program Review Team and other program faculty to update outlines of core courses

• participate in exit interviews

• work with Dean of Instruction, program faculty, and Program Review Team to create an Action Plan

**DEAN OF INSTRUCTION**

• attend PARC workshop in the spring to discuss the program review process with Program Review Team members

• participate in selection of Program Review Team members

• participate in selection of Internal and External Reviewers

• work with the Program Review Team to finalize arrangements for Internal and External Reviewers’ site visit, the student focus group, and exit interview

• participate in exit interviews

• staff will transcribe exit interview and submit to Program Review Team and Internal and External Reviewers

• work with program faculty, Division Chair, and Program Review Team to create an Action Plan
VICE PRESIDENT OF ACADEMIC & STUDENT AFFAIRS

- participate in exit interviews
- submit Program Review Summary to the Student and Academic Affairs Committee of the Board of Regents
- respond to Action Plan

PRESIDENT

- participate in exit interviews with Internal and External Reviewers
- respond to Action Plan