Program Review
Program Assessment Report

Fall 2017 Review
November 2, 2017

Prepared for the Academic Council, the Curriculum Committee, and the Vice-President for Education
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Overview

Instructional program review is an integral part of Northwest's overall institutional effectiveness initiative required by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation criteria. A self-study team made up of administrators, faculty, students, and a member of the Northwest Community Board of Trustees, conducts a program review using established criteria. The Program Assessment Report is the final product of the Instructional Program Review process. The Program Assessment Report documents the team's evaluation of the effectiveness of each program in order to answer the question, "Does the instructional quality of the program meet institutional standards?"

An instructional program is defined as a certificate or degree program approved by the faculty and the administration, for which academic credit is given, in accordance with the SACS-COC Comprehensive Standard 3.4.1 description of a program. Programs are SYSTEM-WIDE and are not divided by campus.

Purpose and Goals
The purpose of the instructional program review and assessment is to provide a system for continuous improvement in instructional programs. Review and assessment procedures provide recognition of the accomplishments of an instructional program as well as identify interventions needed for improvement of the program. The goals for this process are as follows:
1. To ensure the effectiveness of the College's instructional programs
2. To improve the quality of instructional programs
3. To provide data for such intervention decisions as those regarding staff needs, admissions requirements, and curricular additions or deletions
4. To provide a system of regular data collection and analysis
5. To determine how specific instructional programs serve the mission of the College and respond to student and community needs

Program Review Cycle
Each instructional program will be evaluated once in each five year period. Programs are reviewed by major functional areas and/or locations whenever possible. Instructional programs that are offered on multiple campuses, or through distance learning, will be assessed as a single unit.

Criteria for Evaluation
The Office of Institutional Research and Effectiveness will provide the instructional program coordinator for all instructional programs being reviewed during the current academic year with the following self-study materials:
1. *Program Strategic Plan Outcomes* – The instructional program's strategic planning outcomes as listed in the NWCC Strategic Plan, along with the data and analysis from the last five years' annual reviews.
2. *Program Learning Outcomes* – The instructional program's learning outcomes along with the data and analysis from the last five years' annual reviews.
3. *Enrollment* – Longitudinal enrollment information for the prior five (5) years.
4. *Student Success Rates* – Student success is determined by assessing:
    a. *For AA degree programs*: Retention, graduation and transfer of students to four-year institutions over the prior five (5) years.
    b. *For AAS degree and Certificate programs*: The state mandated follow-ups with program graduates and (if required) passage rates on state board exams, as reported on the annual Perkins Report, for the prior five (5) years.

5. *Instructor Qualifications* – Information on degrees and credentials of each instructor currently teaching a class in that instructional program, including full-time and adjunct faculty.

The instructional program coordinator should work with faculty members of program(s) under review to use the provided information to complete an analysis of their program. This analysis must include:
1. *SACS-COC Principles of Compliance Survey* – This survey guides the instructional programs through carefully reviewing the requirements as described in the Principles of Accreditation.
2. *SWOT Analysis* – Each program should identify the strengths, weaknesses, opportunities, threats related to the program.
3. *Overall Assessment and Recommendations* – This section provides a summation of the current status of the program based on the above analysis. The final assessment should include past progress, the current status, and future plans for the department. Recommendations from the faculty on ways to improve the instructional program should be included as well.

Both hard copies and electronic copies of all the supporting documents listed above are maintained by the Office of Institutional Research and Effectiveness.

Organization for Program Evaluation
An annual Instructional Program Review meeting will be held each academic year to provide the review committee an opportunity to discuss the documents, ask questions of the appropriate instructional program coordinators, and make any recommendations for the Academic Council for the improvement of the instructional programs.

The Office of Institutional Research and Effectiveness will produce a Program Assessment Report which includes committee recommendations for program improvement. The Program Assessment Report will be presented to the Vice President for Education, the Academic Council, and the Curriculum Committee for review.

Fall 2017 Program Review

Committee Members
Dr. Matthew Domas, Associate Vice-President for Education
David Campbell, District Dean for Career Technical and Workforce Education
Jeremy Isome, Dean of DeSoto Center
Dr. Jack Butts, Dean of Lafayette-Yalobusha Technical Center
Phyllis Johnson, Dean of eLearning
Kevin Miller, Career Technical Instructor
Shelli Benton, Career Technical Instructor
Dr. Lela Hale, Board of Trustees Member
Mr. Steve White, Board of Trustees Member
Jamison Payne, Student

Program Review Findings

The following table summarizes the Program Review Committee's results for each program reviewed in terms of the Overall Program Assessment on the Program Review rubric.

Table 1 - Summary of Findings

Program Name	Meets Expectations	Needs Improvement
Business & Marketing Management Technology	11	0
Hotel &Restaurant Management Technology	11	0
Business & Office Technology	11	0
Paralegal Technology	10	0
Information Systems Technology	10	0
Graphic Design Technology	10	0
Industrial Electronics Engineering Technology	10	0

Attached are the Program Review Rubric summaries, with committee comments and recommendations, for each program. The supporting documents containing specific information for each of the evaluation criteria are on file in Office of Institutional Research and Effectiveness.

Overall, several themes emerged from this review process.

One major theme was that the programs are looking at ways to increase exit points within the programs. This is coming about due to many students leaving programs early in order to begin working in the field. Thus, there is already a demand for the students' skills prior to a full AAS degree. Therefore, many programs are offering 30 hour and 45 hour exit points. Additionally, several of the programs are seeking ways to increase the options to transfer credits to a four-year institution and continue on towards a bachelor's degree.

A second major theme was the disconnect between the CPAS test and the program curriculum. Several programs have moved away from CPAS testing and moved towards tests that actually offer an industry credential, or demonstrate to employers the attainment of specific skills. Other programs, such as Graphic Design, where an outside industry test does not exist, are working with other faculty across the state to improve the CPAS test itself to better reflect the current skills required by industry.

Lastly, several programs expressed an interest in expanding enrollment by offering night and online courses. However, this will require either additional faculty or a reworking of current faculty responsibilities. This move to offering options outside of daytime hours is especially important for programs such as those reviewed this year that are often taken by working non-traditional students.

Lastly, it is the recommendation of the Director of Institutional Research and Effectiveness, that each program Lead Instructor review the current Student Learning Outcomes and Strategic Plan outcomes to determine if they are still up-to-date with any curriculum and testing changes that have been made within the program. In particular, for programs that are no longer using the CPAS test, the first Strategic Plan outcome will need to be changed to reflect this change in testing.

PROGRAM: BUSINESS & MARKETING MANAGEMENT TECHNOLOGY

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.*	11	0	
2 Program Description *The program is accurately represented in the NWCC Bulletin.*	11	0	
3 Admissions Policies (CS 3.4.3) *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.*	9	2	• No admission policies. • I could not find admission guidelines in the bulletin. • No special admission policy.
4 Faculty Credentials (CS 3.7.1) *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member*	11	0	
5 Student Success (FR 4.1) *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.*	11	0	• Possibly offer more online for flexibility in offerings. • Love the 30-45-60 plan! Good job reaching out to Blue Mountain. • Are group evals as valid as individual? Do rubrics reflect individual work?
6 Program Learning Outcomes (CS 3.3.1.1) *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	11	0	• When the curriculum rewrite goes through, need to revise SLOs.
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	11	0	• Great plan for accomplishments. • Please make a note in your Plan of Action about the change in CPAS exams.
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC compliance survey.*	11	0	
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	11	0	• Great job on being insightful and offering a new class to the curriculum. Keep working on a correct CPAS - doesn't seem fair that questions have wrong answers! Keep up the good work!

PROGRAM: HOTEL & RESTAURANT MANAGEMENT TECHNOLOGY

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.*	**11**	**0**	
2 Program Description *The program is accurately represented in the NWCC Bulletin.*	**9**	**2**	• More detail on program description. • Description needs to explain what the course prepares students for.
3 Admissions Policies (CS 3.4.3) *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.*	**9**	**2**	• More detail needed on admission policy. • No admission policy in bulletin.
4 Faculty Credentials (CS 3.7.1) *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member*	**11**	**0**	
5 Student Success (FR 4.1) *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.*	**10**	**1**	• Offering more classes online from other colleges will help offer a variety to help with retention. • CPAS2 - excellent. • Glad to see that you are working on ways to improve student success. • The last 2 years show a 25% and 33% graduation rate. Enrollment is low.
6 Program Learning Outcomes (CS 3.3.1.1) *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	**11**	**0**	• Very good. • Would be nice to know 15 & 16 in order to evaluate most recent YTD outcomes.
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	**11**	**0**	
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC compliance survey.*	**11**	**0**	
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	**11**	**0**	• Farmer's Market is a great way to advertise program and internship at local places also. Great job! • Great that Memphis is taking CT courses for credit.

PROGRAM: BUSINESS & OFFICE TECHNOLOGY

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.*	11	0	
2 Program Description *The program is accurately represented in the NWCC Bulletin.*	11	0	
3 Admissions Policies (CS 3.4.3) *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.*	10	1	• No special admission policy in bulletin. • I agree not to add ACT requirements.
4 Faculty Credentials (CS 3.7.1) *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member*	11	0	• Above average.
5 Student Success (FR 4.1) *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.*	10	1	• Good idea on getting OPAC skills printed on a certificate. • 30-45-60 helping with completion. • Graduate rates for Med. Office & Admin Office Tech are less than 50% for 2015 & 30% less for 2016. Enrollment is less in SP17.
6 Program Learning Outcomes (CS 3.3.1.1) *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	10	1	• Work with IR to refine and condense SLO list. • Great. • Are some percentages for assessment set too low? "No further action required"
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	11	0	
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC compliance survey.*	11	0	• This program is offered on multiple campuses
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	11	0	• Work with Mr. Campbell and the Deans to move towards a single program model instead of split by campus. • Great job on teaching skills! Seems that the program is changing with the times. Good job with the program. • Job placement is 50% for Administrative Office and 44% in the Medical Office Tech.

PROGRAM: PARALEGAL TECHNOLOGY

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.*	10	0	
2 Program Description *The program is accurately represented in the NWCC Bulletin.*	9	1	• Details in description to include "legal studies".
3 Admissions Policies (CS 3.4.3) *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.*	10	0	• Excellent credentials.
4 Faculty Credentials (CS 3.7.1) *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member*	10	0	• Glad that classes have moved online.
5 Student Success (FR 4.1) *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.*	9	1	• Need to write plans of action. • FY2016 graduated 40%. FY2017 enrollment is low (64)
6 Program Learning Outcomes (CS 3.3.1.1) *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	10	0	
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	10	0	• Are PLO assessment percentages of 79% too low? Every results states no action necessary.
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC compliance survey.*	10	0	• No student support services listed specifically for this program (#15). Graduation requirements don't seem to be made "clearly" known for students (#20).
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	10	0	• Market for 2+2 program & program overall needs to be marketed.

PROGRAM: INFORMATION SYSTEMS TECHNOLOGY

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.*	10	0	
2 Program Description *The program is accurately represented in the NWCC Bulletin.*	10	0	• Great description.
3 Admissions Policies (CS 3.4.3) *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.*	10	0	• Maybe looking at computer skills instead of ACT scores might be useful.
4 Faculty Credentials (CS 3.7.1) *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member*	11	0	
5 Student Success (FR 4.1) *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.*	9	2	• Retention: talk through program to make students are aware of complete program before enrollment into the program. • Great CPAS2 scores in both programs. • Great placement rates! • FY2015 40% Grad. Rate; FY2016 18%. Enrollment has dropped 2016-17
6 Program Learning Outcomes (CS 3.3.1.1) *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	11	0	• Great job! • Achieves her SLOs. Good Instructor.
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	11	0	• Very organized. Has the student first? • MTA scores look really good! Recruiting more non-traditional students may be a great plan.
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC compliance survey.*	11	0	
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	10	0	• I didn't realize students are encouraged to complete both. That's good. • Completing both programs is a great idea and Microsoft certification. Good job! • Great improvement in CPAS scores.

PROGRAM: GRAPHIC DESIGN TECHNOLOGY

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.*	11	0	
2 Program Description *The program is accurately represented in the NWCC Bulletin.*	11	0	• Great description!
3 Admissions Policies (CS 3.4.3) *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.*	11	0	• Good on special admissions • Include an additional ACT score of 17
4 Faculty Credentials (CS 3.7.1) *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member*	11	0	• Think Karla is a good choice for the changes the program needs.
5 Student Success (FR 4.1) *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.*	10	1	• Good job on increasing enrollment! • Great success with CPAS. Possibly consider ADOBE Certification for future. • FY2015 grad.rate 25%. FY2016 grad. Rate 31%. (2)Percent of students are not placed in jobs. Enrollment is down.
6 Program Learning Outcomes (CS 3.3.1.1) *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	11	0	• Consider working with IR to revamp SLOs for new curriculum. • Some percentages on assessments appear too low.
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	11	0	• Love that you see the issues with how fast this industry is changing.
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC compliance survey.*	11	0	
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	10	0	• High CPAS scores! • Changing with the times is a really good outlook on this program. Great job! Maybe recruiting in AP English high school classes would be considered. • Maybe Adobe certifications? • Great job on keeping up with the complex world of GD.

PROGRAM: INDUSTRIAL ELECTRONICS ENGINEERING TECHNOLOGY

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.*	**11**	**0**	
2 Program Description *The program is accurately represented in the NWCC Bulletin.*	**11**	**0**	• Great description.
3 Admissions Policies (CS 3.4.3) *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.*	**11**	**0**	• Good on explaining special admissions. • Includes an additional ACT score of 17.
4 Faculty Credentials (CS 3.7.1) *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member*	**11**	**0**	
5 Student Success (FR 4.1) *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.*	**10**	**0**	• Great placement through AMP. • FY2015 (50%) and FY2016 (48%). Enrollment is down slightly. Eleven students were placed in the field they were trained.
6 Program Learning Outcomes (CS 3.3.1.1) *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	**8**	**2**	• Several 0% in PLO areas, remove those areas if they no longer comply to program • Work with IR to evaluated and redo SLOs to match curriculum/assessment. • Several PLOs were not met; explanations are unclear in use fo results
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	**10**	**0**	
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC compliance survey.*	**10**	**0**	
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	**10**	**0**	• Need to find allowed certification instead of CPAS that industries recognize.