



# Program Review and Planning

## OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR INSTRUCTIONAL PROGRAMS

Program Review is about documenting the plans you have for improving student success in your program and sharing that information with the community. Through the review of and reflection on key program elements, program review and planning identifies program strengths as well as strategies necessary to improve the academic discipline, program, or service to support student success. With our new Guided Pathways plan, this review becomes even more crucial for the success of our students and college.

[We are using the Strengths, Opportunities, Aspirations, Results \(SOAR\) strategic planning technique to help us focus on our current strengths and opportunities, create a vision of future aspirations, and consider the results of this approach.](#)

### BASIC PROGRAM INFORMATION

**Academic Year**  
2018-2019

**Are you completing a comprehensive or annual PRP?**  
Annual

**Department Name**  
Public Safety Programs

**Discipline Name**  
Police Academy

**Department Chair Name**  
Wayne Hooper

**Division Name**  
Career, Technical and Extended Education

**Website address for your discipline**  
<https://www2.palomar.edu/pages/policeacademy>

#### **Discipline Mission statement**

The primary mission of Palomar College Police Academy basic training is to prepare students mentally, morally and physically to advance into a field-training program and assume the responsibilities and execute the duties of a peace officer in society. This instruction is directed toward providing a sensitivity to, and understanding of, the role of the officer within the criminal justice system, the employing agency, and the community served.

[\(click here for information on how to create a mission statement\)](#)

**Does your discipline have at least one degree or certificate associated with it?**  
Yes

**Are any of your programs vocational (CTE/CE)?**  
No

#### **List all degrees and certificates offered within this discipline.**

State of California Peace Officer Standards and Training (POST) Basic Course certificate.  
Certificate of achievement from Palomar College.

**Please list the names and positions of everyone who helped to complete this document.**

Michael G. Andrews, Director

**Full-time faculty (FTEF)**

0

**Part-time faculty (FTEF)**

18

**Classified & other staff positions that support this discipline**

Director (1.0 FTE), Coordinator (1.0 FTE), Academic Department Assistant (1.0 FTE), Police Academy Training Officer (.45 FTE) and Administrative Specialist I (.45 FTE).

**Additional hourly staff that support this discipline and/or department**

32 short-term employees (varies based on instruction of course curriculum).

## **PROGRAM INFORMATION**

### **PROGRAM OUTCOMES**

Begin this section by reviewing the Program Review reports for courses and programs in TracDat. All active course and program outcomes should be systematically assessed over a 3-year cycle.

- **Program** = Leads to a degree or certificate
- **Discipline** = A group of courses within a discipline

\*Programs will be able to complete program completion and outcome questions.

**How well do your program's learning outcomes communicate the scope and depth of the degree/certificate offered and align with employer and transfer expectations?**

Exceptionally well. The police academy program is built upon a one-year platform of three modular formats (III, II and I), of which have predetermined student learning outcomes as set by the Commission on Peace Officer Standards and Training (POST), the regulatory agency for all police academies in the State of California. Upon successful completion of the three modular formats, the student receives certification from POST allowing employers to hire the candidates as sworn peace officers throughout the state.

**Describe your program's plan for assessing program learning outcomes.**

Each modular format is monitored closely and evaluated by three independent sources (Instructor, Academy, and POST) to determine success or remediation of program presentation. These evaluations determine the student learning capability, retention of mandated course curriculum, and overall success of the student demonstrating by scenario application written, verbal and physical skills.

**Summarize the major findings of your program outcomes assessments.**

Based upon the evaluation period for 2018, the two programs consisting of Modular III and Modular II continue to achieve increasing success in enrollment and completion to graduation. Conversely, due to mismanagement of the Modular I program in 2017, POST suspended the program and prohibited the college from continuing presentation. An immediate response and corrective action by the college to replace key personnel and operating procedures resulted in POST lifting the suspension and granting the college presentation of the Modular I format. This is the most critical modular for the student to achieve certification in becoming a peace officer in the State of California.

June of 2018, set in motion the first presentation of Modular I since the lift of suspension by POST. In general, the evaluation of the program yielded less than satisfactory results in enrollment and completion to graduation. Twenty-one students entered the program and only thirteen successful completed the program. Mitigating factors determined the course lacked advertising and marketing, and nearly one-half of the students were not prepared for the transition to Modular I.

Summer 2019, will present the second presentation of Modular I since the suspension. It is forecasted the

program will have ample enrollment (projected at 30+), and by assessing current indicators of the students who completed Modular III, and now in service in Modular II, will complete the final Modular with greater success as opposed to 2018.

In December 2019, a more detailed analysis specific to the success rate of the Modular formats as presented by the College can be prepared and presented. This analysis will determine a myriad of factors to include student enrollment by classification, achievement scores, problematic areas of participation and conclusions for the betterment of the overall program.

Depending on the degree or transfer goals of our students, they have the choice of three different GE pathways:

- [Associate Degree GE Requirements](#)
- [CSU GE Requirements](#)
- [IGETC Requirements](#)

Palomar College has identified a set of General Education/Institutional Learning Outcomes, which represent the overall set of abilities and qualities a student graduating from Palomar should possess. [Click here for a link to Palomar's GE/ILOs.](#)

## PROGRAM COMPLETIONS

Student success is at the core of what we do in assisting students in achieving their goals.

The Chancellor's Office Vision for Success stresses the importance of Program Completion as a major goal for our students. In addition, transfer and career readiness are key components of Palomar College's mission statement. This year, our funding formula has also changed reflecting this emphasis, providing additional funding as a function of the number of completions.

In this section we will identify a program standard and a stretch goal (what you would like to move toward) for program completions.

The standards represent the lowest number of program completions deemed acceptable by the College.

In other words, if you were to notice a drop below the set standard, you would seek further information to examine why this occurred and strategies to increase completions.

In this section we will identify a program standard and a stretch goal (what you would like to move toward) for programs.

### **List the number of completions for each degree/certificate for the previous year.**

Each Modular format presents eligibility for certification upon successful completion of the program. In 2018, Modular III presented twenty-two students, Modular II presented fourteen students, and Modular I presented thirteen students.

### **Have your program completions Increased, decreased, or stayed the same over the last 5 years?**

Stayed the same

### **What factors have influenced your completion trends?**

The police academy modular formats (III, II and I), are established, and presented by the Commission on Peace Officer Standards and Training (POST), the regulatory agency for all police academies in the State of California. Currently, there is a demand in the state for peace officers, and a need to fill these vacancies with graduating academy students. Palomar College has now entered into a partnership in both

communication and adherence as one of the recognizable extended format academies in Southern California. Recent graduates of our program have attained job placement as peace officers locally in San Diego County and as far east as Indio, California. Our current enrolled students are likely to attain placement in police departments from Riverside, Escondido, San Diego, Palomar, and from the Riverside County Sheriff's Department.

As Palomar College Police Academy continues to receive statewide recognition, our success rate should escalate and attract greater enrollment from local communities, military personnel, and others looking to establish a career.

The Chancellor's Office Vision for Success stresses the importance of reducing equity gaps through faster improvements of underrepresented groups.

ACCJC also requires that colleges establish institutional and program level standards in the area of success rates. These standards represent the lowest success rate deemed acceptable by the College. In other words, if you were to notice a drop below the rate, you would seek further information to examine why the drop occurred and strategies to address the rate.

[Click on this link to review the course success rates \(A, B, C, or Credit\) for your discipline.](#)

In this section we will identify a course success rate standards and a stretch goal (what you would like to move toward) for programs.

Course Success Rates by gender, age, ethnicity, special population, location, and modality (You can access the Student Equity Plan on the SSEC website <https://www2.palomar.edu/pages/ssec/> )

## **COURSE INFORMATION**

### **COURSE SUCCESS AND RETENTION**

**What is your program's standard for Discipline COURSE Success Rate?**

77.0%

**Why did you choose this standard?**

It is not possible to accurately compare police academy success rates to instructional classes (disciplines offered) on campus. These mitigating factors are based on the fact POST sets the curriculum and mandates strict adherence to course content and testing success factors. However, an accumulative total of the combined Modular formats for 2018, demonstrate a success course rate proposed at 79.6%. This based on the number of students that entered Modular III and continued to completion of graduation in Modular I.

**What is your Stretch goal for COURSE success rates?**

89.0%

**How did you decide upon the goal?**

By ensuring, the students receive a stable learning environment provided with experienced instructors, course preparation, and administrative support to achieve a level of success in the state-mandated curriculum.

## **COURSE OUTCOMES**

**How have you improved course-level assessment methods since the last PRP?**

Due to a recent (January 2019) personnel change in the position of Director at the Academy, a detailed assessment and evaluation of the entire program is in process. Conclusion of assessment and

recommendations will be forthcoming in Fall 2019.

**Summarize the major findings of your course outcomes assessments.**

Due to a recent (January 2019) personnel change in the position of Director at the Academy, a detailed assessment and evaluation of the entire program is in process. Conclusion of assessment and recommendations will be forthcoming in Fall 2019.

**This section is intentionally blank for annual PRPs. Please click "Next" to continue.**

**This section is intentionally blank for annual PRPs. Please click "Next" to continue.**

## Program Goals

In the previous sections, you identified opportunities for improvement. Using these opportunities, develop 3-year [SMART goals](#) for your department. Goals should be Specific, Measurable, Attainable, Relevant, Time-Specific. Ensure your goals align with the mission of your department and/or [the College's strategic plan](#).

Please list all discipline goals for this three-year planning cycle. [Click here for previous PRPs and goal information.](#)

## Goals

### Goal 1

**Brief Description**

Recruitment, Advertisement & Marketing

**Is this a new or existing goal?**

New

**How will you complete this goal?**

Structure a viable and effective marketing plan to strategically recruit, educate and solicit participation in the academy programs.

**Outcome(s) expected (qualitative/quantitative)**

Academy staff to openly address and represent the program in diverse communities, military installations, and continuing education institutions. A formal and structured marketing plan will be developed and disseminated accordingly and followed for optimum success in recruitment and retention.

**How does this goal align with your department mission statement, the college strategic plan, and /or Guided Pathways?**

This specific goal aligns with narrative and application in all areas as noted.

**Expected Goal Completion Date**

7/31/2019

### Goal 2

**Brief Description**

Delivery of Advanced Officer Training (AOT) Courses

**Is this a new or existing goal?**

New

**How will you complete this goal?**

Develop instruction (Perishable Skills Training Courses) in accordance to POST mandates and directives as defined in state legislation. Deliver the course content to law enforcement agency personnel in North San Diego County and surrounding counties of Riverside, Imperial, Orange and San Bernardino.

**Outcome(s) expected (qualitative/quantitative)**

Increase in enrollment, certification, and revenue.

**How does this goal align with your department mission statement, the college strategic plan, and /or Guided Pathways?**

This specific goal aligns with narrative and application in all areas as noted.

**Expected Goal Completion Date**

1/1/2020

### Goal 3

**Brief Description**

Establish a duly appointed Advisory Board

**Is this a new or existing goal?**

New

**How will you complete this goal?**

Selection process established by Academy staff, Program Dean, and recognized members of POST Regional Consultants.

**Outcome(s) expected (qualitative/quantitative)**

Appointment of a chief of police or designee (local agency) as chairperson, appointment of chief of police (state educational institution) as co-chairperson, appointment of a two chiefs of police (county law enforcement agencies), and appointment of Palomar College Administrator.

**How does this goal align with your department mission statement, the college strategic plan, and /or Guided Pathways?**

This specific goal aligns with narrative and application in all areas as noted, and conforms to POST standards and regulations.

**Expected Goal Completion Date**

12/31/2019

## STAFFING AND RESOURCE NEEDS

### Instructions

1. Refer to [Strategic Plan](#).
2. See [Data](#).
3. See career info (In PRP)

**Are you requesting additional full-time faculty?**  
No

**Are you requesting additional Staff, CAST or AA?**  
No