



Non-Instructional Program Review and Planning

OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON-INSTRUCTIONAL AREAS

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area. With that in mind, please answer the following questions:

[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 UNIT INFORMATION

Academic Year
2018-2019

Division Name
Arts, Media and Business Administration

Unit Name
AMBA Division Office

Name Person Responsible for the Program/Unit
Justin Smiley, Dean

Please list all participants in this Program Review:

Name	Position
Justin Smiley	Dean
Anne Delgado	Division Administrative Assistant

Website address for your program or unit
<https://www2.palomar.edu/pages/ambadivision/>

Program/Unit Mission Statement

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

What is your Program/Unit's mission statement?

The mission of the Arts, Media and Business Administration Division is to create an educational environment and provide opportunities for all students to achieve their educational goals, whether it's

transfer-readiness, career and technical training, or gaining valuable aesthetic and cultural enrichment.

Describe how your mission aligns with and contributes to the College's Vision and Mission.

The mission of the Arts, Media and Business Administration Division is very closely aligned to the College's vision and mission. We are committed to serving our diverse population of students and providing them the instructional services that are needed to meet their educational goals while learning to be independent, creative and global citizens.

Program/Unit Description

Staffing

Total Number of Full-time Staff

2

Total Number of Permanent Part-time Staff

0

Number of Classified Staff

1

FTE of Permanent Part-time Staff

0

Number of CAST Staff

0

FTEF of Part-time Faculty

0

Number of Administrators

1

Number of Full-time Faculty

0

What additional temporary hourly or contract staff support this unit and/or department?

none

As part of this PRP cycle, Human Resource Services has sent organizational charts to all non-instructional units. Please review the charts and make any needed changes. You have three options to submit your organizational chart:

1. Upload the document (under 5 MB)
2. Provide URL to document.
3. If you cannot create an organizational chart, or did not receive one from Human Resource Services, list the positions in your unit showing reporting relationships (e.g., Manager Facilities with the following direct reports, Supervisor Position A, Supervisor Position B, Supervisor Position C; Supervisor Position A with direct reports, Position A, Position B, Position C)

How will you submit your organizational chart?

Upload Document

Upload Organization Chart

Program/Unit Description

Who utilizes your services?

Students, staff, faculty, and community.

What services does your program/unit provide (Describe your program/unit)?

Administrative support, management, and leadership for the departments in this instructional division.
Addressing staff, student and faculty issues and concerns.

PROGRAM/UNIT ASSESSMENT

Service Area Outcomes

Service Area Outcome 1

Describe this Service Area Outcome

Work with department chairs to implement a four-semester course rotation for every program

When was this SAO last assessed?

Last year.

What did you learn from the last assessment?

Significant progress has been made. Since last year, the college has mapped almost all of our academic programs. These academic maps will be extremely helpful for students and counselors, but in addition will be used to inform scheduling and course rotation. Work is ongoing to get course rotations on a predictable cycle, and once the program maps are approved and in use, we will schedule course rotations to support the maps. Scheduling courses and advising students using the program maps will lead to a significant increase in degree and certificate completions.

Are there improvements you have implemented or plan to implement as a result of this SAO Assessment? If so, please describe.

Many initiatives from the Chancellor's office have contributed to increasing our progress on course rotation plans, including Guided Pathways and the Student Centered Funding Formula. We are working closely with department chairs on scheduling and enrollment management, while focusing on providing opportunities for students to complete their academic plans.

Service Area Outcome 2

Describe this Service Area Outcome

Provide administrative support and advocacy for five academic departments (Performing Arts, Art, Media Studies, Graphic Communications, Business Administration) and the instructional support units (Telescope, KKSM, ETV, and Boehm Gallery).

When was this SAO last assessed?

Last year.

What did you learn from the last assessment?

The leadership from the dean position was intermittent since 2015. This changeover in leadership created challenges in providing consistent advocacy for departments within the division.

Are there improvements you have implemented or plan to implement as a result of this SAO Assessment? If so, please describe.

In January 2018, a permanent Dean was placed, and over the course of the last year, having a consistent, full-time Dean has improved communication and the opportunities for advocacy. Moving forward, we would like to create more access and opportunities to showcase the excellent work done in this division to the community.

Other Assessment Data

List all other quantitative and/or qualitative measures you use to track, monitor, and/or evaluate the effectiveness of your program/Unit:

Quantitative Data

Measure	2015	2016	2017	2018	Definition/Description of Measure
FTEF	97.91	80.19	78.53	82.2	
Enrollment	10198	9077	9508	10030	
Completions	361	376	395	475	
Retention	90	92	92	91	
WSCH/FTEF	381	424	483	476	
Fill Rates	75	84	79	78	
Success Rates	74	75	75	74	

Are there any comments or notes about this quantitative data?

1) There was a significant increase in degrees for Business AS-T between 2017 and 2018.

Qualitative Data

Describe any qualitative measures you use and summarize the results.

Regular communication with ADAs, faculty and staff to seek improvements in processes. We are utilizing a electronic signatures, to reduce paper waste, increase approval times for documents, and tracking documents.

What improvements have you implemented or plan to implement as a result of your assessment of quantitative and/or qualitative data described above.

We are refining our enrollment management strategies by allocating FTEF to areas with the highest demand, while communicating with faculty to ensure that we are supporting programs to improve completion rates.

Achievements and Other Relevant Information

Achievements

Describe Achievement

Last year, the division implemented an electronic signature system to improve and accelerate approval workflows.

Realigned division budgets to better support academic departments.

Permanent Dean was hired in the Division to provide much-needed consistency and full-time advocacy.

Dean Pearl Ly and Dean Justin Smiley co-led the development of the Multi-Disciplinary (MD) Building Emergency Plan and formation of an emergency response team. Successful building evacuation drills

were held in Fall 2018 and Spring 2019.

Describe any recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit? What effect will these changes have on your program/unit?

- 1) AB705 will have an impact on BUS 204 and quantitative reasoning courses
- 2) Guided Pathways and vision for success will make us examine our meta-majors, overlapping curriculum, and increasing program completions and career readiness.

In addition to (or in response to) the changes listed above, what in-house policies, procedures, and processes need to be updated, created, or deleted?

- 1) Provide enhanced tutoring and support to students taking Business classes with Math and English prerequisites.
- 2) Evaluate policy for new program approvals, communication regarding potential curriculum overlaps, scheduling and enrollment management strategies to increase completions. Examples include more classes in fast-track format, enhanced offerings in distance education, block scheduling

PROGRAM/UNIT EVALUATION AND THREE YEAR PLANNING

Program Evaluation and Planning is completed in two steps.

Section 1: Overall Evaluation of Program

Reflect on your program/unit, the results of your assessments in Part 2 above, and your vision for the future. Then, working together answer the following questions. Summarize your answers in the grid below.

1. What are our greatest strengths?
2. What are our best opportunities?
3. What is our preferred future, what do we aspire to do?
4. What are the measurable results that will tell us we've achieved that vision of the future?

Section 2: Establish Goals and Strategies for the Next Three Years

Once you have completed your overall evaluation, identify a set of goals and strategies for accomplishing your goals for this upcoming three year planning cycle. Use the template in Section 2 below to document your goals, strategies, and timelines for completion.

Overall Evaluation of Program

Discuss your Program's/Unit's Strengths, Opportunities, Aspirations, and Results ([SOAR](#)) and summarize your discussion below.

Strengths

The AMBA division is full of creative, talented, hard working staff and faculty who are committed to student success and creating global citizens.

Opportunities

Greater collaboration between academic departments and support areas could increase student and community engagement, create cohesive marketing campaigns to support the Division and College.

Aspirations

Utilize the talent in marketing, graphics, media studies, art and performing arts to become ambassadors for Palomar College.

Results

Demonstrate the incredible value that Palomar college offers to the region by providing exemplary educational opportunities, while becoming an icon for community performances, art, radio, television, film, journalism, photography, graphics and business.

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

Improve communication from the Division Office to the departments and instructional units.

Is this a new or existing goal?

Existing

Goal Status

Completed

How will you complete this goal?

Hold regular monthly Division meetings with Chairs and ADAs; monthly one-on-one meetings with Chairs and administrators who are direct reports; and report out significant items of interest from Governing Board, IPC and Curriculum Committee meetings

Timeline for Implementation

Throughout the academic year, fall and spring semesters.

Outcome(s) expected (qualitative/quantitative)

When staff and faculty are better informed, they feel valued; they also have a mechanism for providing feedback since effective communication is a two-way process.

Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.

This goal primarily requires time and effort to provide a venue for two-way communication. In addition to face-to-face contact, various technologies contribute, including email, google documents, sharepoint, Asana, etc.

Of the resources described above, which ones are reallocated and which ones are new or needed?

The resource of time was allocated to schedule regular division meetings, ADA meetings, 1:1 meetings with chairs and classified staff.

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

Meeting and communicating regularly with faculty and staff ensures that we stay on track to align with the division mission statement.

Expected Goal Completion Date

4/15/2019

Goal 2**Brief Description**

Select two departments, and with the assistance of the department chair, complete the four-semester rotations. Create a template/flier so this information can be easily communicated to students.

Is this a new or existing goal?

Existing

Goal Status

Completed

How will you complete this goal?

Identify the programs needing the greatest assistance with enrollment management; use the one-on-one meetings to develop these rotations. Then Dean carries that information forward to the scheduling team.

Timeline for Implementation

Fall 2019

Outcome(s) expected (qualitative/quantitative)

Refining program scheduling and rotations aligns with our guided pathways plan and will allow students to create a predictable academic plan, while supporting our enrollment management goals. Ultimately, creating these course rotations will help students earn their certificates and degrees in a timely manner.

Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.

Regular meetings, program maps.

Of the resources described above, which ones are reallocated and which ones are new or needed?

Cognito Forms was used for creating and sharing program maps. No other technology required.

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

Creating course rotations for programs is student-centered and promotes success and completion. All of this aligns with the Division mission statement, strategic plan and Guided Pathways.

Expected Goal Completion Date

4/15/2019

How do your goals align with the College's value of diversity?

RESOURCES**Staffing Needs**

If you have a staffing need, Identify if the staffing need is to replace a position or if the need represents a new position. Further explanation /prioritize. How does it align with North and South Centers/ Define what it

is you need staff to do.

Are you requesting additional personnel?

No

Technology, Equipment and Other Needs

Do you have funding requests?

No