

**College of the Redwoods**

**Program Review Committee**

**2023-2024**

**Executive Summary**

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## **Executive Summary**

The work of the Program Review Committee (PRC) is an essential component of the College of the Redwoods processes to support continual improvement, transparent budgetary decisions, equitable outcomes, and to ensure all programs align with the college's Mission, Vision, and Education Master Plan. The committee reviews Annual and Comprehensive Program Reviews, in the Instructional, Student services, and Administrative areas, to prioritize funding and support needs as organized under the strategic planning model. This report summarizes the committee's findings, highlights themes, and identifies potential areas for improvement.

The PRC faced unique challenges this academic year due to the impacts of the server failure and associated loss of data and access to previous program review documents. Because of these impacts the program review timeline was moved from the Fall 23 semester to Spring 24 and the faculty prioritization process was decoupled from program review. Despite these challenges, the committee was able to pivot to a revised system and maintain the integrity, quality, and continuity of the process.

The college's Instructional, Student Services, and Administrative areas demonstrated an impressive level of adaptability and rose to the challenges of a new system. Reports were able to maintain the rigor and quality seen in previous academic years despite the unique challenges that confronted the authors this year. The committee commends the hard work, collaborative efforts, and flexibility of all the authors. Suggestions for improvement and model reports are noted below.

In 2023-24, the PRC's core responsibilities included the following:

- Adapting the program review process to be viable without access to WebApps and with limited access to legacy datasets
- Ensuring that each of the college's programs clearly identified itself and its role in the context of the overall college mission
- Evaluating programs in their use of relevant data to inform program direction and improvement
- Establishing that program personnel have adequately reflected upon and documented the impact of the previous year's plans
- Determining that proposed program plans are informed by assessment, relate to broader district planning initiatives, and, if applicable, other factors like safety, compliance with outside agency requirements, etc.
- Providing professional development opportunities around the program review process

The 2023-24 timeline for program review varied in several keyways from previous academic years. A server outage prevented the district from accessing historical program reviews, plans, and data. This necessitated an updated process, the decoupling of some processes from program review, and a revised timeline for submissions. As a result, while program reviews have typically been due in October the timeline for submissions was moved to February. Reviews were submitted using PDF templates instead of through WebApps. The faculty prioritization was decoupled from the program review process. These changes allowed authors to adapt to a revised

process while providing Institutional Research with the space to create a new data tableau for comprehensive reviews.

The revised timeline required that the PRC move diligently to complete scoring of the submitted reviews before the end of the semester so that the committee could submit scored plans by the end of the academic year and not require that faculty work off contract. The committee broke into subgroups each month to rank Instructional, Student Services, and Administrative reviews, assigned the reviews to the subgroups, and met every two weeks during the latter part of the Spring 24 semester sometimes meeting outside of regularly scheduled meetings to complete work within the subgroups. Reviews were due on February 1st and the PRC completed scoring of the reviews and feedback summaries on April 30th.

## **I. Introduction**

The College of the Redwoods Program Review Committee (PRC) is responsible for evaluating and providing feedback on annual and comprehensive program review submissions for all academic, student services, and administrative areas. The committee also fosters continual improvement and necessary adaptation in the program review process. The work of the PRC is essential to ensuring the college's commitment to continual improvement and data driven decision making at the program level. The process also informs funding priorities to implement identified plans, ensuring they relate to broader district planning goals and objectives as well as safety, legislative, or accreditation related mandates. The purpose of this report is to document the work of the PRC during the 2023-24 academic year, including an overview and analysis of submissions, and to make recommendations for how the process should move forward in the subsequent academic year(s).

## **II. Overview and Assessment of Program Review Submissions**

Instructional programs submitted 18 annual and 5 comprehensive reviews. Student Services submitted 19 reviews and administrative areas submitted 11 reviews. This represents a slight increase from the total number of reviews submitted for the 2022-23 academic year.

The committee employed specialized rubrics in ranking each review. Each section of the rubric aligns with a corresponding section of the template. Sections are assigned a rating of Exemplary (E), Satisfactory (S), or Developing (D) based on how closely they meet the criteria outlined in the rubric. In between scores are also sometimes given such as Satisfactory/Developing or Exemplary/Satisfactory. The PRC uses a separate rubric for scoring program plans that assigns them numerical scores based on a variety of criteria including alignment with institutional goals and objectives, program assessment, number of students impacted, alignment with a safety or legislative mandate, criticality of the request and the authors own ranking of the plan. What follows is an overview of the submissions from this year's Instructional, Student Services, and Administrative program reviews.

## **III. Instructional Program Reviews**

All this year's program reviews in instruction both on the annual and comprehensive side did outstanding work detailing accomplishments, critical reflection on assessment, data and previous

plans while maintaining alignment with institutional goals and the educational master plan for future planning. Several programs significant accomplishments are listed below:

**Annual:**

- **CIS:** CIS faculty secured single-semester sponsorships for CIS cybersecurity students to participate in National Cyber League (NCL) Competitions and advanced curriculum each semester. In the S2023 competition, our competitive CIS team propelled the College of the Redwoods to 24th Place nationally in the NCL Cyber Power Rankings. NCL Power Rankings are based on the scores of over 7,800+ students across 450 colleges and universities. In the prior annual Program Review, CIS nearly doubled its completers, achieving a 5-yr high of 39 program completers. The current Program Review celebrates another leap 67. (Programs: 1 AS Degree, 2 CAs, 1 CR).
- **Health, PE, & Kinesiology:** Developed a new associate's degree in Personal Wellness and Personal Training Certificate that have been Senate and curriculum approved. Expected to have full Chancellor's office approval by early fall of 2024. This will provide two additional pathways for declared Kinesiology majors and the ADT in Kinesiology.
- **Social Sciences:** The discipline of Sociology developed three new courses, SOC 16 - Introduction to Cannabis Studies, SOC 17 – Introduction to Queer Studies, and SOC 18 - Introduction to Gender Studies. The new courses were part of the review and revision of the ADT in Sociology. The Sociology ADT has been updated to reflect these new courses. The college's Program Viability Committee also approved the new program for a Psychiatric Technician Certificate in which the Social Sciences discipline of Psychology will play a vital role, and which will also contribute to the well-being of the region economically and in terms of mental health.
- **LVN:** Successfully hired a new Director of Nursing for the nursing programs. Successfully completed the accreditation survey and site inspections for both campuses. Updated the nursing handbook and all Vocational Nursing program policies in collaboration with BVNPT (Board of Vocational Nursing and Psych Tech). Successfully hired 2 simulation techs to help support the growing simulation labs; One simulation tech for each campus. Successfully hired a temporary part-time associate faculty nurse to cover the open Skills lab. Purchased several high-fidelity mannequins for each campus to support the growing simulation labs. 100% NCLEX pass rates for Eureka and 92.6% pass rate for the graduating class of 2023. Received approval for all fulltime faculty to teach in the LVN programs. All new hires in 2023 are approved by each licensing board to teach in all programs.
- **Paramedic/EMT:** The paramedic program is accredited by the Committee for the Accreditation of Allied Health Education Programs (CAAHEP). A self-study must be submitted every five years to prepare for a site visit. The self-study was submitted in 2023 and the reviewer's comments concluded with "Well put together self-study and a longstanding program with good outcomes." The site visit will take place sometime in 2024. Based on the success of the program, and the long history of the program director and faculty, the site visit may be virtual rather than 2 days on-site. The paramedic program attracts students from as far away as Curry County to the north, Shasta and

Tehama counties to the east, and Sonoma County to the south. This is due to the reputation of the program, the timing of class didactic instruction, the flexibility of offering clinical rotations and field internships in locations close to student's homes, and the low cost.

- **Social Work & Human Services & Addiction Studies:** Through the Vesper Grant secured by CR, \$30,000 was awarded in stipends to 6 SWHS-2 students placed in tribal-focused social service roles for their SWHS-42 coursework, \$10,000 was used to increase the SWHS program's indigenous-focused materials. Numerous local tribal social service leaders attended the SWHS programs first of two Tribal Advisory Committee meetings. The first one occurred during the Fall 2024 & our subsequent meeting is set for Spring 2025.
- **Forestry & Natural Resources:** -FNR AS Degree receives national recognition through Society of American Foresters Accreditation Forest Technology Standard. Eleven students attended the National Society of American Foresters Convention in Sacramento. Geomatics program official in Fall 2023. 18 students receive ATV Safety Institute Rider Course certificates (FNR-3) increasing their safety and employability. Co-hosted Federal Resume Workshops with Career Center at Eureka, Del Norte and Klamath Trinity campus. Hosted FNR focused Career Speaker Series -Students completed pilot carbon sequestration project supported by President's Innovation Award.
- **Mathematics:** The department held its annual retreat in the Adorni Center and invited the Vice Chancellor, who attended and discussed pre-collegiate courses and the System's interpretation of recent laws put in place by the legislature. The department also authored new curriculum and made important revisions that should make scheduling easier and clarify student pathways in mathematics. Members of the department and the Arts & Sciences Dean participated in a collaboration meeting with Cal Poly Humboldt counterparts, including the Chair of the CPH Mathematics Department, to better serve both institutions and their shared students and communities. Math department faculty regularly participate in Distance Education PD Friday's (presenting and attending) as well as the Accessibility Convoy and the Welcome Kit/Liquid Syllabus PD put on by CR Distance Education Team.
- **Physical Sciences:** The Physical Sciences program continued to make a variety of course modalities available to students throughout the district in 2022-23. This includes astronomy courses offered at the Pelican Bay Penitentiary site and online and in-person offerings. Physics courses continued to be offered in hybrid, high flex and in-person form, with lectures available asynchronously as video collections or in multimedia format and online labs aligned with in person lab activities utilizing multimedia, as well as simulation and/or at home activity, when available or appropriate. Oceanography, Geology Geography, and Chemistry courses were also offered in hybrid, online and in-person modalities. Physical Science classes are offered in PB, CRDN, CRKT, CREKA, and Online.
- **Registered Nursing/Career Mobility:** The RN application moved from Lottery based application to a multi-criterion/merit-based application. The RN application moved from 187 students on the waitlist to 56. A permanent Director of Nursing was hired. Students and faculty hosted an open house in spring on the Del Norte Campus Del Norte Nursing hosted Del Norte High School students from their Medical Science club a presentation

and hands on experience in the Skills Lab. 36 students were successfully hired at Providence St. Hospital, while several others were hired at Sutter Coast Hospital, Mad River Hospital, Redwood Memorial Hospital and other community facilities. CR has hosted several town hall discussions related to the Nursing programs and the application process. The launch of the Healthcare Education Hub has made huge headway on the floor plans and design in collaboration with Cal Poly Humboldt. Proposal for additional students for the generic RN program and the Career Mobility program has been sent to the BRN. This request was for an additional 36 students. Grant proposal submitted to NOVA for cohort expansion was approved for \$182,000. Grant proposal submitted to Song-Brown to help support nursing students to get trained in a medically underserved area and underrepresented groups in medicine. This grant will provide \$900,000-1,500,000 if approved. Recertified all our clinical sites with the BRN. We have established additional clinical sites and have a pending affiliation agreement with Pelican Bay State Prison and Providence Clinics. We have a master schedule for clinical placements. We have a partnership with Providence to help provide us with clinical instructors. Our NCLEX pass rates are currently 91.2%, which is above the national pass rates of 88.56 % for first time test takers.

### **Comprehensive:**

- Biological & Environmental Sciences:** Since the last BIOL & ENVSC comprehensive review the program has weathered the pandemic and is now attending to the wreckage left and opportunities presented. All faculty have become experienced in teaching online and can critically evaluate the pros and cons of online teaching for their courses. Assessment results across many courses have revealed students' decreased ability to meet the expectations of college-level learning. There are several reasons for this. In this climate, the program is trying to 1) create a mixed-modality schedule of offerings that meet the needs of students with complex lives and schedules, 2) gently elevate student capabilities and confidence so they can perform at the expected level, and 3) offer both hard (e.g., equipment) and soft resources (e.g., project-based learning) that promote student engagement.
- Fine Arts:** With the opening of the new Creative Arts Complex in Fall 2023, the Fine Arts program and disciplines should see an increased interest in arts instruction. New facilities and equipment and new faculty in studio arts courses should also help to continue to build the college's strong arts offerings. The new buildings include a new gallery space, new kilns and ceramics classroom and 3D/digital film production facilities. It will be imperative that the institution promote the arts and capitalize on the state's funding for arts in the Humboldt Bay Area with its new complex and generous underwriting of the arts for the North Coast. It should also be noted that in satisfaction surveys of public educational opportunities and agencies in the Humboldt Bay, Del Norte, and Klamath Trinity areas, College of the Redwoods recorded the highest satisfaction levels (82%) of any other organization (Cal Poly came in 23% percentage points behind CR). The Fine Arts program strongly believes that it plays a vital role in the public perception and appreciation of CR as an institution with the public good as its chief interest and continuing to offer the kinds of broad experiences included in the Fine Arts is a central part of people's thinking about the college.

- **Construction Technology:** In cooperation with the City of Eureka, built new restrooms at Carson Park. Completed subdivision of Allard Ave. parcel creating four building lots. (Summer 2023) Purchased lot on Pine St. In Eureka. Created a Weekend Workshop for Women to provide outreach to the community and foster more female enrollments. Organized and directed a woodworking competition for CR's AG Field Day for high school students (April 2023) Participated in a local Woodworking fair with a CR construction Technology booth offering information to the public. This has benefited enrollments (Summer 2023).
- **Welding Technology:** Students have been able to earn industry recognized certifications through the American Welding Society (AWS) which is one of the leaders in setting industry structural steel codes. Private welding companies as well as union companies value the AWS certifications which in turn makes our students more appealing when job searching. Another highlight has been the increased equipment purchased for the welding program. The welding program has had many outdated pieces of equipment updated in the last several years (seven TIG welders and a plasma CNC table added in Spring 2023). In the Fab Lab additional equipment has been purchased and projects are available for students enrolled in the Fabrication course.

**Table 1: Instructional Program Reviews**

Rating	Program Information	*Data	Assessment	Previous Plans	Planning
<b>E</b>	16 (70%)	2 (40%)	7 (30%)	4 (17%)	4 (17%)
<b>ES</b>	1 (4%)		1 (4%)	2 (9%)	3 (13%)
<b>S</b>	5 (22%)	2 (40%)	8 (35%)	10 (43%)	5 (22%)
<b>SD</b>			2 (9%)	3 (13%)	7 (30%)
<b>D</b>	1 (4%)	1 (20%)	6 (26%)	4 (17%)	5 (22%)
<i>(E) Exemplary, (ES) Exemplary/Satisfactory, (S) Satisfactory, (SD) Satisfactory/Developing, (D) Developing *Comprehensive Reviews Only</i>					

#### IV. Student Services Program Reviews

This year's Student Services Program Review highlights include:

- **The Career Center's** volume of students seeking services increased by 44%, greater than the overall increase in enrollments during the same period. This increase is substantial and indicative of a greater volume of unmet student need for Career Center services.
- **TRiO Del Norte** saw a substantial increase in the number of students who have graduated, transferred, or persisted from one year to the next. This year TRiO DN students achieved this metric at a rate of 93%. This represents a marked increase from last year's rate of 67% and continues to put the program ahead of its stated goal of 45%.
- **The Veterans Center** continues to expand its outreach and support efforts through multiple initiatives such as: holding monthly lunches in the VRC to highlight Medal of Honor recipients and observe diversity in military history, making monthly trips to the Del Norte and Klamath Trinity campuses to engage with the district at large, and increasing collaboration with Veterans services at Cal Poly Humboldt to provide a more

seamless transition from CR to Cal Poly Humboldt.

**Table 2: Student Services Program Reviews**

Rating	Program Information	Program Indicators	Assessment	Previous Plans	Planning
<b>E</b>	9 (47%)	4 (21%)	2 (11%)	4 (21%)	4 (21%)
<b>ES</b>	2 (11%)	3 (16%)	1 (5%)	1 (5%)	2 (11%)
<b>S</b>	8 (42%)	7 (37%)	4 (21%)	7 (37%)	8 (42%)
<b>SD</b>		2 (11%)	6 (32%)	3 (16%)	3 (16%)
<b>D</b>		3 (16%)	6 (32%)	4 (21%)	2 (11%)
<i>(E) Exemplary, (ES) Exemplary/Satisfactory, (S) Satisfactory, (SD) Satisfactory/Developing, (D) Developing</i>					

Student Services produced many high quality and thoughtful reviews this year. The PRC thanks all Student Services authors for their hard work and efforts to engage in meaningful assessment despite the constraints imposed by data loss. In particular, the PRC would like to highlight the programs below that produced exceptional sections.

- **Counseling and Advising** produced a robust program indicator section that reviewers noted is 100% relevant to the program and shows how the services the program provided are linked to educational outcomes the district is funded on.
- **Enrollment Services, Admissions, and Financial Aids** assessment work was notable for its strong relationship to the Education Master Plan, especially in relation to nimbleness and flexibility indicating substantial program improvement from prior years.
- **DSPS's** evaluation of past plans was particularly strong, past actions are detailed and their impacts are clearly described with relevant data. New planning actions are concrete and measurable and specifically and overtly linked to stated institutional planning actions and goals.

## V. Administrative Services Program Reviews

This year's Administrative Services Program Review highlights include:

- **Workforce and Community Education** expanded HiSET testing locations to include Del Norte, Klamath Trinity, Humboldt County Correctional Facility, and the Job Market.
- **Marketing and Communications** led several initiatives including spearheading a comprehensive research initiative to evaluate and select an optimal Content Management System for the upcoming website overhaul, expanding CRs social media outreach by strategically growing the audience, and successfully collaborating with Omni to secure the implementation of the Modern Campus content management system.
- The **Maintenance Program** undertook several major facilities projects during the 2023-24 academic year including bringing the new Creative Arts Complex online for instruction in the fall, completing a water tanks project, and began design on the Community Stadium Upgrade project projected to be completed in the coming academic year.

**Table 3: Administrative Program Reviews**



Rating	Program Information	*Program Indicators	Assessment	Previous Plans	Planning
<b>E</b>	9 (82%)		2 (18%)	1 (9%)	1 (9%)
<b>ES</b>	2 (18%)				1 (9%)
<b>S</b>		2 (40%)	3 (27%)	5 (45%)	6 (55%)
<b>SD</b>			1 (9%)	2 (18%)	
<b>D</b>		3 (60%)	5 (45%)	3 (27%)	3 (27%)
<i>(E) Exemplary, (ES) Exemplary/Satisfactory, (S) Satisfactory, (SD) Satisfactory/Developing, (D) Developing</i> *Only 5 of the 11 were completed in this area.					

Administrative Services produced multiple high quality and thoughtful reviews this year. The PRC thanks all Administrative Services authors for their hard work and efforts to engage in meaningful assessment despite the constraints imposed by data loss. In particular, the PRC would like to highlight the exceptional work of **Distance Education (DE)**. The PRC suggests that authors look to the DE submission as a guide for using the Program Review process for overall program improvement.

- Program Information - DE provided a strong list of accomplishments that were clear, concise, and directly in support of the college's mission.
- Assessment - Although the program was in its first year of a new assessment cycle, there was still data that informed the DE plan. Additionally, the program notes specific findings that can be assessed in the future to determine their effectiveness.
- Planning - The DE planning section is also strong, impressively the program carried out all plans from the previous year, evaluated them, and clearly documented their impacts.

## VI. Overarching Themes in Program Review

### *Continued recovery back to pre-COVID metrics*

This year many programs noted indicators trending upward. Often, demonstrating year after year improvement for at least several years. The CIS program doubled its completers achieving a 6 year high. TRiO Del Norte saw an increase in the amount of program participants who graduated, transferred, or persisted from one year to the next up to 93%. This metric has improved every year for the last several years. Newer programs such as the Career Center also saw dramatic growth in demand for services directly related to higher levels of enrollment and student engagement.

### *New courses, degrees, and certificates*

Instructional programs continued to innovate by creating new courses, degrees, and certificates that respond directly to local workforce needs. Health, PE, & Kinesiology developed a new associates degree in Personal Wellenses and a Personal Training certificate. Likewise, Sociology created several new courses including and Introduction to Cannabis Studies.

### *Greater collaboration with Cal Poly Humboldt*

Over the last several years College of the Redwoods has been engaged in an ongoing effort to increase collaboration and partnership with Cal Poly Humboldt. This work has trickled down to the program level. Multiple programs worked closely with Cal Poly on initiatives that build more

robust student pathways for transfer students across both academic and Student Services programs.

## **VII. Committee Recommendations and Process Revisions**

The 2023-24 program review cycle comes on the cusp of significant changes for the district and in higher education, the process must be adapted to meet these new challenges while continuing to fulfill its core purpose. Of particular significance in the higher education landscape are the adoption of the new 2024 ACCJC accreditation standards and the genesis of Vision Aligned Reporting in the Student Services in line with the Vision 2030 goals from the Chancellors Office. Locally the revised Institutional Effectiveness Committee, increased involvement of the Budget Advisory Committee, and leadership of a new Director of Institutional Effectiveness and Research all inform the need for a revised process.

In the College's previous two ISERs, much evidence was drawn directly from program review. In many ways the process was designed to fulfil this purpose. As such the adoption of the 2024 program review standards will also require an updating of the program review process if it is to continue to fulfill this vital purpose. The new standards are much briefer but place an even greater emphasis on continual improvement and data driven decision making. It is the opinion of this committee that a revised process should be informed by consideration of what evidence will be required during the next accreditation cycle. Likewise, last year saw the end of the old Vision for Success Goals from the Chancellor's office and the beginning of the vision 2030 goals. As part of this change multiple student service areas will be required to complete the new Vision Aligned Reporting process beginning in the 2025-26 academic year with data collection slated to begin in the 2024-25 academic year. Given this change the program review process should be adapted to not duplicate these efforts but to augment them.

Locally the Budget Advisory Committee has suggested incorporating budget audits into the program review process beginning with the Instructional areas. This would allow programs to be aware of actual costs when considering program level changes and initiatives. A revised process should also consider the medium in which the program review will take place. Previously the process was housed primarily in WebApps. Author feedback indicated that this template could often be difficult to work in. Furthermore, the server outage this year demonstrated a level of vulnerability previously unknown, and some historical data has still not been recovered. A change of digital venue should be considered for the 2024-25 academic year.