
PROGRAM REVIEW GUIDE

Cankdeska Cikana Community College



CANKDESKA CIKANA
COMMUNITY COLLEGE

Spirit Lake Dakota Nation

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INTRODUCTION

Cankdeska Cikana Community College (CCCC) deemed the need for a formal program review process in spring 2014. Existing relationships with sister Tribal College Sitting Bull College allowed for a model that had already been created and to implement an ongoing process of integrated planning and program review processes with linkages to resource allocation. This effort is a collaboration with the Assessment Team, Institutional Data Coordinator, administration, faculty, and staff.

The program review process focuses on evaluation, planning and improvement to help serve students better. The Program Review process at Cankdeska Cikana Community College is supervised by the Academic Dean and provides a framework within which to review, evaluate, and formulate goals for each program. This process is an important component of institutional evaluation, planning, and resource allocation; therefore, the dialogue, constructive participation and cooperation of all members of the faculty, staff, and administration are encouraged.

Program Review is, by intent, an opportunity for members of the faculty, staff, and administration to review and strengthen their own programs to better serve students, rather than a mechanism for punitive scrutiny. Program review also provides a means for examining new programs for possible adoption.

MISSION

CCCC provides opportunities that lead to student independence and self-sufficiency through academic achievement and continuation of the Spirit Lake Dakota language and culture

VISION

CCCC builds a strong and viable Dakota community that enjoys physical, mental, emotional and spiritual health.

Objectives

Program Evaluation, the first objective of Program Review at Cankdeska Cikana Community College, is accomplished through a comprehensive, structured, documented, and periodic self-study of each program's performance. Self-study is an opportunity to demonstrate good performance, to identify areas in need of development or revision, and to maintain and improve the quality and scope of instruction and services.

Program Planning is the second objective of Program Review at Cankdeska Cikana Community College. It is accomplished through the development of a program plan, including both short-term and long-term goals. It includes evaluation of potential programs.

Linkages and Integration

1. Accreditation: The Program Review process addresses requirements included in the Higher Learning Commission standards for the systematic evaluation by the institution of the effectiveness of courses, programs, services, leadership, and use of resources.
2. Educational Planning: Planning documents that are prepared by each program through the Program Review process are integrated into the plan.
3. Assessment Analysis: Program review is supported by the documents prepared annually and submitted to the Assessment Team. This facilitates utilization of assessment results.
4. Budget Development: Resource needs identified through the Program Review process are the basis for individual program budgets, facilities, and staffing proposals and guide the allocation of financial resources to these programs.
5. Institutional Research: Program Review is supported by research and integrates planning, evaluation, and resource allocation.

Responsibilities

Responsibilities are distributed as follows for the Program Review process:

1. Curriculum Committee: Creates the master Program Review Schedule, assigns programs to particular years in the Program Review cycle, coordinates annual Program Review training, and provides institutional support for Program Review. Evaluates and revises as necessary Program Review documents and requirements. Evaluates and reviews potential programs.
2. Division Head or Faculty of Record for the Program: Participates in Program Review, conducts program review meetings, drafts and edits Program Review Report, meets deadlines for submission of Program Review Report and Board Presentation.
3. Program Review Participants - (Program staff, faculty, and involved adjunct faculty): Attend program review meetings, review and provide research data, review assessment and planning recommendations, review/revise and approve/reject Program Review Report.
4. Institutional Data Coordinator: Provides summary of satisfaction information collected by a variety of entities, provides enrollment data for all instructional divisions, receives, duplicates, and distributes to the Academic Dean and the President the completed Program Review Reports.

5. Assessment Team: Advises and assists programs in the completion of self-study and drafting of reports.

ANNUAL PROGRAM REVIEW CALENDAR FOR EXISTING PROGRAMS

Program Reviews will be examined on a 5-year cycle* with one year reserved for the accreditation self-study. Since this is a new process for CCCC, each program will be evaluated in year 1 and fall off onto a staggered 5-year cycle hereafter. Programs subject to more frequent external reviews that include both self-evaluation and forecasting should notify the Curriculum Committee so that adjustments can be made to the requirements.

August	Program Review sent to each division head to begin program review.
September	Notification of programs scheduled for review during the coming year
October-November	Program self-study, data analysis, planning, drafting of the report, consultation as needed with the Curriculum Committee
January 15	Program Review Report due to Curriculum Committee External Reviewer
January 30	Feedback on the Program Review Report is returned to the Program by External Reviewer
March 1	Submit Completed Program Review as an electronic file to Curriculum Committee Chair & Academic Dean
March 15	Recommendation of Curriculum Committee to the Program, Academic Dean, and Faculty
March-April	Program Review Report goes to the President and CCCC Board of Trustees

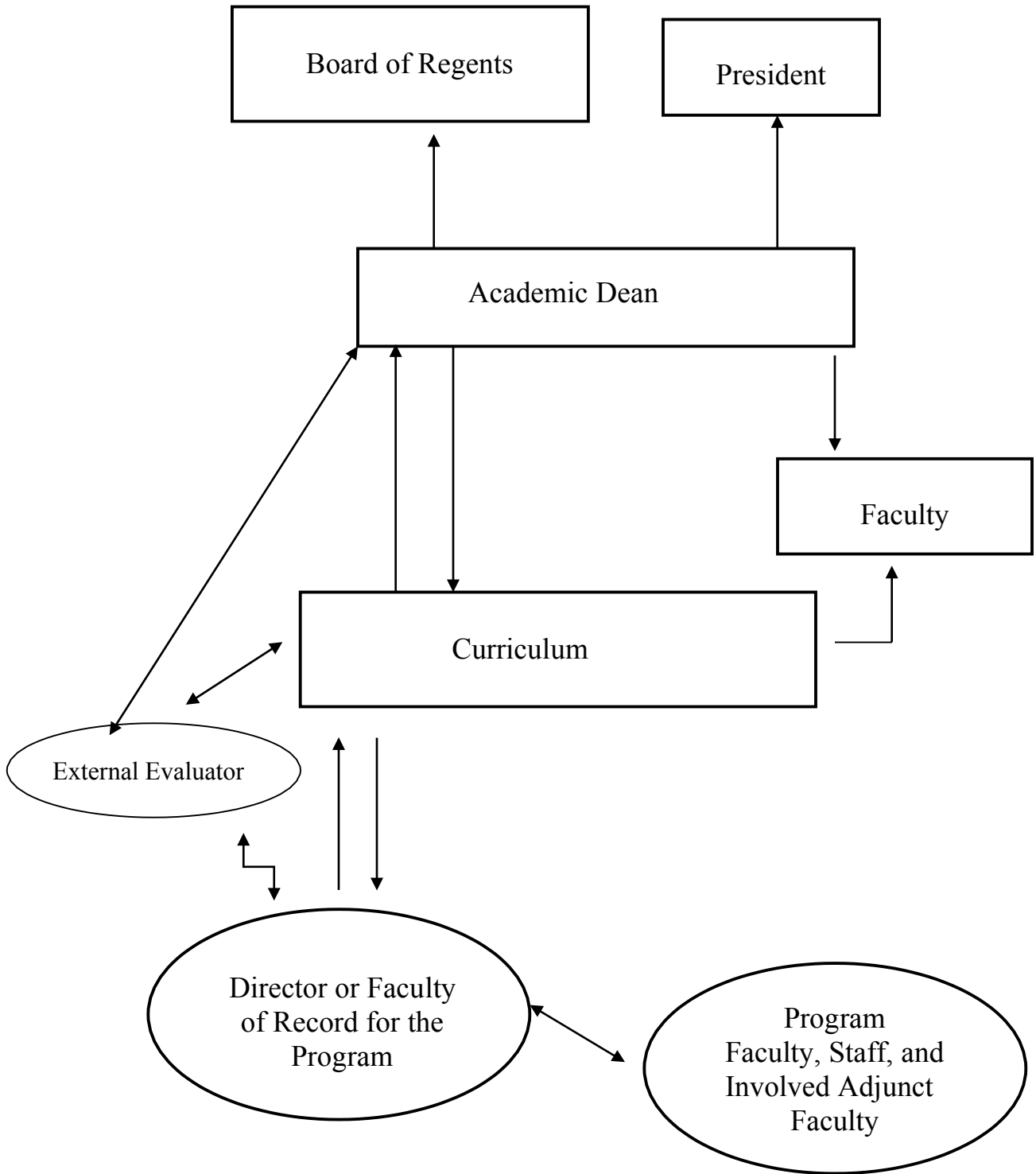
NEW (POTENTIAL) PROGRAM REVIEW CALENDAR

New (potential) programs will be examined as they are proposed. Deadlines for the program reports will be arranged with the Curriculum Committee through the Committee chair. Once the Curriculum Committee approves the new program, it will be submitted to the President and Board of Regents for final approval.

COMPLETED PROGRAM REVIEWS

Upon approval of the program review report at a curriculum meeting, a corrected final electronic copy of the report will be sent to the Academic Dean and to the Curriculum Committee chairperson. The final report will be submitted to the President and Board of Regents.

**PROGRAM REVIEW
PREPARATION AND PROCESS FLOW CHART**



RECOMMENDATIONS RESULTING FROM THE REVIEW PROCESS

Existing Program Review:

The review should result in a recommendation from the Curriculum Committee for appropriate action to be taken. Program reviews will include one of the following program recommendations:

- Maintain the Program
- Enhance the Program
- Reconfigure the Program
- Reduce or Phase-Out the Program

In addition, all program reviews except those resulting in a recommendation to phase out a program should result in specific recommendations that can improve a program and ensure that it more effectively and efficiently meets the needs of the students and Cankdeska Cikana Community College's attainment of its goals.

The final program continuance recommendations will be based on the following criteria:

Criteria	Maintain a Program	Enhance a Program	Reconfigure a Program	Reduce or Phase-out a Program
Quality and Strength of the Program as Determined from Assessment Information	The program's quality is substantial and notable.	The program's quality is substantial but could be strengthened through curricular and/or other program enhancements, e.g. providing additional resources, adding or deleting courses.	The program's quality could be strengthened through reconfiguration, e.g. substantial modification of the curriculum and the reorganization of faculty.	The program's quality and/or contribution to the institution is not substantial enough to justify its continuance.
Enrollment	The program's enrollment is strong.	The program's enrollment is adequate but could be strengthened.	The program's enrollment needs to be strengthened.	The program's enrollment does not meet the expectations for continuance.
Ability to Benefit and Positively Impact Cankdeska Cikana Community	Relationships, partnerships, and/or alliances are strong. This Program benefits the	Relationships, partnerships, and/or alliances could be developed to strengthen the program.	Relationships, partnerships, and/or alliances need to be reconfigured in order to	Relationships, partnerships, and/or alliances are not positively impacting the college. The program's reduction

Criteria	Maintain a Program	Enhance a Program	Reconfigure a Program	Reduce or Phase-out a Program
College	overall mission of the college.		positively impact the college.	or phase-out would not adversely impact other programs.
Cost Effectiveness	The program sustains itself and is a financial asset to the college.	The program could provide more financial gain with additional efforts.	The program's financial expenditures need to be reconfigured in order to be more cost effective.	The program is not cost-effective.

New (Potential) Program Review:

The review should result in a recommendation from the Curriculum Committee for appropriate action to be taken. Program review will include one of the following program recommendations:

- Adopt the Program
- Enhance the Program
- Reconfigure the Program
- Program not recommended for adoption

The final program recommendations will be based on the following criteria:

Criteria	Adopt a Program	Enhance a Program	Reconfigure a Program	Program not recommended
Quality and Strength of the Program as Determined from Feasibility Information	The program's quality is substantial and notable.	The program's quality is substantial but could be strengthened through curricular and/or other program enhancements, e.g. providing additional resources, adding or deleting courses.	The program's quality could be strengthened through reconfiguration, e.g. substantial modification of the curriculum	The program's quality and/or contribution to the institution is not substantial enough to justify its implementation.
Expected	The program's	The program's	The program's	The program's

Criteria	Adopt a Program	Enhance a Program	Reconfigure a Program	Program not recommended
Enrollment	expected enrollment is strong.	expected enrollment is adequate but could be strengthened.	expected enrollment needs to be strengthened.	expected enrollment does not meet the expectations for implementation.
Ability to Benefit and Positively Impact Cankdeska Cikana Community College	Relationships, partnerships, and/or alliances are strong. This Program will benefit the overall mission of the college. The program's development would positively impact other programs.	Relationships, partnerships, and/or alliances could be developed to strengthen the potential program. The program's development would positively impact other programs.	Relationships, partnerships, and/or alliances need to be reconfigured in order to positively impact the college.	Relationships, partnerships, and/or alliances will not positively impact the college.
Cost Effectiveness	The program could sustain itself and be a financial asset to the college.	The program could provide more financial gain with additional efforts.	The program's financial expenditures need to be reconfigured in order to be more cost effective.	The program is not cost-effective.

**EXISTING PROGRAM REVIEW
REPORT**

The program Review Report includes three documents: an executive summary which highlights the major aspects of the program's review, a more comprehensive analysis and minutes for meetings which include the individual members involved in the completion of the Program Review Report. Appendices and supporting documentation may be included if absolutely necessary. An ideal report is usually sufficient enough in scope to give the Curriculum Committee an accurate picture of the program.

ABSTRACT (EXECUTIVE SUMMARY)

Summarize each section of the Program Review Report. Following the summary, list the names and titles/positions of all program members who participated in the program review and contributed to the report.

Part I: Program Description Summary

Part II. Program Self-Evaluation Summary

Part III. Program Planning Summary

COMPREHENSIVE ANALYSIS

Discuss program review information in detail as outlined on the following pages.

Part I. Program Description

NOTE: The Cankdeska Cikana Community College shared files contain much of the information you will need.

1. Describe the Role of the Program within Cankdeska Cikana Community College.

- Program's Mission Statement: must include a description of the Program's function that relates to the CCCC Mission Statement and to the goal of achieving student learning outcomes.
- Courses Offered
- Degrees and/or Certificates Offered

2. Describe the current Staff of the Program, as follows:

- Name
- Title/Position
- Classification: Full-time, Part-time, Temporary, etc.
- Number of credits taught each semester by each adjunct instructor
- Summarize Changes in Staffing (Past Five Years)

3. Program Productivity Summary: (Past Five Years) (See Website)
(See Appendix A)

- Enrollment, success (graduation) data

- Employment data (including students continuing education) (See Vocational Counselor)
- Number of students transitioning from a lower degree to a more advanced degree, if applicable (i.e. continuing from a certificate program to an AAS or an AA/AS program)

4. Program Revenue: (Past Five Years or data that is available) (See Academic Dean)

- Tuition and ISC (Indian Student Count) Revenue
- Summarize Revenue Trends for the Past Five Years

5. Program Budget: (Past Five Years) (See Academic Dean)

- List annual expenditures by the program in the following categories: salaries and fringe
- If grant funded, include travel, supplies, equipment, and other (as applicable).
- Specify Grants, Additional Funding, Fundraising, etc.

6. Does the program have an advisory Team? _____ Yes _____ No

- If yes, describe the role, and list the members of the advisory Team. Attach the highlights of the advisory Team meetings for the past five years.

Part II. Program Self-Evaluation

A. Faculty (include results from Appendix B)

1. Describe the program's ability to communicate and collaborate among all program faculty (including adjunct and pertinent faculty) and staff with such issues as curriculum design and review, state-of-the-art content, professional development activities, and program delivery.
2. Describe the program's defined schedule of observation and evaluation of adjunct faculty, assurance that instructors distinguish between personal conviction and professionally accepted views in the discipline, and confirmation that faculty are sufficient in number and training to provide effective instruction.

B. Student Relations

1. Describe faculty accessibility to students (for example, through office hours, voice mail and email), appropriateness of class schedule designs that meet the needs of its student populations, availability, and demand.
2. Describe how the program employs methods and systems of instructional delivery that are appropriate to the discipline and to the educational needs of students.
3. Describe the evidence that the program's courses and programs successfully meet the learning and/or employment needs of students.

C. Curriculum Content, Design, Delivery

1. Describe how the curriculum and course content, design, and delivery are reviewed regularly by the program and its advisory Team, and when all course outlines have been updated (at least once since the last program review).
2. Describe how the program's academic courses conform in content, textbooks, and instructional methods to current disciplinary standards and are designed to meet the degree and/or general education needs of students.
3. Describe how the program systematically collects and reviews student learning outcome data for courses and programs, takes active steps to improve achievement, and reports the results to the Assessment Team

D. Institutional Support

1. Does the program possess adequate facilities, equipment, and technology to maintain the effectiveness of its courses and programs (if not, explain).
2. Does the institution provide adequate student services (library services and collections, tutoring, writing lab, counseling, etc.) to maintain the effectiveness of the program's courses and programs? Please explain.
3. Does the institution support professional development activities that are adequate for faculty members to maintain and upgrade their knowledge and skills in the discipline? Please explain.

E. Other

1. Describe the program's contribution to other CCCC programs through its significant involvement in the general education program, its support to other college programs through service course offerings, or in other ways.
2. Describe any particularly successful aspects of the program as well as any honors, awards, or achievements earned by the program and/or its members.
3. Describe any particularly difficult obstacles, either internal or external to the institution, which influence the effectiveness of the program's courses and programs (include response to problems identified in previous program reviews or other relevant assessments, internal or external).

Part III. Program Planning

A. Identify and describe any important trends in the following areas which have an effect on program goals (see below):

- Changes within the discipline of the program.
- Changes within the student population served by the program.
- Changes within the educational, social, or economic sector served by the program.
- Changes within the organizational structure and direction of the institution.
- Changes within tribal colleges.
- Changes in federal or state laws that have an effect on program functions.

B. Describe any new and revised goals and objectives for program improvement that were identified through the Program Review. Include both short-term (1 year) and long-term (5 years) objectives.

C. Identify additional resources needed to maintain and improve program quality and to reach the goals and objectives (for example: hours for part-time employees, cost of remodeling, adjunct faculty hours, software, equipment, faculty development, etc).

NEW (POTENTIAL) PROGRAM REVIEW REPORT

The proposed (New) Program Review Report is done in two steps. The first step is a feasibility study. The second step is the program itself including the degree plan and course syllabi.

The completed report includes four documents: an executive summary which highlights the major aspects of the program's review, the feasibility study (a comprehensive analysis), and the developed program including all course syllabi and degree plans. Appendices and supporting documentation may be included. An ideal report is usually sufficient enough in scope to give the Curriculum Committee an accurate picture of the program.

ABSTRACT (EXECUTIVE SUMMARY)

Summarize each section of the Feasibility Report. Following the summary, list the names and titles/positions of all program members who participated in the program review and contributed to the report.

FEASIBILITY STUDY

Discuss program feasibility information as outlined on this page.

1. Rationale
 - Describe the program that is being proposed
 - Why? Include any important trends which affect this proposed program
 - Include benefits and limitations of implementing the program
2. Describe the Role of the Program within Cankdeska Cikana Community College
 - Program's Mission Statement : must include a description of the Program's function that relates to the CCCC Mission Statement and to the goal of achieving student learning outcomes.
 - Proposed Courses
 - Proposed Degrees and/or Certificates
3. Target Audience
 - Who is the program for?
 - Where would these graduates be employed (job opportunities)?
 - What job opportunities are available on or near the reservation for these students after graduation? Document need for program graduates
 - Recruitment Plan
4. Describe the staff needed for the Program, as follows
 - Title/Position
 - Classification: Full-time, Part-time, Temporary, etc.
 - Summarize projected changes in Staffing (Next Five Years)
5. Program Budget (Next Five Years)
 - List a proposed annual budget for the program in the following categories: salaries (based upon the Cankdeska Cikana Community College Faculty Scale), fringe (Use 25% of the salary), supplies & equipment, technology, memberships, travel
6. Identify non-financial resources needed to develop and maintain the program (for example: space, equipment, technology, reference resources, and practice sites if applicable).

PROGRAM DEVELOPMENT

Once the feasibility study has been reviewed and approved by the Curriculum Committee this portion of the program review is done.

1. Development Timeline

- Outline a proposed schedule for implementation of the program

2. Degree Plan

3. Curriculum Outline

- This is an outline of the program showing when the courses would be offered
- Include all course requirements both general education and core courses
- Include a suggested sequence for student progression through the program

4. Course Syllabi

- Utilizing the approved syllabus format submit completed syllabi for every course proposed for the program, include proposed textbooks

PROGRAM PLANNING SUMMARY

- Student learning outcomes for the program
- Draft measurable student outcomes for the program
- Describe how the program will assess the program effectiveness and student outcomes

APPENDIX A

Required Minimum Data for Instructional Program Review

A. Program Demographics:

1. Program Faculty – Full Time and Part Time
2. Program Staff – Full Time and Part Time
3. Total Program Student Enrollment per Semester (5 years) (See Website)
4. Ratio of graduates to majors (5 years) (See Website)
5. Total Number of Courses and Sections Offered per Semester (data available, up to 5 years)
6. Comparative Total Enrollment Rate of Growth/Decline: Program vs. Institution (5 years)
Optional: Enrollment by days, weeks, time of day, gender, age group, ethnicity, payment, instruction method, credits students take in General Education classes, transferability (5 years)

B. Success:

1. Total Program Graduates (Degree, Certificate) per Semester (5 years).
2. License/Board exam/Certification Exam Pass/Fail Rates (if applicable).
3. Total Successful Program Placements, if available (transfers, employment) per Semester (5 years)



APPENDIX B
Cankdeska Cikana Community College
Faculty Satisfaction Survey

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
1. All faculty have the opportunity to participate in curriculum development and revision for this program.						
2. All faculty have the opportunity to participate in program planning.						
3. Faculty in this program are concerned about student success.						
4. The variety of faculty expertise is sufficient to provide effective instruction within this program.						
5. Faculty in this program are given the opportunity to participate in the program review process.						
6. The program review process is effective in evaluation the strengths and weaknesses of this program.						
7. Information gathered during program review is integrated into the program's planning process.						
8. Communication among faculty in the program is frequent, interactive, and effective.						
9. I am satisfied with the quality of educational planning in this program.						
10. The required textbook(s) are selected by all faculty teaching a particular course in this program.						
11. The program's courses conform in content, textbooks, and instruction methods to current disciplinary standards.						
12. Adjunct faculty communicate with the program full-time faculty regarding grading policies.						
13. Faculty in this program both assess and base grades and course credit on student achievement of learning outcomes.						
14. The faculty in this program are sufficient in number to provide effective instruction within the discipline.						
15. Faculty in this program stay current in their area of expertise.						
16. The faculty in this program are actively involved in staff development activities.						
17. The availability of classroom supplies is sufficient to maintain the effectiveness of this program's courses.						

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
18. Class schedules for this program conform to student's demand and educational needs.						
19. Faculty in this program distinguish between personal conviction and professionally accepted views in the discipline.						
20. Faculty in this program are committed to high standards of teaching.						
21. Adequate facilities and equipment are available to maintain the effectiveness of this program's courses.						
22. Library services and collections are adequate to maintain the effectiveness of this program's courses.						
23. Tutoring and writing center facilities are adequate to maintain the effectiveness of this program's courses.						
24. Clerical support is available and adequate to maintain the effectiveness of this program's courses.						
25. I have been provided a copy of the CCCC Policies and Procedures and the CCCC Faculty Handbook.						

BACKGROUND

26. At CCCC, are you: full-time faculty part-time faculty adjunct faculty
27. How many years have you taught at least one course in this program?
 Less than 1 4 – 6 years
 1 – 3 years more than 6 years
28. How many different courses per semester are you teaching in this program?
 2 courses 4 courses
 3 courses I only teach one course per semester
29. How many credits do you teach in this program (per semester)?
 5 or less 6-12 credits
 12-15 credits 15 or more

Please provide any additional comments (greatly encouraged):

APPENDIX C

Checklists for Program Reports

Checklist for Existing Program Review Report

Executive Summary

- _____ Program Description Summary
- _____ Program Self-Evaluation Summary
- _____ Program Planning Summary

Comprehensive Analysis

Part I. Program Description

- _____ Role of the Program
- _____ Staff
- _____ Productivity Summary (Appendix A) for past 5 years
- _____ Program Revenue (Past 5 years)
- _____ Program Budget (Past 5 years)
- _____ Advisory Team

Part II. Program Self-Evaluation

- _____ Faculty (include results of Appendix B)
- _____ Student Relations
- _____ Curriculum Content, Design, Delivery
- _____ Institutional Support
- _____ Other

Part III. Program Planning

- _____ Trends affecting program goals
- _____ Goals and objectives for program improvement (1 year and 5 year)
- _____ Identify additional resources needed

Checklist for New (Potential) Program Review Report

Executive Summary

_____ Overview of Proposed Program

Feasibility Report

_____ Rationale

_____ Role of Program

_____ Target Audience

_____ Staff Needed

_____ Resources Needed

_____ Budget

Program Development

_____ Development Time Line

_____ Degree Plan

_____ Curriculum Outline

_____ Completed Syllabi for each course

Program Planning

_____ Student Outcomes

_____ Overview of Assessment

APPENDIX D

Signature Pages For Completed Program Reviews

Name of Program Reviewed: _____

Director or Faculty of Record

Date of Review

Curriculum Committee Chair

Date of Review

Academic Dean

Date of Review

Curriculum Committee Recommendations:

Criteria	Maintain a Program	Enhance a Program	Reconfigure a Program	Reduce or Phase-out a Program
Quality and Strength of the Program as Determined from Assessment Information	The program's quality is substantial and notable.	The program's quality is substantial but could be strengthened through curricular and/or other program enhancements, e.g. providing additional resources, adding or deleting courses.	The program's quality could be strengthened through reconfiguration, e.g. substantial modification of the curriculum and the reorganization of faculty.	The program's quality and/or contribution to the institution is not substantial enough to justify its continuance.
Enrollment	The program's enrollment is strong.	The program's enrollment is adequate but could be strengthened.	The program's enrollment needs to be strengthened.	The program's enrollment does not meet the expectations for continuance.
Ability to Benefit and Positively Impact Cankdeska Cikana Community College	Relationships, partnerships, and/or alliances are strong. This Program benefits the overall mission of the college.	Relationships, partnerships, and/or alliances could be developed to strengthen the program.	Relationships, partnerships, and/or alliances need to be reconfigured in order to positively impact the college.	Relationships, partnerships, and/or alliances are not positively impacting the college. The program's reduction or phase-out would not adversely impact other programs.

<p>Cost Effectiveness</p>	<p>The program sustains itself and is a financial asset to the college.</p>	<p>The program could provide more financial gain with additional efforts.</p>	<p>The program's financial expenditures need to be reconfigured in order to be more cost effective.</p>	<p>The program is not cost-effective.</p>
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(Date)

Completed New (Potential) Program Review Signature Page

Name of Program Reviewed: _____

Director or Faculty of Record

Date of Review

Curriculum Committee Chair

Date of Review

Academic Dean

Date of Review

Curriculum Committee Recommendations:

Criteria	Adopt a Program	Enhance a Program	Reconfigure a Program	Program not recommended
Quality and Strength of the Program as Determined from Feasibility Information	The program's quality is substantial and notable.	The program's quality is substantial but could be strengthened through curricular and/or other program enhancements, e.g. providing additional resources, adding or deleting courses.	The program's quality could be strengthened through reconfiguration, e.g. substantial modification of the curriculum	The program's quality and/or contribution to the institution is not substantial enough to justify its implementation.
Expected Enrollment	The program's expected enrollment is strong.	The program's expected enrollment is adequate but could be strengthened.	The program's expected enrollment needs to be strengthened.	The program's expected enrollment does not meet the expectations for implementation.

<p>Ability to Benefit and Positively Impact Cankdeska Cikana Community College</p>	<p>Relationships, partnerships, and/or alliances are strong. This Program will benefit the overall mission of the college. The program's development would positively impact other programs.</p>	<p>Relationships, partnerships, and/or alliances could be developed to strengthen the potential program. The program's development would positively impact other programs.</p>	<p>Relationships, partnerships, and/or alliances need to be reconfigured in order to positively impact the college.</p>	<p>Relationships, partnerships, and/or alliances will not positively impact the college.</p>
<p>Cost Effectiveness</p>	<p>The program could sustain itself and be a financial asset to the college.</p>	<p>The program could provide more financial gain with additional efforts.</p>	<p>The program's financial expenditures need to be reconfigured in order to be more cost effective.</p>	<p>The program is not cost-effective.</p>

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