

**IMPERIAL VALLEY COLLEGE  
PROGRAM REVIEW COVER AND SIGN-OFF SHEET**

PROGRAM/DEPARTMENT Administration of Justice/POST ACADEMIC YR. 2014-2015

Academic Program Review       Service Area Program Review

Program Review Completed by:

| Printed Name | Title            | Signature/Date           |
|--------------|------------------|--------------------------|
| Ed Wells     | POST Coordinator | <i>Ed Wells</i> 10/20/14 |

Program Chair/Coordinator/Director:

| Printed Name | Title            | Signature/Date           |
|--------------|------------------|--------------------------|
| Ed Wells     | POST Coordinator | <i>Ed Wells</i> 10/20/14 |

Area Dean:

| Printed Name | Title                                    | Signature/Date                  |
|--------------|------------------------------------------|---------------------------------|
| Efrain Silva | Dean of Economic & Workforce Development | <i>Efrain Silva</i><br>10/08/14 |

Area Vice President:

| Printed Name           | Title                               | Signature/Date                     |
|------------------------|-------------------------------------|------------------------------------|
| Dr. Nicholas Akinkuoye | Vice President of Academic Services | <i>Nicholas Akinkuoye</i> 10/20/14 |



# Academic Program Review

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                              |
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| <b>ACADEMIC YEAR</b>       | 2014-2015                                                                                                                                                                                                                                                                                                                                                                                                                          | <input type="checkbox"/> Basic Skills <input type="checkbox"/> Transfer <input checked="" type="checkbox"/> Career Technical Education (CTE) |
| <b>PROGRAM</b>             | Administration of Justice/POST                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                              |
| <b>DESCRIPTION/PURPOSE</b> | <p>The Administration of Justice Program involves the study of the theory and practice of law enforcement, police work, and the court and corrections systems. These core and elective courses provide the student with the base knowledge and proficiency in the general area. Law enforcement, whether as a line officer, deputy sheriff, marshal or state traffic officer, offers a rewarding opportunity to serve society.</p> |                                                                                                                                              |
| <b>DIVISION</b>            | Economic and Workforce Development                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                              |
| <b>DEPARTMENT</b>          | Industrial Technology                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                              |
| <b>SUBMITTED BY:</b>       | Ed Wells                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                              |

# I. INSTITUTIONAL GOALS

| INSTITUTIONAL GOAL 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | INSTITUTIONAL GOAL 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | INSTITUTIONAL GOAL 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | INSTITUTIONAL GOAL 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <p><b>INSTITUTIONAL MISSION AND EFFECTIVENESS</b> – The College will maintain programs and services that focus on the mission of the College supported by data-driven assessments to measure student learning and student success.</p> <p><u>1.1</u> Develop systems and procedures that establish the mission of the college as the central mechanism for planning and decision making.</p> <p><u>1.2</u> Develop an institutional score card to assess student learning that drives integrated planning and resource allocation.</p> <p><u>1.3</u> Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.</p> <p><u>1.4</u> Develop systems that are inclusive, cyclical, and understood by all stakeholders.</p> | <p><b>STUDENT LEARNING PROGRAMS AND SERVICES</b> – The College will maintain instructional programs and services which support student success and the attainment of student educational goals.</p> <p><u>2.1</u> Ensure that all instructional programs, regardless of location or means of delivery, address and meet the current and future needs of students.</p> <p><u>2.2</u> Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.</p> <p><u>2.3</u> Ensure that all Student Services programs, regardless of location or means of delivery, address and meet the current and future needs of students.</p> <p><u>2.4</u> Ensure that all Student Services programs engage in a process of sustainable continuous quality improvement by annual review of Service Area Outcomes, and annual Program Review.</p> <p><u>2.5</u> Ensure that the Library meets as closely as possible that “Standards of Practice for California Community College Library Faculty and Programs” of the Academic Senate for California Community Colleges.</p> <p><u>2.6</u> Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.</p> | <p><b>RESOURCES</b> – The College will develop and manage human, technological, physical, and financial resources to effectively support the College mission and the campus learning environment.</p> <p><u>3.1</u> Develop and implement a resource allocation plan that leads to fiscal stability.</p> <p><u>3.2</u> Implement a robust technological infrastructure and the enterprise software to support the college process.</p> <p><u>3.3</u> Build new facilities and modernize existing ones as prioritized in the facility master plan.</p> <p><u>3.4</u> Design and commit to a long-term professional development plan.</p> <p><u>3.5</u> Raise the health awareness of faculty, staff, and students.</p> | <p><b>LEADERSHIP AND GOVERNANCE</b> – The Board of Trustees and the Superintendent/President will establish policies that assure the quality, integrity, and effectiveness of student learning programs and services, and the financial stability of the institution.</p> <p><u>4.1</u> Review all Board policies annually to ensure that they are consistent with the College mission statement, that they address the quality, integrity, and effectiveness of student learning programs and services, and that they guard the financial stability of the institution.</p> <p><u>4.2</u> Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.</p> <p><u>4.3</u> Ensure that the Board of Trustees is informed and involved in the accreditation process.</p> <p><u>4.4</u> Ensure that processes for the evaluation of the Board of Trustees and the Superintendent/President are clearly defined, implemented, and publicized.</p> <p><u>4.5</u> Establish a governance structure, processes, and practices that guarantee that the governing board, administration, faculty, staff, and students will be involved in the decision making process.</p> |

## II. PROGRAM GOALS

### A. PAST – EVALUATION OF PREVIOUS CYCLE OBJECTIVES/PROGRAM GOALS (SET IN PREVIOUS YEAR)

List your previous objectives/goals and associated Institutional Goals. All program goals must address at least one of the institutional goals.

| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | PAST PROGRAM GOAL #1                                                                                                                                                                                            | INSTITUTIONAL GOAL(S)<br><small>(Select one primary goal.)</small>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Identify Program Goal and Budget request, if any, from the Program Review completed in 2013-2014 (Section II C):<br/>Continue to operate as a recognized Department of Apprenticeship Standards program.</p> | <p><input type="checkbox"/> 1 Mission &amp; Effectiveness<br/> <input type="checkbox"/> 1.1   <input type="checkbox"/> 1.3<br/> <input type="checkbox"/> 1.2   <input type="checkbox"/> 1.4</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><input checked="" type="checkbox"/> Met                      <input type="checkbox"/> Partially Met                      <input type="checkbox"/> Not Met</p> <p>Describe how this program goal increased student achievement and/or program effectiveness in 2014-2015:<br/>Identify and hire a full-time faculty member to facilitate teaching and improve upon the overall effectiveness of the program. Being more accessible to our students and offering stability to the entire program.</p> <ol style="list-style-type: none"> <li>Currently there is only one full time faculty member and multiple part-time instructors that are teaching a variety of classes in the mornings, afternoons and evenings.</li> <li>This reliance upon part time faculty has resulted in a limited availability of that faculty to our student population.</li> <li>This interaction between the teacher and the student is the key to developing these students through their academic lives and assisting when necessary so our students are better able to comprehend the lessons and the overall scope of the materials being taught.</li> </ol> <p>Full time faculty are better able to facilitate this journey for our students and are available to meet with them to help them on their way to success.</p> |                                                                                                                                                                                                                 | <p><input checked="" type="checkbox"/> 2 Student Learning Outcomes<br/> <input checked="" type="checkbox"/> 2.1   <input type="checkbox"/> 2.4<br/> <input type="checkbox"/> 2.2   <input type="checkbox"/> 2.5<br/> <input checked="" type="checkbox"/> 2.3   <input type="checkbox"/> 2.6</p> <p><input type="checkbox"/> 3 Resources<br/> <input type="checkbox"/> 3.1   <input type="checkbox"/> 3.4<br/> <input type="checkbox"/> 3.2   <input type="checkbox"/> 3.5<br/> <input type="checkbox"/> 3.3</p> <p><input type="checkbox"/> 4 Leadership &amp; Governance<br/> <input type="checkbox"/> 4.1   <input type="checkbox"/> 4.4<br/> <input type="checkbox"/> 4.2   <input type="checkbox"/> 4.5<br/> <input type="checkbox"/> 4.3</p> |

| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                            | PAST PROGRAM GOAL #2 | INSTITUTIONAL GOAL(S)<br>(Select one primary goal.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Identify Program Goal and Budget request, if any, from the Program Review completed in 2013-2014 (Section II C):</b><br/>           Develop a Pathway to assist students in reaching their goal in either a transfer to the University or a Degree/Certificate within the major.<br/>           Provide semester by semester direction so the student will know what classes to take and when to take them to maximize their potential for success</p> |                      | <p><input type="checkbox"/> 1 Mission &amp; Effectiveness<br/> <input type="checkbox"/> 1.1   <input type="checkbox"/> 1.3<br/> <input type="checkbox"/> 1.2   <input type="checkbox"/> 1.4<br/> <input checked="" type="checkbox"/> 2 Student Learning Outcomes<br/> <input checked="" type="checkbox"/> 2.1   <input type="checkbox"/> 2.4<br/> <input type="checkbox"/> 2.2   <input type="checkbox"/> 2.5<br/> <input checked="" type="checkbox"/> 2.3   <input type="checkbox"/> 2.6<br/> <input type="checkbox"/> 3 Resources<br/> <input type="checkbox"/> 3.1   <input type="checkbox"/> 3.4<br/> <input type="checkbox"/> 3.2   <input type="checkbox"/> 3.5<br/> <input type="checkbox"/> 3.3<br/> <input type="checkbox"/> 4 Leadership &amp; Governance<br/> <input type="checkbox"/> 4.1   <input type="checkbox"/> 4.4<br/> <input type="checkbox"/> 4.2   <input type="checkbox"/> 4.5<br/> <input type="checkbox"/> 4.3</p> |
| <p><input checked="" type="checkbox"/> Met                      <input type="checkbox"/> Partially Met                      <input type="checkbox"/> Not Met</p> <p><b>Describe how this program goal increased student achievement and/or program effectiveness in 2014-2015:</b><br/>           The Pathways have been completed will be in place for the fall semester.</p>                                                                               |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | PAST PROGRAM GOAL #3 | <b>INSTITUTIONAL GOAL(S)</b><br><small>(Select one primary goal.)</small>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <p><b>Identify Program Goal and Budget request, if any, from the Program Review completed in 2013-2014 (Section II C):</b></p> <p>1. Make required classes available at a variety of times more conducive to student participation. Monitor class enrollment to ensure low enrollment classes are identified and consolidated to better serve the student population.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      | <input type="checkbox"/> <b>1 Mission &amp; Effectiveness</b><br><input type="checkbox"/> 1.1 <input type="checkbox"/> 1.3<br><input type="checkbox"/> 1.2 <input type="checkbox"/> 1.4<br><input checked="" type="checkbox"/> <b>2 Student Learning Outcomes</b><br><input checked="" type="checkbox"/> 2.1 <input type="checkbox"/> 2.4<br><input type="checkbox"/> 2.2 <input type="checkbox"/> 2.5<br><input checked="" type="checkbox"/> 2.3 <input type="checkbox"/> 2.6<br><input type="checkbox"/> <b>3 Resources</b><br><input type="checkbox"/> 3.1 <input type="checkbox"/> 3.4<br><input type="checkbox"/> 3.2 <input type="checkbox"/> 3.5<br><input type="checkbox"/> 3.3<br><input type="checkbox"/> <b>4 Leadership &amp; Governance</b><br><input type="checkbox"/> 4.1 <input type="checkbox"/> 4.4<br><input type="checkbox"/> 4.2 <input type="checkbox"/> 4.5<br><input type="checkbox"/> 4.3 |
| <p><input checked="" type="checkbox"/> Met                                      <input type="checkbox"/> Partially Met                                      <input type="checkbox"/> Not Met</p> <p><b>Describe how this program goal increased student achievement and/or program effectiveness in 2014-2015:</b></p> <p>1. The coordinated effort with the Office of Instruction has resulted in a better spread of classes over the academic week. We have also adapted the one day a week format into some of our morning and afternoon time slots. This format facilitates classroom availability and is very popular with our student population.</p> <p>The continued monitoring of class enrollment and consolidation, when necessary, has resulted in less waste and more efficiency within the Department.</p> |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## B. PRESENT – DATA ANALYSIS AND PROGRAM HEALTH – ACCREDITATION

1. Summarize and analyze all disaggregated data by day, evening, gender, ethnicity, and distance education. Narrative only. **Submit electronic excel file with graphs or trend data.**

- a. **Enrollment and Fill Rates**

Discuss the trends in enrollment and fill rate for each program by day and evening at the program level.

Within the three year evaluation period, the AJ program has had 109 day classes, 64 evening classes and 3 online classes. Online was last taught in 2011-2012. The College's online program was placed on hold in 2012 due to an ACCJC sanction. The AJ 102 has already been approved for the fall 2014 and we have one class currently being taught. We expect approval for AJ 100 online module for spring 2015.

Fill rates for both day and evening courses are high with a 99% average for the day classes and 85% for evening. We have seen a decline in evening students and we adjusted our schedule accordingly to maximize efficiency. We constantly monitor enrollment to increase fill rates.

- b. **Productivity**

What are the trends in productivity? <sup>1</sup>

Productivity in the three year period is 490, with a high of 520 in the fall 2011 and a low of 426 in the fall 2012. The ratio is close to the College acceptable range of 510-525. The AJ program just moved to a new dedicated facility in the fall 2014 and productivity, fill rates, and enrollment is expected to increase. There is also a high level of interest in law enforcement positions with 4,200 positions in the State of California currently unfilled. These are high wage positions that students desire.

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<sup>1</sup> (WSCH/FTEF) The goal is 525 as per state guidelines. A low number means that we are below target levels for productivity. For example, in a small class that has a mandated cap of 15 students, the fill rate may be 100% but the productivity number (WSCH/FTEF) will be very low. A class with a cap of 40 students with a 100% fill rate will have a productivity number close to or above 525.

c. **Success and Retention**

Discuss the success and retention rates by day, evening (extended day), and online classes in each program and identify gaps.

There is consistency between success and retention rates for both day and evening students. As indicated earlier, the online program was placed on hold in 2012. The average of 78% success and 76% retention in the three year evaluation period are consistent with IVC and State averages.

d. **Success and Retention by Ethnicity**

Discuss the success and retention rates by demographic diversity of students.

The data provide shows a total of 5261 Hispanic students, 31 White students, 341 other and 8 African American. The data seems inconsistent with our assessment of students in the program. However, in analyzing the data provided, White students have a 84% success rate compare to 77% success rate for Hispanic students. The lower success rate may be attributed to the high percentage of Hispanic students compared to White students where statistics are invalid for comparison purposes. Another factor is the changes in financial aid which promoted students taking classes and then dropping them or not caring about success in the course.

e. **Degrees and Certificates**

Discuss the trends in the number of degrees and/or certificates awarded.

The data shows an excellent track record on degree and certificates being awarded. There has been 198 Associate degrees and 53 certificates. These numbers are high due to us promoting the value of education and degree attainment. Many of our students transfer to 4 year schools and use our program to complete their first two years of education.



f. **Program Changes**

What program changes, if any, do you expect to have a positive effect on students?

The AJ program moved to dedicated facility promote instructor and student interaction. We have seen the positive effect of the new environment in both student and instructor attitude. We plan to increase the number of online courses being offered to facilitate the busy student scheduled particularly working adults.

2. Summarize revisions, additions, deletions, and alternate delivery methods to courses and/or program based on the last program review.

All instructors are required to complete an instructor development course through the POST Academy and IDI Instructor Development Institute which teaches instructors adult education fundamentals and alternative delivery platforms.

3. Evaluate the program's viability by addressing program completion, size (FTES), projections (growing/stable/declining), and quality of outcomes.

The three year data shows very favorable numbers for the program across enrolments, fill rates, completion and graduates. There is also a high labor market demand for jobs in law enforcement with students getting jobs with federal, State and local law enforcement agencies. The AJ program is the most popular program in the College.

**C. FUTURE – LIST OF “SMART” (SPECIFIC MEASURABLE ATTAINABLE RELEVANT TIME-LIMITED) PROGRAM OBJECTIVES FOR NEXT ACADEMIC YEAR TO ADDRESS PROGRAM IMPROVEMENT, GROWTH, OR UNMET NEEDS/GOALS. ALL PROGRAM GOALS MUST ADDRESS AT LEAST ONE OF THE INSTITUTIONAL GOALS.**

| <b>FUTURE PROGRAM GOALS</b><br><small>(Describe future program goals. List in order of budget priority.)<br/>You are not required to list 3 goals. Only list/identify goals that are viable in one year’s time or can be carried over a number of program cycles.</small> |                                                                                              | <b>INSTITUTIONAL GOAL(S)</b><br><small>(Select one primary institutional goal)</small>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b>                                                                                                                                                                                                                                                                  | <b>2015-2016 PROGRAM GOAL #1</b><br>Budget Priority #1                                       | <b>INSTITUTIONAL GOAL(S)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Identify Future Global Goal: Increase the success rate in the program from 77% to 79%.                                                                                                                                                                                    |                                                                                              | <input type="checkbox"/> <b>1 Mission &amp; Effectiveness</b><br><input type="checkbox"/> 1.1 <input type="checkbox"/> 1.3<br><input type="checkbox"/> 1.2 <input type="checkbox"/> 1.4<br><input checked="" type="checkbox"/> <b>2 Student Learning Outcomes</b><br><input checked="" type="checkbox"/> 2.1 <input type="checkbox"/> 2.4<br><input type="checkbox"/> 2.2 <input type="checkbox"/> 2.5<br><input checked="" type="checkbox"/> 2.3 <input type="checkbox"/> 2.6<br><input type="checkbox"/> <b>3 Resources</b><br><input type="checkbox"/> 3.1 <input type="checkbox"/> 3.4<br><input type="checkbox"/> 3.2 <input type="checkbox"/> 3.5<br><input type="checkbox"/> 3.3<br><input type="checkbox"/> <b>4 Leadership &amp; Governance</b><br><input type="checkbox"/> 4.1 <input type="checkbox"/> 4.4<br><input type="checkbox"/> 4.2 <input type="checkbox"/> 4.5<br><input type="checkbox"/> 4.3 |
| Objective: Provide additional staff development for instructors to acquire better strategies to improve teaching and learning.                                                                                                                                            |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>RESOURCE PLAN</b><br><small>(Check all that apply.)</small>                                                                                                                                                                                                            |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <input type="checkbox"/> Facilities <input type="checkbox"/> Marketing <input type="checkbox"/> Technology <input checked="" type="checkbox"/> Professional Development <input type="checkbox"/> Staffing                                                                 |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Task(s)</b>                                                                                                                                                                                                                                                            |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| A. Provide a test assessment training through POST that will allow instructors to assess the effectiveness of their program compared to program requirements.                                                                                                             |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Timeline: Spring 2015                                                                                                                                                                                                                                                     |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Expense Type</b>                                                                                                                                                                                                                                                       | <b>Funding Type</b>                                                                          | <b>Budget Request</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <input checked="" type="checkbox"/> One-Time<br><input type="checkbox"/> Recurring                                                                                                                                                                                        | <input checked="" type="checkbox"/> General District<br><input type="checkbox"/> Categorical | <b>\$5,000.00</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| B.                                                                                                                                                                                                                                                                        |                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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| <b>Timeline:</b>                                                                                                                                                                                                                                          |                                                                                             |                                                                                                                        |  |
| <b>Expense Type</b>                                                                                                                                                                                                                                       | <b>Funding Type</b>                                                                         | <b>Budget Request</b>                                                                                                  |  |
| <input type="checkbox"/> One-Time<br><input type="checkbox"/> Recurring                                                                                                                                                                                   | <input type="checkbox"/> General District<br><input type="checkbox"/> Categorical (Specify) | \$ _____                                                                                                               |  |
| C.                                                                                                                                                                                                                                                        |                                                                                             |                                                                                                                        |  |
| <b>Timeline:</b>                                                                                                                                                                                                                                          |                                                                                             |                                                                                                                        |  |
| <b>Expense Type</b>                                                                                                                                                                                                                                       | <b>Funding Type</b>                                                                         | <b>Budget Request</b>                                                                                                  |  |
| <input type="checkbox"/> One-Time<br><input type="checkbox"/> Recurring                                                                                                                                                                                   | <input type="checkbox"/> General District<br><input type="checkbox"/> Categorical (Specify) | \$ _____                                                                                                               |  |
| <b>How will this objective be measured?</b> By seen an increase in the student success rate.                                                                                                                                                              |                                                                                             |                                                                                                                        |  |
| <b>How will the completion of tasks identified improve student/program success?</b> Students will be better prepared for passing law enforcement written tests (Border patrol, customs CHP and others).                                                   |                                                                                             |                                                                                                                        |  |
| <b>Who are the responsible party(ies) and assigned user(s)?</b> Ed Wells                                                                                                                                                                                  |                                                                                             |                                                                                                                        |  |
| <b>FUTURE PROGRAM GOALS</b><br>(Describe future program goals. List in order of budget priority.)<br>You are not required to list 3 goals. Only list/identify goals that are viable in one year's time or can be carried over a number of program cycles. |                                                                                             | <b>INSTITUTIONAL GOAL(S)</b><br>(Select one primary institutional goal)                                                |  |
| <b>2</b>                                                                                                                                                                                                                                                  | <b>2015-2016 PROGRAM GOAL #2</b><br>Budget Priority #1                                      | <b>INSTITUTIONAL GOAL(S)</b>                                                                                           |  |
| <b>Identify Future Global Goal:</b> Maintain equipment in working condition.                                                                                                                                                                              |                                                                                             | <input type="checkbox"/> <b>1 Mission &amp; Effectiveness</b>                                                          |  |
| <b>Objective:</b> Have a maintenance budget for the golf cart.                                                                                                                                                                                            |                                                                                             | <input type="checkbox"/> 1.1 <input type="checkbox"/> 1.3<br><input type="checkbox"/> 1.2 <input type="checkbox"/> 1.4 |  |
| <b>RESOURCE PLAN</b><br>(Check all that apply.)                                                                                                                                                                                                           |                                                                                             | <input type="checkbox"/> <b>2 Student Learning Outcomes</b>                                                            |  |
| <input checked="" type="checkbox"/> Facilities                                                                                                                                                                                                            | <input type="checkbox"/> Marketing                                                          | <input type="checkbox"/> Technology                                                                                    |  |
| <input type="checkbox"/> Professional Development                                                                                                                                                                                                         | <input type="checkbox"/> Staffing                                                           |                                                                                                                        |  |

- 2.1     2.4
- 2.2     2.5
- 2.3     2.6
- 3 Resources**
- 3.1     3.4
- 3.2     3.5
- 3.3
- 4 Leadership & Governance**
- 4.1     4.4
- 4.2     4.5
- 4.3

|                                                                                                                        |                                                                                                        |                       |
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|                                                                                                                        |                                                                                                        |                       |
| <b>Task(s)</b>                                                                                                         |                                                                                                        |                       |
| A. Funds needed for general maintenance.                                                                               |                                                                                                        |                       |
| Timeline: Fall 2015                                                                                                    |                                                                                                        |                       |
| <b>Expense Type</b>                                                                                                    | <b>Funding Type</b>                                                                                    | <b>Budget Request</b> |
| <input type="checkbox"/> One-Time<br><input checked="" type="checkbox"/> Recurring                                     | <input checked="" type="checkbox"/> General District<br><input type="checkbox"/> Categorical (Specify) | \$1,500.00            |
| B.                                                                                                                     |                                                                                                        |                       |
| Timeline:                                                                                                              |                                                                                                        |                       |
| <b>Expense Type</b>                                                                                                    | <b>Funding Type</b>                                                                                    | <b>Budget Request</b> |
| <input type="checkbox"/> One-Time<br><input type="checkbox"/> Recurring                                                | <input type="checkbox"/> General District<br><input type="checkbox"/> Categorical (Specify)            | \$ _____              |
| C.                                                                                                                     |                                                                                                        |                       |
| Timeline:                                                                                                              |                                                                                                        |                       |
| <b>Expense Type</b>                                                                                                    | <b>Funding Type</b>                                                                                    | <b>Budget Request</b> |
| <input type="checkbox"/> One-Time<br><input type="checkbox"/> Recurring                                                | <input type="checkbox"/> General District<br><input type="checkbox"/> Categorical (Specify)            | \$ _____              |
| How will this objective be measured? Maintaining a working vehicle                                                     |                                                                                                        |                       |
| How will the completion of tasks identified improve student/program success? Reduce probability of replacement of car. |                                                                                                        |                       |
| Who are the responsible party(ies) and assigned user(s)? Ed Wells.                                                     |                                                                                                        |                       |

| <b>FUTURE PROGRAM GOALS</b><br>(Describe future program goals. List in order of budget priority.)<br>You are not required to list 3 goals. Only list/identify goals that are viable in one year's time or can be carried over a number of program cycles. |                                                        |                                                                                             | <b>INSTITUTIONAL GOAL(S)</b><br>(Select one primary institutional goal)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>3</b>                                                                                                                                                                                                                                                  | <b>2015-2016 PROGRAM GOAL #3</b><br>Budget Priority #1 |                                                                                             | <b>INSTITUTIONAL GOAL(S)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                       |
| <b>Identify Future Global Goal:</b>                                                                                                                                                                                                                       |                                                        |                                                                                             | <input type="checkbox"/> <b>1 Mission &amp; Effectiveness</b><br><input type="checkbox"/> 1.1 <input type="checkbox"/> 1.3<br><input type="checkbox"/> 1.2 <input type="checkbox"/> 1.4<br><input type="checkbox"/> <b>2 Student Learning Outcomes</b><br><input type="checkbox"/> 2.1 <input type="checkbox"/> 2.4<br><input type="checkbox"/> 2.2 <input type="checkbox"/> 2.5<br><input type="checkbox"/> 2.3 <input type="checkbox"/> 2.6<br><input type="checkbox"/> <b>3 Resources</b><br><input type="checkbox"/> 3.1 <input type="checkbox"/> 3.4<br><input type="checkbox"/> 3.2 <input type="checkbox"/> 3.5<br><input type="checkbox"/> 3.3<br><input type="checkbox"/> <b>4 Leadership &amp; Governance</b><br><input type="checkbox"/> 4.1 <input type="checkbox"/> 4.4<br><input type="checkbox"/> 4.2 <input type="checkbox"/> 4.5<br><input type="checkbox"/> 4.3 |                       |
| <b>Objective:</b>                                                                                                                                                                                                                                         |                                                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |
| <b>RESOURCE PLAN</b><br>(Check all that apply.)                                                                                                                                                                                                           |                                                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |
| <input type="checkbox"/> Facilities <input type="checkbox"/> Marketing <input type="checkbox"/> Technology <input type="checkbox"/> Professional Development <input type="checkbox"/> Staffing                                                            |                                                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |
| <b>Task(s)</b>                                                                                                                                                                                                                                            |                                                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |
| A.                                                                                                                                                                                                                                                        |                                                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |
| <b>Timeline:</b>                                                                                                                                                                                                                                          |                                                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |
| <b>Expense Type</b>                                                                                                                                                                                                                                       |                                                        | <b>Funding Type</b>                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Budget Request</b> |
| <input type="checkbox"/> One-Time<br><input type="checkbox"/> Recurring                                                                                                                                                                                   |                                                        | <input type="checkbox"/> General District<br><input type="checkbox"/> Categorical (Specify) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | \$ _____              |
| B.                                                                                                                                                                                                                                                        |                                                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |
| <b>Timeline:</b>                                                                                                                                                                                                                                          |                                                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |
| <b>Expense Type</b>                                                                                                                                                                                                                                       |                                                        | <b>Funding Type</b>                                                                         | <b>Budget Request</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                       |
| <input type="checkbox"/> One-Time<br><input type="checkbox"/> Recurring                                                                                                                                                                                   |                                                        | <input type="checkbox"/> General District<br><input type="checkbox"/> Categorical (Specify) | \$ _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                       |
| C.                                                                                                                                                                                                                                                        |                                                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       |

|                                                                                     |                                                                                             |                       |  |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------------|--|
| <b>Timeline:</b>                                                                    |                                                                                             |                       |  |
| <b>Expense Type</b>                                                                 | <b>Funding Type</b>                                                                         | <b>Budget Request</b> |  |
| <input type="checkbox"/> One-Time<br><input type="checkbox"/> Recurring             | <input type="checkbox"/> General District<br><input type="checkbox"/> Categorical (Specify) | \$ _____              |  |
| <b>How will this objective be measured?</b>                                         |                                                                                             |                       |  |
| <b>How will the completion of tasks identified improve student/program success?</b> |                                                                                             |                       |  |
| <b>Who are the responsible party(ies) and assigned user(s)?</b>                     |                                                                                             |                       |  |