**Program Efficacy Report  
Spring 2011**

**Name of Department**: CalWorks

**Efficacy Team: Larry Buckley, Paula Ferri-Milligan, Romana Pires**

**Overall Recommendation (include rationale): Conditional**

**Next Report: Conditional Update, Spring 2012**

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| Conditional: The program is to be commended for the recognition it has received from the State Chancellor’s Office and for the strong internal and external partnerships it has built. With that being said, the self-evaluation of the program’s activities and services, specific to the SBVC student population, is insufficient and does not reflect the vitality of the program. Although the document includes data about the number of students served and the number of services that students have received generally, there is no indication that the services provided to students have been evaluated in terms of meeting the needs of the SBVC students. Particularly in the areas of planning and institutional effectiveness, the need to analyze data specific to the program and to the student population is necessary for a comprehensive look at the program and in order to accommodate the changing needs of the population. How does the program population compare to the SBVC population in general? What trends, both internally and externally, need to be acknowledged in order to accommodate student needs? What services need to be expanded? How many students have been hired by county employers? How many students are successfully completing their courses? Are there any internal barriers that will affect the program? The program also has its own technology in place to track students it services and an analysis of this data linked to productivity and planning is needed. |

| **Strategic Initiative** | **Institutional Expectations** | |
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| **Does Not Meet** | **Meets** |
| **Part I: Access** | | |
| ***Demographics*** | *The program does not provide*  *an appropriate analysis regarding identified differences in the program’s population compared to that of the general population* | *The program provides an analysis of the demographic data and provides an interpretation in response to any identified variance.*  *If indicated, plans or activities are in place to recruit and retain underserved populations.* |
| **Efficacy Team Analysis and Feedback:**  Does Not Meet: Students are referred to CalWORKs mainly through the county and city of San Bernardino and are a result of recruitment efforts by the program. Students have access to services such as counseling, assessment and tutoring. Although it is evident that the program is doing a comprehensive job with recruiting and is diligent in providing access to students, there is no analysis of the SBVC demographics. What is the population that the program serves? How does that population compare to the general population at SBVC? | | |
| ***Pattern of Service*** | *The program’s pattern of service is not related to the needs of students.* | *The program provides evidence that the pattern of service or instruction meets student needs.*    *If indicated, plans or activities are in place to meet a broader range of needs.* |
| **Efficacy Team Analysis and Feedback:**  Does not meet: Program reports serving 849 students on a monthly basis and lists the various services if offers including the hours of operation and alternative delivery modes. Reporting to the State Chancellor’s Office twice a semester and meeting their requirements successfully is commendable. Accountability is stated, but there is not a clear link to the pattern of services that need to be addressed by the program. The information that is provided is too vague to see the program’s pattern of service. Does the program provide for weekend students? Is the availability of counselors sufficient to accommodate students? Are the services that are being mentioned reflective of student needs? What services/activities are in need of expansion? There is not an analysis of whether services are indeed meeting the students’ needs. | | |
| **Part II: Student Success** | | |
| ***Data demonstrating achievement of instructional or service success*** | *Program does not provide an adequate analysis of the data provided with respect to relevant program data.* | *Program provides an analysis of the data which indicates progress on departmental goals.*  *If applicable, supplemental data is analyzed.* |
| **Efficacy Team Analysis and Feedback:**  Meets (barely): Activities and services provided by the program are clearly listed (book vouchers/fees, counseling, job placement, transportation, etc.). Recognition by the State Chancellor’s Office and consistent funding implies the completion of program goals.All students in the program are provided academic counseling and assisted with developing an educational plan. Employment ready students are given instruction in resume writing, interviewing techniques, etc. Assistance is given to students in the program with college processes. The specific analysis of data is missing and some is contradictory; for example, although child care is listed in the narrative as being provided on a limited basis, in actuality, the chart of activities lists that service as “0.” | | |
| ***Student Learning Outcomes*** | *Program has not submitted student learning outcomes for all courses certificates or degrees. Does not have a three-year plan on file.*  *Program has not analyzed assessment results and implemented changes where appropriate.* | *Program has submitted student learning outcomes for all courses certificates or degrees. Program has a three-year plan on file.*  *Program has analyzed assessment results and implemented changes where appropriate* |
| **Efficacy Team Analysis and Feedback:**  Meets: SAOs are listed—the objectives are defined. The assessment has not been completed to date. But the CTA contract negotiations have put this issue in abeyance. | | |
| **Part III: Institutional Effectiveness** | | |
| ***Mission and Purpose*** | *The program does not have a mission, or it does not clearly link with the institutional mission.* | *The program has a mission and it links clearly with the institutional mission.* |
| **Efficacy Team Analysis and Feedback:**  Meets: The purpose of the program links to the SBVC mission and purpose. The purpose of the program is to “provide educational opportunities that will result in career preparation for individuals who are currently receiving welfare, transitioning off welfare, unemployed or under-employed.” | | |
| ***Productivity*** | *The data does not show an acceptable level of productivity for the program, or the issue of productivity is not adequately addressed.* | *The data shows the program is productive at an acceptable level.* |
| **Efficacy Team Analysis and Feedback:**  Does not meet: The program is commended for its “Best Practices” award from the State Chancellor and staying in “compliance with the State mandated regulations.” The report describes how the program handles student requests. Meetings are used to discuss operations and issues. The staff appears to work together as a cohesive unit. Data analysis is missing in the reporting. A chart of activities is included in the document; however, there is no link back to a self-evaluation of those numbers. What is an acceptable level for the program? How do the numbers show that? There is no analysis of how the program measures student satisfaction. There is no analysis of productivity trends over time. | | |
| ***Relevance, Currency, Articulation*** | *The program does not provide evidence that it is relevant, current, and that courses articulate with CSU/UC, if appropriate.* | *The program provides evidence that curriculum review process is up to date. Courses are relevant and current to the mission of the program.*  *Appropriate courses have been articulated with UC/CSU or plans are in place to articulate appropriate courses.* |
| **Efficacy Team Analysis and Feedback:**  N/A | | |
| **Part IV: Planning** | | |
| ***Trends*** | *The program does not identify major trends, or the plans are not supported by the data and information provided.* | *The programidentifies and describes major trends in the field. Program addresses how trends will affect enrollment and planning. Provides data from internal research or research from the field for support.* |
| **Efficacy Team Analysis and Feedback:**  Does not meet: There is no analysis of major trends. The program states that it must “continue to assess the needs of its clientele to determine what is truly essential for the success of the people it serves;” however, it also states that there have not been surveys distributed for student feedback, and there is not a plan presented to do so. What will the impact be on the program in the next three years? How will this be addressed through planning? The program also states that there is an increase in the number of “people” seeking services, but it is unclear if the program is tracking this data. It is also unclear if the program has a plan or policies in place that takes into account which students will be accepted, partially served or turned away if the program is not able to meet the needs of all students that seek its services. | | |
| ***Accomplishments*** | *The program does not incorporate accomplishments and strengths into planning.* | *The program incorporates substantial accomplishments and strengths into planning.* |
| **Efficacy Team Analysis and Feedback:**  Does not meet: The program’s collaborations with San Bernardino County Human Services System, Employment Development, San Bernardino County and City Employment Training Agencies is commendable. Again, lack of specific makes it difficult to see the vitality of the program. How many students have been hired by employers in the county? How many students are successfully completing their courses? The program states an increase in agencies that are willing to hire students and it is unclear how this increase has been accomplished. | | |
| ***Weaknesses/challenges*** | *The program does not incorporate weaknesses and challenges into planning.* | *The program incorporates weaknesses and challenges into planning.* |
| **Efficacy Team Analysis and Feedback:**  Does not meet: Increasing job placement follow-up and the ability to meet student needs in the future is listed as concerns for the program. There is not a specific way to tie these in to planning other than to formalize various collaborations that are termed “informal” by the program—specific collaborations that need to be formalized are not listed. What other challenges does the program see internally? Does the program have enough staffing? Are there any limitations that are being placed on the program by the college? | | |
| **Part V: Technology, Partnerships & Campus Climate** | | |
|  | *Program does not demonstrate that it incorporates the strategic initiatives of Technology, Partnerships or Campus Climate.*  *Program does not have plans to implement the strategic initiatives of Technology, Partnerships or Campus Climate* | *Program demonstrates that it incorporates the strategic initiatives of Technology, Partnerships and/or Campus Climate.*  *Program has plans to further implement the strategic initiatives of Technology, Partnerships and/or Campus Climate.* |
| **Efficacy Team Analysis and Feedback:**  Meets: The program is cognizant of strategic initiatives. The program “includes electronic intake and check-in” for efficiency. Partnerships seem to be strong—County Welfare, City and County Workforce agencies, Indian Manpower, and Employment Development Department. In-house partnerships include Counseling, Transfer Center, Veteran Services. | | |