

Program Efficacy Team Report

2018 – 2019

Name of Department: Cal Works

Efficacy Team: Joel Lamore, Paula Ferri-Milligan, Wallace Johnson

Overall Recommendation:

Continuation
 Conditional
 Probation

Rationale for Overall Recommendation: The program is a valuable one that has done well getting funding. The department provides a pattern of service that meets the needs of its students. It is collaborative with other areas of the campus, and it provides online and one-on-one orientations, employment workshops, and personal skills workshops to its students.

The program needs to fully assess its own efforts and address problems because of some gaps in data collection, lack of analysis of available data, and weak planning. There is no EMP attached, and the program does not provide an adequate analysis of the campus-wide data. The attempt to explain the much larger female student usage of the program over males (given the college numbers) is confusing. The program needs to explain how what they do contributes to student success. All the services listed (and explained fairly well) do that, implicitly (and sometimes explicitly). Data collection on these could be better, which would allow them to assess how well these services support student success, and being explicit about how the service increases success or is connected to success would help. The SAO is weak. One broad SAO is problematic, and smaller, more targeted SAOs are probably in order. The department provides a list of challenges; however, it does not address plans for how it will meet those challenges.

Part I: Questions Related to Strategic Initiative: Increase Access

Goal: SBVC will improve the application, registration, and enrollment procedures for all students.

SBVC Strategic Initiatives: [Strategic Directions + Goals](#)

	Does Not Meet	Meets	Exceeds
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. The program discusses the plans or activities that are in place to recruit and retain underserved populations as appropriate.	In addition to the meets criteria, the program’s analysis and plan demonstrates a need for increased resources.
Pattern of Service	The program’s pattern of service is not related to the needs of students.	The program provides evidence that the pattern	In addition to the meets criteria, the program demonstrates that the pattern of service needs to be extended.

		of service or instruction meets student needs. The program <u>discusses the plans or activities</u> that are in place to meet a broad range of needs.	
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Does Not Meet Meets Exceeds

Efficacy Team Analysis and Feedback:

Demographics: (Does Not Meet)

The program addresses the targeted population in relation to service areas in San Bernardino County. It states that it has “recently engaged with the Research and Planning Department to begin collecting and tracking data to ensure data will be made available for future assessments...and used to target underserved areas.”

There is no EMP attached, and the program does not provide an adequate analysis of the campus-wide data. The program addresses briefly ethnic differences between the program and the campus population, but that discussion is limited and unclear. The program targets single parent households, but it does not address the lack of growth in providing services to single male parents. The attempt to explain the much larger female student usage of the program over males (given the college numbers) is confusing. In part, they refer to community demographics to explain instead of college demographics, though that explanation in itself is unclear. There is no context provided in order to understand the explanation.

Pattern of Service: (Meets)

The department maintains office hours Monday through Friday. Saturday services are available during the first week of the semester. Counselors are available on both an appointment and walk-in basis. Supportive services are mentioned as being disseminated two days a week, every week. And there is a discussion of how the program makes students aware of its services.

Part II: Questions Related to Strategic Initiative: Promote Student Success

Goal: SBVC will increase course success, program success, access to employment, and transfer rates by enhancing student learning.

SBVC Strategic Initiatives: [Strategic Directions + Goals](#)

	Does Not Meet	Meets	Exceeds
Data/Analysis demonstrating achievement of instructional or service success	Program <u>does not provide an adequate analysis</u> of the data provided with respect to relevant program data.	Program <u>provides an analysis</u> of the data which indicates progress on departmental goals.	In addition to the meets criteria, the program <u>uses the achievement data</u> in concrete planning and <u>demonstrates</u> that it is prepared for growth.
Service Area Outcomes	Program <u>has not demonstrated</u> that it is	Program <u>has demonstrated</u> that it has fully evaluated	In addition to the meets criteria, the program <u>demonstrates that it has fully</u>

and/or Student Learning Outcomes and/or Program Level Outcomes	continuously assessing Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs) and/or Program Level Outcomes (PLOs) based on the plans of the program since their last program efficacy. Evidence of data collection, evaluation, and reflection/feedback, and/or connection to area services is missing or incomplete .	within a four-year cycle and is continuously assessing <u>all</u> Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs) and/or Program Level Outcomes (PLOs).	<u>incorporated Service Area Outcomes (SAOs) and/or Student Learning Outcomes (SLOs) and/or Program Level Outcomes (PLOs) into its planning, made appropriate adjustments, and is prepared for growth.</u>
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Does Not Meet **Meets** **Exceeds**

Efficacy Team Analysis and Feedback:

Service Success: (Does Not Meet)

The program provides a discussion of the services that are offered. These services include providing books, school supplies, gas cards, child care assistance, counseling, and student employment opportunities; however, there is no data analysis of the program’s services.

The program needs to explain how what they do contributes to student success. All the services listed (and explained fairly well) do that, implicitly (and sometimes explicitly). Data collection on these could be better, which would allow them to assess how well these services support student success, and being explicit about how the service increases success or is connected to success would help. For instance, the childcare paragraph could specifically note how the students are able to take more classes, or be more successful in classes, because of the child care support.

SAOs: (Does Not Meet)

The department provides a summary evaluation form that indicates SAO evaluation for 2015-16, 2016-17, and 2017-18. The summary shows a decline in work-study placement; however, the department identifies this as “satisfactory in the aspect that the program was able to assist students in achieving meaningful employment to obtain transferrable workforce skills.” The program does now have an SAO and evidence that they are discussing it within the program.

However, the SAO is weak. There is no criteria (good enough). The SAO is poorly worded, as well: The use of “may” should be replaced by a more definitive verb to describe outcome. One broad SAO is problematic, and smaller, more targeted SAOs would help the program understand the strengths or weaknesses of their services better.

Goal: SBVC will promote a collegial campus culture with open line of communication between all stakeholder groups on and off-campus.

SBVC Strategic Initiatives: [Strategic Directions + Goals](#)

	Does Not Meet	Meets	Exceeds
Communication	The program <u>does not identify</u> data that demonstrates communication with college and community.	The program <u>identifies</u> data that demonstrates communication with college and community.	In addition to the meets criteria, the program <u>demonstrates</u> the ability to communicate more widely and effectively, <u>describes</u> plans for extending communication, and provides data or research that <u>demonstrates</u> the need for additional resources.
Culture & Climate	The program <u>does not identify</u> its impact on culture and climate or the plans are not supported by the data and information provided.	The program <u>identifies and describes</u> its impact on culture and climate. Program <u>addresses</u> how this impacts planning.	In addition to the meets criteria, the program provides data or research that <u>demonstrates</u> the need for additional resources.

Does Not Meet **Meets** **Exceeds**

Efficacy Team Analysis and Feedback:

Communication: (Meets)

Cal Works collaborates with a number of other services on campus—EOPS/CARE, DSPPS, Financial Aid, etc. Cal Works representatives provide outreach on-campus and within the community. The program also collaborates with Marketing to post events and information on the website.

The program website has an old SAO sheet posted. They need to update, and review the rest of the website for any outdated information that needs to be updated.

Culture and Climate: (Does Not Meet)

The program provides an extensive list of events and services on and off-campus collaborations.

However, there is no data to address the impact of those events/services or discussion of future planning.

IV: Questions Related to Strategic Initiative: Maintain Leadership & Promote Professional Development

Goal: SBVC will maintain capable leadership and provide professional development to a staff that will need skills to function effectively in an evolving educational environment.

SBVC Strategic Initiatives: [Strategic Directions + Goals](#)

	Does Not Meet	Meets	Exceeds

Professional Development	The program does not identify currency in professional development activities.	Program identifies current avenues for professional development.	In addition to the meets criteria, the program shows that professional development has impacted/expanded the program and demonstrates that the program is positioning itself for growth.
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<input type="checkbox"/> Does Not Meet <input checked="" type="checkbox"/> Meets <input type="checkbox"/> Exceeds <u>Efficacy Team Analysis and Feedback:</u> The program provides a list of the professional development opportunities that staff members have attended—Annual Cal Works Training Institute, technology trainings on campus, collaborative meetings with San Bernardino County Transitional Assistance Department, office retreats.
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V: Questions Related to Strategic Initiative: Effective Evaluation & Accountability

Goal: SBVC will improve institutional effectiveness through a process of evaluation and continuous improvement.

SBVC Strategic Initiatives: [Strategic Directions + Goals](#)

	Does Not Meet	Meets	Exceeds
Mission/ Statement of Purpose	The program does not have a mission/ statement of purpose, or it does not clearly link with the institutional mission.	The program has a mission/statement of purpose, and it links clearly with the institutional mission.	
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.	The program functions at a highly productive level and has planned for growth as appropriate.
Relevance, Currency, Articulation	The program does not provide evidence that it is relevant, current, and that courses articulate with CSU/UC, if appropriate. <u>Out of date course(s) that were not launched into Curricunet by Oct. 1, 2017 may result in an overall recommendation no higher than Conditional.</u>	The program provides evidence that the curriculum review process is up to date. Courses are relevant and current to the mission of the program. Appropriate courses have been articulated or transfer with UC/CSU, or plans are in place to articulate appropriate courses.	In addition to the meets criteria, the program discusses plans to enhance current course offerings that link to student/community needs and positions the program for improved student outcomes.

Challenges	The program does not incorporate weaknesses and challenges into planning.	The program incorporates weaknesses and challenges into planning.	The program incorporates weaknesses and challenges into planning that demonstrate the need for expansion.
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Does Not Meet **Meets** **Exceeds**

Efficacy Team Analysis and Feedback:

Mission: (Meets)

The program’s objective 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 to achieve economic stability.”

Productivity: (Does Not Meet)

The program defines productivity as “being able to monitor the results of progress.” Tracking is monitored by “degree/certificate/transfer status.”

The program presents the data but does not provide analysis. Compliance issues, efficiency of processing of students, etc. could be measured. It is not clear even how many students are in the program at any one time.

Relevance/Currency: (Meets)

The program addresses both online and one-on-one orientations, employment workshops, and personal skills workshops that are provided to students.

Challenges: (Does Not Meet)

The department provides a list of challenges; however, it does not address plans for how it will meet those challenges.

VI: Questions Related to Strategic Initiative: Provide Exceptional Facilities

Goal: SBVC will support the construction and maintenance of safe, efficient, and functional facilities and infrastructure to meet the needs of students, employees, and the community.

SBVC Strategic Initiatives: [Strategic Directions + Goals](#)

	Does Not Meet	Meets	Exceeds
Facilities	The program does not provide an evaluation that addresses the sustainability of the	Program provides an evaluation of the physical environment for its programs and presents	In addition to the meets criteria, the program has developed a plan for obtaining or utilizing additional facilities for program growth.

	physical environment for its programs.	evidence to support the evaluation.	
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Does Not Meet Meets Exceeds

Efficacy Team Analysis and Feedback:

The department discusses the programs environment and addresses space and safety issues.

VII: Previous Does Not Meet Categories

Does Not Meet Meets Exceeds

Cal Works provided a remediation report for the spring 2013 full efficacy review. The department remediated all of the deficiencies in spring 2014 conditional reporting and received continuation at that time.