

ACADEMIC PROGRAM REVIEW

ANNUAL REPORT



Academic Year
2023–2024



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Introduction

In 2023, Cochise College performed an evaluation of assessment and program review processes. Faculty focus groups were conducted to gather feedback regarding process strengths and weaknesses and it was determined there was a need for more data-driven decision-making to inform continuous program improvement. During the 2023-2024 academic year, a new Academic Program Review (APR) framework was implemented. This report provides an overview of the new APR structure and implementation, discusses preliminary insights, offers recommendations for future revisions and development, and outlines plans and goals for the 2024-2025 academic year.

Overview of the Academic Program Review Structure

Academic program review is the Cochise College internal process to evaluate degree and certificate programs. APR is a required element of the accreditation process governed by the Higher Learning Commission (HLC). Specified by Criteria 3.F., the institution is expected to have an ongoing program quality assurance and improvement system. Program reviews demonstrate that our institutional goals, mission, and values are reflected in our programs and that programs contribute to the greater good of Cochise College and our community. The effectiveness of APR rests on established, sustainable processes to ensure programs remain current, maintain high-quality standards, support successful student outcomes, and effectively achieve their objectives. Within institutional procedures at Cochise College, APR holds a central role in ensuring the quality of programs, fostering an ongoing progression of program excellence, and promoting accountability and transparency within institutional operations.

Academic Program Review Teams

Each academic department and occupational program forms a Review Team. Ideally, the team should be composed of administration, faculty (both full and part-time), and staff members in the department/program being reviewed. Academic Deans are members of all APR Teams. The Review Team designates a leader who coordinates annual APR activities and ensures the team adheres to APR expectations and deadlines. Review Team members actively participate in the APR process, employing quantitative and qualitative data analysis when completing APR reporting requirements.

Academic Program Review Committee

The APR Committee was created in Spring 2024. This committee oversees and guides APR for Cochise College, provides programs with feedback, and communicates findings and recommendations to executive leadership. The APR Committee includes an HLC accreditation liaison officer and representatives from faculty, leadership, institutional research, student services, and the faculty support center (instructional design and assessment).

Academic Program Review Cycle and Timeline

At Cochise College, APR is a four-year cycle. In year one of the cycle, programs complete a SWOT analysis and conduct preliminary data analyses of the five focal areas of program review: 1. Program Demand, 2. Student Success, 3. Employability/Transferability, 4. Program Resources, and 5. Program Curriculum. Together, these analyses provide the framework and guidance for designing two quality improvement projects (QIPs). In years two and three, programs conduct and evaluate their QIPs. In year four, programs complete a comprehensive report. This report provides a data-informed analyses of the five focal areas of program review, QIPs, program quality, and the most recent Student Learning Outcomes Assessment report. In the comprehensive report, programs also discuss the impact of the QIPs and how they have contributed to continuous program improvement. After year four, programs will begin the APR cycle again at year one.

The APR cycle begins in the Spring semester with the Office of Institutional Research providing academic deans with program data sets in January. Templates for all annual reports are created by the APR Committee and provided to programs by the Assessment and Program Review Manager. Appendix A provides the Year 1 report template. Annual reports are submitted by April 30 for APR Committee Review. The APR Committee offers feedback and programs may revise their report. Final reports are submitted by October 30. All final annual reports are reviewed by the Executive Vice President of Academics and presented to the Administrative Cabinet (AdCab) by December. Table 1 illustrates the APR timeline and required actions and deliverables for programs during each year of the cycle.

Implementation and Cohorts

Programs navigate the APR cycle in four cohorts. Implementation of the updated APR cycle began in Spring 2024 with 12 programs in Cohort 1. Each Spring until 2027, a new cohort will begin the updated cycle. Cohort 2 and Cohort 3 each have 13 programs, and Cohort 4 is comprised of 10 programs. Table 2 illustrates the programs placed in each cohort and the year they will begin the updated APR cycle.

Table 1. APR Process Timeline

Year	Month	Task
1	January	Institutional Research (IR) provides data sets to programs. Instructions for Academic Program Review are provided.
	February – April	IR works with programs to review the data packets and program review documents. IR and Faculty Support provide professional development. Review Teams will review and assess data, complete SWOT Analysis, and determine goals and QIPs. Designated program representative submits Year 1 Report to the Program Review Committee by April 30th.
	May – August	Program Review Committee reviews the Year 1 Report.
	August – October	Program Review Committee meets with representatives from each program to review necessary revisions before submitting the final annual report. Final year 1 Report submitted by October 30 th .
	November - December	Year 1 Report reviewed by EVPA. Findings presented to AdCab.
2 and 3	January	IR updates data sets, including data from previous summer sessions.
	February – April	Review Teams in each department/program analyze annual data and work on QIPs. IR and Faculty Support provide professional development for review participants as needed. Designated program representative submits Year (2 or 3) Report to the Program Review Committee by April 30 th .
	May – August	Program Review Committee reviews the Year (2 or 3) Report.
	August - October	Program Review Committee meets with representatives from each program to review feedback and any further revisions. Final year (2 or 3) report submitted October 30 th .
	November - December	Year (2 or 3) Report reviewed by EVPA. Findings presented to AdCab.
4	January	Comprehensive Program Review information and updated data packets are provided to programs.
	February – April	Review Team in each program completes the Comprehensive Review. Designated program representative submits the Comprehensive Review Report to the Program Review Committee by April 30 th .
	May – August	Program Review Committee reviews the Comprehensive Program Review Report.
	August – October	Program Review Committee meets with the representatives from each program to provide feedback for revisions. Final Comprehensive Academic Program Review Report submitted by October 30 th .
	November - December	Comprehensive Report reviewed by EVPA and presented to AdCab.

Table 2. APR Cohorts

Cohort 1 Start Year: 2024	Cohort 2 Start Year: 2025	Cohort 3 Start Year: 2026	Cohort 4 Start Year: 2027
Automotive	Business	AWS Cloud	Agriculture
HVAC	Drafting	Computer	Leadership, Management, & Operations
Construction	Engineering	Cybersecurity	Network
Welding	Aviation	Culinary	Virtual Reality
Administration of Justice	Fire Science	Law Enforcement	RN to BSN
EMT	Nursing	Allied Health	Developmental: Counseling & Personal Development - Reading
Paramedicine	Developmental: ESL	Behavioral Health	Honors
Early Childhood Education	Digital Media Arts	Dental Assistant	Languages (ASL & Spanish)
Liberal Studies (Communication, English, Humanities, Journalism, Philosophy)	Theater	Education	General Studies
Chemistry	Military IOS	Fine Arts	Military MIST
Exercise	Biology	Music	
Math	Social and Behavioral Science	Military UAV	
	CDL	Physics	

Faculty Training

Training for the updated APR structure began in Spring 2024. Dr. Sheena Brown (Dean of Academic Affairs) and Janelle Simpson (Executive Director of Institutional Research) attended division meetings to provide training to faculty and academic deans. There is another training session scheduled for Cohort 2 APR Review Teams during Assessment Day on January 8, 2025. Janelle Simpson will conduct this training, which will consist of APR submission requirements and navigating the data dashboards. Similar process training will be provided to Cohorts 3 and 4 when they begin their APR cycles in 2026 and 2027.

In Spring 2024, the Assessment and Program Review Manager and Instructional Designer began collaborating to create digital learning modules and resources for both assessment and program review. A site for these digital resources will be designed in Moodle, the Cochise College Learning Management System. The Moodle site is projected to be available to faculty and academic deans in 2025.

Preliminary Insights and Recommendations for Further Development

Reflecting on the implementation process, the college has identified early successes and opportunities for improvement of the updated APR structure.

1. Creating the APR Committee has been successful, with members engaged and eager to contribute. As more cohorts enter the APR cycle, it may be beneficial to increase the number of committee members.
2. The templates created for annual reporting have helped programs streamline and organize their planning process. Cohort 1 has begun the APR cycle and as they move through the cycle, adjustments will be made to improve the templates for future cohorts.
3. To supply programs with data packages, the Office of Institutional Research created Data Dashboards using Tableau software. With these dashboards, academic deans and faculty have access to an array of data which they did not previously have. These dashboards were a necessary improvement to facilitate data-informed discussions and decision-making at Cochise College. As implementation of the updated APR framework continues through four cohorts, Cochise College will regularly revisit the Data Dashboards to make necessary adjustments to improve the user experience.
4. The initial submissions of Year 1 reports from Cohort 1 highlighted a need for a more streamlined submission process for APR annual reports. To meet this need, the Assessment and Program Review Manager will develop a submission site in Moodle. It is projected this site will be live in January 2025.
5. It was determined that APR Review Teams would benefit from personalized meetings discussing feedback regarding initial Year 1 reports. Rather than returning written feedback from the APR Committee, the Dean of Academic Affairs and Executive Director of Institutional Research will schedule individual meetings with APR Review Teams to discuss feedback and revisions in-depth. These meetings will support teams in creating the final draft of their Year 1 report.

Looking Forward: Plans and Goals for the Next Year

Implementation of the revised APR structure will continue in the 2024-2025 academic year. The APR Committee will complete their review of Cohort 1's Year 1 annual report. Individual meetings with APR Review Teams will begin in Fall 2024 and final Year 1 reports will be

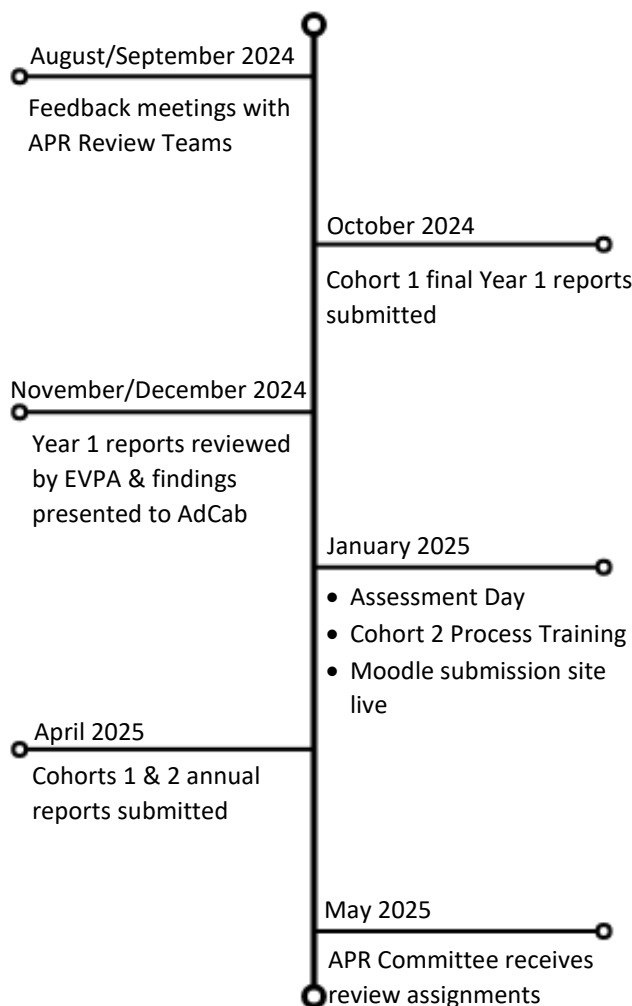
submitted by October 30. Following the initial review of Cohort 1 reports, the APR Committee will review the reporting templates and committee feedback process to determine what modifications are needed prior to Cohort 2 beginning the updated APR cycle in Spring 2025.

In January 2025, the Faculty Support Center will host an annual Assessment Day for hands-on faculty training and professional development regarding assessment components. There are two goals for APR on Assessment Day:

1. Live Moodle site for academic deans and faculty to streamline the APR submission process and provide additional training resources.
2. Process training for Cohort 2 APR Review Teams.

Figure 3 presents a timeline for the 2024-2025 academic year.

Figure 3. 2024-2025 APR Timeline



Appendix A: Year 1 Report Template

Academic Program Review: Year 1 Report Data Analysis and Quality Improvement Project Planning

Program/Department Name:

Degree/Certificate(s) Covered in Review:

APR Team Leader & Team Members:

Reviewed and Approved by the Division Dean (sign & date)

Submitted By:

Submission Date:

APR Committee Feedback Provided to Program (sign & date)

1. Mission Statement:

A brief statement to demonstrate the role and scope of the program/ department and its relationship to the College mission.

2. Briefly Describe Ongoing or Recently Completed Program Improvement Initiatives. Include Results and Outcomes.

3. Narrative Summary of Preliminary Analysis of Program Review Data. As you complete A – E in the table below, keep in mind that these preliminary analyses will help you identify and design quality improvement projects to complete in years 2 and 3 of the program review cycle (refer to section 6 of this report). Tables/Graphs must be included to Support Your Analyses.

A. Preliminary analysis of the five-year trend in program demand data <i>Data metrics: Credit hours, student demographics (race, gender, age, FT/PT status, majors), campus, part of term, number of sections, average class size.</i>
B. Preliminary analysis of the five-year trend in student success data <i>Data metrics: Grades, DFW, student demographics, graduates, persistence, retention, and completion.</i>
C. Preliminary analysis of the current trends in employability/transferability <i>Data metrics: Employability - Regional employment, compensation, retiring soon. Transferability- number of transfers, alignment with AZ Transfer courses and majors.</i>

D. Preliminary analysis of resources <i>Data metrics: average class size, number of sections, faculty and staff ratios, anticipated program costs.</i>
E. Preliminary analysis of program curriculum <i>Data metrics: curriculum map, summarize/explain planned curriculum changes (include a timeline of action steps).</i>
Last advisory board meeting (date): Last program modification (date):

4. SWOT Analysis with Brief Explanatory Narrative:

Strengths	Weaknesses	Opportunities	Threats
Narrative Discussion of SWOT Analysis: 			

5. Quality Improvement Projects

From the preliminary data analyses and SWOT analysis, identify quality improvement projects (QIPs) to be conducted in years 2 and 3 of the program review cycle.

- QIPs are to be aligned with one (or more) of five focal areas: 1) Program Demand, 2) Student Success, 3) Employability/Transferability, 4) Program Resources, and 5) Program Curriculum. Ideally, a different focus area should be chosen for each year.
- Complete the year-2 and year-3 tables provided below.

YEAR 2 QIP PROJECT
Focal Area of QIP:
Summary Description of Project:
Project Goals:
Action Steps (with timeline):

YEAR 3 QIP PROJECT
Focal Area of QIP:
Summary Description of Project:
Project Goals:

Action Steps (with timeline):