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September 17, 2018

President Scott Ward  
West Shore Community College  
3000 N. Stiles Road  
Scottville, MI 49454

Dear President Ward:

The interim report you submitted to our office has now been reviewed. The staff analysis of the report is attached.

On behalf of the Higher Learning Commission staff received report on program review. No further reports are required on this topic.

The Open Pathway Assurance Review is scheduled for 2020. The institution's next reaffirmation of accreditation is scheduled for 2025 – 2026.

For more information on the interim report process contact Lil Nakutis, Accreditation Processes Manager, at [lnakutis@hlcommission.org](mailto:lnakutis@hlcommission.org). Your HLC staff liaison is John Marr ([jmarr@hlcommission.org](mailto:jmarr@hlcommission.org)); (800) 621-7440 x 104.

Thank you.

HIGHER LEARNING COMMISSION



## STAFF ANALYSIS OF INSTITUTIONAL REPORT

DATE: September 17, 2018

STAFF LIAISON: John Marr

REVIEWED BY: Steven Kapelke

**INSTITUTION:** West Shore Community College, Scottville, MI

**EXECUTIVE OFFICER:** Scott Ward, President

**PREVIOUS COMMISSION ACTION AND SOURCES:** An interim report is required by 6/1/2018 on program review.

This interim report derives from the Team Report of the institution's 2016 AQIP Comprehensive Evaluation. The team recommended a report on Criterion 4, Core Component 4A "to ensure that the institution develops consistent, transparent processes for program review in the academic disciplines." The report should contain the following:

- A detailed process map or maps to document the process use for Academic Program Review. The process must contain all section of the Plan-Do-Check-Act cycle to ensure that the feedback loop is closed each time the cycle is completed for a particular program.
- A standardized template to be used which programs must complete during the review to ensure that the process is consistent and clear across academic disciplines.
- Three examples of the dataset used byt the academic programs in the review process.
- At least four complete academic program reviews from four different programs, based on the above improvements.

**REPORT PRESENTATION AND QUALITY:** The West Shore Community College interim report includes a well-written narrative containing embedded statistical documentation. The narrative is supported as well by appendices contains a range of relevant materials, including the program review template and four completed academic program reviews—from Marketing Management, Speech, Nursing, and Art. Indications are that the report is thorough and candid.

**REPORT SUMMARY:** Following a brief Introduction, the College’s report is presented in five major sections, the first four corresponding to the items identified in the institution’s 2016 AQIP Comprehensive Evaluation. The fifth section describes briefly the institution’s efforts at including academic program review in its continuous improvement processes. The following summary uses the section titles employed in the report.

The first section of the report, “*Mapping West Shore’s Academic Program Review Process*,” describes briefly the process undertaken by the College to modify and improve its existing program review procedures, which had been implemented in 2014. The revised version was approved in 2016 and represented “*a more robust, cross-curricular set of phased processes for program review*.” The figure below provides a task specific view of the review process, with timelines and expected task duration.

Phase	Task ID #	Task Name	Owner	Start	End	Days (298)
<b>Phase I: Planning</b>	1	Early Alert Message Sent to Program Directors, Division Chairs, and Deans	IR	First Monday of April (automated)		1
	2	Prepare Foundational Dataset	IR	Last Friday of May	August 1	90
	3	Meeting Invite Sent to Lead Authors and Deans	IR	August 1 (automated)		1
	4	Data Reveal Meetings	IR, Lead Authors, Deans	Last Week of August	Last Week of August	5
<b>Phase II Self-Study</b>	1	Program Review Document Drafting	Lead Author(s)	Second Friday of September	Second Friday of December	90
	2	Lead Author(s) Requests Additional Data/Visuals	Lead Author(s) and IR	Second Friday of September	Second Friday of October	21
	3	Meeting Invite Sent to Peers for Peer Review Meeting	Lead Author(s)	First Friday of October (automated)		1
	4	Peer Review	Lead Author(s) and Peers	Last Friday of October	Last Friday of October	1
	5	Supervisory Review of Draft Program Review Document	Dean	Second Friday of December	Last Friday in January	43
	6	Revise for Executive Review	Lead Author(s)	Last Friday in January	First Friday in February	5
<b>Phase III: Review and Approval</b>	1	Executive Review	VP of Academics	Last Monday of January	Last Monday of February	21
	2	Revise per Executive Direction	Lead Author(s)	Last Monday of February	March 1	4
	3	Submit Final Document to Dean, Division Chair, CAP, IR, and IT	Lead Author(s)	March 1	March 1	1
<b>Phase IV: Process Review and Revision</b>	1	Meeting Invite Sent to Discuss Revisions to Program Review Process	IR	Second Monday of February (automated)		
	2	Meetings to Discuss Revisions to program Review Process	Lead Author(s), Deans, IR, and VP of Academics	Second Monday of March	Second Friday of March	5
	3	Program Review Guide Updated	IR	Third Monday of March	First Friday of April	15

Here the report presents the “*Standard Program Review Template*,” which, as noted in the report, comprises two primary components: the Foundational Component; and the Program Specific Component—the first of which “*allows for a consistent look at all programs at West Shore*.” And the Program-Specific component requires that the academic program “*address the unique aspects of a program’s resources and viability*.” (The template is included in the report’s appendices.)

The section titled “*Dataset Examples for Academic Program Reviews*” provides an overview of how the institution constructs and employs program review datasets, which are “*developed from the College’s comprehensive Common Data Set (CDS)*.” The College’s Institutional Research (IR) office annually creates the requisite foundational baseline data for the upcoming program reviews. Here the report provides examples of these foundational data sets, which include the following as stated in the report:

- *student demographics (gender, age, ethnicity)*
- *program enrollment*
- *course enrollments*
- *program-level learning outcomes (PLOs)*
- *program completion (degree/certificate)*
- *retention rates*
- *student satisfaction*
- *student success rates; and*
- *teaching effectiveness data*

According to the report, the IR office “*pre-populates a shell program review template for each program*” undertaking review in any particular year. The report provides an example of one data dataset—a sample grade distribution dataset—and notes that program review authors may request additional data as they believe necessary.

The next section of the report, “*Documentation of Academic Program Reviews*” identifies the four completed program review document used as examples. The four reviews represent the following programs and are included in their entirety in the appendices:

- Marketing Management
- Speech
- Nursing
- Art

The report also provides a schedule of future program review through AY2021-2022, as shown in the figure below.

2017-2022 Academic Years Schedule of Program Reviews				
2017 – 2018	2018 – 2019	2019 – 2020	2020 – 2021	2021 - 2022
Nursing	Accounting	Computer Info Systems	Office Information Systems	Medical Assistant
Marketing Management	Welding	Computer Network Services	Criminal Justice	Mechatronics
History	Chemistry	Corrections	Agriculture	Early Childhood Education
Communications	Philosophy	Literature	Composition	Geography
Art	Physics	Psychology and Sociology	Foreign Language	Anatomy and Physiology
	Math (Lower Level)	Math (Upper Level)	Life Sciences (BIO, BOT, and ZOO) and NSC101	Digital Literacy
		Music		

Figure 6: Schedule of Future Program Reviews.

The final section of the report’s body provides examples of how the institution has employed the early rounds of program review to improve the process, citing for example the feedback from the AY2017-2018 reviews that have been used to improve the process for the upcoming year. Here the report notes the College’s “*earnest and clear-cut investment in both transparency and continuous quality improvement,*” and making reference to the application of “*project management techniques and technologies that clarify, stage, and reveal the status of ongoing program review tasks.*” These are represented to some extent in online Gantt charts available to all program review participants, which are complemented by a Microsoft Outlook calendar that identifies key dates and timelines in the program review schedule.

The report’s “Conclusion,” in addition to recapitulating key points in the report, identifies two other notable items: 1) that the College’s Board of Trustees is updated regularly and understands the significance of academic program review; and 2) that the College’s new president has committed appropriate resources to assessment and program review.

**STAFF FINDING:**

Note the relevant Criterion, Core Component(s) or Assumed Practice(s): Core Component 4.A

Statements of Analysis (check one below)

- Evidence demonstrates adequate progress in the area of focus.
- Evidence demonstrates that further organizational attention is required in the area of focus.
- Evidence demonstrates that further organizational attention and HLC follow-up are required.
- Evidence is insufficient and a HLC focused visit is warranted.

**REPORT ANALYSIS:** Materials presented in the West Shore Community College interim report indicate that the institution has made substantial progress in the development and implementation of its academic program review system/procedures.

Specifically, the College has revised its existing program review procedures, which had been developed in 2014, creating a more robust system that reflects common practice in higher education. In so doing, the institution has established a four-phase process (“mapping”) through which the reviews are undertaken, beginning with Planning and Culminating in Phase IV: Process Review and Revision. Each of these phases is defined precisely in terms of its activities (“Tasks”), responsibility (“Owner”), and schedule. (The full map is shown in the Report Summary section above.)

To ensure a strong measure of consistency in the reports, the College developed a template (“*Program Review Template*”) that contains two sections—the first (Part A) seeking information common among all academic programs; the second focused on program specific data/information. An excerpt from the template is shown below.

**A. Foundational Component**

**Program Name:** [For example, Marketing Management]

**Years of Review:** [For example, 2012 – 2016]

**Provide a description of the program:**

DESCRIPTION OF THE PROGRAM GOES HERE.

**What is the purpose of the program?**

STATEMENT OF THE PROGRAM PURPOSE GOES HERE.

The image below shows an excerpt from a completed program review, reflecting the same section of the template.

## **A. Foundational Component**

**Program Name:** Marketing Management

**Years of Review:** 2012 - 2016

**Provide a description of the program:**

The Marketing/Management Program is designed to prepare students for a work force where marketing and management personnel will control or direct the operation of a business, manufacturing plant, or similar organization. In general, they establish and/or carry out the policies of the organization, and plan and organize the operations of the departments. They coordinate the work of the department with the operations of the whole organization and must be constantly alert to avoid wasting time, energy, and materials.

**What is the program mission and purpose?**

The purpose and mission of the Marketing/Management Program is to offer a business division degree that leads to an AAAS. The Marketing/Management Associate of Applied Arts and Sciences degree program provides the skills needed for success in business. Real world knowledge and experience is shared in all courses. Students are challenged in basic disciplines such as Marketing, Management, Selling, and Finance leading up to a course in Small Business Management requiring the development of a business plan. Graduates are prepared for employment in various business, management, advertising, sales, and entrepreneurial enterprises. Credits provide a sound foundation for transfer into a Bachelor program.

The template itself is thorough and extensive, seeking data/information on a wide range of areas, including Resources, Learning Outcomes, and others. The four completed program reviews provided in the appendices conform well to the template and are, generally, informative and well constructed.

The institution has also created a long-range schedule for upcoming program reviews. The schedule/timeline—shown in the Report Summary section above—extends through AY2021-2022 and indicates that, in most cases, five program reviews will be undertaken during each academic year. Given the generally good quality of the first reviews and what appears to be strong institutional preparation for the individual reviews, five seems a reasonable number of programs to review in any academic years.

The preparation noted above includes the creation by the College's Institutional Research office (IR) of common datasets—with the understanding that individual programs may request additional data from IR to include in their reviews.

Analysis Concluding Statement: West Shore Community College has developed what appears to be a well considered and sustainable academic program review system characterized by a four-phase “*map*” for each review, a long-range schedule for future reviews, extensive datasets, and a comprehensive program review template. Although the College has completed only one round of its five-year cycle, indications are that the system in place will enable the institution to undertake future reviews effectively. This conclusion is bolstered by the fact that the institution employs information derived from the past year’s reviews to reflect on and improve the review system where possible. The institution is to be commended for its efforts to date with regard to academic program review.

**STAFF ACTION:** Receive the report on program review. No further reports are required on this topic.

The Open Pathway Assurance Review is scheduled for 2020. The institution’s next reaffirmation of accreditation is scheduled for 2025 – 2026.