Program Review
Program Assessment Report

Spring 2022 Review
April 8, 2022

Prepared for the Instructional Affairs Council
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Overview

Instructional program review is an integral part of Northwest's overall institutional effectiveness initiative required by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation criteria. A self-study team made up of administrators, faculty, students, and a member of the Northwest Community Board of Trustees, conducts a program review using established criteria. The Program Assessment Report is the final product of the Instructional Program Review process. The Program Assessment Report documents the team's evaluation of the effectiveness of each program in order to answer the question, "Does the instructional quality of the program meet institutional standards?"

An instructional program is defined as a certificate or degree program approved by the faculty and the administration for which academic credit is given in accordance with the SACS-COC Core Requirement 9.1 description of a program. Programs are SYSTEM-WIDE and are not divided by campus.

Purpose and Goals
The purpose of the instructional program review and assessment is to provide a system for continuous improvement in instructional programs. Review and assessment procedures provide recognition of the accomplishments of an instructional program as well as identify interventions needed for the improvement of the program. The goals for this process are as follows:
1. To ensure the effectiveness of the College's instructional programs
2. To improve the quality of instructional programs
3. To provide data for such intervention decisions as those regarding staff needs, admissions requirements, and curricular additions or deletions
4. To provide a system of regular data collection and analysis
5. To determine how specific instructional programs serve the mission of the College and respond to student and community needs

Program Review Cycle
Each instructional program will be evaluated once in each five-year period. Programs are reviewed by major functional areas and/or locations whenever possible. Instructional programs that are offered on multiple campuses or through distance learning will be assessed as a single unit.

Criteria for Evaluation
The Office of Institutional Research and Effectiveness will provide the instructional program coordinator for all instructional programs being reviewed during the current academic year with the following self-study materials:
1. *Program Strategic Plan Outcomes* – The instructional program's strategic planning outcomes as listed in the NWCC Strategic Plan, along with the data and analysis from the last five years' annual reviews.
2. *Program Learning Outcomes* – The instructional program's learning outcomes along with the data and analysis from the last five years' annual reviews.
3. *Enrollment* – Longitudinal enrollment information for the prior five (5) years.
4. *Student Success Rates* – Student success is determined by assessing:
   a. *For AA degree programs*: Retention, graduation and transfer of students to four-year institutions over the prior five (5) years.
   b. *For AAS degree and Certificate programs*: The state mandated follow-ups with program graduates and (if required) passage rates on state board exams, as reported on the annual Perkins Report, for the prior five (5) years.

5. *Instructor Qualifications* – Information on degrees and credentials of each instructor currently teaching a class in that instructional program, including full-time and adjunct faculty.

The instructional program coordinator should work with faculty members of program(s) under review to use the provided information to complete an analysis of their program. This analysis must include:
1. *SACS-COC Principles of Compliance Survey* – This survey guides the instructional programs through carefully reviewing the requirements as described in the Principles of Accreditation.
2. *SWOT Analysis* – Each program should identify the strengths, weaknesses, opportunities, and threats related to the program.
3. *Overall Assessment and Recommendations* – This section provides a summation of the current status of the program based on the above analysis. The final assessment should include past progress, current status, and future plans for the department. Recommendations from the faculty on ways to improve the instructional program should be included as well.

Both hard copies and electronic copies of all the supporting documents listed above are maintained by the Office of Institutional Research and Effectiveness.

Organization for Program Evaluation
An annual Instructional Program Review meeting will be held each academic year to provide the review committee an opportunity to discuss the documents, ask questions of the appropriate instructional program coordinators, and make any recommendations for the Instructional Affairs Council for the improvement of the instructional programs.

The Office of Institutional Research and Effectiveness will produce a Program Assessment Report which includes committee recommendations for program improvement. The Program Assessment Report will be presented to the Instructional Affairs Council.

2021-22 Instructional Program Review

Committee Members
Dr. Matthew Domas, Vice President of Instruction
Dr. Don Jones, Dean of Lafayette Yalobusha Technical Center
Dwayne Casey, Associate Vice President of Workforce Solutions and Career Technical Education
Dr. Carolyn Wiley, Associate Vice President of Academic Instruction & Institutional Effectiveness
Dr. Keith Reed, Dean of DeSoto Center
Alee Dixon, Board of Trustees Member
Lori Philley, Instructor
Frank Cleveland, Instructor
Nicholas Bobo, Student
Beverly Briscoe, FNP, Owner of Clinic 221 in Senatobia, MS

Other Attendees
Dr. Michael Heindl, President
Jeff Horton, Vice President for Administration and Finance
Dr. Tonyalle Rush, Associate Vice President of Student Services & Enrollment Management
Dr. Andrew Dale, Associate Vice President of Community Relations
Dr. Stephanie Mullins, Dean of Health Sciences

Program Review Findings

The following table summarizes the Program Review Committee's results for each program reviewed in terms of the Overall Program Assessment on the Program Review rubric.

Table 1 - Summary of Findings

Program Name	*Meets Expectations*	*Needs Improvement*
Cardiovascular Technology	7	6
Emergency Medical Services	13	0
Funeral Service Technology	13	0
Nursing	13	0
Respiratory Therapy	13	0
Surgical Technology	13	0

Attached are the Program Review Rubric summaries for each program, with committee comments and recommendations. The supporting documents containing specific information for each evaluation criterion are on file in the Office of Institutional Research and Effectiveness.

First, note that the cardiovascular program had scores dramatically different than the other programs. This difference is due to the program's quality when the new director, Mr. William "Troy" Day, took over the program. These scores are not a reflection on Mr. Day, and many committee members commented on the rubric that they believe Mr. Day can and will turn the program around. He presented plans he already had in place to make significant changes to revitalize this program.

Another central theme was the issue of retaining qualified faculty due to increased pay and bonuses in the healthcare field. It is difficult for an educational institution to compete with large healthcare facilities regarding financial compensation. Additionally, more healthcare providers are needed as we face the pandemic and a growing health crisis. Thus, many faculty are returning to work to assist in the field they are passionate about, while more students want to enter our programs. This dynamic creates a reduced supply and increased demand for our program offerings.

Just as there was a concern about retaining faculty, there was an equal concern about retaining enrolled students. The coursework is challenging and students do not always know what they are undertaking when enrolling in a healthcare program. Faculty are working diligently to find strategies that will increase students' awareness of the demands of the coursework and the field in general and to help them overcome those challenges and remain in the programs.

There were two opportunities to grow programs online that were presented, one for funeral directors without embalming and one for the next step after surgical technology, called First Assist. The committee recommends that further discussion take place on pursuing each of these options.

Overall, the committee was impressed with the success of each of the programs. Outstanding faculty in the programs was mentioned repeatedly by committee members. The committee looks forward to continued success and growth in enrollment in all of these programs.

PROGRAM: Cardiovascular Technology

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.* *(SACSCOC 9.1 CR)*	13	0	• In past, program has not transformed student lives
2 Program Description *The program supports the stated mission and goals of the insitution and is accurately represented in the NWCC Bulletin.* *(SACSCOC 9.1 CR)*	13	0	• Confident in Mr. Day's leadership & direction
3 Admissions Policies *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.* *(SACSCOC 10.5)*	13	0	
4 Faculty Credentials *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member* *(SACSCOC 6.2)*	11	2	• Faculty retention • Salaries need increasing • Needs staff • Need employees - interviewing next week
5 Student Success *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.* *(SACSCOC 8.1 CR)*	8	5	• Program is moving in positive direction but needs support • These will change as Troy implements changes • Equipment needed - preparations for RCIS • Students have success but it is not at the college's expense, however it is changing
6 Program Learning Outcomes *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.* *(SACSCOC 8.2.a)*	1	12	• Updated materials & equipment needed • Review with IR • Document is empty on some coursework, plan of action/Results/Follow-up • The needs are identified & a plan is in place • Previous program lead did not submit data in Xitracs - already addressed with new lead director/program lead. • New director has knowledge of improvement areas and is working to correct. • Due to past leader, I feel with new leadership this improvement wont be a problem. • Incomplete due to poor leadership in past.
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.* *(SACSCOC 7.1 CR)*	6	7	• Updating every part of this program with a new director. Great expectations • New alliances and clinical sites • Program is in midst of overhaul to make it excellent; no previous data • Review with IR • Document is empty on some coursework, plan of action/Results/Follow-up • I see the strategic plan, just waiting to see the outcomes
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC*	8	5	• Document is empty on some coursework, plan of action/Results/Follow-up • Been addressed and is currently being redone to meet expectations
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	7	6	• Update system lab • The program needs an overhaul. Very limited data makes it difficult to evaluate the program. Mr. Day seems to be the person to improve the program. • Outdated equipment • Troy will make the needed changes • New director/program lead is taking steps to revitalize program • Mr. Day is a great investment. Going to do great at rebuilding the program • Needs updated equipment and funding to bring lab up to date • Excited about the future direction of this program

PROGRAM: Emergency Medical Services

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.* *(SACSCOC 9.1 CR)*	**13**	**0**	
2 Program Description *The program supports the stated mission and goals of the insitution and is accurately represented in the NWCC Bulletin.* *(SACSCOC 9.1 CR)*	**13**	**0**	
3 Admissions Policies *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.* *(SACSCOC 10.5)*	**13**	**0**	• Target diverse populations going forward • Great growth in enrollment
4 Faculty Credentials *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member* *(SACSCOC 6.2)*	**13**	**0**	• Great faculty
5 Student Success *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.* *(SACSCOC 8.1 CR)*	**12**	**1**	• Need to get graduation numbers corrected • Students are getting excellent hands-on experience • Love the teamwork within the campus to provide what the students need
6 Program Learning Outcomes *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.* *(SACSCOC 8.2.a)*	**10**	**3**	• Need to create separate outcomes for each program • Previous lead instructors did not submit for graduation - outcomes recorded as 0 • Program documentation - graduation, certification, etc.
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.* *(SACSCOC 7.1 CR*	**12**	**1**	• Make sure program & degree documentation is processed • Great! • The plan and excitement is refreshing
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC compliance survey.*	**13**	**0**	• 1c,d. answered correctly
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	**13**	**0**	• Need for more equipment • Need to address online program in central part of state • Expand program at Water Valley

PROGRAM: Funeral Service Technology

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission. (SACSCOC 9.1 CR)*	13	0	
2 Program Description *The program supports the stated mission and goals of the insitution and is accurately represented in the NWCC Bulletin. (SACSCOC 9.1 CR)*	13	0	
3 Admissions Policies *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated. (SACSCOC 10.5)*	12	1	• May need to update/raise admissions requirements to address attrition • As stated a prereq would be beneficial to secure retention of students • 1.c Update answer
4 Faculty Credentials *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member (SACSCOC 6.2)*	13	0	• Excellent • More faculty needed & salary • Thank you for your leadership! • Salaries need to increase
5 Student Success *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations. (SACSCOC 8.1 CR)*	11	2	• Retention - more disclosure. Pre-admit? Dedicated enrollment/admissions rep? Orientation? • There is great improvement & Ms. Dukes understands the need to improve • 100% employed-Great! 100% pass on national exam • Low completion rate is in line with other Funeral Services programs
6 Program Learning Outcomes *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	13	0	
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results. (SACSCOC 7.1 CR)*	13	0	
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC*	12	1	• Sounds like we might need to pair down extrance cohorts or figure out how to increase enrollment to hire more faculty
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	13	0	• Great work • Program is the best it has been in 20 years. Kudos to Ms. Dukes & her leadership • Great job in turning around that program • Need for online program • Need for embalming on-site

PROGRAM: Nursing

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission. (SACSCOC 9.1 CR)*	13	0	
2 Program Description *The program supports the stated mission and goals of the insitution and is accurately represented in the NWCC Bulletin. (SACSCOC 9.1 CR)*	13	0	
3 Admissions Policies *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated. (SACSCOC 10.5)*	13	0	• 1.c remedial students - update answer • Admission policies or procedures are clearly stated & followed
4 Faculty Credentials *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member (SACSCOC 6.2)*	13	0	• Great leadership! • Thanks for your work on faculty morale! • Salaries need to increase • This meets expecatations; however, what could the program do with more faculty? We need to look at overall benefit of increase of salary. • Need help with retaining faculty - must increase salary • Faculty retention: Salary? Support? Working environment? Work/life balance?
5 Student Success *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations. (SACSCOC 8.1 CR)*	13	0	• Increases are noted; however, the focus needs to remain for retention, graduation & placement. • Active learning strategies - record & listen to lectures (3x is magic #)
6 Program Learning Outcomes *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.*	13	0	
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results. (SACSCOC 7.1 CR)*	13	0	• Looks at details to find new ways to improve and move forward
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC*	13	0	
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	13	0	• Doing great • Nursing continues to be a stellar program for NWCC • Great job - inspirational

PROGRAM: Respiratory Therapy

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.* *(SACSCOC 9.1 CR)*	13	0	
2 Program Description *The program supports the stated mission and goals of the insitution and is accurately represented in the NWCC Bulletin.* *(SACSCOC 9.1 CR)*	13	0	
3 Admissions Policies *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.* *(SACSCOC 10.5)*	13	0	
4 Faculty Credentials *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member* *(SACSCOC 6.2)*	13	0	
5 Student Success *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.* *(SACSCOC 8.1 CR)*	13	0	• Hope to move toward higher completion rate • Good work on licensure • More ways we can prepare students who do enter • More ways to recruit • Question about how to improve attrition • Review courses for enhanced outcome rates
6 Program Learning Outcomes *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.* *(SACSCOC 8.2.a)*	13	0	
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.* *(SACSCOC 7.1 CR)*	13	0	• Obvious the planning for the future of the program • Curriculum changes option for program seem beneficial
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC*	13	0	• 1.c.d update answers
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	13	0	• Great work with local donors to provide testing fees! Great! • Excellent job leading this vital program • Needs more equipment

PROGRAM: Surgical Technology

CRITERIA	MEETS EXPECTATIONS	NEEDS IMPROVEMENT	COMMENTS
1 Program Mission *Program mission directly aligns to NWCC mission.* *(SACSCOC 9.1 CR)*	13	0	
2 Program Description *The program supports the stated mission and goals of the insitution and is accurately represented in the NWCC Bulletin.* *(SACSCOC 9.1 CR)*	13	0	
3 Admissions Policies *The program's admission policies are consistent with the institution's admission policies. If a program has different admission policies from other programs they are clearly stated.* *(SACSCOC 10.5)*	13	0	
4 Faculty Credentials *Faculty qualifications are directly and specifically linked to the courses assigned to the faculty member* *(SACSCOC 6.2)*	13	0	• Salaries need to increase • Huge positive - able to teach in any portion of program
5 Student Success *The program evaluates success with respect to student achievement consistent with its mission. Criteria may include: enrollment data; retention, graduation, transfer, course completion, and job placement rates; or state licensing examinations.* *(SACSCOC 8.1 CR)*	11	2	• Better lab for students • Great improvement in this area • Students in this program also participate in NWCC activities/opportunities • Amazing job with growth in student success • Needs are identified just need to find a plan to address - career fairs & local high schools would be a willing place to recruit
6 Program Learning Outcomes *The program identifies expected program specific student learning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.* *(SACSCOC 8.2.a)*	13	0	• Great! Our students are wanted above others - This shows the learning taking place
7 Program Strategic Plan Outcomes *The program identifies expected program specific strategic planning outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results.* *(SACSCOC 7.1 CR)*	13	0	• More strategic planning needs to be completed to outline possible areas mentioned today. (first assist school, etc)
8 SACS-COC Compliance *The program coordinator indicates that the program is in compliance with the SACS-COC standards and policies evaluated on the SACS-COC compliance survey.*	13	0	• 1.c. Admissions remediation - yes
9 Overall Program Assessment *Program assessment data is used by faculty in the program to guide program changes.*	13	0	• Appreciate Ms. Wilbourn's dedication to the program and her efforts to make the program the best it can be. • Need for additional lab equipment • Add first assist school online • Great potential and opportunity for growth and advanced training for students in the 1st assist program