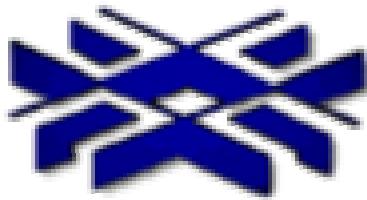# Continuing Education

2002-2003

IRO HOME

CONTINUING EDUCATION SERVICE EVALUATION

**2002 – 2003 SERVICE ASSESSMENT INSTRUMENT
COLLIN COUNTY COMMUNITY COLLEGE DISTRICT**

2002 – 2003 SERVICE ASSESSMENT INSTRUMENT
COLLIN COUNTY COMMUNITY COLLEGE DISTRICT

Table of Contents

A. EXECUTIVE SUMMARY

Introduction
A service evaluation of the Continuing Education Division (CE) was conducted by an internal CE committee and reviewed by an external task force. The evaluation examined Service Mission, Goals, and Objectives, Service/Product Delivery, Intended Service Outcomes, Quality Enhancement, Personnel, Cost-Effectiveness, Strengths and Weaknesses, and Recommendations and Suggestions. This document reports the findings of this evaluation.

Service Mission, Goals and Objectives
The Continuing Education (CE) Division supports the college's mission by offering educational programs, courses, and services that meet the needs of the individual and the community. Achievement indicators show that the division has accomplished or is "Closing the Loop" on division goals and objectives.

Service/Product Delivery
CE provides services and products to a diverse population including both internal and external clients. They deliver their services and products through instructor-led and online courses, and strategic partnering at multiple sites.

CE uses a proven process to produce Continuing Education for Collin County which includes analysis, development, delivery and evaluation of services and products. This process is conducted three times a year. During each process cycle CE also reviews the steps in the timeline and makes suggestions for improvement.

CE follows required college security measures and complies with all Office of Civil Rights regulations when delivering CE products and services.

Intended Service Outcomes
CE measures intended service outcomes with a variety of instruments and tools. These instruments and tools include student and service evaluations, surveys, student retention reports, and classroom visitation. The results of the instruments and tools are used to make improvements to curriculum, instructors, books and decisions to offer new services or products.

Results from the above instruments and tools indicate that CE clients feel their needs are met and have a high level of satisfaction with CE products and services.

While CE clients feel their needs are met and have a high level of satisfaction, the CE division identified some barriers that might affect the unit's products and services. These barriers include: Decentralized Professional Development, lack of onsite advising personnel, inflexible instructor pay rates, limited ability to

expand classrooms, lack of bilingual staff, high cost of textbooks, and difficulty in upselling courses.

Quality Enhancement
CE promotes Quality Enhancement by utilizing a variety of methods to gather information and make improvements to its quality and effectiveness. In addition to the instruments and tools mentioned above, they utilize strategic goals, SACS reviews, staff training opportunities, performance reviews, redefinition of essential job functions and departmental meetings to improve the quality of their products and services.

Recommendations and suggestions from prior evaluations resulted in improvements in payroll processing, schedule editing, schedule building, evaluation, student tracking, and decision-making.

Peer Data
CE attempted a Peer Comparison study to see how they measured up to similar institutions in terms of expenditures, personnel, enrollment, and faculty.

Limited analysis and conclusions could be made from the data due to incomplete responses and the fact that no two CE departments are structured, operated, or reported in the same manner.

CE adopts best practices of other institutions if it will improve quality of service.

Personnel
CE has continually increased total class hours over the past five years. In 2001-2002 they provided the highest number of total class hours with the lowest level of staffing.   The ratio of staff to faculty and staff to students has also increased but CE has been able to maintain the same level of service.

CE has educated and experienced personnel who have participated in a number of professional organizations, seminars, conferences, workshops.

CE's current schedule does not allow for regularly scheduled CE staff training and development activities. However, CE tries to meet those needs on an adhoc basis.

Cost-Effectiveness
CE revenues have increased every year but so have expenditures. Some of the expenditures were the result of expanded operations which included establishing separate Continuing Education and Business Solution Group (BSG) departments and adding Seniors Active in Learning (SAIL). Though SAIL is an auxiliary account, CE incurs the administrative cost. CE also supports all CE refunds including decentralized CE offerings such as law enforcement, concurrent

courses with credit courses, ESL, RLST and fire science, while revenue from decentralized CE offerings is not transferred to CE.

CE's cost-effectiveness could not be determined because of the Business Solution Group and Seniors Active in Learning administrative costs which were included in the CE budget/financial report. In the future, BSG and CE data will be tracked separately since distinct cost center accounts were established for fiscal year 2003.

Strengths and Weaknesses

After reviewing the findings of the Self-Study presented in the previous sections and conducting their own evaluation, the **External Review Task Force** offered their assessment of the strengths and weaknesses of the program being evaluated.

Strengths

- CE responds quickly to the needs of its customers and can quickly implement changes that improve the quality of service. Some changes included improvements in payroll processing, schedule editing, schedule building, evaluation, student tracking, and decision-making.

- CE works within budgetary constraints by exploring solutions that do not incur additional expenses.

- CE uses a proven approach (analysis, development, delivery and evaluation) to producing Continuing Education for Collin County.

- CE's review process results in new tools, cost-savings and time-savings. E.g. The BRIO CE snapshot tool allowed CE to analyze enrollments by zip code, make adjustments in course offering locations and schedule distribution, and save $30,800.

- CE periodically compares its practices against peer institutions and adopts best practices if it will improve quality of service.

- CE has a professional and experienced staff which increased revenues and total class hours every year even with decreased staffing levels

- CE provides products and services for a diverse population at reasonable tuition rates.

Weaknesses

The cost-effectiveness of the CE program could not be determined due to inclusion of BSG expenses.

Recommendations and Suggestions

Based on the strengths and weaknesses presented in the previous section and their own evaluation results, the **External Review Task Force** offered their recommendations and suggestions as to how to address the weaknesses of the program being evaluated.

Recommendations:

The cost-effectiveness of the CE program could not be determined due to inclusion of BSG expenses. **Recommendation: Isolate CE expense and revenue data.**

Suggestions:

The following were identified as suggestions which could improve CE's quality of service:

- Hire an onsite CE advisor. The CE staff receives numerous inquiries about CE offerings since ARO does no advising for CE students. CE staff is taken away from regular duties and are not always available to answer inquiries.

- List the cost of textbooks. Students are sometimes very surprised at the cost of their textbook after they register (e.g. Oracle texts cost $250). Knowing the full cost of a course would allow a student to determine if they can afford to enroll.

- Do not use SSN as student ID. There is a great concern by our students about privacy protection and identity theft (Dallas Morning News 5-25-03, pg 8, 11). CCCCD practices are loose and inadequate (hard copy documents, attendance sheets, bookstore, etc.)

Conclusions

The Continuing Education Division service evaluation showed that the Continuing Education Division supported the college's mission by offering educational programs, courses, and services that met the needs of the college and the community. Clients felt their needs were met and had a high level of satisfaction with CE products and services. CE improved quality by evaluating its operations and implemented a number of improvements. No analysis or conclusions were drawn from the Peer Data due to incomplete information provided by peer institutions. CE's professional and experienced personnel demonstrated efficiency and effectiveness by increasing revenues and class hours with decreased staffing. CE Budget/Financial Data Reports were difficult to analyze due to the inclusion of BSG/Sail expenditures.

E. QUALITY ENHANCEMENT

Question 1: What on-going methods does your unit use to demonstrate how well it fulfills its stated mission?

CE utilizes the following methods to demonstrate it is fulfilling its mission:

- Strategic goals
- Evaluation and feedback of instructors/instruction
- Redefinition of CCCCD personnel essential job functions
- Compliance with SACS reviews, Co-board reviews and audits
- Individual program meetings with instructors
- Employee/staff training opportunities
- Annual performance reviews
- Continuing Education Department Meetings (3x annually)
- Course evaluations

Question 2: How does the unit use the information generated by these methods to improve effectiveness and quality of your unit?

Method	How information is used
Strategic goals	Document that achievement indicators are being met
Evaluation and feedback of instructors/instruction	Determines areas of instruction for improvement, textbook revisions, and suggestions for new course offerings
Redefinition of CCCCD personnel essential job functions	Re-evaluate, eliminate/shift or add responsibilities
Compliance with SACS reviews, Co-Board reviews and Audits	Indicates compliance/non-compliance with state regulations. If discrepancies are indicated on state reports, this gives us an opportunity to make corrections to these discrepancies
Individual program meetings with instructors	Provides one-on-one feedback from instructor Ideal opportunity to discuss course improvement, new instruction ideas and areas of concern from the instructor and the program director. Discussion of new textbooks and/or instructor aides
Employee/staff training opportunities	Offers professional development to learn, improve or master skills. Awareness or reminder of social issues.

	Time for networking with other employees
Annual performance reviews	Recommendations for job improvement. Time to introduce minor potential problem areas before they become major issues. Valuable discussion time for employee to make supervisor aware of any specific tools needed to efficiently perform job requirements. Employee can request to attend work related course offering
At beginning of each term, entire Continuing Education Department meets (3x annually)	At beginning of each term CE meets to evaluate procedures and processes. Examples: implementation of Adobe Reader to improve schedule editing process; automation of payroll transactions for instructors to eliminate manual processes; implementation of electronic feed file. New processes generally result in less time spent on procedure
Course evaluations	Content and relevance allow us to update textbooks and to be responsive to student needs. **Appendix L** - Student Evaluation Form

3. How have recommendations and suggestions from prior evaluations of this unit been addressed to improve effectiveness and quality?

Prior evaluations resulted in the following improvements

- Payroll processing,

  The payroll process for CE instructors was a long process, involving paper contracts requiring multiple signatures that resulted in a delay of payment to instructors for CE classes taught. As a result of feedback from instructors, Payroll, and Human Resources, Continuing Education revised the Payroll process for CE instructors. The result was the implementation of an extract file from the SchedWare database that fed directly into the Payroll system, eliminating paper contracts and multiple signatures and providing a more timely payment for instructors. The process improvements achieved by the SchedWare database allowed CE to reduce a full time staff position to a part time staff position yielding an $11,000 reduction in personnel costs.

- Simultaneous schedule editing

  For the Summer 2003 Continuing Education schedule, CE implemented the use of Adobe Acrobat to allow for simultaneous editing of the CE

schedule. The result was faster turn-around for the proofing process and increase in accuracy of the proofing process.

- Streamlined the schedule building process.

  The need for better access to SIS data to make more data-driven decisions was the driving force behind the impetus to work with Administrative Programming to develop the BRIO CE snapshot. CE is market driven and therefore must continuously assess and adapt to market demand. It cannot wait for formalized program assessments to identify and make changes to adapt to customer needs. One example would be instituting a separate student evaluation of instruction instrument for ESL students. This was done because 27% of CE's student population is enrolled in ESL classes.

  Student request for open computer labs resulted in establishing a new space for 10 computers (including MAC and UNIX) and varied software to better service students.

- Online Evaluations

  CE is reviewing products that would allow for a real-time online evaluation form to be delivered both immediately after the first class and then again at the end of class. CCCCD's IT department is also possibly developing an online instrument and an online certified roll.

- Tracking Student Success Rate

  Currently there is not a formal tracking of CE students who have completed course work in any of the certificate courses. CE is investigating best practices to implement tracking in the near future.

- Marketing Information from VAX

  CE is now requesting ARO collect all student email addresses so that future target marketing using the internet may be implemented.

- SchedWare

  The backbone for managing, planning and scheduling Continuing Education classes is the SchedWare Database. The Database was designed specifically for the unique needs of scheduling Continuing Education classes and has had several significant revisions to improve processes since its implementation two and one-half years ago. SchedWare is a custom-made database from which CE draws schedule information, multiple reports, instructor contracts, and room assignments. Continuing Education course, schedule, instructor, textbook and room information is stored in this database beginning with 01B data. Since its introduction two and one-half years ago, several improvements have been made. Some of the major enhancements have been:

  - Development of an export file of scheduled classes for a semester. ASP code converts this file into HTML code that can be uploaded to the Continuing Education web site displaying course and registration information. Students can access course information and register in an "online" type environment. The process actually generates an email that is sent to Admissions and Records (ARO) with registration information. This process has greatly reduced the phone time spent by ARO registering Continuing Education students.
  - Development of an export file with Continuing Education instructor payroll information that feeds directly into the Payroll system. This feature eliminated the need for paper contracts and multiple signatures and reduced the manual efforts required by the Payroll department.

- BRIO CE Snapshot

  CE was the driving force behind the development of the BRIO CE Snapshot. CE is committed to making data-driven decisions so staff worked with Anne Feng in Operations Systems to develop a user-friendly front-end to SIS data that would be easily accessible by CE Program Directors.

ANALYSIS OF QUALITY ENHANCEMENT

- CE utilizes a variety of methods to demonstrate that it is fulfilling its mission and uses the information gathered to make improvements to its quality and effectiveness.

- Recommendations and suggestions from prior evaluations resulted in improvements in payroll processing, schedule editing, schedule building, evaluation, student tracking, and scheduling.

- The usage of the CE BRIO snapshot has allowed CE to analyze enrollment patterns of students and make adjustments in course offering locations and schedule distribution.

- A procedure for tracking success of CE students that completed certificate or exam prep classes could be used as a marketing tool in promoting future CE classes.

- An online evaluation process of CE classed would provide more timely and efficient feed-back and would allow CE to re-act even more quickly to making improvements and changes.

I. STRENGTHS AND WEAKNESSES

After reviewing the findings of the Self-Study presented in the previous sections and conducting their own evaluation, the **External Review Task Force** offers their assessment of the strengths and weaknesses of the program being evaluated.

1. Describe and document the strengths of this unit

The following were identified as strengths of the Continuing Education Division:

- CE responds quickly to the needs of its customers and can quickly implement changes that improve the quality of service.

- CE works within budgetary constraints by exploring solutions that do not incur additional expenses.

- CE uses a proven approach (analysis, development, delivery and evaluation) to producing Continuing Education for Collin County.

- CE's review process results in new tools, cost-savings and time-savings. E.g. The BRIO CE snapshot tool allowed CE to analyze enrollments by zip code, make adjustments in course offering locations and schedule distribution, and save $30, 800.

- CE periodically compares its practices against peer institutions and adopts best practices if it will improve quality of service.

- CE has a professional and experienced staff which increased revenues and total class hours every year even with decreased staffing levels

- CE provides products and services for a diverse population at reasonable tuition rates.

2. Describe and document the weaknesses of this unit.

   The following was identified as a weakness of the Continuing Education Division:

   The cost-effectiveness of the CE program could not be determined due to inclusion of BSG expenses.

J. RECOMMENDATIONS AND SUGGESTIONS

Based on the strengths and weaknesses presented in the previous section and their own evaluation results, the **External Review Task Force** offers their recommendations and suggestions as to how to address the weaknesses of the program being evaluated.

Note: the recommendations must be based on the weaknesses described in the previous section. There should be at least one recommendation for each weakness.

Recommendations:

The cost-effectiveness of the CE program could not be determined due to inclusion of BSG expenses. **Recommendation: Isolate CE expense and revenue data.**

Suggestions:

The following were identified as suggestions which could improve CE's quality of service:

- Hire an onsite CE advisor. The CE staff receives numerous inquiries about CE offerings since ARO does no advising for CE students. CE staff is taken away from regular duties and are not always available to answer inquiries.

- List the cost of textbooks. Students are sometimes very surprised at the cost of their textbook after they register (e.g. Oracle texts cost $250). Knowing the full cost of a course would allow a student to determine if they can afford to enroll.

- Do not use SSN as student ID. There is a great concern by our students about privacy protection and identity theft (Dallas Morning News 5-25-03, pg 8, 11). CCCCD practices are loose and inadequate (hard copy documents, attendance sheets, bookstore, etc.)