



Assessment & Improvement: Introduction to the Functional Area Review (FAR)

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What is the FAR?

The Functional Area Review or FAR is an extensive review process that all non-academic departments undergo every 5 years. The process ensures alignment with JCC's mission and goals, and identifies possible improvements to inform operational planning efforts over the next 5 years



Why did JCC implement the FAR?

1. Helps to satisfy the Middle States requirements/recommendations
2. Provides a framework for the college's non-academic areas to conduct goal setting and analysis for their department
3. Provides an external review of the department and the opportunity to share best practices
4. Assists with making recommendations for areas of focus, change and growth

Which departments participate in the FAR?

Accessibility Services - 2021

Admissions – 2022

Advisement - 2024

Applied Learning - 2023

Athletics - 2022

Campus Life - 2023

College Connections - 2020

Community Relations - 2024

Counseling & Career Center - 2024

Developmental Studies - 2022

Facilities - 2020

Faculty Student Association - 2023

Financial Aid - 2021

Fiscal Management - 2022

Foundation - 2023

Galleries - 2022

Global Learning - 2021

Grants - 2021

Health Center - 2021

Honors - 2021

Human Resources - 2020

Institutional Research - 2022

Learning Center - 2021

Library - 2021

Manufacturing Technology Institute (MTI) - 2022

Marketing - 2024

Registrar - 2023

Residence Life - 2023

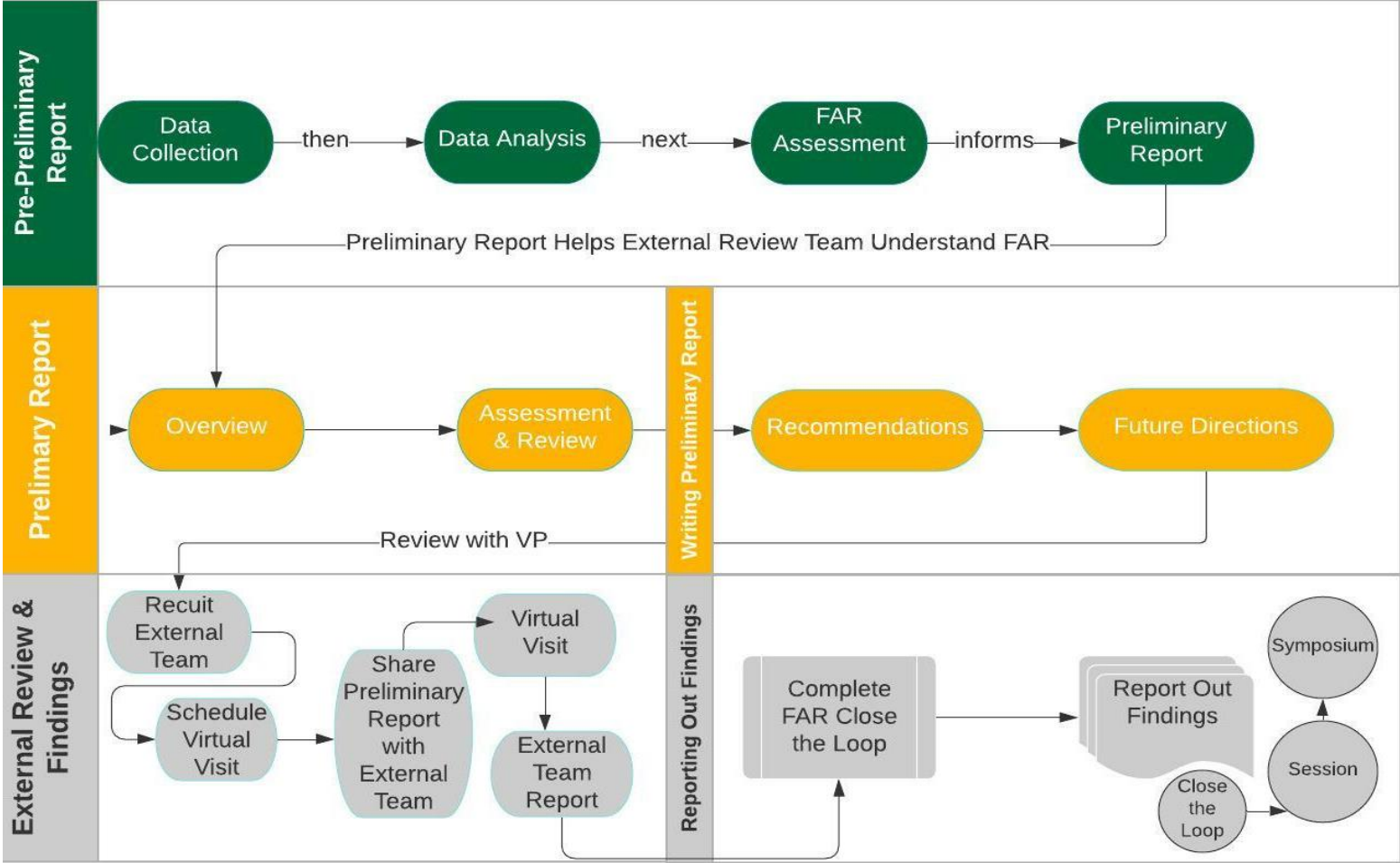
Technology - 2021

Technology Enhanced Instruction – 2024

Theatre - 2023

Workforce Development - 2023

Functional Area Review (FAR) Process



Workforce Development FAR Timeline

September-October

- Team leaders for each departmental FAR are selected
- Internal review team is selected for each departmental FAR
 - Must include at least one person who is external to the department

October-December

- Develop the framework for the review and set the stage for critical analysis
- Administer a survey to the college community to gain feedback about the department and possible improvements
 - Workforce Development also surveys external partners
- Perform SWOT analysis (optional)
- Collect and analyze data to support writing the preliminary report that will be shared with the appropriate VP for approval before sharing with the external review team

Workforce Development FAR Timeline (continued)

December-January

- Identify potential external review team members
 - Members should have expertise related to the functional area under review
- Identify dates for the external review team in-person visit
- Reach out to potential external review team members to gauge their interest in participating in the process and ask them to “save the dates” on their calendars

January-February

- Finalize the preliminary report and submit to the appropriate VP for approval
- Send the full report and all supporting documents to each member of the external review team

Workforce Development FAR Timeline (continued)

March

- Arrange a preliminary meeting with the external review team members to answer any questions or to provide any additional information needed for the in-person visit
- Confirm the team members in-person attendance
- Make accommodation arrangements for each external team member

April

- External team visits meeting with departments or partners as requested
- External team formulates and shares recommendations with the internal team

April-May

- External team writes their formal recommendations report
- Internal team shares the recommendations with their staff and VP to identify future actions to be taken and/or goals



Developing the framework

Questions to ask your team as you begin your review that will help you shape your review and assist with critical analysis of your area

- What do you hope to learn from the review
- What are your challenges/opportunities
- What changes are ahead for your area
- Can you increase enrollment
- Are there activities that could be eliminated in your area



Preliminary Report

- Section 1: Functional area overview
- Section 2: Assessment and review of the functional area
- Section 3: Planning, budgeting, & assessment
- Section 4: External considerations
- Section 5: Preliminary report summary and future directions



Preliminary Report Section 1

Provides a brief overview of the functional area

- Vision and mission statements
- Current enduring values
- Brief history of the functional area
- Current personnel

*include an organizational chart in the appendices



Preliminary Report

Section 2

Provides a brief overview of the current situation of the functional area. Includes 4 sub-sections:

2.1 Current Services

2.2 Current Programs

2.3 Current Processes

2.4 Program Student Learning Outcomes

*Recommendations based on this analysis are listed in section 5



Preliminary Report Section 2

2.1 Current Services

- Provide a summary of the current services provided
- Based on data collected analyze what is working well, what needs improvement, and where more information is needed



Preliminary Report Section 2

2.1 Current Services

JCC examples from 2018 FAR

- Testing center
- Facility rentals
- Business/Community outreach
- Department of Social Services training coordinator contracts

*Showed an explanation and/or data for each service



Preliminary Report

Section 2

2.1 Testing Center Example - 2018

Testing Center - Our offices in Jamestown and Olean house Pearson VUE tests centers. Dunkirk stopped offering testing in 2017-18.

Year	Dunkirk	Olean	Jamestown	Totals
2015-2016	\$2,694	\$2,896	\$2,812	\$8,402
2016-2017	\$1,530	\$2,875	\$4,807	\$9,212
2017-2018	*\$0	\$4,253	\$3,589	\$7,842
Overall Total	\$4,224	\$10,024	\$ 11,208	\$25,456



Preliminary Report Section 2

2.2 Current Programs

- Provide a summary of the current programs provided by the functional area.
- Based on data collected analyze what is working, what is not working, and what needs improvement.



Preliminary Report Section 2

2.2 Current Programs

JCC program categories from 2018 FAR

- Community Computer Courses
- Contract Training
- Job Related (Open Enrollment)
- Youth Programs
- Personal Enrichment
- Ed2Go

2.2 - JCC example Job Related (Open Enrollment) 2018 FAR

The job related open enrollment courses have mixed results based on the JCC location.

Jamestown	Number of Classes Offered	Number of Active Classes	Registration Numbers	Number of Cancelled Classes
2015-2016	39	19	115	20
2016-2017	27	10	133	17
2017-2018	51	21	205	30

Dunkirk	Number of Classes Offered	Number of Active Classes	Registration Numbers	Number of Cancelled Classes
2015-2016	16	6	44	10
2016-2017	15	6	58	9
2017-2018	11	5	48	6

Olean	Number of Classes Offered	Number of Active Classes	Registration Numbers	Number of Cancelled Classes
2015-2016	38	27	225	11
2016-2017	41	25	634	16
2017-2018	30	20	289	10

Preliminary Report

Section 2

2.3 Current Processes

- Provide a summary of the current processes utilized by the functional area.
- JCC examples
 - Annual goal setting and tracking
 - Course creation
 - Course registration and payment
 - Reporting/data collection
 - Marketing programs and services



Preliminary Report

Section 2

2.4 Program Student Learning Outcomes (SLO's)

SLO's are required for areas working directly with students.

- What do we expect students to learn from our programs
- What assessments are in place to ensure students are learning each outcome



Preliminary Report

Section 2

2.4 Program Student Learning Outcomes (SLO's)

JCC's WD current SLO's and assessment

- Master course syllabi listing description, hours, topics covered and student learning outcomes
- Course student evaluations
- Tests/exams, if applicable
- Final project or presentation to illustrate learning
- Discussion with instructor to review what worked, what did not work, and any changes needed moving forward



Preliminary Report

Section 3

Provides a brief overview of the current planning, budgeting and assessment processes. Includes facilities and support from other functional areas. Includes 3 sub-sections:

- 3.1 Planning, budgeting, and assessment
- 3.2 Facilities, equipment, and technology
- 3.3 Support from other functional areas



Preliminary Report

Section 3

3.1 Planning, budgeting, and assessment

JCC examples from 2018 FAR

- Annual goal setting and tracking procedure highlighting its alignment to the College's goals
- Explanation of various budgets and how they are formulated
- Course planning process



Preliminary Report

Section 3

3.2 Facilities, equipment and technology resources

- A description of each physical building including square footage, gathering spaces, offices, and classrooms
- An explanation of the technology and equipment available to staff and students



Preliminary Report

Section 3

3.3 Support from other functional areas

- AV Department
- Academic Affairs
- Admissions
- Buildings & Grounds
- Business Office
- HR
- Marketing
- Registrar



Preliminary Report

Section 4

Provides a brief analysis of any external considerations for the functional area. Includes 3 sub-sections:

- 4.1 List of relevant professional & ethical standards
- 4.2 Current trends and best practices
- 4.3 Developing issues



Preliminary Report

Section 4

4.1 List relevant professional & ethical standards

- Explanation of how the area follows existing college policy
- List professional affiliations and memberships
 - CEANY
 - LERN
 - Others



Preliminary Report

Section 4

4.2 Current trends and best practices

This is an opportunity to give more explanation of what your functional area does to help students, the community and the college.



Preliminary Report

Section 4

4.3 Developing issues

Analyze any issues that may be a factor in the next five years and what are the action plans to address these issues

Preliminary Report

Section 4

4.3 Developing issues

Examples:

- Population changes/demographics
- Industry/economic changes
- Federal or state regulations
- SUNY requirements



Preliminary Report Section 5

Preliminary report summary and future directions.

This section is where the internal team summarizes their recommendations for functional area improvement



Preliminary Report Section 5

The recommendations come from the information shared in sections 2, 3, and 4. The recommendations should

- Determine the need for changes in services, programs, and processes
- Identify resources and personnel needed
- Identify new goals
- Identify other areas of the college that could be impacted by the recommendations



External Review Team & Report

The external review team's purpose is to provide objective feedback to the functional area with the goal of improvement



External Review Team & Report

Choosing your team

- No less than 2 people
- Should come from institutions with similar programming to the functional area
- Institutions should be a similar size
- Can be an institution that your area deems inspirational



External Review Team & Report

- Once the team is chosen and confirmed share the preliminary report for their review
- Schedule the on campus team visit
- Schedule a call with the external review team about a month prior to the visit to firm up details and answer any questions about the preliminary report



External Review Team & Report

- External review team report should include
 - The date and list of people in meetings
 - The team's assessment of the functional area, including major strengths and weaknesses
 - The team's recommendations to the vice president for area improvement



Final Reporting Requirements

After the external review team submits their report the internal team prepares the following documents for their vice president's review

- The preliminary report
- The external review team's report
- Action plans to implement recommendations
- A completed functional area review recommendations form

How can a FAR help you?

1. Helps to satisfy the Middle States Culture of Evidence
2. Forces you to take an analytical approach to programs, services, and processes
3. It is an advocacy tool when approaching administration for consideration of new programs, department needs or initiatives
4. It is an opportunity to connect with colleagues from other institutions to share best practices and receive objective feedback
5. Acts as an informational document for new hires or for grant applications

Thank you!

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Questions?