

Comprehensive Program Review Report



Program Review - Police Science

Program Summary

2021-2022

Prepared by: Thomas Wilson

What are the strengths of your area?: The Tulare Kings Police Academy and the College of Sequoias is committed to the COS Mission statement: Sequoias Community College District provides excellent higher education in a spirit of equity for our diverse student population. We believe in students achieving their full educational potential and support student success in attaining a variety of degrees and certificates, from basic skills to transfer education and workforce development.

The Police Academy and Training Programs have three main groups of students who utilize the department's training: We are committed to training cadets, peace officers, and support personnel in the philosophy of Community Oriented Policing, with strong emphasis on the principles of leadership, ethics, values, partnership development, problem-solving skills, tactical proficiency, and strategic communication.

The department is regulated and certified by the Commission on Peace Officer Standards and Training (POST). The Program is reviewed and audited by POST every three years. Our review was planned for July 2020, however due to the global COVID-19 pandemic, it has been postponed to late 2021, early 2022.

1. The Advanced Officer Training (AOT) courses currently operate within the department. Prior to March 2020, all AOT courses were managed through the Training Resource Center. The department serves the needs of current law enforcement professionals both in the patrol and detentions occupations. The department offers various courses and topics related to POST mandates as well as the 832 Arrest/Firearms courses. In F20/21 504 attendees received certificates in the AOT courses and 832.
2. The department serves those who are interested in pursuing a career in law enforcement through attendance at the police academy. The police academy is a modular format based course which is a strength of the program. A modular format allows for students to attend and enter at different times throughout the year with two format options, Intensive, and Extended classes. The Intensive format is approximately 6 months long and the Extended format is approximately 10 months in length. The Intensive class is the standard school schedule, Monday through Friday with some weekends, and the Extended class is primarily on weekends, with occasional Friday classes. The Extended format allows for a student to continue working while attending the academy, and its schedule is conducive to working adults. The flexibility of formats with two six-month intensive academies and one ten-month program each year, offers students varied choices.

The success of students in the program continues to show positive outcomes. Module I is our specific course required to obtain the police academy completion certificate. It is the final module for completion of the program. The completion rate has risen from 96% in 2019-2020. In fact, module 1 success had risen over the past 3 years as it elevated to 97.8% in 2020-2021 with 106 students receiving certificates of completion.

In PS310, which is the academy orientation class, success has decreased from 91% in 2017-2018 to 96% in 2019-2020 to 86% in 2020-2021. This decrease is attributed to issues related to the Covid19 pandemic.

For the 2019-2020 academic year the overall success of departmental classes was 89%. In 2020-2021 this number increased to 91.2%. The overall success rate of 91.2% compared to specific ethnic groups was notable at: African-American 92%; White 92%; Hispanic 90%. Multi-Ethnicity saw an increase from the previous year of 84.4% to 95.2%.

In comparing success rates by gender, the department experienced an 88.4% success rate for both genders in 2019-2020. This number increased in 2020-2021 to 91.2%. The overall success rate for male students slightly exceeded the overall average at 91.6%, and female students were just slightly below the overall average at 88.6%.

The Police Academy Program and Training Division continues to have strong support from the local law enforcement community. The Academy is mandated by POST to maintain an Advisory Board consisting of agency executives and COS high level management representatives. The Advisory Board meets three to four times annually to review the program and to provide feedback on training programs and proposed changes.

The Police Academy is committed to the selection of quality instructors and to the continued development of its faculty. Since 2007, POST has required a 40-hour Academy Instructor Certification Course for all police academy instructors, not just the specialized instruction learning domains. This training focuses on Bloom's Taxonomy, adult learning concepts, and assessments of student learning. All staff members must have received AICC training before they are hired.

Quality of instruction and staff is our greatest strength. We serve our students with an incredible team of three full-time staff, and over 100 part-time personnel to meet the needs of our academy, and fulfil the continuing professional training of our students.

Recently implemented initiatives provide opportunities for students who may not normally have been afforded the opportunity to attend the academy based on entry requirements consisting of the PELLETB test. A waiver program was developed which allows for students to apply for equivalency based on any combination of three criteria. This has provided more opportunities for our underserved population of students and all demographic groups.

What improvements are needed?: As identified in the 2020-2021 Program Review, our greatest area for need of improvement is growth within the program. The program enrolment numbers were low and it was reported that there were improvements in numbers leading up to the Covid 19 pandemic. Subsequently numbers have reduced.

The staff, in conjunction with the Advisory Board has implemented many initiatives, as noted during the most recent Program Review in modifying entry requirements, to expanding marketing efforts to help offset the decline. Initiatives that have been developed and implemented include: Strategic Recruitment Plan; Social and News Media Campaigns; Police Academy Public Informational Meetings; Community Open House Events; Outreach in local high schools, community colleges, military bases, and job fairs. These initiatives have been successful in aiding in recruitment. However, some are stalled due to the ongoing pandemic.

Perhaps the most significant initiative now in place is the Waiver Process created to allow waiver of the written PELLETB test. Waivers can be submitted for approval if a student meets one of three criteria: completion of an Associate's degree or higher, completion of a college level English course with a "C" or better grade, or served our Country and received Honorable separation from any US Armed Forces Branch.

Improvements are needed in the area of technology usage in the classroom. Law enforcement continues to advance productivity through integration of electronics to perform their daily job duties. This includes usage of laptop computers, smart tablets and electronic citation machines. The police academy currently utilizes laptops for testing and report writing. Laptops should be brought into the classroom and be used regularly as a tool inline with best business practices.

The academy uses learning activities in the majority of its learning domains. Improvements should be made in this area by implementing scenario based learning activities. These scenarios will help the student learn while applying real time principles with action.

Describe any external opportunities or challenges.: Several challenges on the horizon are in the areas of EVOC and range facilities.

1). Emergency Vehicle Operations Course (EVOC) facilities is an issue that needs review and improvements. The COS Police Academy and Advanced Officer Training (AOT) courses currently utilize the Fresno Police Department's Regional Training Center for high speed EVOC. This RTC is utilized by the Fresno Police Department, the Fresno County Sheriff's Department, The California Highway Patrol, the State Center Community College District Police Academy, and several other law enforcement organizations. Recently, the Fresno County Sheriff's Department also created their own dedicated Police Academy. As a result, the RTC has seen an increased usage of their facility. Available usage dates for the College of the Sequoias Police Academy and AOT programs are now limited and there is concern that we may not be able to schedule the courses in the mandatory time frame required by CA POST. The RTC currently charges a rental fee of \$2,100 per day. Efforts should be made to identify and secure suitable locations to conduct this type of training in a controlled environment.

2). A second challenge is our existing contracts with firearms ranges. Prices continue to increase while range availability dates continue to decrease. Available usage dates for the College of the Sequoias Police Academy and AOT programs are now limited and there is concern that we may not be able to schedule the courses in the mandatory time frame required by CA POST. Efforts should be made to identify and secure suitable locations to conduct this type of training in a controlled environment.

Overall SLO Achievement: All of our current line items generally appear to meet the SLO goals. Our SLO's are tied directly to our modules to help reinforce the materials that are being covered in our lectures.

Changes Based on SLO Achievement: The SLOs were created by previous program directors. Even though the PS courses come close to meeting the target outcomes, they need to be broken down further to identify problem areas. We are working on narrowing the scope of the SLOs to identify problem areas so that we can implement process improvements and eliminate non-value added tasks. We are working hard to be certain that our outcome goals are current, relevant, and plan to adjust them as needed.

We have identified ongoing issues with report writing proficiency. There needs to be a stronger focus on report writing, grammar usage and interview techniques that lead up to report completion.

Overall PLO Achievement: We have found success and positive outcomes in our current overall PLO achievements.

In F20/21 - 504 attendees received certificates in the AOT courses and 832.

In F20/21 - 106 students receiving certificates of completion for the Basic Police Academy.

Changes Based on PLO Achievement: We will continue to promote our offerings and try to recruit more diversity that is representative of the areas we service in hopes of a more diverse enrollment in our program.

Outcome cycle evaluation: The department seems to be making satisfactory progress within a majority of its courses during this reporting period coupled with the challenges of a global pandemic and some civil unrest.

Action: 21-22 Scenario Based Learning Activities

Incorporate scenario based learning activities to replace general learning activities that are less interactive. Scenario-based learning is a learning activity that will allow cadets to learn through their own actions and mistakes, observing the consequences of their actions and reflecting on them. It will also help to accelerate the normal path to the development of job expertise.

Leave Blank:

Implementation Timeline: 2021 - 2022

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): Replace traditional learning methods with the learn by doing concept. The idea that we are capable of learning more about something when we perform the action.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 21-22 Training Vehicle Procurement

The Academy needs to implement a training vehicle rotation and procurement plan. The goal would be to purchase one newer / used model police package training vehicle annually.

Leave Blank:

Implementation Timeline: 2021 - 2022

Leave Blank:

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): Previously the academy utilized training vehicles that were over 10 years old and in unsafe, and at times unusable conditions. A plan should be implemented to procure a newer / used vehicle annually if not every other year while rotating out older vehicles.

Priority: Medium

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Utilization of safe and well maintained vehicles is a POST BCCR accreditation requirement. It is also necessary to keep students safe during vehicle operations.

Resources Description

Equipment - Instructional - Police Package Training Vehicle (Active)

Why is this resource required for this action?: Implementation of ongoing modernization of training equipment. To meet best organizational practices to sustain effective operations.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 7000

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 21-22 Classroom Technology

Expand computer usage in the classroom setting.

Leave Blank:

Implementation Timeline: 2021 - 2022

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): Currently, computers are only utilized for report writing and testing. This action will direct further utilization of computer use for note taking, and research. This will in turn assist cadets with real world technology use similar to what they will encounter in the field of law enforcement.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Equipment - Instructional - Power supplies ran to each desk area x 60, additional / 2 modern wireless printers for class projects. Scope of work requires fixed tables with a central shared electrical outlet for each student. (Active)

Why is this resource required for this action?: To supply ongoing power for laptop batteries to run throughout the course day.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 45000

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Link Actions to District Objectives

District Objectives: 2021-2025
District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.
District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: 2020-2021 Increase Enrollment in the PS Program

Through marketing and social media campaigns increase overall enrollment and boost diversity in the PS program. PS313 student quality should increase due to an instructor change plus the encouragement to enroll and then become a feeder into the Police Academy.

Leave Blank:

Implementation Timeline: 2019 - 2020, 2020 - 2021

Leave Blank: 10/01/2019

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Identify related course/program outcomes: Using basic English skills students will be more prepared for the Academy Entrance examination as well as for the Academy itself.

Person(s) Responsible (Name and Position): Darrell Smith

Rationale (With supporting data): The decrease from 271 to 152 in FTES

The client agencies are in need of increased eligible cadets pool to fill the available positions throughout the central valley.

Priority: High

Safety Issue: No

External Mandate: Yes

Safety/Mandate Explanation: Client agencies are asking for increase number of quality cadets that can be recruited to their agencies to fill available positions.

Update on Action	
<i>Updates</i>	
Update Year: 2021-2022	09/08/2021
Status: Continue Action Next Year	
We continue to move forward on this action item with new ideas and marketing. Covid 19 continues to be a hinderance with group recruitment efforts.	
Impact on District Objectives/Unit Outcomes (Not Required):	
Update Year: 2020 - 2021	09/22/2020
Status: Continue Action Next Year	
Action Continued. Growth continues to be an area for improvement. A Recruitment Strategy Plan was developed and implemented during this academic year which has had positive results on attendance. Although we are heading in the right direction, there is much work to do.	
Impact on District Objectives/Unit Outcomes (Not Required):	

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 1.1 - The District will increase FTES by 1.75% over the three years
District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years

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District Objective 2.4 - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: 2020 21 Develop training with a focus on Fair and Impartial Policing

In partnership with POST and College of Sequoias leadership, develop and implement training to address recent trends in the areas of Fair and Impartial Policing.

Leave Blank:

Implementation Timeline: 2020 - 2021

Leave Blank:

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Identify related course/program outcomes: To develop basic competency in critical knowledge, skills and abilities necessary to perform

the job of an entry-level peace officer and to foster the development of professional values, principles, ethics and a spirit of service for and partnership with, the community.

Person(s) Responsible (Name and Position): Darrell Smith

Rationale (With supporting data): Our current and future law enforcement officers will continue to be challenged to be problem solvers well beyond the traditional scope of the field. Public scrutiny has continued to increase, and nationally, it is at an all time high. With such broad and critical responsibilities in the hands of local law enforcement agencies, it is more important than ever to provide our students with up to date and proven methods of training which address the many challenges they will face in their field.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

Action: 2018/19 Develop Procedures Manual for the Police Science Division

Due to the amount of specific processes and procedures related to the operation of POST training, it is necessary to develop a formal Procedure manual outlining specific actions required on a day-to-day basis. While some progress has been made toward this with covid-19 impacts, this project has been placed on hold.

Leave Blank: Essential for Operation

Implementation Timeline: 2020 - 2021

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Identify related course/program outcomes: While some progress has been made toward this with the last full-time Director, this action still needs addition work.

Person(s) Responsible (Name and Position): Darrell Smith

Rationale (With supporting data): The Police Science Division has a small full-time staff with limited redundant systems available for staff replacement. If a staff member is out for any period of time, there is limited back-up data to allow another person less familiar with the work process to meet the needs of the program.

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Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation: N/A

Update on Action

Updates

Update Year: 2021-2022

09/08/2021

Status: Action Completed

I looked and could not find anyone who knew of this action or had any records. I have created a Policy & Procedures Manual which was implemented in July. It is a living document that will be added to and modified as needed.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2015-2018

District Objectives - 4.1 - Improve operational systems based upon data driven decision-making as described in the COS 2.0 manuals.

District Objectives - 4.2 - Improve the efficiency, effectiveness and communication of human, physical, technological, and financial resources to advance the District Mission.

Action: Printer Acquisition

Obtain 2 replacement printers. 1 for the Academy classroom and the other for the Academy Office.

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Implementation Timeline: 2021 - 2022

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Tom Wilson

Rationale (With supporting data): The Academy has 2 existing printers that are non contract. Both are outdated and mostly non-functional. The 1st printer is located in the classroom and is utilized by all class students to print practice reports and test reports. The 2nd is in the Academy office and is used to print secure POST test materials. It also is used to print sensitive student documents.

Priority: High

Safety Issue: No

External Mandate: Yes

Safety/Mandate Explanation: POST regulations require strong test security and controls be implemented around test materials. Printing documents in a separate room that is unattended could be deemed a violation.

Resources Description

Technology - Laser or Inkjet Business Printer w/ Wireless Networking, Duplex & Dual Paper Trays Business monochrome laser printer for offices and small workgroups. Cost-efficient output thanks to a high-yield 8,000-page replacement toner

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cartridge (approx. yield based on ISO/IEC 19752). Prints up to 42ppm, at up to 1200 x 1200 dpi resolution. Advanced security features helps restrict against unauthorized printing and protect sensitive documents. 250-sheet and 520-sheet capacity adjustable paper trays standard, plus 50-sheet capacity multi-purpose tray for an 820-sheet total paper capacity. Expandable to 1,340 sheet capacity with optional add-on tray. Automatic duplex printing helps save paper. Easy sharing via Ethernet or wireless network. Print from mobile devices over wireless network. Backlit LCD display for easy menu navigation. (Active)

Why is this resource required for this action?: To aid in classroom workflow and obtain security for sensitive testing documents.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 1300

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years

District Objective 2.4 - By 2021, Increase the percentage of CTE students who achieve their employment objectives by 5 percentage points