PALOMAR COLLEGE® Learning for Success

Program Review & Planning (PRP)

ANNUAL UPDATE
Part 1: General Information

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area.

The Annual Update is designed to help you track progress on your three-year plan. It allows for updates to your plan based on:

1) updates to Service Area Outcomes assessment cycle or unit data;
2) new events, legislation, or processes that affect your unit's ability to meet your mission; and
3) a review of progress on your three-year plan's goals.

Date:	09_18_19
Unit Name:	Institutional Research and Planning
Department Name:	Institutional Research and Planning
Division Name:	The Office of the Superintendent/President
Name of person responsible for the Program/Unit:	Michelle Barton
Website address for your unit:	

Please list all participants in this Program Review:

Name	Position
Michelle Barton	Sr. Director
Michael Large	Principal Research and Planning Analyst
Grace Robertson	Senior Research Analyst
Rachel Miller	Research Analyst
David Vazquez	Research Analyst

SECTION 1: Staffing Updates and Services Updates

Staffing

Using the table below, describe any changes you have experienced in staff in the past year.

Full-time Staff		Part-time Staff	
Total Number of Full-time Staff	No Change	**Total Number of Permanent Part-time Staff**	No Change
Number of Classified Staff		**FTE of Part-time Staff (2X19 hr./wk = .95)**	
Number of CAST Staff		**FTEF of Part-time Faculty**	
Number of Administrators			
Number of Full-time Faculty			

Describe additional temporary hourly or contract staff support this unit and/or department? (Include FWS/District Student Worker/Veteran Student Worker)
No Change

Program/Unit Description

Has the services your unit performs changed in any way over the past year?
No Change

ANNUAL UPDATE
PART 2: PROGRAM/UNIT ASSESSMENT

SECTION 1: Service Area Outcomes Update

GOT SERVICE AREA OUTCOMES?

Outcomes are statements written in support of student learning to show direct support (instruction) or indirect support (services) provided on campus. Assessment is the way we measure how well we are achieving our outcomes.

For non-instructional areas, outcomes are called Service Area Outcomes (SAO).

So what is a SAO?

A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. Clients can be students, faculty, staff, or community members.

As part of our three year planning and review cycles, all non-instructional units are asked to:
- identify at least two SAOs,
- develop a plan and assess their SAOs,
- reflect on the results,
- and take action, as necessary.

Palomar has adopted TracDat as our official repository for SLO and SAO Assessment information.

Review and/or define your SAOs and assessment plans and ensure they are entered in TracDat by:
1) Login to Nuventive Improve (TracDat): https://www2.palomar.edu/pages/sloresources/2015/08/10/tracdat/.
   Your Palomar username and password will get you in.
2) Update or add your SAOs and assessment plans.

NEED HELP?
    TracDat:
    1) If you need help with anything TracDat related such as login, unit identification, entering SAO info, contact Marti Snyder at msnyder2@palomar.edu.
    2) Check out this video on how to enter SAOs in TracDat: https://youtu.be/b1sRa68wm4c

    Defining and Assessing SAOs:
    Not sure if your SAOs make the grade? Need some help writing an SAO? Not sure about how to assess your SAOs?

1. Hartnell's SAO Guide is a nice resource! Thank you Hartnell!

2. Contact Michelle Barton at mbarton@palomar.edu. We have a resource support team to help.

3. The SAO template at the end of this document is a useful template for defining an SAO and assessment plan. It is modeled off what we enter in TracDat.

Are all of your unit's SAOs and assessment plans entered in TracDat?	YES X	NO

If NO, describe why and identify a data by which they will be entered.

If you have completed any SAO assessments over the past year, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments. If you have not completed SAO assessment's document why (e.g., SAO was assess last year).
1) See Comprehensive Review from last year
2)
3)
4)

SECTION 2: Other Assessment Data

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below.
The Office is continuing to work on improving the efficiency of operations. This year two analysts will begin working to establish a standard SQL library.

SECTION 3: Achievements and Other Relevant Information

Describe your program's achievements over this past year. Where possible, describe how these achievements are related to our students and their success!
1. Completed the Rancho Bernardo Center Needs Study. Center status is critical to the College's long-term viability. The Center serves residents living in the southern area of the District. 2. Developed a Student Centered Funding Formula calculator. The calculator allows the College to project its Total Computational Revenue over a four-year period. 3. Initiated development of a student journey data system which allows users to monitor student cohort progress from entry to completion. 4. Completed the Promise Program evaluation 5. Successfully launched the College's Institutional Self Evaluation study with over 80 individuals participating in the college's self-evaluation for accreditation.

Describe or provide an update on recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit?   What effect will these changes have on your program/unit?
See Comprehensive Evaluation from last year.

In addition to (or in response to) the changes listed above, what board policies, procedures, and processes need to be updated, created, or deleted?
See Comprehensive Evaluation from last year.

ANNUAL UPDATE
PART 3: Progress on Goals

Review the goals listed on your comprehensive review and summarize progress you have made on the strategies for implementation. If the unit has experience barriers for impel in implementing the goals, describe those challenge

Goal #1			
Goal from Comprehensive Review	Improve efficiencies within the department to increase the number of projects that are completed within their identified timelines.		
Goal Status (insert an "X" in box most closely aligned with the status of this goal).	**Not Started**	**In Progress** **X**	**Completed**
Describe Progress	IR&P has reviewed its processes for monitoring and tracking progress on projects. This year, two analysts will work on reviewing and centralizing data tables in the research data repository. The Principle Research Analyst will reinstitute regular meetings with Analysts to monitor progress on their projects including developing specifications for project tasks and completion dates.		
Describe Barriers to implementation	The office continues to receive last minute requests for information or projects. For example, the office received a request to provide significant data and support for two GEAR UP Grants two days before winter break. The request for data included a due date of two days after our return from break. When the office receives this type of request, everything must get dropped and focus placed on the request. This interferes with the planned project work. While we have established recurring reports and grant submission timelines, we are often not informed of a need for new reports until they are due.		
Describe Outcomes (if any)	Our efficiency is improving and we have implemented better tracking and documentation of project status and completion metrics.		
Goal #2			
Goal from Comprehensive Review	Help build and strengthen a culture of data use at the College, where data/information/research is more accessible and used to inform decisions.		
Goal Status (insert an "X" in box most closely aligned with the status of this goal).	**Not Started**	**In Progress** **X**	**Completed**
Describe Progress	IR&P initiated work to redesign our website. This work will continue this year as the college updates its website. IR&P is supporting the Regional Strong Workforce Faculty Institute. The purpose of the Institute is to inspire faculty to 1) think critically about their courses in terms of retention, persistence, and success outcomes; 2) examine course data with researchers to better understand current outcomes; and 3) use that information to develop promising solutions in the classroom that improve outcomes. The Institute includes three components: 1.Two in-person professional learning events		

	2.Faculty project 3.Research investment to support the work at each college Twenty-one faculty are participating in the institute. IR&P is currently working to provide the faculty with data about their students and their courses in anticipation of the first all-day retreat. IR&P hopes to utilize this approach to standardize a data-coaching process at the college.
Describe Barriers to implementation	Resources and time commitment from IR&P staff. May take us off a few other high priority projects. However, this is a commitment made by the region.
Describe Outcomes (if any)	Outcome not yet realized as work is in progress.

Goal #3			
Goal from Comprehensive Review	Review/Revise/Refine Integrated Planning Process		
Goal Status (insert an "X" in box most closely aligned with the status of this goal).	**Not Started**	**In Progress** **X**	**Completed**

Describe Progress	Palomar is currently engaged in an IEPI Partnership Resource Team (PRT) project with two goals focused on governance and integrated planning. In addition, through FCMAT the college is working to clearly connect program review to budget and resource allocation. To this end, IR&P received a charge to revise the program review and process across the college. The charge includes the following:
	  o Align PRP cycles
	  o Develop standardized reporting forms (instruct/noni nst)
	  o Implement cycle in manner to inform resource allocation processes of college
	  o Ensure feedback
	
	Progress to date:
	  o Small workgroup formed.
	  o Standard three-year cycle defined.
	  o Standard noninstruction PRP form adopted – Non-instruction form includes resource allocation requests tied to program plans.
	  o Implemented PRP process collegewide for fall term to inform budgeting development and resource allocation processes in spring		

Describe Barriers to implementation	Institution will need to authentically connect resource allocation to program review, which in the past has been lacking. The structures can be put into place, but the institution will need to commit to the process.		
Describe Outcomes (if any)	1) Standard PRP forms across the institutions created 2) Standard PRP cycle defined		

Goal #4	
Goal from Comprehensive Review	Increase the college community's understanding of accreditation; initiate work on the Institutional Self Evaluation Report (ISER)

Goal Status (insert an "X" in box most closely aligned with the status of this goal).	Not Started	In Progress X	Completed
Describe Progress	The Accreditation Writing Leadership Team and the Accreditation Steering Committee successfully launched the college's ISER project in the Fall term. With over 80 individuals participating on a writing team, all but one writing team completed their first writing assignment.		
Describe Barriers to implementation	None		
Describe Outcomes (if any)	Accreditation SharePoint Site Completed writing assignments		

Goal #5			
Goal from Comprehensive Review	Hire a grant manager and implement a standard grant process.		
Goal Status (insert an "X" in box most closely aligned with the status of this goal).	**Not Started**	**In Progress** **X**	**Completed**
Describe Progress	Grant Manager job description and position authorization form was completed and submitted to the Superintendent President. A grant website and grant proposal request form was developed. A draft grant handbook was created.		
Describe Barriers to implementation	No progress has been made on the hire of a grant manager. Position authorization was submitted and we were informed it would go through the process, but nothing has happened. IR&P has gone as far as we can without institutional support.		
Describe Outcomes (if any)	Grant Manager job description completed. Grant proposal request completed and posted. Draft grant handbook created and reviewed.		

The Strategic Plan 2022 includes the College's Vision for Success (VfS) outcomes. Review the VfS goals and reflect on how your unit supports these outcomes. Identify one strategy your unit will implement to help the college meet these outcomes. Click here access Strategic Plan 2022.
To help the college meet its Vision for Success outcomes, IR&P will develop and promote a set of tools which allows the community to follow cohorts through their educational journey.

Describe any changes to your goals or three year plan as a result of this annual update.
With the FCMAT report, IR&P's priorities will change over the next year. The focus will be on the following: • Reviewing and validating data used for internal reporting • Providing support for negotiations on an as needed basis • Providing support to integrate enrollment management strategies and reports throughout the college The college needs to determine if it will be supporting the development of a Grants Office. A grants office would support the college in both pre- and post-award grant activities. While a formal grants mechanism on campus is important for promoting and securing grant awards, it is just as critical that such a mechanism exists to ensure that grants are appropriately monitored and implemented. Without dedicated resources, IR&P cannot fully support this function.

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PART 4: RESOURCES

Reflect upon the three year plan you created as part of your comprehensive review, your annual update, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures). How will you allocate resources to implement your plan? Describe additional resources needed to improve the effectiveness of your unit/program. All resource requests must be aligned with the College's Strategic Plan. Click here to access the **Strategic Plan 2022**.

SECTION 1: Reallocation or Reassignment of Resources

Summarize any reallocation/re-organization of resources you are making based upon your three-year plan or your annual update, your current operations, and any upcoming factors in legislation. Describe the impact of the reallocation of resources to your unit.

SECTION 2: Need for Additional Resources				
STAFFING				
If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section.				
Title	Three Year Plan Goal	**Strategic Plan 2022 Goal/Obj.**	New / Vacant / Modified / Temporary	Describe Need:
1)Grants Manager (Proposed) **SAME AS LAST YEAR**	Goal #5	See prior year	New	A grants manager is needed to create and oversee an institutional grants process at the college. While Palomar has been successful at obtaining grants, there is not institutional support for a grants process or coordination between individuals who apply for/receive grants. A Grants Manager would provide support in the areas of application, pre-award, and post-award activities.
2)Grants Administrative Support **SAME AS LAST YEAR**	Goal #5	See prior year	New	If the college moves forward with a Grants Manager position, in a subsequent year, administrative support would likely be needed to ensure appropriate communication and reporting of grant deadlines, reports, etc.
3)Institutional Research Analyst	Goal #1	See prior year	New	Once IR&P has completed its internal improvement activities to improve institutional effectiveness, an assessment should be completed to determine if an additional Analyst is needed to support the college.

TECHNOLOGY					
If you are requesting TECHNOLOGY, please fully complete this section. If not, skip to the next resource section.					
Resource	Unit's Three-Year Plan Goal	**Strategic Plan 2022 Goal/ Obj.**	Cost ($$$)	Describe need and identify if the technology need will require: 1) extra wireless access, 2) integration with existing technology (hardware and software such as PeopleSoft), and/or 3) operational maintenance and support.	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across <u>ALL</u> of your Technology, Equipment, or Other Resource Requests.
1) Computer and technology to support Grant Staff	Goal #5	See prior year	$10,000	If a Grants office is established, appropriate technology will be needed to support the staff's work.	TBD
2)Tableau Enterprise Support and Installation OR utilize/provide training on currently available software to improve	Goals #1 and #2	See prior year		The College purchased Tableau Enterprise to improve visualizations and presentation of online information. IR&P needs support from IS to set up and integrate the Tableau Enterprise system. OR, a decision should be made regarding some type of tool or set of tools to improve the way data is presented and visualized.	1

online data presentation and visualization					
Interactive White Board for office	Goals #1 and #2	See prior year	$800.00	Office Staff often work together to discuss and document project and design ideas. Currently we have a few very small white boards, which does not allow us to pull up data and content to review as we discuss.	2

EQUIPMENT (Other than technology)

If you are requesting EQUIPMENT, please fully complete this section. If not, skip to the next section.

Resource	**Three Year Plan Goal**	**Strategic Plan 2022 Goal/ Obj.**	**Cost ($$$)**	**Describe need:**	**For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across ALL of your Technology, Equipment, or Other Resource Requests**
1)					
2)					
3)					

OTHER RESOURCES

If you are requesting OTHER RESOURCES not described above, please fully complete this section. If not, CHEERS!!! You are DONE!!!

Resource	**Three Year Plan Goal**	**Strategic Plan 2022 Goal/ Obj.**	**Cost ($$$)**	**Describe need:**	**For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across ALL of your Technology, Equipment, or Other Resource Requests**
1) Office space for grants personnel	Goal #5			If the College builds out a Grants office (or personnel), office space will be needed.	TBD

ANNUAL UPDATE
PART 5: FEEDBACK AND FOLLOW-UP

Once your Program/Unit PRP is completed, your division or planning council should review and discuss based on your Vice President's planning process. This area is intended for summary feedback and recommendations from the divisional review.

Confirmation of Review by Division / Planning Council	
Person/Group/Council Who Reviewed PRP	
Date	

Feedback
1. Progress on Goals.
2. Areas of Concern, if any:
3. Assistance/Guidance for addressing barriers for goal completion.

SERVICE AREA OUTCOMES TEMPLATE

Date Identified or Last Reviewed	Description of SAO (What is your SAO?)	Assessment Method (How will/do you measure or assess it?)	Criterion (How will/do you know if you met the outcome?)	Date of Assessment	Date of Next Assessment
1)					
2)					
3)					
4)					