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2021-2022 COMPREHENSIVE REVIEW

OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON-INSTRUCTIONAL PROGRAMS

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 and strategies necessary to improve the operation of your area. With that in mind, please answer the following questions.

BASIC UNIT INFORMATION

Program/Unit Name
Institutional Research and Planning

Department Name
Institutional Research and Planning

Division Name
Office of the President

Name of Person responsible for the Program/Unit
Michelle Barton

Website address(es) for your program(s)/unit(s)

Webpage URL 1

Unit webpage
https://www2.palomar.edu/pages/irp/

Please list all participants and their respective titles in this Program Review

Participant	Title
Michelle Barton	Sr. Director
Michael Large	Principal Research Analyst
Grace Robertson	Sr. Research Analyst
Rachel Miller	Research Analyst
David Vazquez	Research Analyst
Marti Snyder	Accreditation Coordinator

PROGRAM/UNIT MISSION STATEMENT

What is you Program/Unit's mission statement?
The Office of Institutional Research and Planning (IR&P) is dedicated to providing our campus community with information and decision-making support to advance the College's mission. IR&P pursues institutional effectiveness through research, integrated planning, accreditation, internal and external reporting, and grants.

In fulfilling its mission, the IR&P office is guided by a set of core values.

Continuous Improvement

IR&P focuses its efforts on producing information and engaging in processes aimed at helping the College promote learning and success. This is achieved by providing guidance, information, and data tools to facilitate decision making and support teaching, learning, planning, and service delivery.

Culture of Data Use

IR&P promotes the dissemination and use of data throughout the campus. IR&P makes research and data tools accessible and salient, so that it may further discussions regarding learning, success, and other practices.

Integrity

Integrity drives all the work of IR&P, demanding quality and accountability. The research office emphasizes accuracy, dependability, and timeliness.

Equity

IR&P is committed to equity and to providing research support necessary to ensure equity for Palomar students and staff.

Service Orientation

IR&P strives to provide value to the college community through responsive, respectful, and supportive collaboration with others.

Describe how your mission statement aligns with and contributes to the College's Vision and Mission.
Lead with Office of Inst. Research and Planning

IR&P supports the mission of the College by providing the tools and information necessary for college leaders to make informed decisions that empower and support students. The Office of Institutional Research and Planning provides the data and analyses that help evaluate whether or not students are achieving their academic goals.

Specifically, IR&P supports the mission through integrated planning processes focused on student success and goal attainment. In addition, IR&P provides research on student outcomes in such areas as transfer, general education, basic skills, and career education. The unit is committed to the College's Vision, Mission, and Values and considers the impact to students in every project it completes. With an equity focus, the unit provides additional data disaggregated across student groups. Recognizing that our students have diverse lived experience, the unit will provide intersectional data that goes beyond a single level of desegregation where possible.

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PROGRAM/UNIT DESCRIPTION

Staffing

Use the Permanent Staff Count link below to answer staffing questions.

Link: Permanent Employees Staff Counts

This form required a login and password to access. Please use your Palomar email and password to log in.

Full-Time Staff	**Part-Time Staff**

Total Number of Full-time Staff
6.00

Total Number of Permanent Part-time Staff

Number of Classified Staff

FTE of Part-time Staff (2x19 hr/wk=.95)

Number of CAST Staff
1.00

FTEF of Part-time Faculty

Number of Administrators
5.00

Number of Full-time Faculty

Describe additional temporary hourly or contract staff who support this unit and/or department. (Include FWS/District Student Worker/Veteran Student Worker)
On occasion, the office will utilize temporary research analysts to address the volume of work it needs to complete. However, it is difficult to find temporary support with the skills and knowledge of the College's databases to perform this work.

As part of the PRP cycle, Human Resource Services has provided organizational charts for all non-instructional

units. Please review the charts and answer the following questions:

In reviewing your organizational structure, what are the strengths and opportunities this structure brings to the department, division, and college?
The organizational structure is well established and provides for consistent institutional research and planning support. By employing this structure, the institution ensures data are consistently defined and analyzed utilizing standard data definitions and procedures.

Note - On occasion, IRP receives requests for student level data for outreach purposes. The office does not release data at the student level for privacy and security reasons. Also, the office is focused on analysis and research that can be applied to planning and improvement at the institution and program/discipline level. For complex requests, we have provided support. However, this type of request is not a designated function for the office, and it takes away from the ability of staff to complete their other assignments.

In reviewing the organization structure, are there areas that could be improved if you were structured differently (i.e., efficiencies, communications/collaboration with the college, needs, etc.)
No.

Program/Unit Description

Who utilizes your services
Students, faculty, staff, administration, Board of Trustees, and the District community.

What services does your program/unit provide (Describe your program/unit)?
● Integrated Planning - IR&P leads and supports the institutional planning process for the College. This includes facilitating the development, implementation, and review of the College's Integrated Planning and Resource Allocation Model. This model connects and integrates the College's long-range, medium-range, and short-range planning processes to resource allocation. This support also includes preparing and disseminating internal and external scans, developing enrollment forecasts, providing data and tools to support schedule planning, and preparing data for Program Review and Planning.

● Institutional Research and Evaluation - IR&P conducts research and evaluation for programs and services at the College to facilitate and improve institutional effectiveness. Examples of such research include development, preparation, and dissemination of equity reports, evaluation of the Service Learning, Faculty Strong Workforce Initiative, implementation and evaluation of placement models, and examination of distance education enrollment and outcomes.

● Accreditation - IR&P facilitates and leads the institutional accreditation process for the College. This includes working with the campus community to ensure all reports (annual, mid-term, follow-up, self-evaluation, and substantive change) are completed and submitted in a timely manner. It also includes engaging the college community around accreditation standards and integrating the standards into the ongoing planning and evaluation.

● Internal and External Reporting and Accountability - IR&P is responsible for several external reporting and accountability requirements, such as the Integrated Postsecondary Education Data System (IPEDS) survey reporting and integrating state-level accountability metrics into the institutional planning process. IR&P also prepares and disseminates internal documents, reports, and data tools such as the Enrollment Dashboards, Annual Fact Book, Institutional Effectiveness Presentations, and High School Performance reports. IR&P also engages with regional consortia to help guide and participate regional research efforts.

● Grants - IR&P provides support for an institutional grants process at the college. IR&P has been developing and proposing a grant's management process and grant proposal submission form, providing technical support and data for the development of grant proposals, and supporting research and evaluation activities included in grant awards. This past year, the office received approval to hire a Grants Manager to oversee the grant management process from pre-award, to award, to post-award.

● Institutional Effectiveness Support - IR&P engages in activities to further its overarching charge of supporting, maintaining, and/or improving institutional effectiveness. This includes participating in many of the College's planning councils and committees through membership and provision of research, planning, and technical support. In addition, IR&P supports the Board of Trustee's Annual Goal Setting and Institutional Effectiveness review cycle and provides leadership and technical support for Institution-Wide Effectiveness Initiatives.

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PROGRAM/UNIT ASSESSMENT

SERVICE AREA OUTCOME ASSESSMENT

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 an 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 Nuventive Improve (previously named 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 Nuventive Improve by:

1) Login to Nuventive Improve (previously TracDat) https://idmpg.palomar.edu/_layouts /PG/login.aspx?ReturnUrl=%2Fsso%2Fdefault.aspx.. Your Palomar username and password is your login.

2) Check your SAOs for **currency** and **sunset** any SAOs if you no longer plan to assess them.

3) Revise or edit your current SAOs by revising their wording and/or updating the assessment and assessment results.

NEED HELP?

Nuventive Improve:

1) If you need help with anything Nuventive Improve 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 Nuventive Improve: 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.

A template for entering SAOs can be found on the IR&Ps Non-instructional Program Review and Planning website

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)					

Are all of your unit's SAOs and assessment plans UPDATED and ENTERED in Nuventive Improve?
Yes

SAOs SUMMARIES AND REFLECTIONS

For each SAO in Nuventive Improve summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments.

SAOs

SAO 1

SAO Title
As a result of IR&P's work to facilitate the College's integrated planning process, the campus community will express familiarity with the Vision and Mission of Palomar College.

Assessment Status
Assessed

SAO Summary and Reflection
The Palomar Services Survey asks respondents how familiar they are with the College's Vision, Mission, and Values. Results from the most current administration show that 61.2% (210) of respondents indicated they were "Very Familiar" or "Extremely Familiar" with the College's Vision and Mission. In addition, 32.1% (101) indicated they were "Somewhat Familiar."

Review of the results suggests the college community is familiar with Palomar's Vision, Mission, and Values. More than 90% of respondents indicate familiarity with the VMV. These results mirror the results from the survey's previous administration. With the new VMV the College will need to engage the campus community in awareness activities and update its materials.

SAO 2

SAO Title
As a result of IR&P's work to promote awareness and use of data to inform decision making, the campus community will express an awareness of where to find information on such topics as student enrollment, demographics, and outcomes

Assessment Status
Assessed

SAO Summary and Reflection
The Palomar Services Survey asks respondents about awareness of data to inform decision-making. Results from the most current administration of the survey show that 60.8% of respondents (excluding part-time faculty) indicated they know where to access information such as student enrollment, demographics, and outcomes, and 46.7% have accessed information.

These results mirror those from the last survey. Interestingly, the percentage of respondents reporting they have accessed information is similar to the percentage of respondents who report participating the PRP process. One approach to engaging faculty and staff in the review and engagement of data is to broaden participation in the PRP process. Additional approaches included engaging more authentically with the community in the review and use of data to inform decisions. Finally, more user friendly dashboards could assist in this area.

SAO 3

SAO Title
As a result of IR&P's work to promote awareness and use of data to inform decision making, the campus community will access data sources to help inform their decision-making and increase their understanding of the students served by the College.

Assessment Status
Assessed

SAO Summary and Reflection
The Palomar Services Survey asks respondents about awareness of data to inform decision-making. Results from the most current administration of the survey show that 60.8% of respondents (excluding part-time faculty) indicated they know where to access information such as student enrollment, demographics, and outcomes, and 46.7% have accessed information.

These results mirror those from the last survey. Interestingly, the percentage of respondents reporting they have accessed information is similar to the percentage of respondents who report participating the PRP process. One approach to engaging faculty and staff in the review and engagement of data is to broaden participation in the PRP process. Additional approaches included engaging more authentically with the community in the review and use of data to inform decisions. Finally, more user friendly dashboards could assist in this area.

OTHER ASSESSMENT DATA

Quantitative Data

List all other quantitative and/or qualitative measures you use to track, monitor, and/or evaluate the effectiveness of your program/Unit.

Measures, Descriptions, and Annual Values

Measure 1

Name of Measure
Project Count

Description of Measure
Count of projects on research agenda

Year	Year	Year	Year
2014-15	2017-18	2020-21	

Value	Value	Value	Value
60	59	99	

List values for years listed immediately above. Select "+ Add Measure" below to insert all measures, values, and descriptions.

Measure 2

Name of Measure
Completion on Time Rate

Description of Measure
Percent of projects completed within the specified timeline.

Year	Year	Year	Year
2020-21			

Value	Value	Value	Value
61%			

List values for years listed immediately above. Select "+ Add Measure" below to insert all measures, values, and descriptions.

Measure 3

Name of Measure
Michelle Barton

Description of Measure

Year	Year	Year	Year

Value	Value	Value	Value

List values for years listed immediately above. Select "+ Add Measure" below to insert all measures, values, and descriptions.

Reflect on your quantitative data and summarize your findings or interpretations.
Analysis of Quantitative Data: IR&P tracks and maintains a bi-annual research calendar/agenda. Over the past three years we have continued to experience an increase in workload related to evaluation and accountability reporting (e.g., AB705, AB1805, Equity & VS schedule planning, enrollment management, data quality, response to FCMAT recommendations). Review of the data shows a significant increase in projects and a less than optimal completion on time rate. Ongoing reporting is included in the completion rate which makes it difficult to interpret.

However, as the increased workload is contributing to the office's ability to complete its work on time. Workload continues to increase with the assignment of accreditation to the office, ongoing reporting for AB705, request for support on grants, request for data to support dissertation projects, and last-minute requests for information. All of these tasks and projects have impacted the workload of the office without additional staffing support. In addition, in the absence of data from the Chancellor's office to update the College's equity metrics, the office is taking several approaches to replicate and/or develop its own locally derived metrics. These metrics will be important for informing the College on progress toward meeting the "equity" goals and its Diversity, Equity, and Inclusion work.

The number of requested surveys continues to increase often requiring multiple surveys to be administered at one time. To address this, the office has created a calendar for survey administrations. The server the Office used to administer institution-wide surveys was retired by IS due to outdated maintenance and security concerns. It has taken time for IS to correctly set up the new server which has pushed back survey timelines and administration.

The work to provide program tools for scheduling is significant and time consuming. It was our understanding that the College would move to a scheduling software, but that has not happened and the office continues to provide scheduling tools. Where possible, we do our best to accommodate diverse requests for refinements of these reports from the deans.

Given the increased workload and requests for support, the office continues to work on improving its efficiency. This next year we will spend time cross-training analysts when possible. Cross training will help to more equitably assign work load and ensure back up for ongoing reporting needs. Also, we will work to create more streamlined data dashboards which will improve access to data by the campus community. These data dashboards will be easily updated and eliminate some of the ongoing requests for information received by the office. We will also refine our project tracking and reporting to more accurately reflect completion rates.

Qualitative Data

Describe any qualitative measures you use and summarize the results.
Summary of quantitative and qualitative assessments are described together above.

What improvements have you implemented or plan to implement as a result of your assessment of quantitative and/or qualitative data described above?
Improvement #1: Continue the development of easily accessible data dashboards.
Improvement #2: Expand the use of data through new and continued partnerships with faculty.
Improvement #3: Improve efficiency through cross-training activities across the research staff.
Improvement #4: Improve project management tacking and reporting.
Improvement #5: Hire grant manager.

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ACHIEVEMENTS AND OTHER RELEVANT INFORMATION

Describe your program's achievements this past year. Where possible, describe how these achievements are related to our students and their success!

Accreditation: This past year, IR&P has facilitated the completion of the College's Institutional Self-Study Evaluation Report for our upcoming accreditation peer review site visit. This has included working with teams across the college to provide evidence and compose narratives describing how the College meets the standards. This two-year long process will culminate this December with the Governing Board acceptance of the study. Once approved it will be submitted to ACCJC, the College's regional accreditation body, for review.

Institutional Research: IR&P has completed several projects this past year. A few highlights include, the development and maintenance of several data dashboards, updated and posting of Program Review and Planning data, the completion and distribution of an ongoing comprehensive study on the implementation of AB705, administration of the NACCC, development of a SCFF audit tool, continued development of schedule planning tool and COMET, submission of IPEDS survey data, completion of Degrees When Due (DWD), and the administration of the Palomar Services Survey. The office partnered with a faculty workgroup examining success and retention data for their courses, provided support to ASG in their survey efforts, and helped DRC implement its required survey and reporting to the state. The office also provided immediate support for requests for information, including but not limited to Public Information Requests.

Integrated Planning: Last year, IR&P partnered with the Office of the President to refine the PRP process to ensure that it is clearly connected to resource allocation decisions at the College. Timelines and processes were revised to ensure all units complete their PRP in the fall. PRP forms were revised to include a more comprehensive resource request form connecting all resource requests to the PRP process. In the Spring, a prioritization process was completed for one-time and technology needs and facilities requests. Staffing requests were integrated into the College's position control (and review) process. Institutional requests derived from the PRPs and institutional plans were also included in the process. Finally, ongoing funding to support the PRP process was integrated into the budget and multi-year projections. IRP also facilitated the review and revision of the College's Vision, Mission, and Values in anticipation of its new Master Planning cycle.

Board Support: IR&P in partnership with the Office of the President continued to facilitate the Board's Annual Institutional Effectiveness and Review Cycle. This past year, the Board integrated into its self-evaluation an assessment of its performance in accordance with accreditation standards. In addition, the Board established an annual set of goals and related tasks, reviewed progress on the goals, and participated in an Institutional Effectiveness workshop where it reviewed and discussed data and information on the district, enrollment, and student achievement.

Grants: IR&P provided support for the development of a Title III part f and the Gear Up/Trio grant proposals. The office continued to provide data to report on the College's current grants. Finally, IR&P also facilitated discussions on the need for a grants manager to support the district's grant efforts.

As it relates to the last three-year plan, IR&P is proud of the work it completed which included, but was not limited to, improving our website, incorporating changes to FTES calculation, participating in efforts to improve the quality of institutional data, and engaging faculty in the analysis and review of data.

Describe any 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?

1. Recent changes to FTES calculations for distance education will require that we update all of our standard reports.
2. Outcomes from the accreditation visit and ACCJC review of the College's accreditation status will likely require follow up report and visit as well as institutional recommendations.
3. AB705 and AB1805 reporting requirements and the need to develop plans to ensure compliance with the legislation will required data from the research office as well as time regarding the implications for this data. The College is expected to be in compliance AB705 by Fall 2022.
4. Change in governance structure has removed IR&P from several councils and committees, yet requests for support continue.
5. CTE and pipeline data systems could provide new data sources for the college and office. However, ensuring the outside sources are reliable and valid could initially impact the ability to use the systems.
6. "EW" grading policies have made calculating and understanding course success rate and trend data difficult.
7. Maintaining data integrity and MIS reporting is an ongoing focus of the college and office.

In addition to (or in response to) the changes listed above, what board policies, procedures, and processes need to be updated, created, or deleted?

The grant process needs to be fully implemented by the College.

IR&P provides data for disciplines implementing AB705. The math department has yet to fully implement the legislation which will require additional reporting per CO methodology and a plan to implement by Fall 2022.

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PROGRAM/UNIT EVALUATION AND THREE-YEAR PLANNING

Program Evaluation and Planning is completed in two steps.

First, you will complete an overalll evaluation of your unit drawing from your unit assessment data.

Second, working from that evaluation, you will establish you goals for the upcoming three years.

Section 1: Overall Evaluation of Program

Reflect on your unit, the results of your assessments in Part 2 above, and your vision for the future. Then, working together answer the following questions. Summarize your answers in the grid below.

1. What are our greatest strengths?
2. What are our best opportunities?
3. What is our preferred future, what do we aspire to do?
4. What are the measurable results that will tell us we've achieved that vision of the future?

Section 2: Establish Goals and Strategies for the Next Three Years

Once you have completed your overall evaluation, identify a set of goals and strategies for accomplishing them for this upcoming three-year planning cycle. Use the template in Section 2 below to document your goals, strategies, and timelines for completion. Goals should be Specific, Measurable, Attainable, Relevant, and Time –Specific (SMART). Following the goal template below will help you create SMART goals!

OVERALL EVALUATION OF PROGRAM

Discuss your Program's/Unit's Strengths, Opportunities, Aspirations, and Results (SOAR) and summarize your discussion below.

Strengths:
●Department values its work to support the students served by the College. Impact of work on students is considered and discussed with every project.

●Reporting relationship to Superintendent/President provides holistic, institutional perspective and role for the office. Supt/Pres values data, information, and research.

●Department is customer-service oriented, collaborates well with other departments, and has developed important relationships with the campus community over time.

●Department maintains a laser focus on quality products and implements data assurance processes into its work. Department strives to continuously improve products and services.

●Members of the department possess a commitment to students and equity, displaying an understanding external events and their impact on the lives of our community.

●Department members possess well-balanced and diverse skill sets and work well as a team.

●Department members possess significant knowledge base including an in-depth understanding of the California Community College System, which leads to foresight of what may be upcoming that will impact the College.

●Work products are credible and used by the College.

●The Department has excellent access to data.

Opportunities:
● Address time to completion through improved efficiencies by implementing:
- refined project management tools
-data centralization and documentation of procedures
- data dashboards
- crosstraining
● Develop research questions/methodology prior to engaging in work; possible area for professional development in applied research methodologies
●Conduct more student-focused research vs. development of standard reports/tools (balance).
●Grant support.
● Use of Power BI and data visualization

Aspirations:
●Fellowship.
●Culture of data/information use to guide decisions exists throughout the college community.
●Integrated and seamless planning process.
●Real time access to data.
●Improved internal communication/documentation/processes/outcome/debrief/increased institutional effectiveness.
●Timely completion of work without losing quality.

Results:
●Ultimately, data, information, and research provided to the college community can lead to improved student outcomes.
●Increased on-time completion time rates.
●Increased access and use of data (as measured through SAOs and click count metrics).
●Comprehensive documentation or processes and procedures.
●More data-oriented campus community (as measures through SAOs and click count metrics).
●Increased support for planning processes.
●Grants process up and running.

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PROGRESS ON PRIOR PRP GOALS

List current or prior PRP goals your unit has been working on and provide an update by placing an "X" in the appropriate status box.

Prior PRP Goals

Goal 1

Goal
Improve efficiencies within the department to increase the number of projects that are completed within their identified timelines.

Choice
Ongoing

Goal 2

Goal
Help build and strengthen a culture of data use at the College, where data/information/research is more accessible and used to inform decisions.

Choice
Ongoing

Goal 3

Goal
Review/Revise/Refine Integrated Planning Process

Choice
Completed

Goal 4

Goal
Increase college community's understanding of accreditation; initiate work on Self-Study

Choice
Completed

Goal 5

Goal
Hire Grants Manager and implement standard grant process.

Choice
Ongoing

Add any comments related to your work on prior goals, if needed (e.g., successes, challenges, reasons for eliminating a goal).
#1: Improving the efficiency of the office continues to be a goal. Challenges include increased workload and requests for immediate information which serve to move analysts off of their assigned projects. Additional challenges have included staff ability to meet and cross-train.

#2: IR&P has partnered with faculty on several projects to examine data specific to their own classes. This has helped in building faculty awareness and use of data for faculty who have participated on these projects.

#3 and #4: Completed.

Goal 5: Grants Manager recruitment failed. We will go out again in January. Ongoing funding for the position continues to be a concern.

ESTABLISH GOALS AND STRATEGIES FOR THE NEXT THREE YEARS

New Goals: Please list all goals for this three-year planning cycle.

Goal 1

Description
Improve efficiencies within the department to increase the number of projects that are completed within their identified timelines.

Strategies for implementation
1. Implement cross-training where appropriate.
2. Develop accessible data dashboards with standard update processes.
3. Implement improved weekly reporting of progress by staff.
4. Refine project management reporting.
5. Develop standard documentation protocols.

Timeline for implementation
January 2022 - December 2022

Outcome(s) expected (qualitative/quantitative)
1. Improved distribution of workload.
2. Increase percent of projects completed on time to %.

How does this goal align with your unit's mission statement?
The goal focuses on facilitating project completion so that the office can promptly meet the research and planning needs of the College. It aligns with all of our values, but most clearly reflects our values related to continuous improvement and service orientation.

How does this goals align with the College's Strategic Plan 2022?
This goal most clearly aligns with the Strategic Plan 2022 Goal 1: Students, Goal 2: Teaching and Learning, and Goal 5: Institutional Effectiveness. By improving our internal efficiencies we can better provide support to our campus community hopefully leading to increased outcomes our students.

Expected Goal Completion Date
12/16/2022

Goal 2

Description
Help build and strengthen a culture of data use at the College, where data/information/research is more accessible and used to inform decisions.

Strategies for implementation
1. Develop and promote easily accessible data dashboards.
2. Implement strategies to expand participation in the PRP process.
3. Partner with Career Education division to implement cohort #2 of the Strong Workforce Faculty Institute.
4. Complete and share results of student-focused research projects.

Timeline for implementation
January 2022-May 2023 (Timeline to accommodate strategy to expand participation in the PRP process)

Outcome(s) expected (qualitative/quantitative)
Increase in percent of respondents indicated awareness and use of data to inform decisions to 70%.

How does this goal align with your unit's mission statement?
This goal aligns with our overarching charge to provide the campus community with information to guide decisions by improving access to information and research online, as well as identifying opportunities to engage in face-to-face to facilitate discussion on specific research topics. The goal supports all of our values and, in particular, our value related to establishing and supporting a culture of data use.

How does this goals align with the College's Strategic Plan 2022?
IR&P's Goal #2 aligns with all of the College's strategic goals. IR&P Goal #2 emphasizes the use of data/information/and research to guide decision making. The goals and objectives in SP 2022 rest on the foundation of research and evaluation of data. The College's Strategic Plan's goals are directed at improving Institutional Effectiveness which is the underlying purpose of IR&P's Goal #2.

Expected Goal Completion Date
5/26/2023

Goal 3

Description
Successfully facilitate the accreditation peer review site visit for the College.

Strategies for implementation
1. Submit the College's ISER to ACCJC
2. Coordinate the peer review site visit.
3. Provide communication and support to prepare the campus community for the peer review site visit.

Timeline for implementation
December 2021 through March 2022

Outcome(s) expected (qualitative/quantitative)
Successful peer review site visit.

How does this goal align with your unit's mission statement?
This goal aligns with one of the services we provide, facilitation of the accreditation process for the College. It supports all of our values and, in particular, the culture of data use.

How does this goals align with the College's Strategic Plan 2022?
IR&P's Goal #3 aligns with all the College's strategic goals, as the goals are all connected and aligned with the College's accreditation standards. Accreditation is the method by which the College assures its educational programs and services meets standards of quality.

Expected Goal Completion Date
3/5/2022

Goal 4

Description
Facilitate and support the development of the College's new Educational and Facilities Master Plan.

Strategies for implementation
1. Partner with College's Architect, Educational Master Planners, and governance councils to develop the new Master Plan.
2. Update the College's internal and external scans to inform the Master Plan.

Timeline for implementation
Present through August 2022.

Outcome(s) expected (qualitative/quantitative)
Completed Master Plan that incorporates vision for the College's future.

How does this goal align with your unit's mission statement?
Goal #3: This goal aligns with one of IR&P's services, integrated planning. The Master Plan is the College's most significant plan setting the vision and educational services for the College's future.It supports all of our values and, in particular, continuous improvement.

How does this goals align with the College's Strategic Plan 2022?
The College's strategic plan is derived, in part, from the Master Plan. Without a master plan, the College will not be able to update its strategic plan.

Expected Goal Completion Date
8/31/2022

Goal 5

Description
Hire and onboard a grants manager.

Strategies for implementation
1. Post recruitment information.
2. Screen, interview, and hire position.
3. Evaluate funding for position (currently position is funded through categorical funds).
4. Successfully onboard selected person into the position, providing support and access to resources.

Timeline for implementation
January 2022-June 2023 (includes onboarding).

Outcome(s) expected (qualitative/quantitative)
Grant position hired and institutional process implemented.

How does this goal align with your unit's mission statement?
This goal aligns with one of the services we provide, grants management. It supports all of our values, but, in particular, equity, as many of the institutional grants we seek focus on improving student outreach, access, retention, and success for underserved populations within our district.

How does this goals align with the College's Strategic Plan 2022?
This goal clearly aligns with the College's Strategic Goal #1: Students, #2: Teaching and Learning, #5 Institutional Effectiveness. Specifically, it can speak to the College's interest in improving student learning and outcomes by seeking support to create and implement innovative programs and services. It also speaks to the College's interest in increasing outreach, access, retention and success for underrepresented students.

Expected Goal Completion Date
6/30/2022

Goal 6

Description
Hire a Research Analyst to address increased workload demands.

Strategies for implementation
1. Work with CTE division to review upcoming research needs and the availability of funds for a researcher.

Timeline for implementation
July 2022-January 2023

Outcome(s) expected (qualitative/quantitative)
If funding can be found, a new analyst to focus on CTE and regional workforce needs requests. This will relieve pressure on other two analysts assigned to general research requests and projects.

How does this goal align with your unit's mission statement?
The goal focuses on facilitating project completion and increasing office capacity so that the office can promptly meet the research and planning needs of the College. It aligns with all of our values, but most clearly reflects our values related to continuous improvement and service orientation.

How does this goals align with the College's Strategic Plan 2022?
This goal aligns all goals in the Strategic Plan 2022 that require research, planning, and data support.

Expected Goal Completion Date
1/6/2023

How do your goals align with the College's values of equity and inclusion?
All of IR&P's goals and work focus on students and eliminating equity gaps. The data we provide informs the campus community on its progress for improving educational outcomes for our student body. Specific projects where we have partnered with faculty to examine student success data related to their classes have emphasized the importance of disaggregating data across equity metrics corresponding with self-reflection on why enrollment and course success rates across student vary.

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 to access Strategic Plan 2022.
The partnership IR&P establishes with the Faculty Strong Workforce Institute seeks to affect student experience both inside and outside of the classroom. It builds the capacity of faculty to critically evaluate and analyze data (disaggregated across student equity groups) and then develop plans to improve student success in their classrooms.

__Reminder: Data does not autosave. Save this content before moving to the next section or closing form.__

RESOURCES

Congratulations! You are nearing completion. In this section, you will consider the resources you need to implement your three-year program review plan and/or address any findings from your assessment of your discipline.

The section is organized into the following four parts:

PART 1: Staffing Needs (Faculty and Additional Staff)

PART 2: Budget Review

PART 3: Technology and Facilities Needs

PART 4: One Time Request for Other Needs (NonTechnology Equipment, Supplies, Operating Expenses, Travel)

Reflect upon the three year plan you created above, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures) that will impact your unit. 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 2022.

Summarize any reallocation/re-organization of resources you are making based upon your three-year plan, your current operations, and any other factors (e.g., legislation). Describe the impact of the reallocation of resources to your unit.

PART 1: STAFFING NEEDS

Are you requesting new Classified, CAST, or AA positions?
Yes

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section. Click "+Add Staff, CAST, AA request" below for each additional request.

When considering the funds required for a position, consult the HR website for position salary schedule and the Benefits Worksheet for additional costs related to benefits for the position.

REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

Staff, CAST, AA request 1

Title of position
Administrative Assistant

Is this request for a full-time or part-time position?
Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.
Last year, IR&P's Administrative Assistant retired. Due to the College's fiscal situation, the position was combined with the recently vacated Supt/Pres administrative assistant. The new position was to support the Supt/Pres and direct reports (IR&P, Foundation, and Public Information).

Unfortunately, the envisioned support has not occurred. The office has limited to no administrative support. The office is responsible for accreditation, planning, research, grants, and internal/external reporting for the College. All of these areas require some level of administrative support. In addition, in he past, the Admin Assistant has provided review and data quality support for dashboards and reports.

In the absence of this support, we have moved staff to complete these duties. For example, one of the research analysts has provided help uploading and submitting grant proposals. The Accreditation Coordinator now maintains the office webpage. These tasks take our staff away from their assigned responsibilities. With the grants function reporting to IR&P, the need for administrative support will increase substantially.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
It will serve to improve the efficiency of the office by allowing the research analysts and accreditation coordinator to carry out their actual job duties. It will also provide support for accreditation, research, and grants.

Is there funding that can help support the position outside of general funds?
Yes

What funding would support this position?
Possibly, through indirect costs from grants. However, that will not come until the College has a fully functional grants process in place.

Describe how this position helps implement or support your three-year PRP plan.
This position will serve to improve the office's efficiency and provide support for IR and grants.

Strategic Plan 2022 Objective

1:1	1:2	1:3	1:4
1:5	2:1	2:2	2:3
2:4	5:1		

If the position is not approved, what is your plan?
We will continue to try to seek support through the current position.

Staff, CAST, AA request 2

Title of position
Grants Manager

Is this request for a full-time or part-time position?
Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.
The office has been assigned to role of facilitating the grants process. However, we do not have a position or staff member to perform this work. The position has been approved, but the recruitment failed. We will go out for the position again in January. This position is listed in the PRP in the event that a decision is made not to hire. It will continue to be a need for the College.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
A staff position overseeing the grants process currently does not exist leaving a fragmented grants process with no clear point of contact, leadership, and approach. Deans must take on the role of seeking grant opportunities, leading writing proposals with faculty, and then monitoring implementation. The work is not coordinated leaving the college susceptible to errors in implementation.

Is there funding that can help support the position outside of general funds?
No

Describe how this position helps implement or support your three-year PRP plan.
It addresses our fifth goal.

Strategic Plan 2022 Objective

1:1	1:2	1:3	1:4
1:5	2:1	2:2	2:3
5:1			

If the position is not approved, what is your plan?
Not really sure. The grants process will continue to have limited support. The College is vulnerable to any reviews or audits of its grants process without staff to support it.

PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2019, 2020, 2021. Consider your three-year PRP plan.

Click on the link below to access directions to the *Available Budget Report* to complete this section.

How to Request the Available Budget Report

Reflecting on your three-year PRP plan, are there any budget considerations you would like your dean/supervisor to be aware of for the upcoming year?
Yes

What budget considerations would you like your dean/supervisor to be aware of or to consider? Please be as specific as possible. For example, if you need an increase in the 40000 account and a decrease in the 23000 account, describe what increase your department needs, how much, and a description of why the department needs the adjustment.

Assuming a grants manager is hired, we need to augment our budget to provide support for that staff member. In particular, we will need to provide technology and office space.

We would also like to provide staff with professional development opportunities. Over the past three years we have not been able to send researchers to conferences in California. These conference are critical for developing and gaining an understanding of the work we need to complete on our own campus. Professional development also speaks to the need to provide training in project management and data visualizations.

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NOTE: PARTS 3 and 4 – TECHNOLOGY, FACILITIES AND OTHER NEEDS

This year the College is implementing two new processes related to resource needs coming from the PRP process.

1. One-Time Fund Requests. The college is implementing a process for prioritizing and allocating funds for one-time needs/requests tied to Program Review and Planning. Prioritization will take place through participatory governance in planning councils and the Budget Committee. Then, a recommendation will be made to Exec for funding of request utilizing various funding sources.

   For more information about funding sources available, see IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES (on the left menu of the web page).

   Consider submitting one-time requests only if you have verified that you cannot fund the request using your general discretionary funds or other funds.

2. Technology and Facilities Review. From now on, ALL requests for technology will go through an institutional review process. If you request technology here, you will see a description of the process below.

PART 3: TECHNOLOGY

Will you be requesting any technology (hardware/software) this upcoming year?
Yes

Technology Request

Technology Request 1

What are you requesting?
Computer technology for grants manager.

Provide a detailed description of the technology item requested. What is it, and why do you need it? Please be as descriptive as possible. Include in your description how the requested item aligns with your discipline's PRP goals, analysis of PRP data, SLO/SAOs.
Computer for new grants manager with standard district software.

Estimated Amount of Request.
$2,000.00

Will you fund the request through your budget or other sources?
One Time Request

What PRP plan goal/objective does this request align with?
Goal #5: Hire Grants Manager

What Strategic Plan 2022 Goal:Objective does this request align with?

1:1	1:2	1:3	1:4
1:5	2:1	2:2	2:3
5:1			

If you have multiple requests for technology and had to prioritize, what number would give this? (1 = Highest)
1

Do you think that your request for technology will require changes to a facility?
No

Note about technology requests:

All technology requests will now go through a review process before prioritization.

- *Your director will send you a Technology Request Checklist (aka Technology Proposal Analysis Checklist).*
  - *You must complete this checklist and return it to your director no later than 11/19/2021.*
  - *Once the director approves the form and the request, the director will send the document to the Technology Review Committee to determine IS resources needed, any integration issues, and/or potential overlap with existing technology.*
  - *The results of the review will be sent to the director with feedback.*
  - *The director will determine whether or not the request moves forward for prioritization and/or implementation.*
    - *Requests for one-time funding will move forward for prioritization.*
    - *Requests that use funding from your department budget may move forward for purchase.*

PART 3: FACILITIES NEEDS

Do you have resource needs that require physical space or modification to physical space?
Yes

Facilities Requests

Facility Request 1

What are you requesting?
Office space for Grants Manager.

What discipline PRP plan goal/objective does this request align with?
Goals #5

What Strategic Plan 2022 Goal:Objective does this request align with?

1:1	1:2	1:3	1:4
1:5	2:1	2:2	2:3
2:4	5:1		

Provide a detailed description of the facilities item or space requested. What is it, and why do you need it? Please be as descriptive as possible. Include in your description how the requested item aligns with your discipline's PRP goals, analysis of PRP data, SLO/SAOs.
The Grants Manager will need office space. If we are fortunate to be able to replace our Administrative Assistant we do not have space for the Grants Mgr.

Is there an associated cost with this request?
No

What impacts will this request have on the facilities/institution (e.g.,water/electrical/ADA compliance)?
None

One Time Needs

For more information about funding sources available, see IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES (on the left menu of the web page under "Instructional Funding Sources").

Do you have one-time requests for other items (e.g., Non-Technology Equipment, Supplies, Operating Expenses, Travel) that your budget or other funding sources will NOT cover?
No

Enter your email address to receive a copy of the PRP to keep for your records.
mbarton@palomar.edu

I confirm that the Program Review is complete and ready to be submitted.
Yes

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Page 5 will show for reviewers (VP and/or Planning Councils) upon submission of the form.

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:

Sign Date
1/13/2022

FEEDBACK

Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:

Areas of Concern, if any:

Recommendations for improvement:

Vice President Review

Strengths and successes of the discipline as evidenced by the data and analysis:
Outstanding and detailed review. I appreciated the level of specificity and the clear direction the area is moving towards. I appreciated the candid assessment, and the evidenced decision making data informed approach. I specifically liked and felt the improvement section/update was strong.

Areas of concern, if any:
No concerns

Recommendations for improvement:
None, I would encourage the continuation of the comprehensive detailed approach. I commend the area for its effort.

VP Name:
Star Rivera Lacey

Signature Date:
1/13/2022