The purpose of Program Planning and Assessment at Hartnell College is to obtain an honest and authentic view of a service/office/program and to assess its strengths, opportunities, needs, and connection to the mission and goals of the college. The process is based on the premise that each area reviews assessment data and uses these data to plan for improvement. The results of these annual cycles provide data for a periodic comprehensive review that shows evidence of improvement and outlines long-range goals.

The Program Planning and Assessment process improves and increases the flow of information and data at Hartnell College. The result of the process also improves institutional effectiveness.

Service/ Office/ Non -Instructional Program	Date Completed (must be in final form by 3/ 27/1 5)*	Date Submitted to Superintendent/President
Office of Institutional Planning and Effectiveness	3/31/15**	3/31/15

*Please note that you should work with your colleagues and supervisor/director/dean to ensure that this report is completed, revised as needed, in its <u>final form</u> and submitted no later than the end of March.

**A meeting to bring together all IPE staff for the purpose of finalizing this report was not possible; an i terative process was therefore undertaken consisting of holding two meetings (on 3/20 & 3/30) with overlapping staff members to obtain input in finalizing spi i,CSÀ ay   ¹¡´5: CÊ CÊ ¹'Áð 6¼Ñ•

Name	Title/Position
Dr. Brian Lofman	Dean of Institutional Planning and Effectiveness
Wade Grant	Institutional Data Analyst
Dr. Layheng Ting	Institutional Research Analyst
Cristina Zavala	Administrative Assistant

This PPA report is organized in 3 sections and 9 subsections as follows:

I.   Comprehensive Review – a. Overall Service/Office/ Program Effectiveness, b. Staffing Profile, and c. Service/ Office/ Program Goals.

II.   Annual Review – a. Data & Trends, b. Service/Program Modality, c. Outcomes, and d. Previously Scheduled Activities .

III.   Annual Action Plan – a. New Activities and b. Resource Requests.

INSTRUCTIONS

➔ *For services/offices/non-instructional programs scheduled for comprehensive review in spring 2015, please complete Sections I, II, and III.*

➔ *For services/offices/non-instructional programs scheduled for annual review, please complete Sections II and III.*

The Office of Institutional Effectiveness and Planning is scheduled for an annual review in spring 2015. Section I has therefore not been completed except for III.C.1 Office Goals.

Please complete this section for services/offices/non-instructional programs scheduled for comprehensive review in spring 2015. Go to Section II for services/offices/non-instructional programs scheduled for annual review in spring 2015.

A. OVERALL SERVICE / OFFICE/ PROGRAM EFFECTIVENESS

1. Describe your service/office/non- instructional program in terms of its overall effectiveness over the past several years .

Please consider the questions below in describing your area.

- *What are your area's primary functions?*
- *How are students/employees*

B. STAFFING PROFILE

1. In the table indicate the number in terms of FTE. For instance, 1 full-time staff person is 1.0, and a half-time person is .5.

Positions	2012-13	2013-14	2014-2015
Management, Supervisors			
Classified Staff			
Classified Staff- Part-time			
Faculty Staff			
Faculty – Part-time			
Student Workers			

C. SERVICE / OFFICE / PROGRAM GOALS

B.

3. Describe the process t   o change and improve service   /program   quality for the more challenging locations   , vehicles, and/or times .

The greatest challenge to improving service quality relates to the need to centralize the institutional research (IR) function within IPE. The hiring of an IR director will go a long way toward ensuring both proactive and responsive capabilities with respect to both planning and fulfilling IR needs. The IPE dean is nonetheless beginning to plan for the college's long-term IR needs as the office continues working in parallel toward improved planning and effectiveness services and activities.

C. OUTCOMES

SERVICE AREA OUTCOMES

Each service unit/office/non -instructional program develops its own Service Area Outcomes (SAOs). The outcomes should be directly related to the work of the service unit/ office/non -instructional program , challenging but attainable, and measureable. SAOs should articulate what specifically is to be achieved; their measurement should assess how well the service unit/office/non-instructional program is performing.

1.   Please c omplete the following   tables.

List Service AreaOutcome(s) scheduled for assessment as previously specified(Note: only SAOs focused on work that could begin or be accomplished in the past year are listed below.)	What changes have occurred in the service/office/program as a result of dialogue?	Was a Service AreaOutcome Assessment Summary completed (if expected)?
a. Evaluate and improve comprehensive annual integrated planning process.	An evaluation of the integrated planning process was accomplished by updating the rubric that had previously been created as settisoh2gd3rc(e)800]Tcd0.TO15pw)98(sl)4(ts)6se)8f(tex)8(ed)tedew 1(sm)0(a)-1(s)-8e,BDC 0.aee9	

List Service Area Outcome(s) scheduled for assessment in AY 15-16	How will the Outcome(s) be assessed?
Hold all (100%) meetings required and provide all (100%) meeting minutes for college-wide committees chaired by IPE office administrators .	For all committees chaired by IPE office administrators, percentages of meetings held and minutes provided per applicable web pages (B. Lofman/C. Zavala)
Create college-wide committee dealing with institutional data and research issues, such as goals for institutional effectiveness and standards for student achievement.	Committee web page showing handbook (B. Lofman/C. Zavala)
Coordinate annual report of the second year implementation of the strategic plan by providing relevant updates of 80% of the combined number of relevant goals and outcomes, and a scorecard displaying updates of 80% of the total number of relevant KPIs.	Content of progress report and scorecard provided to the Board of Trustees by end of 2015 calendar year (B. Lofman/W. Grant)
Coordinate annual assessment of relevant long term institutional plans by providing report templates to all (100%) leads and receiving 80% completed report templates.	Percentage of assessment report templates provided to and percentage completed by leads for relevant plans to be assessed (B. Lofman)

2. Describe how service area outcomes were specifically add ressed by the service/office/program during the past year.

Was there review and analysis of the data? How did the staff engage in discussion? Were any interventions conducted? Are there any plans to make changes/improvements in the service/office/program?

3. Describe assessment activities that need to be strengthened or improved . What are the challenges to achieving these improvements?

The following responses combining items 2 and 3 above refer to the 3 SAOs scheduled for assessment during this spring 2015 cycle.

a. *Evaluate and improve comprehensive annual integrated planning process:* The IPE dean worked with the institutional data analyst in revising the PPA report templates. In an effort to make additional improvements as the college seeks to transition to eLumen for program review purposes, the IPE office plans to schedule focus group meetings with faculty and non-instructional staff to occur later this spring 2015 and again in fall 2015.

b. *Coordinate increased integration and assessment of long term institutional plans:* Although initiatives/activities in several long term plans have been linked to strategic plan goals, no other mechanism currently exists for linking progress on these initiatives/activities to progress in achieving strategic plan goals. It was a struggle to obtain the two assessment reports eventually received for the evaluation of long term institutional plans, even after a report template was provided. Additional long term plans have since been adopted/ approved by the college. A more concerted and focused effort will therefore be required

2. Training in utilization
of Cognosgenerated

Activity	Strategic Plan Goal(s) No. & Letter (e.g., 5A)*	Related SAOs,SLOs, PLOs, or goals	Desired Outcome(s)	Resources Needed	Person Responsible	Estimated Date of Completion (can be more than one year in length)	Comments
1. Expansion of IPE Office Capabilities & Continued Culti vation of IR Function	1A, 2A, 2B, 4A, 5A	This set of activities will assist the office in achieving its three overarching goals: 1. Steward effective institutional planning toward fulfilling college mission and meeting strategic priorities and goals. 2. Strengthen institutional effectiveness toward ongoing, documented performance measurement against college mission and strategic priorities and goals. 3. Encourage and support data driven decisions across the college.	College's "one stop shopping" for planning, research and effectiveness needs	a. Expanded office space, preferably sg i.003 Tc 0 [(n)1			

2. Continued Participation in Implementing Enterprise Data Warehouse (EDW)/Specialized Training for IPE Office Staff & Targeted College Employees (ongoing from 2015-16)	1A, 2A, 2B, 5A	This activity will assist the office in achieving the overarching goal that is currently its most challenging: 3. Encourage and support data driven decisions across the college.	Greater data reliability and user functionality	Business intelligence and visual display analysis and reporting	W. Grant/ L. Ting (with IT Team, including instructional technologists)	June 2017 (project phases will be completed in advance of this date)	This activity partners IPE and IT to ensure both data integrity and system utilization.
3. Second Annual Institutional Planning Retreat (the first annual retreat was not budgeted)	1A, 2A, 2B, 4A, 6A	This activity will assist the office in improving the annual integrated planning process through information -sharing and joint planning: 1a. Design, implement, evaluate and improve a comprehensive annual integrated planning process.	Improved preparation for the upcoming academic year's strategic activities	Facilitator/caterer	B. Lofman / C. Zavala	July 2016 (date of event)	This activity provides a pre-academic year forum for college leader and administrator planning.

* See Appendix A for a list of the 11 goals in the college's Strategic Plan.

The expansion is therefore linked to several institutional priorities —student access, student success, effective utilization of resources, and innovation and relevance for programs and services, and perhaps most notably tied to the following strategic plan goals:

Goal 2A: Hartnell College will provide a supportive, innovative, and collaborative learning environment to help students pursue and achieve educational success.

Goal 2B: Hartnell College will provide a supportive, innovative, and collaborative learning environment that addresses and me ets the diverse learning needs of students.

Goal 5A: Hartnell College will provide programs and services that are relevant to the real-world needs of its diverse student population, while also developing and employing a culture of innovation that will lead to improved institutional effectiveness and student learning.

*** ***Please complete items 2a-e immediately below for EACH new activity.*** ***

Continued Participation in Implementing Enterprise Data Warehouse   (EDW) /Specialized Training
for IPE Office Staff & Targeted College Employees

2.   This item is used to   describe how the new activity, or continuing new activity,   will support the
service/office/program   .

Consider:
- Faculty
- Other staffing
- Facilities
- Equipment (non -expendable, gr /C2_09(w)-1()-7(hi)-11(s)-4( )0(n)10741(r)-7(c)-16(t)-wetWS c2.47ic c c 7.272 0 12 72 507.36 Tm [(fo)-7(r)-3(l)-7(F

***Please complete items 2a-e immediately below for EACH new activity. ***

Second Annual Institutional Planning Retreat

3.   This item is used to   describe how the new activity, or continuing new activity,   will support the service/office/program   .

Consider:
- Faculty
- Other staffing
- Facilities
- Equipment (non -expendable, greater than $5,000), supplies (expendable, valued at less than $5,000),
- Software
- Hardware
- Outside services
- Training
- Travel
- Library materials
- Science laboratory materials

k) Describe the new activity or follow   -on activity that this resource will support.

The retreat provides a forum for strategic and integrated institutional planning in advance of the upcoming academic year.

l) Describe how this activity supports a   ll of the following   that apply   :
     11) Service Area Outcome (list applicable service area outcome)
     12) Program level Outcome   (list applicable program level outcome)
     13) Course level Outcome   (list applicable course level outcome)
     14) Service/Program   Goal (list applicable service /program goal outcome)
     15) Strategic Plan   Goal (list applicable strategic plan outcome)

The retreat fills a current void in the integrated planning process, as formal plans do not otherwise get interpreted in real time among the full range of college leaders and administrators who are largely responsible for implementation, nor do folks have a natural "place" for discussing and preparing for the institution's various strategic initiatives   on an annual basis. As such, the annual retreat will support the IPE office's long-range goal of "stewarding effective institutional planning toward fulfilli   ng college mission and meeting strategic priorities and goals." It will more broadly support the following strategic plan goals, with an emphasis on Goal 4A:

Goal 1A: Hartnell College will provide higher education, workforce development, and lifelong learn ing opportunities —with seamless pathways—to all of the college's present and prospective constituent individuals and groups.
Goal 2A: Hartnell College will provide a supportive, innovative, and collaborative learning environment to help students pursue and achieve educational success.
Goal 2B: Hartnell College will provide a supportive, innovative, and collaborative learning environment that addresses and me ets the diverse learning needs of students.
Goal 4A: To support its mission, Hartnell College is committed to the effective utilization of its human res6(a)7(bTrr|e)8(d) [(i)31(a)B311.4 0 Tw 11.82

B. RESOURCE REQUESTS

If new/additional resources are needed for your service/office/program , it is important that you identify them and project their cost , and that these resources and costs be considered through the College's integrated planning (budget development, funding decision making, and resource allocation) processes. A resource is likely to be something needed to support an activity that you have identified in IIIA above, in which case you

				a. Facilitator b. Caterer				a. Off-campus facility with technology as required	$1,500
3. Second Annual Institutional Planning Retreat (the first annual retreat was not budgeted)									

* Personnel: Include a <u>C</u> or <u>F</u> after the amount to indicate Classified Staff or Faculty.
** <u>S</u> for Supplies, <u>E</u> for Equipment .
*** <u>H</u> for Hardware, <u>S</u> for Software.

	CONTRIBUTING MEMBERS	
PROJECT CATEGORIES: 1. IPE OFFICE 2. INSTITUTIONAL PLANNING 3. CONTINUOUS IMPROVEMENT 4. ORGANIZATIONAL INTELLIGENCE 5. DATA & DATABASES 6. INSTITUTIONAL RESEARCH		

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