Excellence in Planning | Crafton Hills College Integrated Planning and Program Review

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Session Objectives

- Describe processes for…
  - Providing feedback to planning participants
  - Prioritization of objectives
  - Linking program review to resource allocation
- Describe the Web Tool used to support process
- Describe the process for continuous improvement, feedback, and training
- Provide a student's perspective
- Provide a list of resources

"Second star to the right…and straight on 'til morning"

Providing Feedback

- Feedback covers:
  - Document quality
  - Program health and effectiveness
- Feedback is:
  - Constructive
  - Comprehensive
  - Developed Collaboratively by the Committee
  - Timely

"You're on your way to being normal -- although I'm not sure how normal applies to a species who suppress all their emotions"

Document Quality

- Did the document provide answers to all questions?
- Was it well-written?
- Was there evidence of reflection?
- Was there broad participation and consensus?
- Are unit strengths and weaknesses described, and does planning address the weaknesses?

Program Health/Effectiveness

Instructional Programs

- Progress on SLOs
- Needs-Based Curriculum
- Scheduling
- Course Completion Rate
- Course Success Rate
- FT/PT Faculty Ratio
- WSCH/FTEF
- Fill Rate
- Alignment with CHC Vision and Mission
- Three-Year Action Plan

Service Programs

- Progress on SAOs
- Additional Program Effectiveness Measures
- Benchmarking
- Innovation and Service Enhancement
- Pattern of Service
- Partnerships
- Alignment with CHC Vision and Mission
- Three-Year Action Plan

Goals, Objectives, Actions, & Resources

- Goals reflect the big picture
  - EX: Continue to offer a well-rounded, effective CIS program.
- Objectives are concrete, measurable, and represent a milestone on the way to achieving a goal
  - EX: All courses will be taught in a high quality technically current Environment.
- Actions are the steps needed to meet an objective
  - EX: Upgrade PCs in all CIS labs
- Resources are what is needed to meet an objective
  - EX: Replacement of all CIS lab PCs

The Web Tool

- Goals
  - Allow Prioritization/Ranking of Objectives
  - Support Automatic Roll-up of Objectives
  - Create plan by Copy
  - Auto Fill of Progress Reports
  - Responsive to changes
    - Configurable options
    - Flexible Technology
  - Side Goals (would be nice, if possible)
    - Be able to share it
    - Fits a variety of technical and cultural environments

"Change is the essential process of all existence"

The Web Tool

- Technology
  - ASP.NET MVC, C#
  - jQuery, CKEditor
  - MSSQL, Entity Framework
  - Active Directory for accounts and permissions
    - Mapping by matching group names
    - Employee ID attribute used as unique identifier
  - Open XML SDK to create Office Documents
- Future Explorations
  - Nhibernate for MSSQL or RavenDB

The Web Tool

Demo

The Web Tool

- Source available at http://craftonhills.edu/PPR
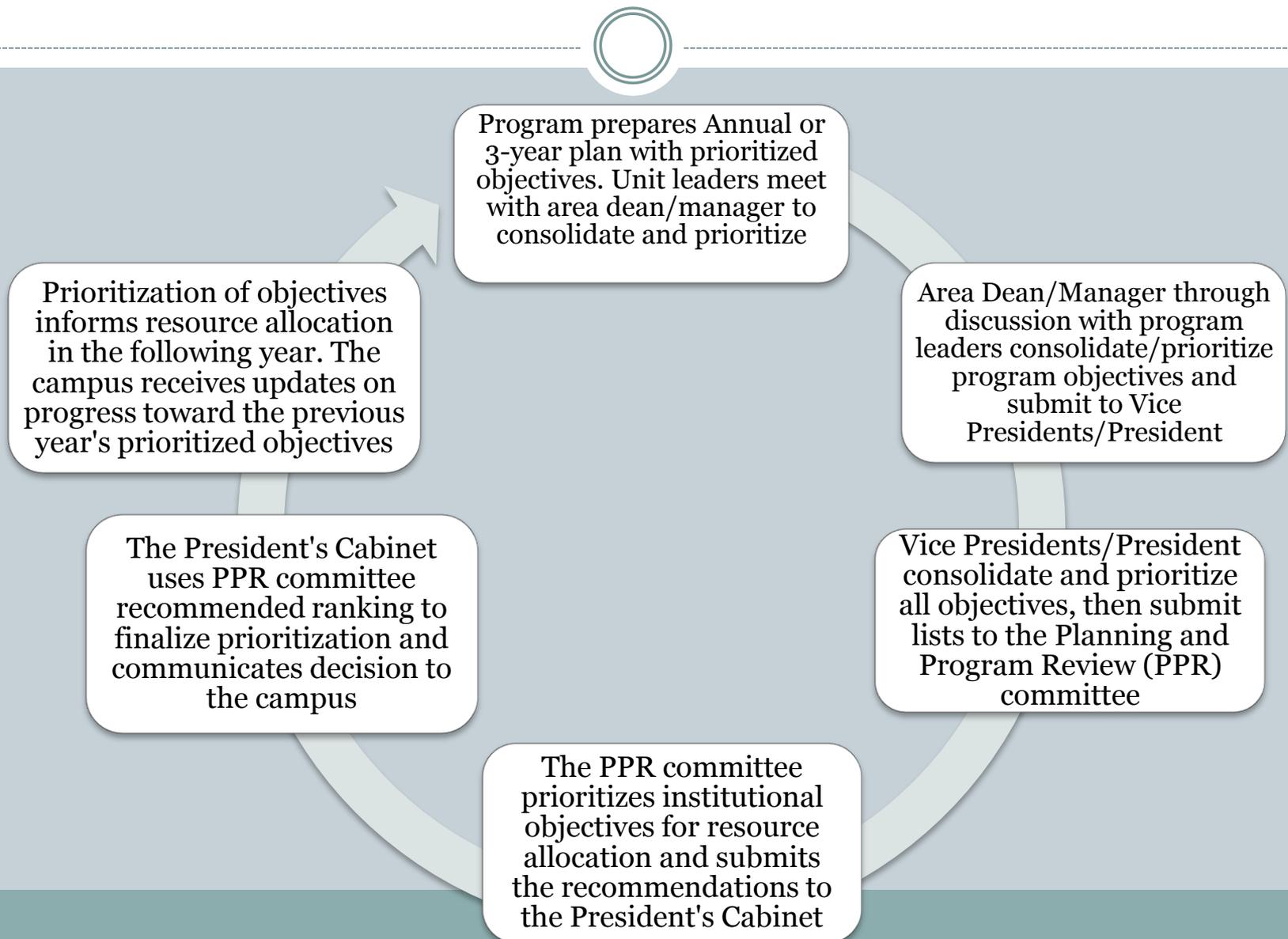- Released under MIT license

Using the Prioritization of Objectives to Inform Resource Allocation

- Big picture: Identifying campus-wide priorities and identifying funding

- Ideal budget vs. realistic budget

- Identify funding sources:
  - Bond measure, grants, local revenues, restricted funds
  - Apply as appropriate and in accordance with identified priority

- Report [funded resource requests](#) to campus

- Key to success = unit's cooperation and continuous improvement

Prioritization of Objectives

Program prepares Annual or 3-year plan with prioritized objectives. Unit leaders meet with area dean/manager to consolidate and prioritize

Area Dean/Manager through discussion with program leaders consolidate/prioritize program objectives and submit to Vice Presidents/President

Vice Presidents/President consolidate and prioritize all objectives, then submit lists to the Planning and Program Review (PPR) committee

The PPR committee prioritizes institutional objectives for resource allocation and submits the recommendations to the President's Cabinet

The President's Cabinet uses PPR committee recommended ranking to finalize prioritization and communicates decision to the campus

Prioritization of objectives informs resource allocation in the following year. The campus receives updates on progress toward the previous year's prioritized objectives

Continuous Improvement

- Continuous Improvement means just that: keep finding ways to make it better <u>every year</u>
- Find a balance so **major changes** aren't frequent
  - Need time for a learning curve (participants and committee members)
  - Moving target reduces trust and credibility

"If we don't get more power to the warp drive we're all going to have to get out and push!"

Continuous Improvement

- Challenging the data – resolved problems with standard data and developed customized data
- Increased trust – eliminated signatures from all unit members and entire committee on feedback
- Targeting high-quality documents
  - Editing questions: How can they be clear and concise?
  - Developed and revised a handbook
  - Rubrics for document quality and program health (Instructional / Non-Instructional)
    - Changes to variables and/or descriptions

"We have them just where they want us. "

Continuous Improvement

- Added an invitation to meet with the P&PR Committee
- Standardized [feedback template](#)
  - Added explanation of how to use the feedback
- Evolved from ranking resource requests to [ranking objectives](#)
- Determining consequences
  - How do we make an impression on the unit without hurting students?

"Things are only impossible until they're not."

Continuous Improvement

- Consequences for non-participation
    - Placed on next annual schedule
    - Withholding additional funds (e.g., Perkins or budget increases)
    - Still a challenge with some other grants that have required activities

- Consequences for poor document quality and/or poor program health
    - Healthy programs with specific concerns: management guidance
    - Distressed programs: improvement plans and committee review of annual plans

Continuous Improvement

- Transparency
  - [Memo to the President](#) with summary of all programs
  - [Prioritized list](#) published with rankings from committee and the President's Cabinet
  - [Progress reports](#) on objectives and resources funded

Continuous Improvement

- Resistance
  - "I don't have time."
  - "It doesn't matter."
  - "The committee members don't know what they're doing."
  - "It doesn't make sense."
  - "SLOs don't tell me anything."
- Bottom line: There will always be a few, but *resistance is futile.*

Continuous Feedback

- [Survey Participants](#)

- [Committee Self-Evaluations](#)

- Committee Dialogue
  - Use results to improve subsequent year
    - Questions/Rubrics
    - Handbook

- Implemented Last Year
  - Committee Contacts
  - Weekly Workshops

"Believing oneself to be perfect is often the sign of a delusional mind."

Training

- Training is ongoing and never ends
- Formal Training
  - How to write goals and objectives
  - Data guide
  - Setting targets
  - How to interpret data and use for evidence-based decision making
  - Assorted trainings for using the Web Tool
- Informal Training
  - Available for individual and departmental meetings and phone calls throughout the year
  - Committee contacts
  - Weekly workshops facilitated by PPR Committee members

A Student's Perspective

- It helped to have been a part of CHC for over a year before taking the position.

- PPR Committee Assigned Mentor

- Tried to channel what I perceived students as a whole might ask, even if I didn't particularly feel I needed to.

- Lack of background allowed me to bring a unique perspective to the table

- A great learning experience of how administration works in a large organization

List of Resources

[2011-2012 PPR Handbook: 3rd Edition](#)	[Planning & Program Review Participant Survey](#)
[2011-2012 Instructional Rubric](#)	[Committee Self Evaluation](#)
[2011-2012 Non-Instructional Rubric](#)	[Planning and Program Review 2010-2011 Committee Self-Evaluation](#)
[How to Write Goals and Objectives](#)	[How to Write Goals and Objectives](#)
[PPR and AP Document Quality Rubric](#)	[PPR Data Guide](#)
[PPR Objective Prioritization Process](#)	[How to Create a Plan by Copy in the CHC PPR Web Tool](#)
[PPR Feedback Form](#)	[How to Edit Progress on Goals, Objectives, and Actions](#)
[Example showing how funding requests are linked with resource allocation](#)	[CHC Goals & Objectives PPR Web Tool Guide](#)
[2011-2012 PPR Prioritized Objectives](#)	[How to combine objectives at the Department, Division, and Area Levels](#)
[2010-2011 Status of Prioritized Objectives](#)	[CHC Step-by-Step PPR Web Tool Guide](#)
[Spring 2011 Program Review Survey Results](#)	[Memo to the President](#)

Note: All of these resources are available at the following web site: www.craftonhills.edu/PPR.

Questions

- "Excuse me… Excuse me. I'd just like to ask a question…"

Questions are guaranteed in life; Answers aren't.