

# Program Planning and Program Review Manual August 2021

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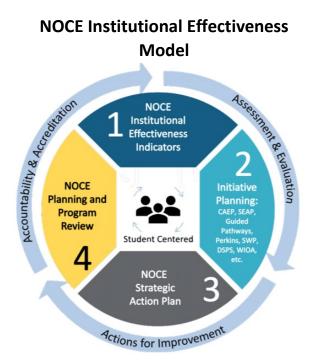
## **Introduction**

The purpose of Program Review and Program Planning is to guide the development of NOCE programs on a continuous basis. Program Review is a process that evaluates the status, effectiveness, and progress of academic, administrative, and student services programs and helps identify the future direction, needs, and priorities of those programs. Program Review also connects to strategic planning, resource allocation, and other decision-making processes within NOCE and its programs<sup>1</sup>.

#### Background

NOCE's institutional effectiveness (IE) process consists of four components: IE Indicators, Initiative Planning, NOCE Strategic Action Plan and NOCE Planning and Program Review. The Program Review Taskforce was formally established in January of 2020 with the goal of providing the Institutional Effectiveness Committee (IEC) and other NOCE stakeholders

recommendations on how to implement Program **Review and Program Planning at NOCE** beginning in Fall 2021. The purpose of institutionalizing Program Review is for the process to serve as a vehicle for NOCE to "monitor and pursue the congruence between the goals and priorities of the institution and the actual practices in the programs or services<sup>2</sup>." As key component of institutional planning and resource allocation, Program Review provides systematic and data-informed decision making that allows NOCE to examine the overall effectiveness of its programs and institution. Program Review and Program Planning will provide a mechanism for NOCE to gather information and take a comprehensive look at all aspects of the institution's functions, including academic, student support services, and administrative. This process allows NOCE and its departments to identify operational and



personnel priorities, in addition to directing departmental activities towards NOCE's strategic goals. Units are asked to complete a Program Review template every four years and a Program Planning template every year in between. The completion of these templates are intended to assist units in strategic planning, preparing funding and personnel requests, and fulfilling the

 <sup>&</sup>lt;sup>1</sup> https://www.provost.iastate.edu/academic-programs/accreditation/academic-program-review--purpose-and-process
 <sup>2</sup>ASCC-PROGRAM REVIEW: Developing a Faculty Driven Process. Accessible at https://www.asccc.org/sites/default/files/publications/ProgReview 0.pdf

reporting requirements under Criterion 10 from WASC. Most importantly, this data-informed process helps move NOCE forward to meet its priority of student success.

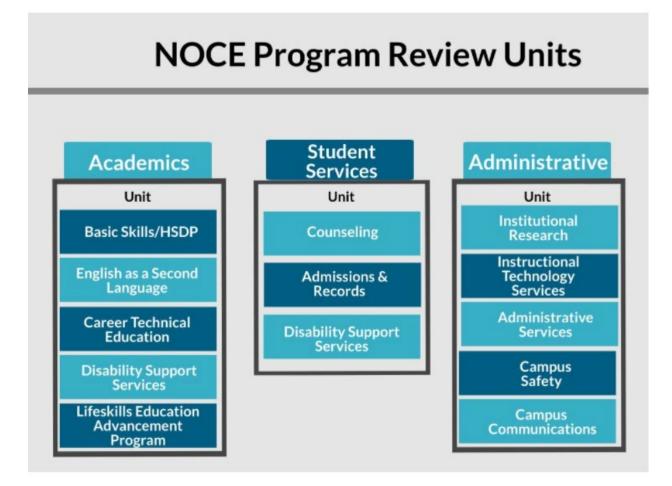
## NOCE Program Review Taskforce

In January 2020, IEC members were recruited to participate in a Program Review Taskforce. Members represented all constituent groups: managers, faculty, classified, and students. The purpose and goals of the taskforce were clearly defined and agreed upon by all taskforce members:



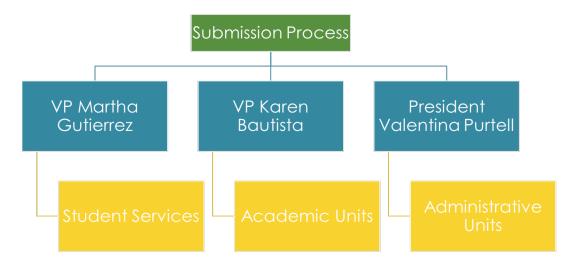
## NOCE Program Review and Program Planning Units

Below are the NOCE units defined for Program Review and Program Planning purposes. Each unit will be expected to complete a Program Review or Program Planning template based on their unit area (academic, student services, administrative). It is highly encouraged that Program Review and Program Planning be a collaborative effort including all unit stakeholders (classified, managers, faculty, temporary employees, and students (if possible). Units will have the opportunity throughout the fall semester to reach out to the Program Review Panel for questions and guidance. Trainings for all units will be available beginning in the fall semester.



## Program Review and Program Planning Submission Process

All units will be required to have their Program Review and Program Planning templates reviewed prior to submission to the Program Review Panel. NOCE's Vice President of Instruction will review all academic unit templates, Vice President of Student Services will review all student services templates and the President will review all administrative unit templates. These individuals will be the final reviewers of content in the unit templates prior to their submission to the Program Review Panel.



## NOCE Program Review Four-Year Cycle



## Program Review and Program Planning Unit Training

The Office of Institutional Research and Planning (OIRP) will coordinate and lead Program Review and Program Planning unit trainings throughout the fall semester. Two separate trainings will be held: one designated for units undergoing Program Review that year and another for all other units undergoing Program Planning. Trainings will be held during the first week of September and will consist of the following components:

- Overview of Program Review and Program Planning purpose and timeline
- Overview of Program Review and Program Planning manual
- Overview of Program Review and Program Planning templates for each unit type and a deep dive into each template component
- Overview of SharePoint site, how to access documents, resources, and how to share out templates
- Overview of data components and data resources available to be utilized by units for the program review process
- Overview of position management processes and resource requests at NOCE
- Schedule any follow-up trainings as requested by unit leads
- Question and Answer (Q&A) Sessions

## Program Review and Program Planning SharePoint

All Program Review and Program Planning documents and resources are within a SharePoint site.

**Accessing Templates:** Templates can be found by clicking on the documents tab on the lefthand panel and navigating to the appropriate academic year.

NP NOCE Pro	gram Planning and Program Review		
Home	+ New $\checkmark$ $\uparrow$ Upload $\checkmark$ $\boxplus$ Edit in grid view	G Sync 🗟 Add shortco	ut to OneDrive 🔹 Export to Excel 👒 Power Apps $^{\vee}$ $\mathscr{B}^{\mathrm{p}}_{\mathrm{b}}$ Automate $^{\vee}$
Conversations			
Documents	Documents		
Shared with us	🗋 Name 🗸	Modified $ \smallsetminus $	Modified By $ \lor $ $$ $$ $$ $$ Add column $ \lor $
Notebook	2021-2022	July 9	Pragyee Mool
Pages	2022-2023	July 9	Pragyee Mool
Site contents	2023-2024	July 9	Pragyee Mool
Recycle bin	2024-2025	July 9	Pragyee Mool
Edit	Templates	July 7	Pragyee Mool
	Program Review Manual.docx	A few seconds ago	Dulce Delgadillo

Within each academic year, you will find two sub-folders: Program Review and Program Planning. Navigate to the appropriate sub-folder that applies to your unit for that academic year.

NP NOCE Pro	ogram Planning and Program Review
Home	🕂 New 🗸 🕺 Upload 🗸 🗄 Edit in grid view 🖄 Share 🕫 Copy link 🤤 Sync 🛓 Download 🗟 Add shortcut to OneDrive 🖪 Export to Excel \cdots
Conversations	
Documents	Documents > 2021-2022
Shared with us	□ Name ∨ Modified ∨ Modified By ∨ + Add column ∨
Notebook	Program Planning July 9 Pragyee Mool
Pages	Program Review July 9 Pragyee Mool
Site contents	

Once you navigate into your appropriate sub-folder, you will find unit folders that house the template that your unit will be working on for that academic year Program Review and Program Planning process.

Home	+ New ✓ T Upload ✓	🗄 Edit in grid view 🖄 Share 🔍 (	opy link 🧔 Sync 🛓 Downloa	d 🗟 Add shortcut to OneDrive 🛚	Export to Excel · · ·
Conversations	-				
Documents	Documents > 2021-2022	Program Planning			
Shared with us	🗋 Name $\checkmark$	Modified	$\checkmark$ Modified By $\checkmark$	+ Add column $$	
Notebook	Administrative Se	rvices July 9	Pragyee Mool		
Pages	Admissions and R	ecords (A&R) July 9	Pragyee Mool		
Site contents	Campus Commun	lications and Marketing July 9	Pragyee Mool		
Recycle bin	Campus Safety	July 9	Pragyee Mool		
Edit	Disability Support	Services (DSS) July 9	Pragyee Mool		
	English as a Secon	ndary Language (ESL) July 9	Pragyee Mool		
	High School Diplo	oma (HSDP) July 9	Pragyee Mool		
	Instructional Tech	nology Services (IT) July 9	Pragyee Mool		
Add real-time chat	Lifeskills Educatio	n Advancement Program ( July 9	Pragyee Mool		

Within each sub-folder you will find your unit's template that can be worked on and shared with others as part of your Program Planning or Program Review process.

NP NOCE Program Planning and Program Review					
Home	+ New $\checkmark$ $$ Upload $\checkmark$ $\boxplus$ Edit in grid view $\overleftrightarrow$	Share 🐵 Copy link 🤤 Sync 🛓 Downloa	d 😓 Add shortcut to OneDrive 📲 Export to Excel 🛛 😷		
Conversations					
Documents	Documents > 2021-2022 > Program Review				
Shared with us	🗅 Name 🗁	Modified $^{\checkmark}$ Modified By $^{\vee}$	+ Add column $\checkmark$		
Notebook	Career Technical Education (CTE)	July 8 Pragyee Mool			
Pages	Counseling and Student Services	July 8 Pragyee Mool			
Site contents	The Office of Institutional Research and Pla	July 8 Pragyee Mool			

**Sharing documents:** Templates can be shared out with individuals by clicking on the share icon. You can share with others and collaborate by either entering their e-mails and they will be notified of their access OR by directly sharing a link to the document. This is a convenient way to collaborate with others within your unit and gather multiple viewpoints as your unit goes through the Program Planning and Program Review process. If you would like to share out the entire unit folder and all of its contents, you can utilize the share function located on the top panel of the folder.

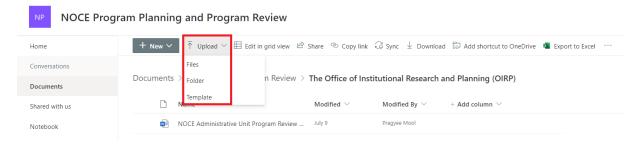
#### NOCE Program Review and Program Planning Manual / AY 2021-2025

NP NOCE Prog	ram Planning and Program Review	You can share the folder and all of its contents through this button	
Home	+ New $\checkmark$ $\overline{\uparrow}$ Upload $\checkmark$ $\boxplus$ Edit in grid view	🖻 Share 🕫 Copy link 🗔 Sync 🛓 Down	load 🗟 Add shortcut to OneDrive 📲 Export to Excel 🛛 😷
Conversations		Send link $\cdots$ $\times$	
Documents	Documents > 2021-2022 > Program Review		and Planning (OIRP)
Shared with us	🗋 Name 🗸	People in NOCE with the link can edit >	+ Add column $$
Notebook	🔵 👼 NOCE Administrative Unit Progr 🖻	To: Name, group or email $\swarrow$ $\checkmark$	
Pages		Message	
Site contents			
Recycle bin		Send	
Edit		Copy link Outlook	

If you would like to create sub-folders within your unit folder or create additional documents, you can do that by selecting the "New" button. This can be a useful tool to house additional documents for your team while completing the template.

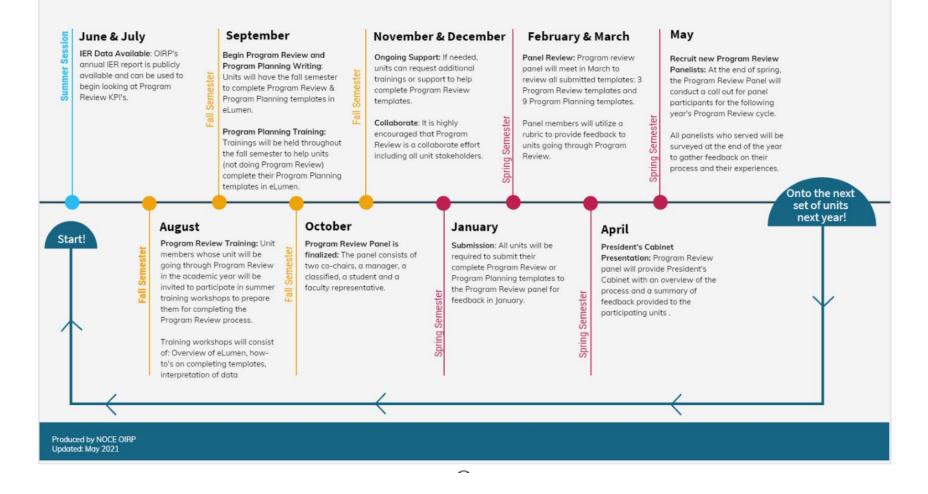
NP NOCE Progra	m Planning and Program Review
Home	🛨 New 🗸 🔨 Upload 🐂 🗄 Edit in grid view 🖻 Share 🐵 Copy link 🤤 Sync 🞍 Download 🖏 Add shortcut to OneDrive 🖷 Export to Excel 🛛 😷
Conversations	Folder
Documents	Word document Word document Program Review > The Office of Institutional Research and Planning (OIRP)
Shared with us	Excel workbook     Modified \science Modified By \science + Add column \science     PowerPoint presentation
Notebook	ntive Unit Program Review July 9 Pragyee Mool
Pages	Forms for Excel
Site contents	⊕ Link
Recycle bin	🖉 Edit New menu
Edit	+ Add template

Lastly, if you have documents that you would like to upload into the folder, utilize the upload function.



#### NOCE Program Review and Program Planning Annual Timeline





## Program Review Scoring Rubric

Below is the scoring rubric that will be utilized by the Program Review Panel to consistently evaluate Program Review templates completed by units. This rubric only applies to Program Review templates.

## NOCE Program Review Rubric

Unit:

Reviewer Name:

Area	1 Early Development	2 Developing	3 Highly Developed	Score	Comments
Purpose and	Purpose of unit has	Unit has established	Unit has established		
Alignment to NOCE	not been created.	a clear purpose and	a clear purpose AND		
Mission	Key functions of unit	key functions are	it aligns with the		
	are unclear. Purpose	clearly listed, but unit	mission of NOCE.		
	of unit are not	is missing alignment			
	aligned with mission	with the mission of	The unit concisely		
	of NOCE. Unit does	NOCE and is unclear	identifies how it		
	not present how it	on how it promotes	promotes and		
	promotes and	and advances	advances student		
	advances student	student success.	success.		
	success.				
Data-Informed	No evidence was	Minimal evidence is	Explicit planning for		
Decision Making for	presented regarding	used regarding	unit development		
Admin.	satisfaction of unit.	satisfaction of unit.	based on findings		
Admin.	satisfaction of unit.	satisfaction of unit.	from data.		
	No discussion on	Minimal discussion	nom uata.		
	how data is used to	on how data is used	Supporting data used		
	inform decision	for planning.			
		for planning.	in planning.		
	making or strategic				
D + 1 ( 1	planning.	<b>D</b>	5 10 10 1 1 C		
Data-Informed	No analysis of data	Data trends (includes	Explicit planning for		
Decision Making for	trends took place.	KPIs or external data	unit development is		
Academic/SS		such as LMI or	based on an analysis		
	No analysis of KPI's	community data) are	of data trends		
	were presented.	identified, but plan	(includes KPIs or		
		lacks any theories or	external data such as		
		explanations as to			
	improve outcomes	Achievement gaps	Strategies on how to		
	were presented.	are discussed, but	improve		
		strategies to improve	achievement gaps		
	Program and Student	outcomes are not.	have clearly been		
	learning outcomes		stated.		
	are not present or	Program and student			
	vague and not	learning outcomes	Program and Student		
	measurable.	are clear and	learning outcomes		
		measurable, but	are clear and		
		report lacks how	measurable. Program		
		findings from PLO's	uses results to		
		and SLO's have led to	improve curriculum,		
		improvements in	academic support,		
		student learning and	faculty development,		
		achievement.	etc.		
SWOT Analysis	Unit has not	Unit has identified	Unit uses an		
SWOT Analysis	identified strengths	strengths and	evidence-based		
	and weaknesses or	weaknesses but			
			approach to identify		
	supplies no evidence	supplies little	strengths and		
	to support its	evidence to supports	weaknesses and has		
	conclusions or has	its conclusions or has	developed strategies		
	not developed	not developed	for enhancing areas		
	strategies for	strategies for	of strength and		
	enhancing areas of	enhancing areas of	addressing		
	strength and	strength and	weaknesses.		
	addressing	addressing			
	weaknesses.	weaknesses.			
Guided Pathway	Unit has not	Unit has identified	Unit has identified		
Alignment	identified how it	activities in	activities that		
	contributes and	alignment with fewer	contribute and align		
			to all four of the		

#### NOCE Program Review and Program Planning Manual / AY 2021-2025

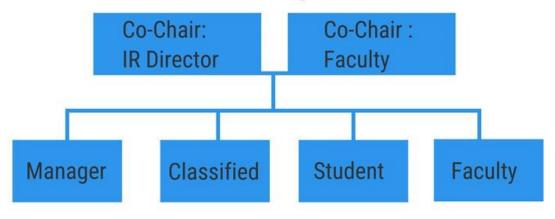
	supports each of the	than four Guided	Guided Pathways		
	four pillars of GP.	Pathways pillars.	pillars.		
0 I I 0I I II	Unit has no specific	Unit has identified	Unit has identified		
Goals and Objectives					
	goals or objectives to	goals/objectives, but	achievable goals or		
	achieve.	vague and not	objectives are		
		measurable.	measurable and		
	Unit does not		enhance efficiency.		
	provide adequate	Goals or objectives			
	evidence of	are not clearly linked	Goals or objectives		
	successes and	to NOCE strategic	are clearly linked to		
	challenges.	plan	NOCE strategic		
		goals/objectives.	plan/objectives.		
		Unit provides	Unit has identified		
		minimal evidence of	strategies on how to		
		success and	achieve		
		challenges AND lacks	goals/objectives.		
		strategies on how to			
		address challenges.			
Resource Allocation	Unit lacks evaluation	Minimal evaluation	Detailed evaluation		
	of resource	of resource	of resource		
	utilization.	utilization.	utilization.		
	Unit does not	Limited discussion of	Presented unique		
	identify important	context affecting	unit circumstances		
	contextual factors	resource planning.	and/or contextual		
	related to resource	resource planning.	factors affecting		
	planning.	Identifies needs or	resource planning.		
	planning.	sets priorities but	resource planning.		
	Identifies needs or	lacks connection to	Uses data to clearly		
	sets priorities but	data to resource	identify unit needs		
	lacks connection to	requests. Some	and priorities.		
	data to resource	description of how	Detailed description		
	resource requests	support the	requests support the		
	support the	department in	department in		
	department in	accomplishing its	accomplishing its		
	accomplishing its	goals/objectives.	goals/objectives.		
	goals/objectives.				
	+	1	+	 +	

Comments:

## Program Review Evaluation Panel

The Program Review Panel will be established on a rotational yearly basis. The current structure of the panel is below with it being co-chaired by both the Director of Institutional Research and Planning and an NOCE faculty representative. The panel will recruit NOCE staff yearly to serve in one of four stakeholder positions: manager, classified, student, and faculty. In April, the panel will provide the President's Cabinet with an overview of the process and a summary of feedback provided to participating units. At the end of spring, the panel will conduct a call out for panel participants for the following year's program review cycle. All panelists who served will be surveyed at the end of the year to gather feedback on their experience and how to improve the overall process. Panelists will participate in a structured training in the fall to assure that there is consistency on rubric scoring.

## Program Review Panel Composition



#### **Program Review and Program Planning Templates**

All units will be expected to complete either a Program Planning or Program Review template. Templates are structured by the type of unit (administrative, student services, or academic) and were vetted by several stakeholders including the Program Review Taskforce, Academic Senate, program directors and the Institutional Effectiveness Committee. Templates are attached separately for review.

#### **Academic Unit Program Review**

#### Administrative Unit Program Review

#### **Student Services Unit Program Review**

#### **Resources**

Within the SharePoint site, you will find several resources in the "Resources" folder.

#### **Data Dashboard Links:**

This resource folder houses links to the data dashboards available to everyone to utilize through their Program Planning or Program Review process. Instructions on how to access dashboards are available here, in addition to how-to guides on interacting with the dashboards.

#### Position Management Documents:

This resource folder houses all NOCE documentation related to position management processes and timelines.

#### **Guided Pathways Documents**:

This resource folder houses State Chancellor's Office documentation and local NOCE documentation related to guided pathways, including NOCE's Guided Pathways Scale of Adoption Plan.