



Departmental Planning and Departmental Review Manual

August 2021

Produced by Office of Institutional Research and Planning



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Table of Content

Contents

Introduction.....	3
Background	3
NOCE Taskforce for Institutional Planning.....	4
NOCE Departmental Review and Planning Units	4
Departmental Review and Planning Submission Process	5
NOCE Departmental Review 4-year cycle	6
Departmental Review and Departmental Planning Sharepoint	7
Departmental Review Scoring Rubric.....	12
Departmental Review Evaluation Panel	14
Departmental Review and Departmental Planning Templates:	15
Academic Unit Departmental Review	15
Administrative Unit Departmental Review.....	15
Student Services Unit Departmental Review	15
Resources	15

Introduction

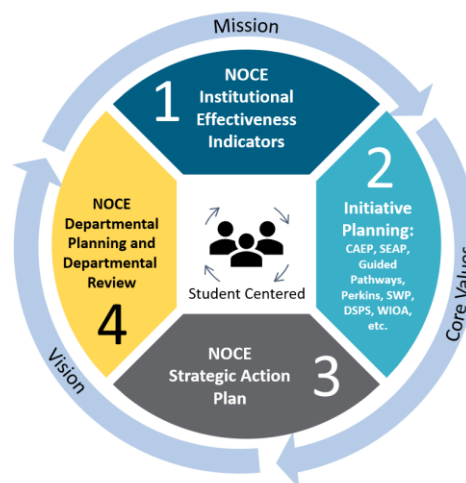
The purpose of Departmental Review and Departmental Planning is to guide the development of NOCE departments on a continuous basis. Departmental Review is a process that evaluates the status, effectiveness, and progress of academic, administrative and student services programs and helps identify the future direction, needs, and priorities of those programs. Departmental Review is also connected to strategic planning, resources allocation and other decision-making processes within NOCE and its programs¹.

Background

NOCE's institutional effectiveness process consists of four components: IE indicators, Initiative Planning, NOCE Strategic Action Plan and NOCE Planning and Departmental Review. The Taskforce for Institutional Planning 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

Departmental Review and Departmental Planning at NOCE beginning in Fall 2021. The purpose of institutionalizing Departmental 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 services².” As key component of institutional planning and resource allocation, Departmental Review provides systematic and data-informed decision making that allows NOCE to examine the overall effectiveness of its programs and institution. Departmental Review and Departmental Planning will provide a mechanism for NOCE to gather information and take a comprehensive look at all aspects of the institution's functions, including

NOCE Institutional Effectiveness Model



¹ <https://www.provost.iastate.edu/academic-programs/accreditation/academic-program-review--purpose-and-process>

²ASCC-PROGRAM REVIEW: Developing a Faculty Driven Process. Accessible at https://www.asccc.org/sites/default/files/publications/ProgReview_0.pdf

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 Departmental Review template every four years and a Departmental 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 reporting requirements under Criterion 10 from WASC. Most importantly, this data-informed process will help move NOCE forward to meet its priority of student success.

NOCE Taskforce for Institutional Planning

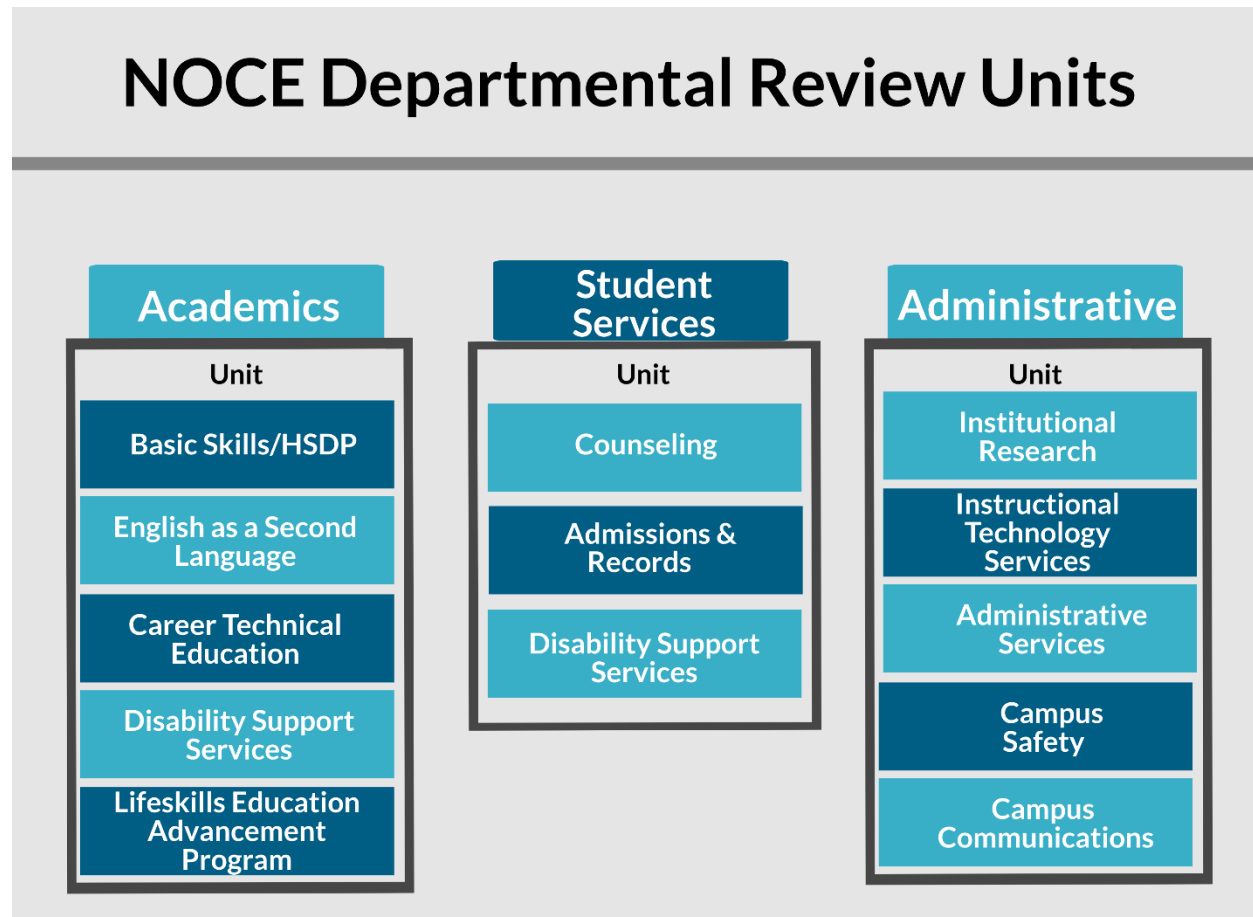
In January 2020, IEC members were recruited to participate in a NOCE Taskforce for Institutional Planning. Members represented all constituent groups: Managers, Faculty, Classified, and Students. The purpose and goals of the taskforce were clearly defined and agreed upon by all taskforce members:



NOCE Departmental Review and Planning Units

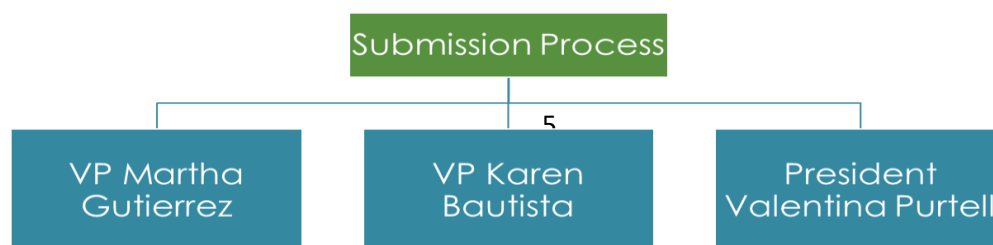
Below are the NOCE units defined for Departmental Review and Departmental Planning purposes. These units will each be expected to complete a Departmental Review or Departmental Planning template based on their unit area (academic, student services, administrative). It is highly encouraged that Departmental Review and Departmental 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 Departmental Review panel for questions and guidance. Trainings for all units will be available beginning in the fall semester.



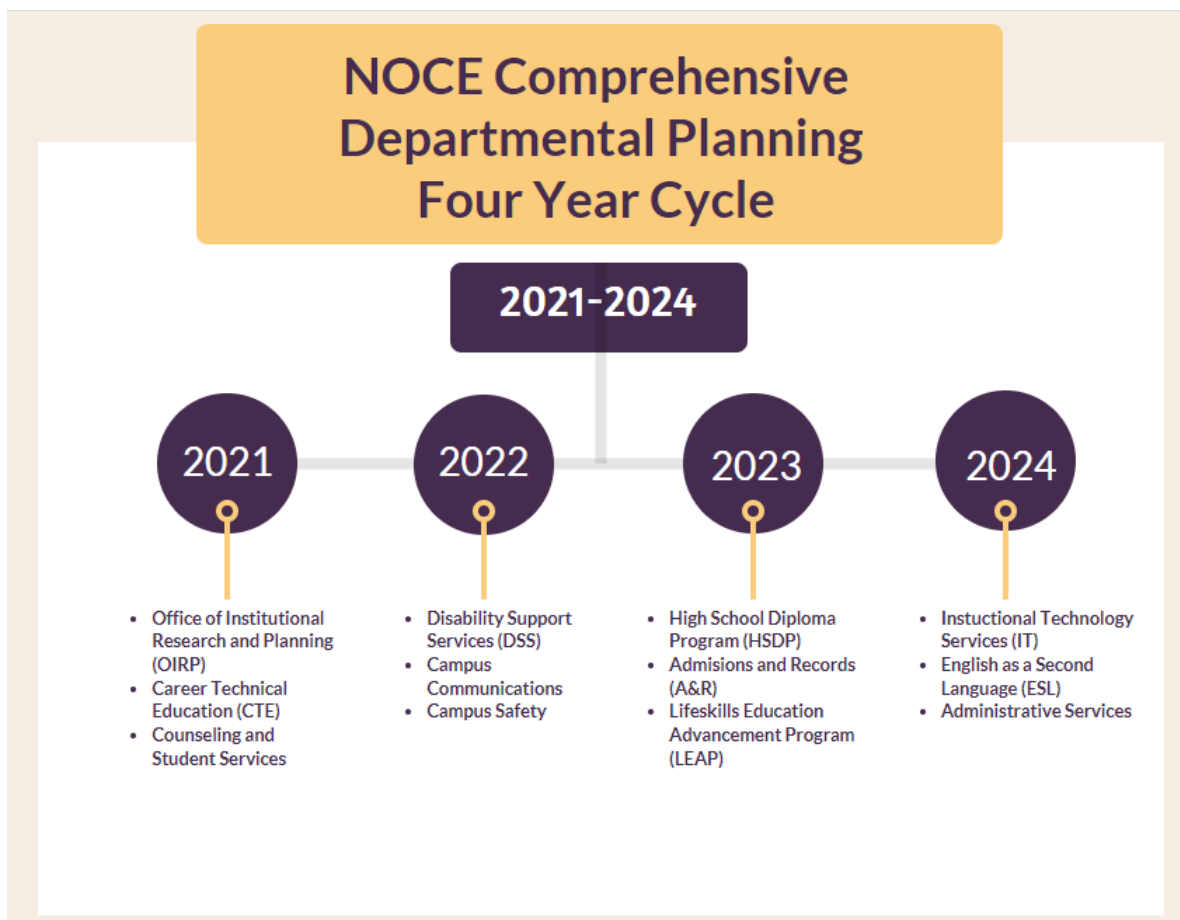
Departmental Review and Planning Submission Process

All units will be required to have their Departmental Review or Departmental Planning templates reviewed prior to submission to the Departmental 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 Departmental Review Panel.



NOCE Departmental Review 4-year cycle

Below are the units and cycle years that will undergo Departmental Review at NOCE. All units will be required to submit their completed Departmental Review or Departmental Planning templates to the Departmental Review panel for feedback in January.



Departmental Review and Planning Unit Training

The Office of Institutional Research and Planning (OIRP) will coordinate and lead Departmental Review and Departmental Planning unit trainings throughout the fall semester. Two separate

NOCE Departmental Review & Departmental Planning Manual / AY 2021-2025

trainings will be held: One designated for units undergoing Departmental Review that year and another or all other units undergoing Departmental Planning. Trainings will be held during the first week of September and will consist of the following components.

Trainings will consist of following components:

- Overview of Departmental Review and Departmental Planning purpose and timeline
- Overview of Departmental Review and Departmental Planning manual
- Overview of Departmental Review/Departmental Planning templates for each unit type and a deep dive into each template component
- Overview of Sharepoint site and 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 Departmental Review process
- Overview of position management processes and resource requests at NOCE
- Schedule any follow up trainings as requested by unit leads
- Q&A

Departmental Review and Departmental Planning Sharepoint

All Departmental Review and Departmental Planning documents and resources are housed in a SharePoint site:

<https://sceedu.sharepoint.com/sites/NOCEPPPR>

Accessing Templates: Templates can be found by clicking on the documents tab on the left-hand panel and navigating to the appropriate academic year:

NP NOCE Departmental Planning and Departmental Review

Home + New Upload Edit in grid view Sync Add shortcut to OneDrive Pin to Quick access Export to Excel Automate

Conversations

Documents

Shared with us

Notebook

Pages

Site contents

Recycle bin

Edit

Name	Modified	Modified By	+ Add column
2021-2022	July 9, 2021	Pragye Mool	
2022-2023	July 9, 2021	Pragye Mool	
2023-2024	July 9, 2021	Pragye Mool	
2024-2025	July 9, 2021	Pragye Mool	
Panel Resources	August 23, 2021	Dulce Delgadillo	

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

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NP NOCE Departmental Planning and Departmental Review

Home Conversations Documents Shared with us Notebook Pages

+ New Upload Edit in grid view Share Copy link Sync Download Add shortcut

Documents > 2021-2022

Name	Modified	Modified By
Departmental Planning	About an hour ago	Pragye Mool
Departmental Review	About an hour ago	Pragye Mool

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 Departmental Review and Departmental Planning process.

NP NOCE Departmental Planning and Departmental Review

Home Conversations Documents Shared with us Notebook Pages Site contents Recycle bin Edit

+ New Upload Edit in grid view Share Copy link Sync Download Add shortcut to OneDrive

Documents > 2021-2022 > Departmental Planning

Name	Modified	Modified By	+ Add
Administrative Services	July 9, 2021	Pragye Mool	
Admissions and Records (A&R)	July 9, 2021	Pragye Mool	
Basic Skills	September 8, 2021	Pragye Mool	
Campus Communications and Marketing	July 9, 2021	Pragye Mool	
Campus Safety	July 9, 2021	Pragye Mool	
Disability Support Services (DSS)	July 9, 2021	Pragye Mool	
English as a Secondary Language (ESL)	July 9, 2021	Pragye Mool	
Instructional Technology Services (IT)	July 9, 2021	Pragye Mool	
Lifeskills Education Advancement Program (LEAP)	July 9, 2021	Pragye 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 Departmental Planning or Departmental Review process.

NOCE Departmental Review & Departmental Planning Manual / AY 2021-2025

The screenshot shows the 'NOCE Departmental Planning and Departmental Review' interface. On the left is a sidebar with navigation options: Home, Conversations, Documents (selected), Shared with us, Notebook, Pages, and Site contents. The top toolbar includes buttons for New, Upload, Edit in grid view, Share, Copy link, Sync, Download, Add shortcut to OneDrive, and Export to Excel. The main content area shows a breadcrumb path: Documents > 2021-2022 > Departmental Review. Below this is a table of documents:

Name	Modified	Modified By	+ Add column
Career Technical Education (CTE)	July 8, 2021	Pragye Mool	
Counseling and Student Services	July 8, 2021	Pragye Mool	
The Office of Institutional Research and Planning (OIRP)	July 8, 2021	Pragye Mool	

Sharing documents: Templates can be shared out with individuals by clicking on the share icon. You can share with others for collaborating by either entering their emails 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 Departmental Planning or Departmental 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.

The screenshot shows the same interface as the previous one, but with the 'Share' button in the top toolbar highlighted in red. A red text box above the button says: "You can share the folder and all of its contents through this button". The 'Share' button is clicked, and a 'Send link' dialog box is open. The dialog box has a title bar 'Send link' and a close button. It contains the text 'NOCE Administ...emplate.docx' and a dropdown menu 'People in NOCE with the link can edit >'. Below this is a 'To: Name, group or email' field and a 'Message...' field. A 'Send' button is at the bottom right. A red box highlights the 'Copy link' button in the bottom right corner of the dialog box.

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 could be a useful tool to house additional documents that may be useful for your team in completing the template.

NOCE Departmental Review & Departmental Planning Manual / AY 2021-2025

NP NOCE Departmental Planning and Departmental Review

Home Conversations Documents Shared with us Notebook Pages Site contents Recycle bin Edit

+ New Folder Word document Excel workbook PowerPoint presentation OneNote notebook Forms for Excel Visio drawing Link Edit New menu Add template Upload Edit in grid view Share Copy link Sync Download Add shortcut to OneDrive Export to Excel

Documents > Departmental Review > The Office of Institutional Research and Planning (OIRP)

	Modified	Modified By	+ Add column
es	September 9, 2021	Dulce Delgadillo	
ative Unit Program Review Report Template.docx	April 15	Pragye Mool	
h Survey.pdf	March 3	Pragye Mool	

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

NP NOCE Departmental Planning and Departmental Review

Home Conversations Documents Shared with us Notebook Pages Site contents Recycle bin Edit

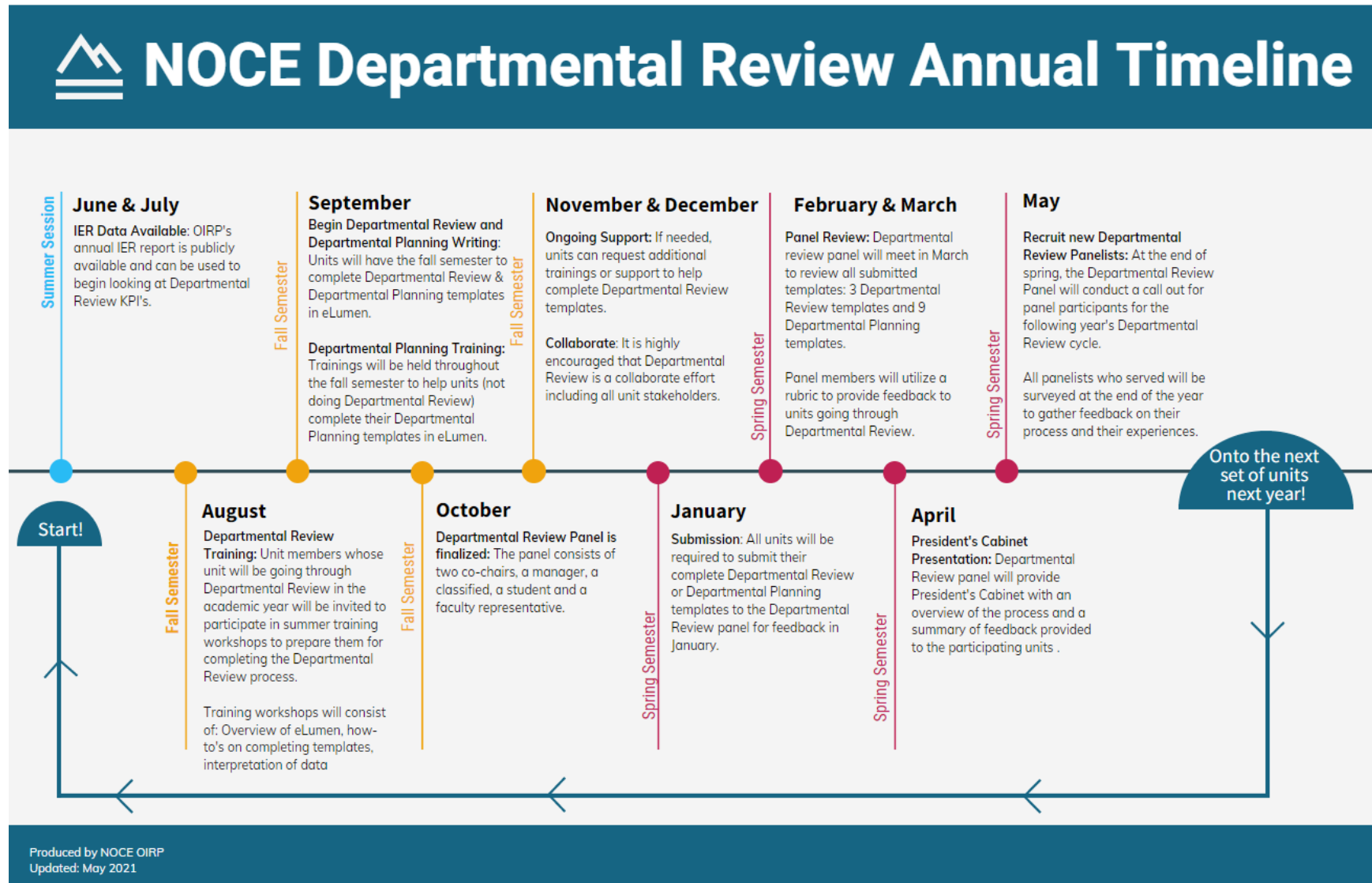
+ New Upload Edit in grid view Share Copy link Sync Download Add shortcut to OneDrive Export to Excel

Documents > Departmental Review > The Office of Institutional Research and Planning (OIRP)

Files Folder Template

	Modified	Modified By	+ Add column
OIRP PR Resources	September 9, 2021	Dulce Delgadillo	
NOCE Administrative Unit Program Review Report Template.docx	April 15	Pragye Mool	
OIRP Satisfaction Survey.pdf	March 3	Pragye Mool	

NOCE Departmental Review and Departmental Planning Annual Timeline



Departmental Review Scoring Rubric

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

NOCE Departmental Review Rubric

Unit:

Reviewer Name:

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

NOCE Departmental Review & Departmental Planning Manual / AY 2021-2025

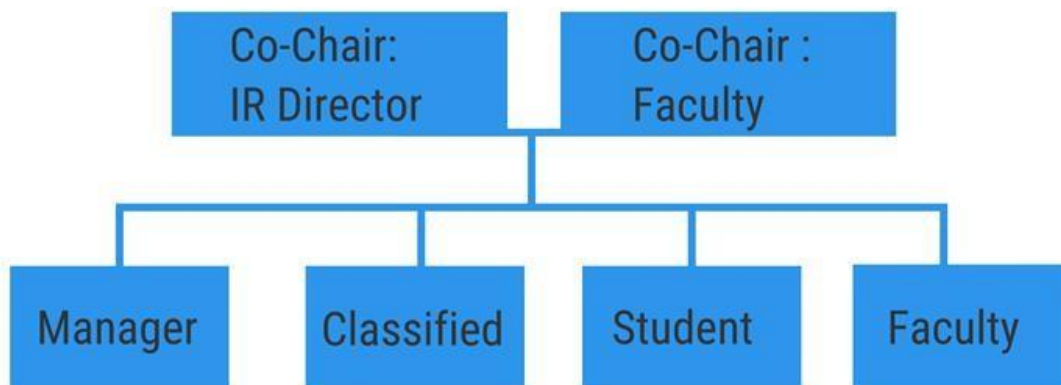
Guided Pathway Alignment	Unit has not identified how it contributes and	Unit has identified activities in alignment with fewer	Unit has identified activities that contribute and align to all four of the		
	supports each of the four pillars of GP.	than four Guided Pathways pillars.	Guided Pathways pillars.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

Comments:

Departmental Review Evaluation Panel

The Departmental 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 a NOCE Faculty representative. The panel will recruit yearly NOCE staff 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 Departmental 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.

Departmental Review Panel Composition



Departmental Review and Departmental Planning Templates:

All units will be expected to complete either a Departmental Planning or Departmental Review template. Templates are structured by the type of unit (administrative, student services, or academic) and were vetted by several stakeholders including the Departmental review taskforce, academic senate, program directors and the institutional effectiveness committee. Templates are attached separately for review.

Template links are below (ctrl + click on link to access):

[Academic Unit Departmental Review](#)

[Administrative Unit Departmental Review](#)

[Student Services Unit Departmental 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 Departmental planning or Departmental 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 resources folder houses State Chancellor’s Office documentation and local NOCE documentation related to guided pathways, including NOCE’s Guided Pathways Scale of Adoption Plan.