

Guide for Completing Action Steps for Annual Program Review

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Introduction

Southwestern College's 2015-2016 program review cycle marks a significant change in procedure as we leave behind the "paper and pencil" approach for compiling and documenting information about our programs and move into an electronic format that relies heavily on dropdown menus and conditional logic to guide you through an effective self-evaluation of your program in a way that is meaningful and responsive to our obligations with accreditation standards and institutional effectiveness goals. . In the past, programs and administrative offices completed complex Microsoft Word reports and then email these reports to a supervisor. This new snapshot is completed online and supervisors are provided electronic access to the reports in their areas and given the opportunity to request changes and provide input. Though the new system is intended as a stop-gap system while the Institutional Program Review Committee reviews additional options, we hope you find this new form easier to use and helpful as you evaluate your program effectiveness.

Things to Know

Where Do I Find the Forms?

All forms and training information are available on the Institutional Program Review website and the websites for each division responsible for program review.

Before You Begin

Prior to beginning to complete the online form, please review a blank copy of the form with your colleagues to get an idea of what your responses should be and what information you'll need. Meeting with faculty and/or staff ahead of time is an effective practice and will make completing the online form easier and more useful. Also, check the Professional Development website for scheduled program review trainings where you can learn about the new process and ask questions of the presenters.

A Word About Goals and SMART Action Steps

In past program review cycles, the term "goal" was used to describe something you wanted to accomplish within your program/unit. This created confusion for some as the term goal is very broad.

The new program review uses the term "action step" to describe a short-term outcome you wish to attempt that can be completed in a 12-24 month period. This is a concrete outcome that is considered SMART:

- **Specific**-state exactly what you wish to accomplish in concrete, tangible terms. Avoid vague statements (e.g. to improve student success).
- **Measurable**-there is a way to concretely measure progress in quantitative ways primarily, or quantitative if appropriate. How you plan to measure should be thought about before establishing an action step in program review.

- **Achievable/Attainable**-Can you realistically achieve this goal in a reasonable time frame? If not, instead consider creating an action step that, once completed, will make your other action steps easier to achieve.
- **Relevant**-Is your action step relevant to the overall mission, priorities, goals, and objectives of the college and your department. If you're not able to see a connection between your action step and larger institutional initiatives, you should review the need for the action step again and why you think its needed.
- **Time-based or time-bound**-Include a target date in your action plan and, if possible, benchmarks for measuring progress along the way.

An action step is an activity that your department attempts in order to support broader strategic planning priorities, goals, and/or objectives or the action plans of your division, the goals of the Governing Board or Superintendent/President and the mission of the college. Programs determine action steps based on an analysis of student learning outcomes or administrative unit outcomes data and other relevant data, as well as the district's Strategic Plan and your division's action plans.

An action step might need resource requests, but the action step is not itself a resource request. For example, an action step may be to improve ENGL 71 pass rates by 15 percent by Fall 2017, and a resource request to support that step may be to buy iPads for all ENGL 71 students.

This section is also used to document the accomplishment, completion or discontinuance of an action step from a previous program review. Action steps (formerly known as "Goals" in Section 1 of the previous "snapshot" form) should be addressed using this form.

Get the Troops Together

Program review should never be completed in a vacuum by a lone person sequestered in his or her office. The most effective way to complete your review is to take the time with your supervisor and colleagues to discuss the purpose of this self-evaluation, the data that is available regarding your program's outcomes and goals, and resources that are available to you. Program review is the foundation for budget development and it is the self-evaluation and planning performed in program review that leads to resource allocation and improved student success and learning.

Save and Resume Later

The form allows you to stop working in midstream and resume working later. To save your work, click "Save and Resume Later" at the bottom of your screen. This will generate a URL address. Copy the URL and save it in a safe place. You can use the link in any computer or browser anytime within the next 30 days to resume answering questions on the form. Without the link, the data you have entered cannot be retrieved and you will have to start filling out the form at the beginning. You will also be able to email the link to yourself by

submitting your preferred email address and you can share the link with collaborators if more than one person is working on the form.

Final Submission

Once your action step is submitted, you will receive an immediate notification email with the contents of your action step. Changes cannot be made at that time without consulting with the program review coordinator for your area. The Office of Institutional Effectiveness will compile all action steps from your area into a single program review “snapshot” and make available on SharePoint.

Outcomes Assessment Timeline (Academic and Administrative)

Every year, programs are required to submit an Outcomes Assessment Timeline (OAT) along with their program review. Update your existing OAT and submit it to your program review coordinator by your program review deadline. Directions for downloading existing OATS sheets are available on the Program Review Support Materials website.

Let's Get Started!

Section #1 Program Information (All questions in this section are required)

Most information needed for this section can be found on the Program Designator List. Additional information, such as past comprehensive program reviews and snapshots for your program are available in SharePoint.

"Program Review Level"

Each program review is assigned a level, which determines your deadline. Your level can be found by reviewing the Program Designator List.

"Division"

Select the designator for the cabinet-level lead in your area (VPAA, VPSA, VPBFA, Superintendent/President)

"Director, Dean, or Supervising Office"

Select the designator for the director, dean, or supervisor that supervises your area.

"Program Designator"

This designator is a specific acronym for your program and will be tied to your action steps throughout this process. Every program review must have a designator.

"Name of Program"

Choose the name of your program from the dropdown menu. If you do not see your program or have a question, contact rbeach@swccd.edu

"Name of Program Review Lead"

Type the name of the primary contact for questions about this program review.

"Program Review Lead Email Address"

Type an email address for the primary contact for questions about this program review.

"Names of Program Review Contributors"

Please type the names of all faculty/staff involved in the creation of this program review. Use commas to separate their names.

"Year of Last Comprehensive Program Review"

Choose the academic year in which you submitted your most recent Comprehensive Program Review. You can access past program reviews at the Institutional Program Review Committee's SharePoint site.

Section #2 Name, Status, and Description

This section is completed after a review of your past goals/action steps from the year prior as well as your data. In the next section, you'll be required to document the data you analyzed in order to create this action step, so reviewing relevant data **before** creating any new action steps or updating ongoing ones is essential. Important things to remember:

- **Complete one form for each action step.** Complete sections 1-5 for each action step and then start the form again for more action steps. Be sure to indicate the priority of the action step when prompted. All submitted action steps are compiled by the Office of Institutional Effectiveness for recordkeeping.
- **Action steps from the program review snapshot from last year should be included if incomplete.** These should be included and the status updated along with new data or resource requests to support them. Use the 2017-2018 Form for Completed or Discontinued Action Steps for Annual Program Review to document completed or no longer active action steps.
- **Action steps are not resource requests.** For example, an action step may be to improve ENGL 71 pass rates by 15 percent by Fall 2017, and a resource request to support that step may be to buy iPads for all ENGL 71 students.
- **Base your action steps on data.** An action step that is created only on anecdotal data or conventional wisdom is hard to justify given the immensity of the issues that confront students and impede their success. Using any and all data available and relevant is an effective practice as well as an accreditation compliance issue.

"Action Step Priority"

Select the priority for this action step among all your action steps you intend to submit. Select only one priority.

"Name"

Write a brief name for your action plan. This is a brief umbrella term under which all your tasks and resource needs are included. (100 character maximum)

"Description"

In this section, describe the action step you hope to accomplish after your analysis of your program data and after consultation with faculty/staff in your area. Remember that an action step may include a series of tasks; however, an action step is not a list of resource needs or purchases. For example, "Buy a new computer" is not an action step. "Improve workplace efficiency by 20% by Spring 2016" is an action step that will be supported by the resource request to "Buy new computers." You can list specific tasks in the description area, but resource requests and purchases to support this action step should be fully explained in the "Resources" section. (500 character maximum)

"Implementation and Assessment Timeline"

In this field, provide a brief narrative describing the timeline for implementation and assessment of your action step. Be sure to include details such as how you intend to assess the impact of this action step and which individuals in your department/unit will be involved in implementation of your action step. (1,000 character maximum)

"Status"

Choose from the options provided or explain more specifically where you are in the process of completing your action step by choosing "Other." This info will help you as you review your program review next year. (250 character maximum)

Section #3 Outcomes, Data, and Evidence (ODES)

This section documents the links between the action step and the data you used to create it. The central "data point" in all planning is our college mission. This statement and the supporting strategic planning priorities, goals, and objectives should be considered when creating any action steps at all program review levels. Consider the list of data resources as you begin discussing action steps with your colleagues.

- [SWC Mission](#)
- [eLumen](#) - Provides course, program, and institutional level outcomes data
- [SWC Strategic Plan](#) - This link takes you to the 2016-19 Strategic Plan
- [The 2015-2016 SWC SOAR Report](#) - Includes Institution Set Standards and ISLO data
- [2015 SWC College Employee Survey](#)
- [SWC Educational Master Plan](#)
- [SWC Facilities Master Plan](#)
- [SWC Technology Plan](#)
- [Doing What Matters](#) website (data for CTE programs and Strong Workforce Programs)
- [LaunchBoard](#) (data for CTE programs) - Cal-PASS account required
- [CA Labor Market Index](#)
- [CCCCO DataMart](#)
- [SWC Data Dashboard](#) (only accessible on campus; best with Firefox and Chrome; must use a Windows-based computer that is assigned to Staff)
- [Student Success Scorecard](#)
- [SWC Data Resources Website \(for further data resources\)](#)

Also, essential to your data analysis is outcomes assessment, which tells you how well students are able to apply what they've learned after an educational experience (CSLOs, PSLOs, ISLOs) or how well the services we provide them across their experience at Southwestern College have enhanced and support their achievement (AUOs and ISLOs). ***Every program review should have outcomes assessment as a component of data***

review and planning. Beginning in Fall 2018, outcomes data will be required in all action steps submitted for program review.

Note: This section is built using a conditional logic system. This means when you make a choice, new options appear based on that choice.

"SLOs and/or AUOs"

Choose "Yes" if the data you're using SLO or AUO data. Choose "No" if your data is from a different source. ***Every program review should have outcomes assessment as a component of data review and planning.***

If you answer YES...

"SLO/AUO"

Type the CSLO, PSLO, or AUO for which you've gathered data and which is relevant to this action step for this program review. Programs that collect SLO and AUO data should make all efforts to create action plans supported by SLO or AUO assessment results. ***If you are not collecting outcomes data, it's essential to follow up with your supervisor to begin this important assessment work.***

"ISLOs"

Choose the Institutional Student Learning Outcome or Outcomes that is/are mapped to your SLO or AUO. Consult CurricUNET for outcomes for academic programs and courses or eLumen for student services and administrative services outcomes. You may select more than one ISLO if necessary.

"Method for Collecting Data"

Explain how you collected your SLO/AUO data you've used to establish your program review action step. (500 character maximum)

"Findings"

Explain your findings based on your analysis of SLO/AUO data with faculty and staff in your area. These findings or conclusions should lead you to the action step you've described in Section 2. (500 character maximum)

These steps can be repeated once, allowing you to include a total of two SLO/AUOs to support this one action step.

If you answer NO...

"Additional Data and Evidence"

If you select "No", you will see a field where you will describe any data that is NOT SLO/AUO data you used when determining this action step. This might include DataMart

data, Labor Market Information, Advisory Committee Recommendations, etc. (1,000 character maximum). This field is required if not using SLO/AUO data.

Section #4 Strategic and Integrated Planning

In this section, you are required to link this action step to Strategic Planning Priorities, Goals and Objectives. These should be the foundational principles behind your action step and help the institution measure how well we are moving forward in these goals by tracking progress of our priorities, goals, and objectives at the program/unit level.

Note: This section is built using a conditional logic system. This means when you make a choice, new options appear based on that choice.

"Strategic Planning Priorities"

Select the strategic priorities that are supported by your action step. You may choose more than one. For each Strategic Planning Priority you select, the specific Strategic Planning Goals and Strategic Planning Objective will appear. The 2016-2019 Strategic Plan is available on the SWC website.

You may choose more than one Strategic Planning Goal and more than one Strategic Planning Objective.

"Integrated Planning"

Institutional planning documents, such as the Technology Plan or Educational Master Plan, are important resources and should be used when determining program action steps. Please select those planning documents that are directly supported by your program review action step and explain in the field below how this step supports this document. This question requires that you specifically explain the connection.

"Resources"

This question asks if new resources are needed to support this specific action step.

If you select "Yes" click "Next" in the corner of your screen. Then you will go to "Section 5: Resource Requests."

If you answer "No", you will be directed to the "Submit" page.

Section #5 Resource Requests

Sometimes, resources are needed in order to accomplish program action steps. Use this section for identifying what those new or augmentations to existing resources may be. Best practice is to consult with your supervisor/director/dean/vice president prior to making a resource request to determine the most viable pathway to secure new resources and what resources you may already have available. ***Each action step may include up to 10 resource requests.***

"Request #1 Category"

Choose one category for new resources needed to accomplish your action step. You may choose from one of the following:

- **Major Equipment**
A single item that costs \$5,000 or more for one item (fork lift, ceramics kiln, specimen freezer). Equipment items are not technology items.
- **Minor Equipment**
An item, or a bundle of two or more of the the same item, of instructional or operational equipment that costs \$4,999 or less. Equipment items are not technology items.
- **Facilities**
A renovation of an existing facility, classroom, office space or other area or furniture for a space. This should not include any technological used in the room. (A smart podium is furniture, the computer in it is technology)
- **New Technology**
An item of instructional or operational technology that will not replace an item you currently use (new computers, new software, new servers). New Technology items may be bundled together as one item if all items in the bundle depend on each other to work.
- **Replacement Technology**
An item of instructional or operational technology that replaces an outdated or no longer useful piece of technology you currently. Replacement technology items may be bundled together as one item if all items in the bundle depend on each other to work.
- **Human Resources: Currently unfunded, New Classified Staff/Administrators**
- **Human Resources: Faculty**
- **Uncategorized Needs**
Any one item that does not fit into the other categories.

"Request #1: Name"

Provide a brief name for this resource that is clear and easily understood. Limit your name to as few words as possible. (50 character maximum).

"Request #1: Contact"

Please provide the name of the person to contact for more information on this specific resource request.

"Request #1: Rationale"

Explain how this resource will support your program to complete your action step. This field is limited to 1,000 characters (1,000 character maximum). ***It is strongly suggested that you consult with the Facilities, Operations and Planning office, Institutional Technology Office or your immediate supervisor when determining a rationale for a new resource or an augmentation.*** Consultation will allow you to make the case for additional resources stronger by being aware of existing resources as well as long-term

plans at the school or district level. Standing Committees of the Shared Consultation Council will use this information to prioritize resource needs based on criteria found in the Institutional Program Review Handbook.

"Request #1: Instructional or Non-instructional"

Instructional resources are those resources students use during a classroom and/or learning experience. Non-instructional resources support students indirectly, out-of-the-classroom, and support administrative staff to perform their duties.

"Request #1: Ongoing vs. One-time"

Choose whether the costs for this item are only one-time or if it is a recurring expense. One-time only expenses are those that DO NOT have additional costs in outlying years. For example, new software that requires a renewing site license is an ongoing item.

"Request #1: Costs (Optional)"

If possible, estimate the costs associated with this item. ***This question is optional.***

"Resource Request #2"

This question asks if additional resources are needed to support this specific action step.

If you answer "Yes" you will be prompted to provide information for your second Resource Request. When finished with all Resource Requests, up to ten, you will be prompted to submit the action step.

If you answer "No", you will be prompted to submit the action step.

Each program review may request 10 resources to support each action step.

Submitting Your Action Step

You are now ready to submit ONE action step to support your annual program review. You will be unable to submit if any required fields have been left unanswered. Required questions are highlighted with a red asterisk. If you are finished, click "Next" at the bottom right of the page.

If you are not ready to submit, click "Save and Resume Later." If you wish to save and resume later, be sure to carefully type in your email address in the field that appears. In a few moments, you should receive an email with a hyperlink to use when you are ready to resume working on your form later. Keep the hyperlink in a safe place as **your draft form cannot be retrieved without it.** A new hyperlink is created every time you click "Save and Resume Later." The link to your draft form expires in 30 days.

After you submit, you will be redirected to the beginning of the form again in order to add another action step if needed. If you have questions about submitting your program review action steps, please contact The Office of Institutional Effectiveness at 619-421-6700 ext. 6615.

Completed or Discontinued Action Steps for Annual Program Review

As part of “closing the loop” you are asked to complete a brief form to document the status of recent action steps that have been completed or discontinued. The questions and fields for this form are similar to the fields for sections 1 and 2 of the form for new and ongoing action steps. This is a key component to managing activities related to program improvement and building upon innovations and accomplishments to support student success.