EDUCATIONAL SUPPORT CENTER

UNIT PROGRAM REVIEW

REPORT GUIDE

2014-15

The Educational Services Center supports the improvement of institutional effectiveness in a systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation.

The Educational Services Center ensures that the colleges receive effective and adequate district provided services to support the colleges in achieving their missions. (ACCJC Standard IV.D.2)

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Introduction

In Fall 2014, the Chancellor directed the Educational Services Center to implement a comprehensive program review system in order to systematically assess the effectiveness of services provided by all units on an annual basis. (Appendix A) The purpose of the ESC unit program review process is to evaluate the quality of services provided by each unit to the colleges and the District and align unit objectives with district goals in the 2012-2017 District Strategic Plan. (Appendix B) Additionally, the unit program review is a component of District integrated planning which includes unit resource allocation, operational planning, and service goals and performance objectives evaluated on an annual basis.

Unit Program Review Cycle and Process

Cycle
The unit program review operates on an annual cycle with five phases: Evaluation, Planning, Review, Communication, and Implementation. (Appendix C) All units follow the same unit program review timeline. (Appendix D)

Process
Each phase is a sequence in the unit program review process. The Unit Program Review Report template provides information on completing all components. (Appendix E)

1) Evaluation
   At the beginning of each cycle, units will prioritize their needs and then select an outcome and/or objective to focus on. Next, units will decide what types of evidence to use and begin data collection. During this time, results from the annual ESC Services Survey will be distributed to all units. Following data analysis, units will interpret their findings and determine whether their performance standard was met.

2) Planning
   Based on their findings, units will create an Improvement Plan. The IP outlines changes to be implemented and also includes unit resource requests.

3) Review
   Units will submit final drafts of their reports to the Program Review Team. PRT will review them and provide feedback to units. Units will revise and resubmit final reports to PRT. PRT will also review unit resource requests and make decisions regarding resource allocation.

4) Communication
   Unit managers will present their final reports to their staff. The presentation will also highlight the upcoming implementation phase.

5) Implementation

   After presenting their final report, units will begin implementing their Improvement Plan. If units do not have an IP, they will continue to monitor ongoing needs.

ESC Services Survey

The ESC Services Survey was created in January 2015 in order to provide unit managers with direct user feedback and as a source of evidence for their systematic program review. The survey will be conducted annually as an integrated component of the program review process. First, the Deputy Chancellor and senior staff will discuss and finalize survey revisions. Units may submit supplemental question to be added to the survey. Next, unit managers will update the client distribution list for survey participants. The survey will be administered for six weeks with weekly reminders to non-responders. Finally, survey data will be analyzed by unit and distributed to each unit manager. (Appendix G)

Program Review Team

Membership
The primary purpose of the Program Review Team is to review program review reports and resource requests. PRT will function as an independent work group of the District Planning and Accreditation Committee. PRT members will be invited to serve for one year. The team will be composed of five members:

1 Associate Vice Chancellor of Institutional Effectiveness, as PRT Chair
1 Vice President of Administrative Services
2 College Dean
1 Manager in Finance

Responsibilities
The Program Review Team will review each unit program review report for completeness. PRT will gather as a group to discuss report revisions and provide consolidated feedback to each unit. PRT will offer units an opportunity to clarify and ask questions. PRT will confirm receipt of the final reports. PRT will confirm units have presented final reports to staff. (Appendix H)

Resource Requests
The Program Review Team will unit review resource requests. PRT will decide whether to approve, modify, or deny a request. PRT will provide each unit with an explanation regarding their decision. (Appendix I)

APPENDICES

A. ESC Units for Program Review

Area	Unit
Office of Deputy Chancellor	- ADA Compliance Administration - Business Services - Diversity Programs and Services - Information Technology
Educational Programs and Institutional Effectiveness	- Attendance Accounting - Institutional Effectiveness - Curriculum Support - Student Success - Dolores Huerta Labor Institute
Economic and Workforce Development	- CalWORKS - Workforce Development
Chief Financial Officer / Treasurer	- General Accounting - Accounts Payable - Central Financial Aid - Payroll - Budget and Management Analysis - Internal Audit
Facilities Planning and Development	- Facilities - Bond Programs - Real Estate Program
Human Resources	- Employer-Employee Relations - LACCD Total Wellness Program - Operations - Risk Management
General Counsel	
Personnel Commission	

B. District Strategic Plan

Goal	Description
Goal 1 Access and Preparation for Success	Improve equitable access; help students attain important early educational momentum points.
Goal 2 Teaching and Learning for Success	Strengthen effective teaching and learning by providing a learner-centered educational environment; help students attain their goals of certificate and degree completion, transfer, and job training and career placement; increase equity in the achievement of these outcomes.
Goal 3 Organizational Effectiveness	Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.
Goal 4 Resources and Collaboration	Increase and diversify sources of revenue in order to achieve and maintain fiscal stability and to support District initiatives. Enhance and maintain mutually beneficial external partnerships with business, labor, and industry and other community and civic organizations in the greater Los Angeles area.

C. Unit Program Review Cycle

Program review cycle sequence:

1) **Evaluation**
   - Units select outcome/objective to assess and conduct analysis
2) **Planning**
   - Units create Improvement Plan
3) **Review**
   - Program Review Team reviews reports and resource requests
4) **Communication**
   - Units present final reports to staff
5) **Implementation**
   - Units implement Improvement Plan

D. Unit Program Review Timeline

Program review cycle sequence:
1) **Evaluation**
2) **Planning**
3) **Review**
4) **Communication**
5) **Implementation**
Survey analysis must be completed prior to Evaluation

Option 1 (Cycle begins Fall term)

Sep	Oct	Nov	**Dec**	Jan	Feb	Mar	Apr	**May**	Jun	Jul	Aug
EVALUATION			**PLANNING**				**COMMUNICATION**	**IMPLEMENTATION**			
					REVIEW		Survey Revision		Survey Administration		Survey Analysis

Final unit program review reports due in January.

Option 2 (Cycle begins Spring term)

Feb	Mar	Apr	**May**	Jun	Jul	Aug	Sep	**Oct**	Nov	Dec	Jan
EVALUATION			**PLANNING**				**COMMUNICATION**	**IMPLEMENTATION**			
					REVIEW		Survey Revision		Survey Administration		Survey Analysis

Final unit program review reports due in June.

Option 3 (Cycle begins fiscal year)

Jul	Aug	Sep	**Oct**	Nov	Dec	Jan	Feb	**Mar**	Apr	May	Jun
EVALUATION			**PLANNING**				**COMMUNICATION**	**IMPLEMENTATION**			
					REVIEW		Survey Revision		Survey Administration		Survey Analysis

Final unit program review reports due in November.

E. Unit Program Review Report Template

I. Introduction

A. Title of unit
Provide brief unit description and include:
- Program mission, if applicable
- Primary functions, responsibilities, or services provided
- Overall contribution to district goals
- Description of main clientele
- Organizational structure and staffing

B. Outcomes and Objectives
SAO or PO #1:
SAO or PO #2:

Clearly state the Service Area Outcome (SAO) or Performance Objective (PO) you selected for this program review cycle
- SAO: What will students or clients do, say, or feel about a major component of your service?
- PO: What do you do or plan to do in a major component of your services that demonstrates overall effectiveness?

Every SAO and PO:
- Must be understandable, even to someone who does not work in the unit
- Must be measurable
- Provides clear direction related to at least one major unit component
- Describes one highly significant intended result of the unit's services

C. Executive Summary
Summary of sections II and III

II. Program Review

A. SAO or PO #1 [Restate the SAO or PO here]

1. Relation to higher-level mission, goals, or outcomes
Describe how the SAO or PO links to college or district-level mission, goals, or outcomes

2. Evidence
What evidence will indicate how well your service performed on the outcome?

3. Assessment Method
How will you obtain this evidence?

4. Performance Standard
What is the standard for acceptable performance?

5. Analysis and Interpretation
What were your findings and what do they mean?

6. Conclusion
Was the performance standard met? Yes or No

7. Changes To Be Implemented
Based on the analysis, if applicable create an Improvement Plan (IP) and include:
    Clearly state the improvement the unit seeks to implement
    Person or group responsible for coordinative progress on IP
    Relation or contribution to higher-level goal or outcome, if any
    Begin and target date for completing IP
    Relative priority
    Specific activities or steps in order to achieve IP
    Specific measure by which you will determine progress or completion of IP
    Resources required to achieve IP and best estimates of total costs, if any. Specify if one-time
    or ongoing and type of resource (personnel, equipment, supplies, facility, other)

B. SAO or PO #2 [Restate the SAO or PO here]

1. Relation to higher-level mission, goals, or outcomes
2. Evidence
3. Assessment Method
4. Performance Standard
5. Analysis and Interpretation
6. Conclusion
7. Changes To Be Implemented

III. Conclusion
Summary of section II

IV. Table of Evidence [Include if applicable]
Exhibit 1 [Briefly describe]
Exhibit 2 [Briefly describe]

F. Unit Program Review Report Example

I. Introduction

A. Institutional Assessment

The Office of Institutional Assessment provides information on and analysis of program goals and student learning outcomes on districtwide initiatives.

IA supports District Goal 3 - Organizational Effectiveness: Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.

The main clientele of IA are the college student services units.

IA has two full-time staff: Director (1) and Administrative Analyst (1)

B. Outcomes and Objectives

SAO #1: Users will report satisfaction with the performance of Institutional Assessment overall.

PO #1: Institutional Assessment responds to requests in a timely manner.

C. Executive Summary

For the 2014-15 program review cycle, the Office of Institutional Assessment examined user satisfaction with overall performance and responsiveness to requests. Over 75% of users indicated IA responds to requests in a timely manner. However, less than 75% were satisfied with IA's performance overall. Therefore, IA created the following Improvement Objective: Provide more reports to colleges on districtwide data. IA is requesting one full-time Research Analyst in order to increase its service capacity and support to the colleges.

II. Program Review

A. SAO #1: Users will report satisfaction with the performance of Institutional Assessment overall.

1. Relation to higher-level mission, goals, or outcomes
This outcome supports District Goal 3 - Organizational Effectiveness: Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.

2. Evidence
Data from survey item, "I am satisfied with the performance of your office overall".

3. Assessment Method
Annual ESC Services Survey

4. Performance Standard
At least 75% of users surveyed will be satisfied with the performance of IA overall.

5. Analysis and Interpretation
Results from the survey showed that 70% of users were satisfied with the performance of IA overall. On average, IA users (3 out of 5) reported lower satisfaction than ESC users (4).

6. Conclusion
Was the performance standard met? No.

7. Changes To Be Implemented
Based on the analysis, the performance standard was not met. Therefore, the following Improvement Plan was created: Provide more reports to colleges on districtwide data. In order to increase services to the colleges, IA needs to hire one full-time Research Analyst. This would be a one-time personnel resource request. The new RA would increase IA's service capacity and support to the colleges.

B. PO #1: Institutional Assessment responds to requests in a timely manner.

1. Relation to higher-level mission, goals, or outcomes
This outcome supports District Goal 3 - Organizational Effectiveness: Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.

2. Evidence
Data from survey item, "Your office responds to my queries or requests in a timely manner".

3. Assessment Method
Annual ESC Services Survey

4. Performance Standard
At least 75% of users surveyed will state IA responds to requests in a timely manner.

5. Analysis and Interpretation
Results from the survey showed that 85% of users stated IA responds to requests in a timely manner. On average, IA users (4 out of 5) reported higher satisfaction than ESC users (3).

6. Conclusion
Was the performance standard met? Yes.

7. Changes To Be Implemented
Based on the analysis, the performance standard was met. Therefore, no Improvement Plan is needed at this time. IA will continue to monitor its request response times.

III. Conclusion
In conclusion, over 75% of users indicated IA responds to requests in a timely manner. However, less than 75% were satisfied with IA's performance overall. Therefore, IA created the following Improvement Objective: Provide more reports to colleges on districtwide data. IA is requesting one full-time Research Analyst in order to increase its service capacity and support to the colleges

IV. Table of Evidence
A. Exhibit 1: ESC Services Survey results

G. ESC Services Survey

LACCD: Educational Services Center
20xx-20xx ESC Services Survey

The Educational Services Center is currently conducting a review of its programs and services. Your answers to this survey will provide information that will help these areas evaluate services and plan future improvements. Your responses are strictly confidential.

The survey will take approximately 15 minutes to complete. Please answer all questions with reference to the interaction you had in the current academic year.

Your responses are due no later than DATE. You can direct questions concerning the survey to Maury Pearl, Associate Vice Chancellor of Institutional Effectiveness at pearlmy@email.laccd.edu. Thank you in advance for your participation.

Have you had any interaction with **[subunit]** in the current academic year?	Yes O	No O

Answer each question using the scale: Strongly Disagree to Strongly Agree	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	NA
Your office **responds** to my queries or requests in a timely manner.	O	O	O	O	O	O
Your office keeps me **informed** about the progress of my inquiries or requests.	O	O	O	O	O	O
Your office **explains** issues in terms that are understandable.	O	O	O	O	O	O
I am satisfied with the performance of your office **overall**.	O	O	O	O	O	O

Provide your feedback in each textbox

What is one thing our office does **well**?	*[textbox]*
What is one thing our office could do **better**?	*[textbox]*
What **additional** service or resource would you like our office to provide?	*[textbox]*

Answer each question using the scale: Strongly Disagree to Strongly Agree

Your office **responds** to my queries or requests in a timely manner.						
	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	NA
Subunit A	O	O	O	O	O	O
Subunit B	O	O	O	O	O	O

Your office keeps me **informed** about the progress of my inquiries or requests.						
	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	NA
Subunit A	O	O	O	O	O	O
Subunit B	O	O	O	O	O	O

Your office **explains** issues in terms that are understandable.						
	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	NA
Subunit A	O	O	O	O	O	O
Subunit B	O	O	O	O	O	O

	I am satisfied with the performance of your office **overall**.						What is one thing our office does **well**?	What is one thing our office could do **better**?	What **additional** service or resource would you like our office to provide?
	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	NA			
Subunit A	O	O	O	O	O	O	*[textbox]*	*[textbox]*	*[textbox]*
Subunit B	O	O	O	O	O	O	*[textbox]*	*[textbox]*	*[textbox]*

Please answer some additional questions for subunits you had any interaction with in the current academic year.

Thank you for participating in our survey.

H. Unit Program Review Report Feedback Form

Unit:

Submitted report on (date):

Submitted by (name and title):

Is the Unit Program Review Report complete?   Yes ☐   No ☐

Feedback:

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Received final report on (date):

Presented report to unit staff on (date):

The final report was accepted by members of the Program Review Team:

Date:

Chair   _____   _____
                  (print name)   (signature)

Member   _____   _____
                  (print name)   (signature)

Member   _____   _____
                  (print name)   (signature)

Member   _____   _____
                  (print name)   (signature)

Member   _____   _____
                  (print name)   (signature)

I. Unit Resource Request Feedback Form

Unit:

Length of request: One-time ☐   Ongoing ☐

Type of request:

     Personnel ☐   Equipment ☐   Supplies ☐   Facilities ☐   Other ☐

Request status: Approved as is ☐   Approved with modifications ☐   Denied ☐

Feedback:

The resource request was accepted by members of the Program Review Team:

Date:

Chair   _____   _____
                      (print name)   (signature)

Member   _____   _____
                      (print name)   (signature)

Member   _____   _____
                      (print name)   (signature)

Member   _____   _____
                      (print name)   (signature)

Member   _____   _____
                      (print name)   (signature)