NOCE
NORTH ORANGE
CONTINUING EDUCATION

Program Planning and Program Review Manual

August 2021

Produced by the Office of Institutional Research and Planning

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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[1].

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[2]."

NOCE Institutional Effectiveness Model

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

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[1] https://www.provost.iastate.edu/academic-programs/accreditation/academic-program-review--purpose-and-process
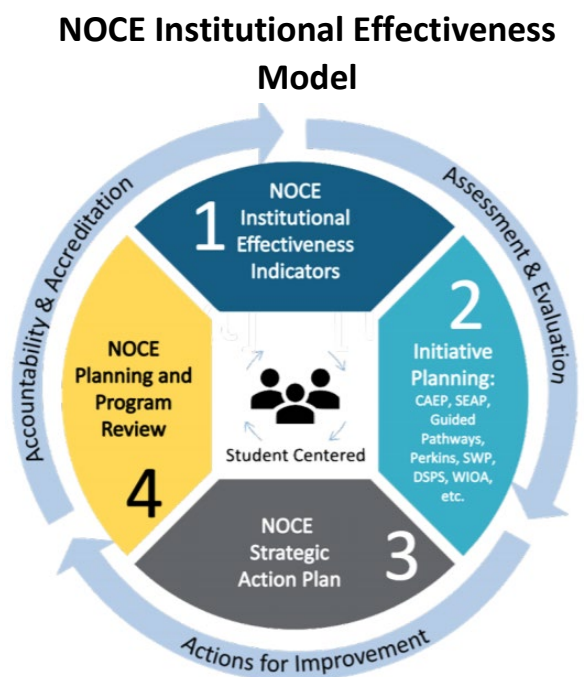
[2] ASCC-PROGRAM REVIEW: Developing a Faculty Driven Process. Accessible at https://www.asccc.org/sites/default/files/publications/ProgReview_0.pdf

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:
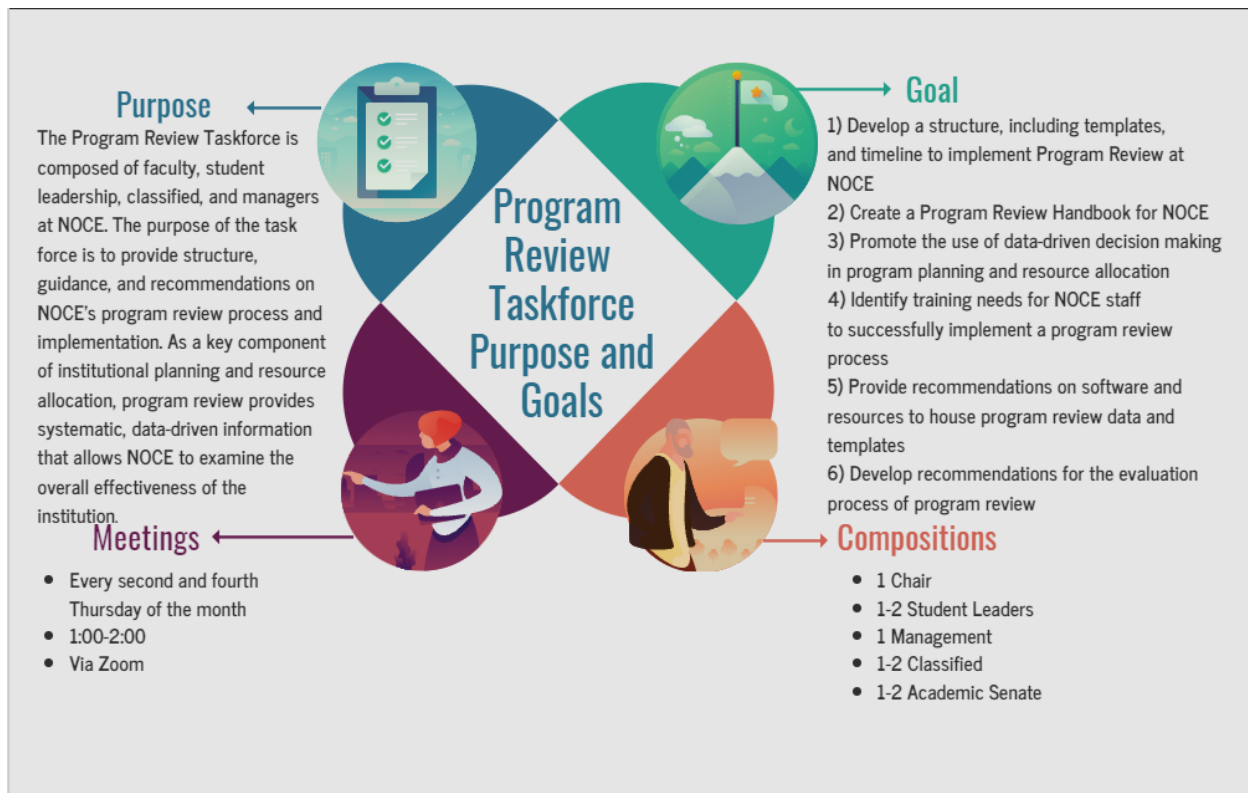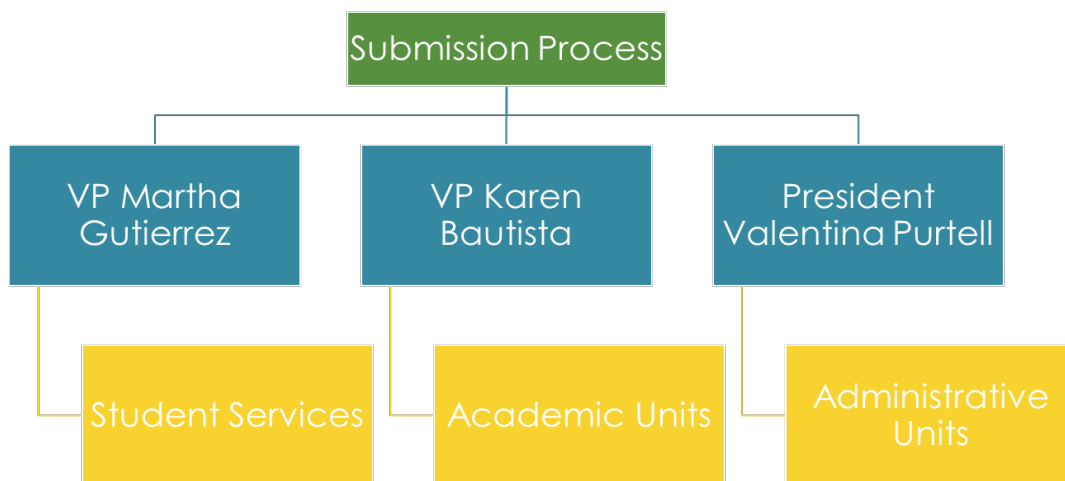

NOCE Program Review and Program Planning Units

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.
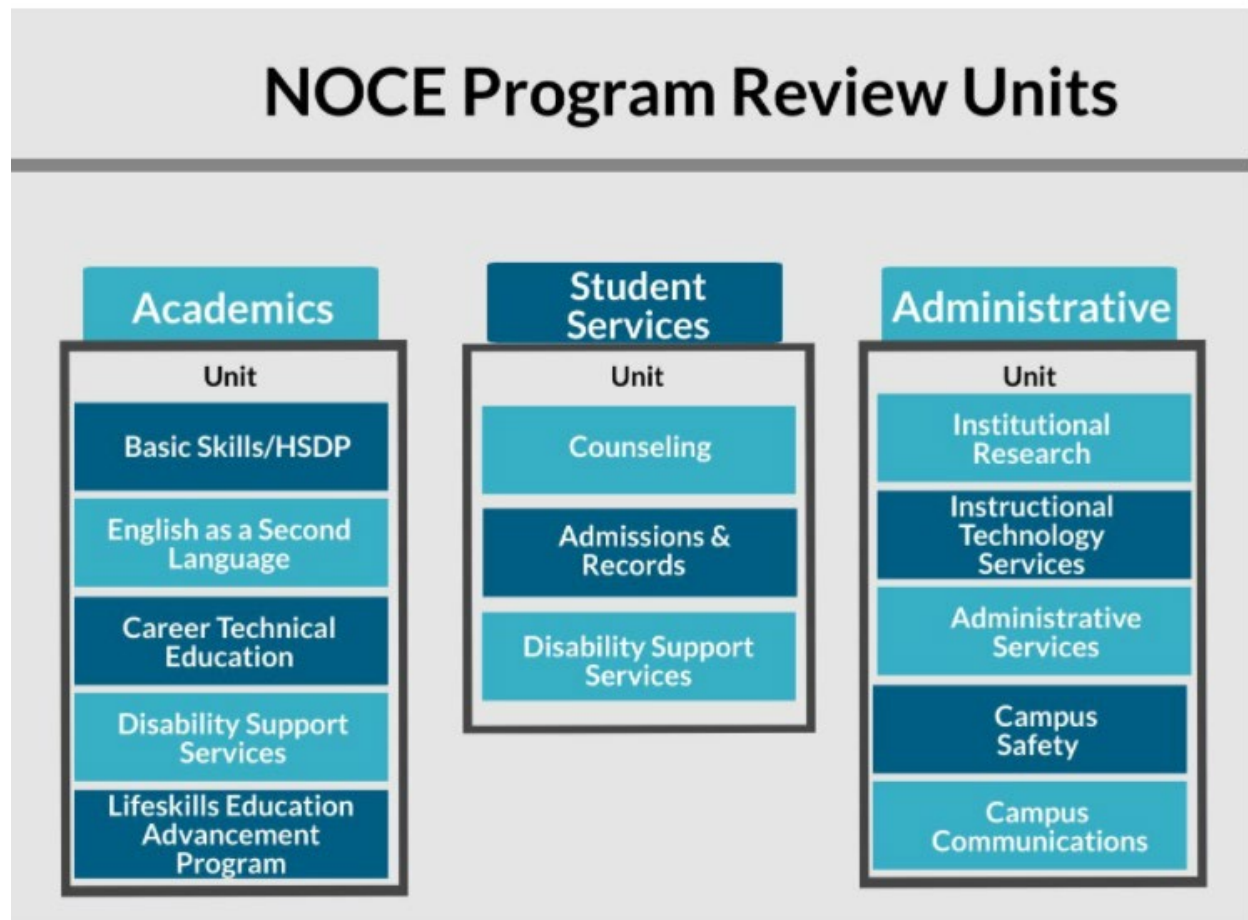
Program Review and Program Planning Submission Process

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 left-hand panel and navigating to the appropriate academic year.

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.

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.

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.

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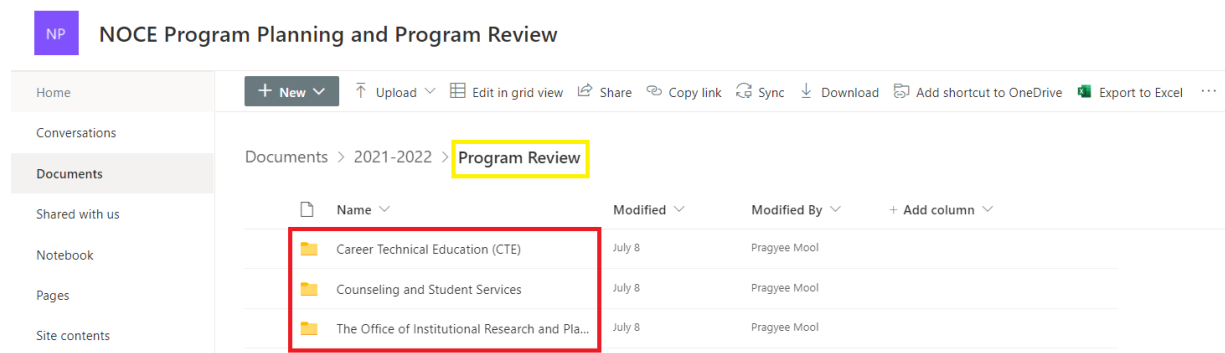 e-mails and they will be notified of their access OR by directly sharing a link to the document. This is a convenient way to collaborate with others within your unit and gather multiple viewpoints as your unit goes through the Program Planning and Program Review process. If you would like to share out the entire unit folder and all of its contents, you can utilize the share function located on the top panel of the folder.
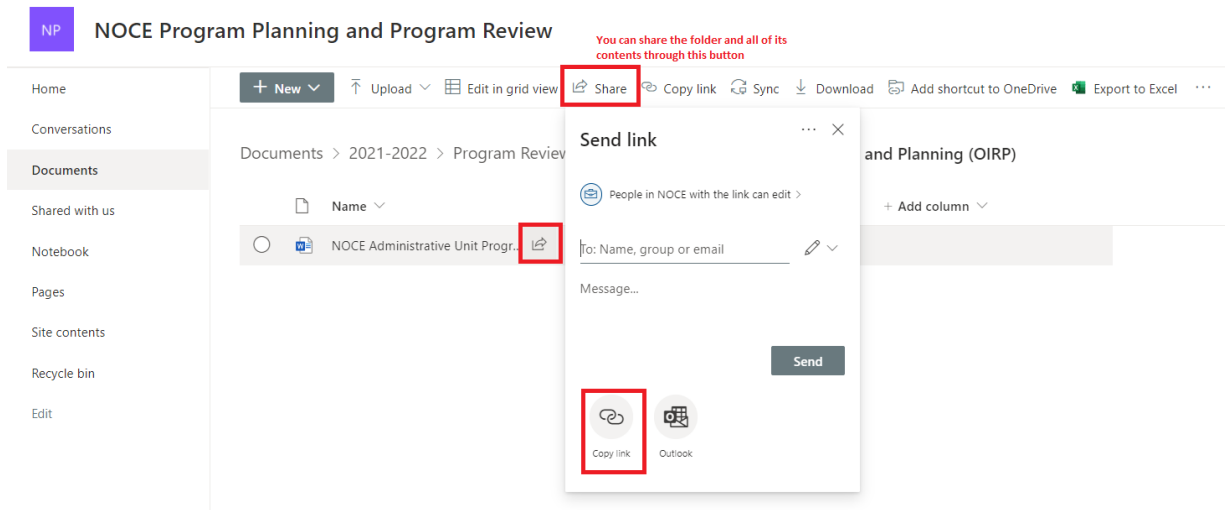
If you would like to create sub-folders within your unit folder or create additional documents, you can do that by selecting the "New" button. This can be a useful tool to house additional documents for your team while completing the template.
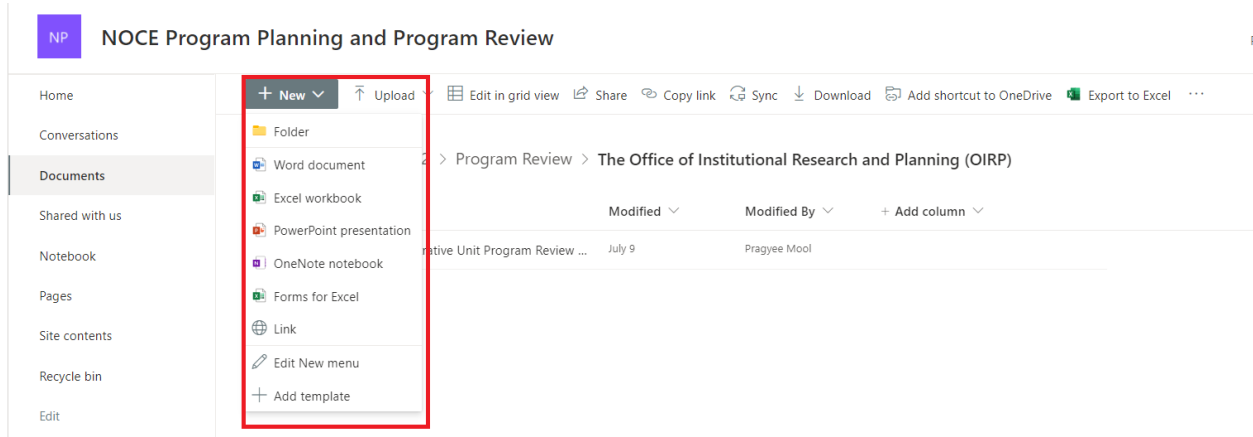
Lastly, if you have documents that you would like to upload into the folder, utilize the upload function.

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:

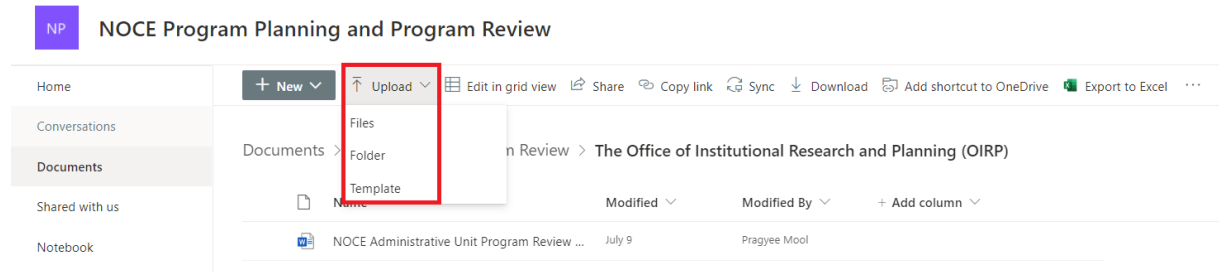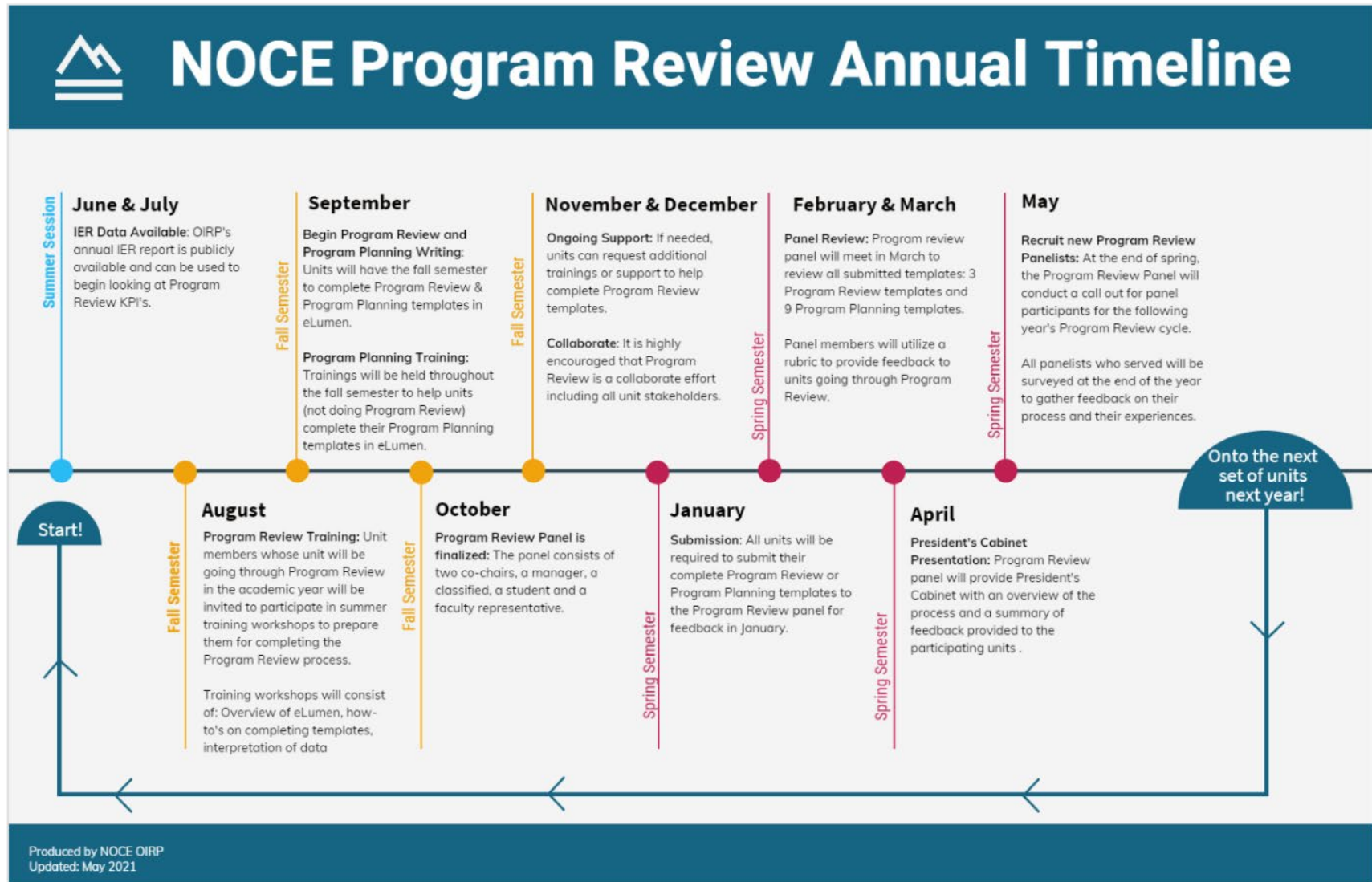| Area	1 Early Development	2 Developing	3 Highly Developed	Score	Comments
Purpose and Alignment to NOCE Mission	Purpose of unit has not been created. Key functions of unit are unclear. Purpose of unit are not aligned with mission of NOCE. Unit does not present how it promotes and advances student success.	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.	Data trends (includes KPIs or external data such as LMI or community data) are identified, but plan lacks any theories or explanations as to	Explicit planning for unit development is based on an analysis of data trends (includes KPIs or external data such as		
	improve outcomes were presented. Program and Student learning outcomes are not present or vague and not measurable.	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.	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 supports 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.		
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	Unit has no specific goals or objectives to achieve. Unit does not provide adequate evidence of successes and challenges.	Unit has identified goals/objectives, but vague and not measurable. Goals or objectives are not clearly linked to NOCE strategic plan goals/objectives. Unit provides minimal evidence of success and challenges AND lacks strategies on how to address challenges.	Unit has identified achievable goals or objectives are measurable and enhance efficiency. Goals or objectives are clearly linked to NOCE strategic plan/objectives. Unit has identified strategies on how to achieve goals/objectives.		
Resource Allocation	Unit lacks evaluation of resource utilization. Unit does not identify important contextual factors related to resource planning. Identifies needs or sets priorities but lacks connection to data to resource	Minimal evaluation of resource utilization. Limited discussion of context affecting resource planning. Identifies needs or sets priorities but lacks connection to data to resource requests. Some description of how	Detailed evaluation of resource utilization. Presented unique unit circumstances and/or contextual factors affecting resource planning. Uses data to clearly identify unit needs and priorities. Detailed description		
	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:

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.
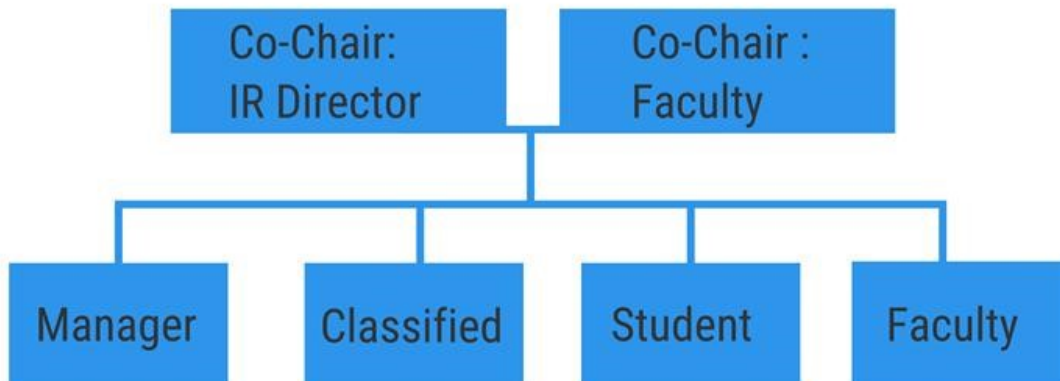
Program Review and Program Planning Templates

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.