

FY2022-23

Annual Planning Kick-off for DEPARTMENTS/PROGRAMS

ACADEMIC AFFAIRS

MARCH 2022

Purpose of Planning

Planning should focus on the top priority: **students' educational achievement.**

The greatest responsibility is to *provide students with the knowledge, skills, learning experiences, and support* so they may be prepared to survive and thrive in a world full of uncertainty, changes, and challenges. (Albrahim, 2020)

Planning permits the institution to **set the stage for change:** for the institution and most importantly for *students*. (Carver, 2020 and Lemoine and Richardson, 2020)

Agenda

- Annual planning process: What has changed?
- Where are we going in 2022-23?
 - Divisional-level annual goals
 - Annual planning worksheet
 - Using data in annual planning
 - Annual planning calendar and next steps

Annual Planning Process

- What has changed?

TracDat: Aspects that Did Not Work Well

- Process revolves around **funding recommendations**.
- **Funding recommendations submitted separately:**
 1. Related recommendations may have not been approved together.
 2. Rationale for the funding recommendations may have been redundant or unclear.
- **Difficult to coordinate activities** due to lack of transparency of recommendations.
- Long TracDat form, but **not all fields are used** for review/prioritization.

For example:

4 separate, but related recommendations in TracDat

Hire two counselors for a new initiative

Hire a new advisor to coordinate workshops for the same initiative

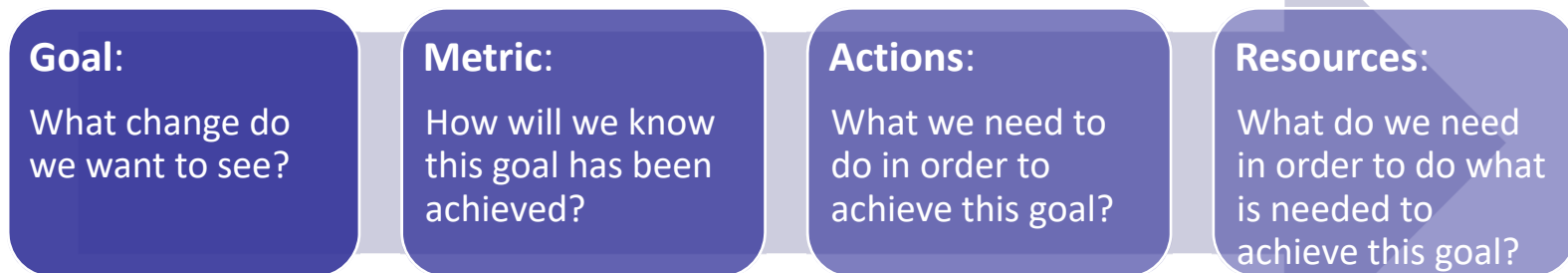
Hire a new coordinator for the same initiative

Request for instructional supplies for the same initiative

New Annual Planning Process

- More focused, coordinated effort.
 - What change do we want to see?
 - Use data to focus efforts on the greatest areas of need.

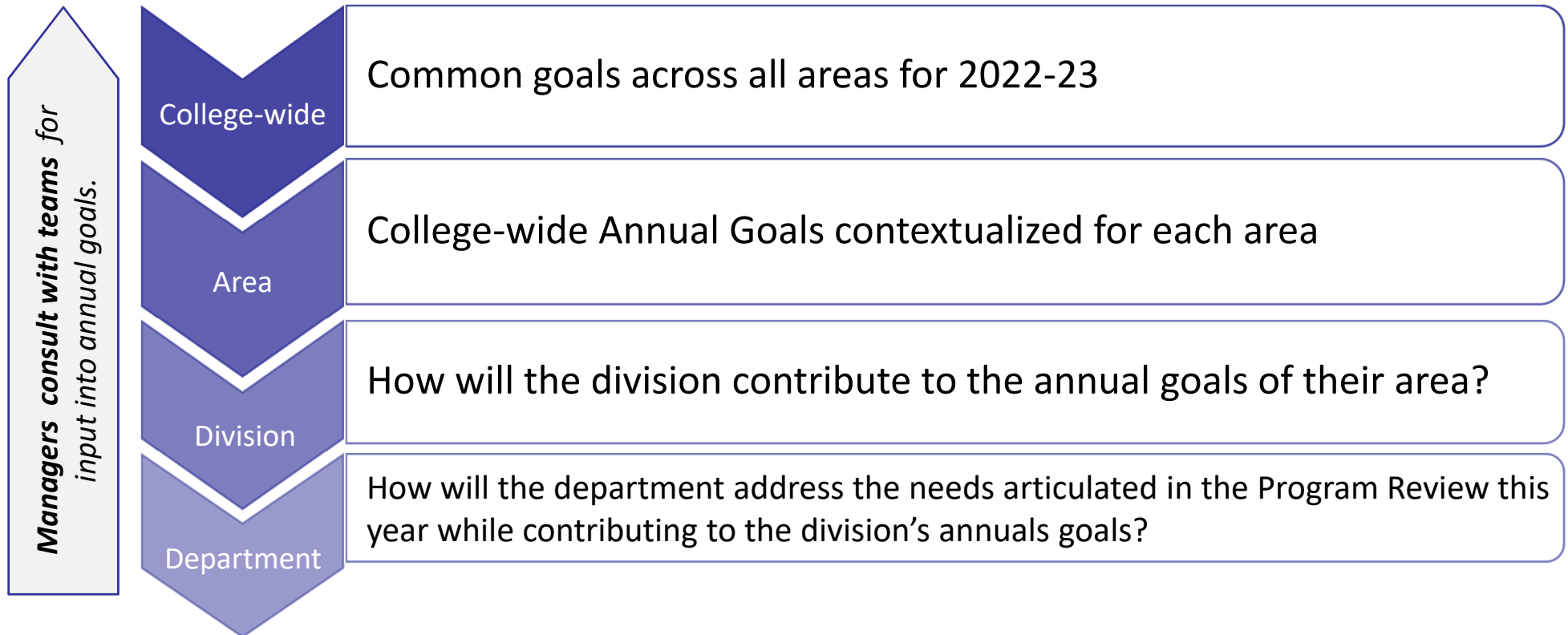
Elements of an Annual Plan:



- **Funding requests are one element of an annual plan.** They should be coordinated to support goals.

Aligning Efforts through Annual Plans

Cascading goals to improve coordination



From TracDat to Nuventive (example)

TracDat

Hire two counselors for a new initiative

Hire a new advisor to coordinate workshops for the same initiative

Hire a new coordinator for the same initiative

Request for instructional supplies for the same initiative



New Annual Planning Process (Nuventive)

Goal: To strengthen the outreach and support services to a specific student population where the data shows an especially large gap in metric X.

Metric: Improve metric X by 15% for this student population.

Action: Expand the services of this initiative to support this specific student population.

Resources needed to accomplish the goal:

Hire two counselors with experience working with this specific student population

Hire a new advisor to work directly with this student population

Hire a new coordinator to work directly with this student population

Request for instructional supplies to support the expansion of this initiative

Where are
we going in
2022-23?


- 2022-23 Divisional Goals
- Annual Planning Worksheet
- Using data in annual planning
- Timeline & Next Steps

Preparing Annual Goals

2022-23 Divisional Goals

- All departments/programs within the same division should be working towards the same 2022-23 Divisional Goals.
- Use the divisional-level annual goals as a starting point when establishing annual goals for the department/program. *How may the department/program contribute to the vision for the division for the next year?*

- The goals of the division are included as a reference document in Nuventive.

 Nuventive Improve Analytics Division Annual Goals Data Last Updated 3/7/2022 1:14:03 AM

Division - Fine Arts (FA)

Annual Goal Title	Annual Goal Description	Metric	Action
Expand pathways	Expand curriculum, pathways, and partnerships	Develop short term CTE programs to submit for approval; align programs to top transfer institutions or employment by updating programs/courses with new C-ID/TMC descriptors; explore new pathways from HS - ECC - CSU	Discussion item at department and
Improve scheduling	Improve scheduling through focusing on student demand in various modalities and better utilization of new and existing facilities	Improved fill rates (10%); alleviation of bottleneck courses through reduction in waitlists; improved degree/certificate completions.	Improved marketing and outreach attendance at preview nights/open better meet industry needs.
Reduce equity gaps	Increase implementation of Chancellor's Vision for Success by reducing equity gaps	Increased listings of ZTC/OER in class schedules (10%); PD trainings recommended; equity gaps reduced for Black students	Discussion item at department me
Expand academic support across the division	Increase use of support services (e.g. ECC connect, embedded tutoring/counselors, success team coaches, open labs, cohorts)	Increased use of ECC connect (25%); success team participation (10%); availability of computer labs (10%); etc.	Include as discussion item on dept prioritize lab hours and staffing fro

Preparing Annual Goals on Worksheets

Purpose of the worksheets

- To help with brainstorming and internal discussions in the department/program.
- To document annual plans so that they are ready to input into *Nuventive*.
- May be used for discussion with divisional dean.
- Completed worksheets **do not** need to be submitted to IRP.

Annual Planning Worksheet

Goals	Metric	Actions	Resources

Funding Request Worksheet

Funding Request Name	Type of Request	Funding category	Rationale	Does this funding request address a risk?	Does this funding request support this Institutional Annual Priority?	Was this funding request mentioned or derived from the last program review?

Annual Planning Worksheet

Goals	Metric	Actions	Resources
<i>What change do you want to see at the end of this academic year?</i>	<i>A quantitative or qualitative way to measure progress</i>	<i>Description of steps or projects needed in order to achieve a goal</i>	<i>General description/text of the resources needed to execute an action and achieve a goal</i> <i>- Financial or non-financial</i> <i>- Existing and new resources</i>

Best practices for annual goals:

- Informed by division's goals
- Aligned to Program Review
- Aligned to insights from data
- Can be completed in a year.
- Focused on changes rather than day-to-day operational activities.
- Progress is measurable

Funding Request Worksheet

Funding Request Name	Type of Request	Funding category	Rationale	Does this funding request address a risk?	Does this funding request support this Institutional Annual Priority?	Was this funding request mentioned or derived from the last program review?
<p>Describe the resources needed to complete actions and achieve goals (e.g., how many staff and what they will be doing, software)</p>						

Funding Request Worksheet

Funding Request Name	Type of Request	Funding category	Rationale	Does this funding request address a risk?	Does this funding request support this Institutional Annual Priority?	Was this funding request mentioned or derived from the last program review?
<p><u>One-time funding</u> Funding that supports a project occurring during a specific time period. Funding may be required for one or more years, although it will not need to continue past a specific date.</p> <p><u>Ongoing funding</u> A request for a budget augmentation to the annual operating budget. If approved, the augmentation will continue indefinitely into the future.</p> <p><u>Equipment replacement cycle</u> A request to fund equipment with a specific lifespan that should be replaced regularly.</p>						

Funding Request Worksheet

Funding Request Name	Type of Request	Funding category	Rationale	Does this funding request address a risk?	Does this funding request support this Institutional Annual Priority?	Was this funding request mentioned or derived from the last program review?
<div data-bbox="189 670 1318 1203" style="border: 1px solid black; padding: 10px; margin: 10px;"> <p>Which category most closely describes this funding request?</p> <ul style="list-style-type: none"> • Staffing • Technology/software • Instructional equipment • Non-instructional equipment • Furniture • Facilities • Contracts, services, memberships, travel and conferences </div>						

Funding Request Worksheet

Funding Request Name	Type of Request	Funding category	Rationale	Does this funding request address a risk?	Does this funding request support this Institutional Annual Priority?	Was this funding request mentioned or derived from the last program review?
Required fields in Nuventive for all requests						
				Not required for all requests. Required for funding requests that support an annual goal.		

Funding Request Worksheet

Funding Request Name	Type of Request	Funding category	Rationale	Does this funding request address a risk?	Does this funding request support this Institutional Annual Priority?	Was this funding request mentioned or derived from the last program review?
<p>YES or NO</p> <p><u>Risk Definition:</u></p> <p>The funding request is fully and directly related to:</p> <ul style="list-style-type: none"> - Eliminating, preventing or reducing a known condition likely to result in harm, injury, illness, exposure, loss of life or destruction of property (health/safety risk) or - the likelihood of a lawsuit, fine, citation or reputational damage against the District (liability risk) 						

Funding Request Worksheet

Funding Request Name	Type of Request	Funding category	Rationale	Does this funding request address a risk?	Does this funding request support this Institutional Annual Priority?	Was this funding request mentioned or derived from the last program review?
<p><u>Annual Priority</u> is a demographic population or condition that the College has identified as the area of focus for the annual planning year.</p> <p>For the 2022-23 academic year, the Annual Priority is <u>Black or African-American students</u>. This student population has been identified as a disproportionality impacted group in 4 out of 7 lagging indicators and in all leading indicators.</p> <p>Does this goal intentionally and directly contribute to the Annual Priority?</p> <p>YES – directly YES – indirectly NO</p>						

Funding Request Worksheet

Funding Request Name	Type of Request	Funding category	Rationale	Does this funding request address a risk?	Does this funding request support this Institutional Annual Priority?	Was this funding request mentioned or derived from the last program review?
						<div data-bbox="1738 927 1917 1110" style="border: 1px solid black; padding: 5px;"> <p>YES NO N/A</p> </div>

Funding Request Worksheet (cont.)

For One-Time or Ongoing Funding Requests:	For Equipment Replacement Cycle Only:	
Amount requested for this annual planning year	Estimated total amount to replace all pieces of this equipment	Estimated number of years one piece of this new equipment will remain in useable condition
	How much is the total cost to replace all quantities of this equipment?	How many years is this new piece of equipment expected to be used before requiring replacement?

Funding Request Review Process

Process to Review Funding Requests Varies by Type of Request

Type of Funding Request	Review Process
Requests related to risk, security or liability	<ul style="list-style-type: none"> - Reviewed by Risk Management to confirm urgency of the risk and the type of risk - Requests forwarded to Fiscal Services as input into the budgeting process
Funding requests under \$5,000	<ul style="list-style-type: none"> - Reviewed and approved by each Area VP
Equipment replacement cycle requests	<ul style="list-style-type: none"> - Reviewed through the budgeting process led by Fiscal Services
Ongoing budget enhancement (increase) for operational needs	<ul style="list-style-type: none"> - Reviewed through the budgeting process led by Fiscal Services
One-time or ongoing funding requests that support an annual goal	<ul style="list-style-type: none"> - Prioritized within each area in a process led by the Area VP. Only high priority requests from each area moves forward. - High priority requests: <ul style="list-style-type: none"> - For technology and facilities funding requests, Technology & Facilities Steering Committee shares observations with PBC - College Council and PBC reviews and recommends to the President - Cabinet reviews and scores using a prioritization rubric - Cabinet approved requests forwarded to Fiscal Services to identify a funding source and for inclusion in the budgeting process.

Executive Cabinet Funding Request Prioritization Rubric

Prioritization Criteria	3 points: High degree of support of the prioritization criteria	2 points: Moderate degree of support of the prioritization criteria	1 point: Low degree of support of the prioritization criteria
Institutional or Area Goals	The request directly impacts all of the goals of the institution or area.	The request directly or indirectly affects at least 50% of the goals of the institution or area	The request directly or indirectly impacts less than 50% of the goals of the institution or area
Annual Priority <i>For the 2022-23 academic year, the College continues to prioritize Black/African-American students as the demographic area of focus. Up to date data shows that this student population is a disproportionality impacted group in 4 out of 7 institutional lagging indicators and in all leading indicators.</i>	The request intentionally impacts the academic progress and/or college experience of Black/African American students	The request addresses some aspect(s) of the academic progress and/or College experience of Black/African American students , however, addressing this annual priority is a secondary outcome of the request	There is no clear connection between the request and its impact on the academic progress or the College experience of Black/African American students
Student Impact	The request directly impacts the institutionalization of Guided Pathways	The request indirectly impacts the institutionalization of Guided Pathways	The request does not support the institutionalization of Guided Pathways
Purpose	The request addresses an institution-level problem or need that has been occurring for multiple years	The request addresses an institution-level problem or need that has been occurring for at least one year or The request addresses a unit/division-level or office/program-level problem or need that has been occurring for multiple years	The request addresses a unit/division-level or office/program-level problem or need that has been occurring for one year or less or The request addresses an institutional-level problem or need that has been occurring for less than one year or The request does not explicitly address a problem or need

Ranking		
High Priority Request	Moderate Priority Request	Low Priority Request
9-12 points	6-8 points	5 or less

Process to Review Funding Requests Varies by Type of Request

Type of Funding Request	Review Process	Is an annual goal required?	Rubric used for review
Requests related to risk, security or liability	<ul style="list-style-type: none"> - Reviewed by Risk Management to confirm urgency of the risk and the type of risk - Requests forwarded to Fiscal Services as input into the budgeting process 	Yes or No <i>(only if request directly supports an annual goal)</i>	No
Funding requests under \$5,000	<ul style="list-style-type: none"> - Reviewed and approved by each Area VP 	Yes or No <i>(only if request directly supports an annual goal)</i>	No
Equipment replacement cycle requests	<ul style="list-style-type: none"> - Reviewed through the budgeting process led by Fiscal Services 	No	No
Ongoing budget augmentation for operational needs	<ul style="list-style-type: none"> - Reviewed through the budgeting process led by Fiscal Services 	No	No
One-time or ongoing funding requests that support an annual goal	<ul style="list-style-type: none"> - Prioritized within each area in a process led by the Area VP. Only high priority requests from each area presented to Cabinet. - All high priority requests from each area scored by Cabinet using a prioritization rubric. - Highest scoring requests from Cabinet forwarded to Fiscal Services to identify a funding source and for inclusion in the budgeting process. 	Yes	Yes

Funding Request Worksheet

Funding Request Name	Type of Request	Funding category	Rationale	Does this funding request address a risk?	Does this funding request support this Institutional Annual Priority?	Was this funding request mentioned or derived from the last program review?
			<i>Short description focused on information needed for the prioritization process.</i>			

Suggestions on how to strengthen the rationale for a funding request:

For **ongoing or one-time requests that support an annual goal**, address the following questions in the rationale:

- How will this funding request support the annual goals of the division and/or program?
- If applicable, what rationale for the funding request was provided in the last program review? (Refer to the text from program review)
- If applicable, how does the funding request support the institutionalization of Guided Pathways?
- If applicable, what problem or need does this funding request help resolve? Who is impacted by this problem (entire College, specific division or program)? How long has this problem/need been occurring?

For **equipment replacement cycle requests**, include in the rationale:

- What is the current status on the equipment?

Using Data in Annual Planning

Why Data matters in Planning?

- Data informs annual goals. Data provides insight into what changes are needed to create greater impact.
- Data tracks progress. Data serves to guide us on what worked and what did not work.

Sources to inform annual planning:

- Program Review document
- ECC Annual Planning Dashboard
- SLO Dashboard
- Other IRP dashboards

Program Review

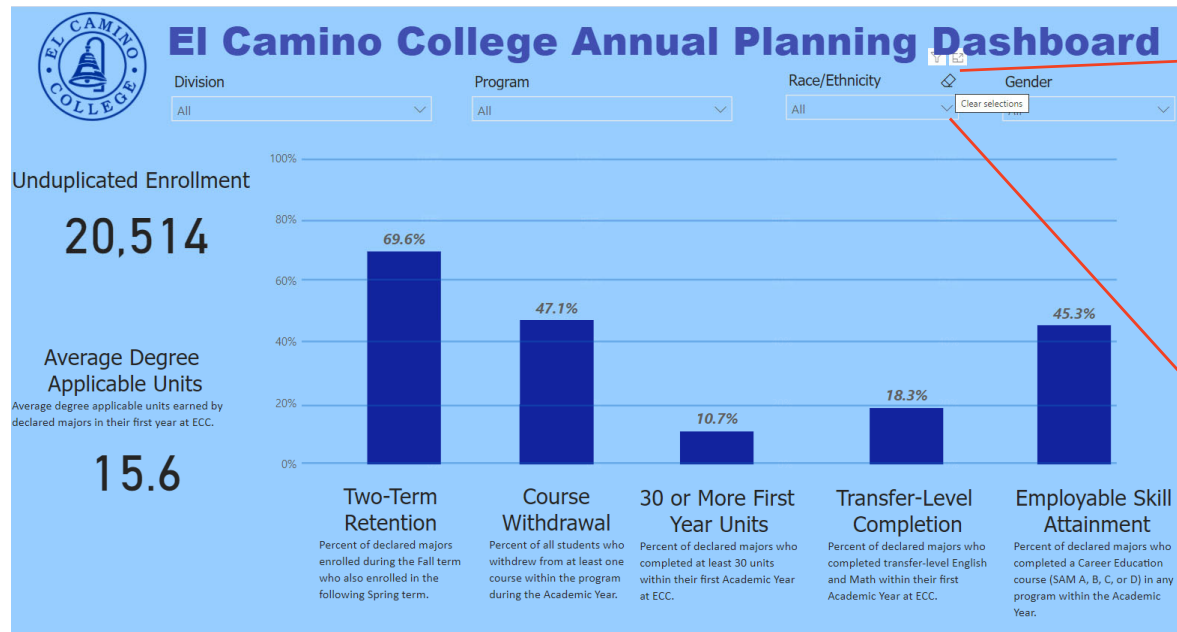
Refer to the following sections from the last Program Review document.

- *Analysis of Research Data:* What trends have been identified? Which trends does the program need to work on?
- *Analysis of Student Feedback:* What aspect of the student feedback should the program focus on this year?
- *Curriculum:* What changes in curriculum should the program work on during 2022-23 to contribute to program review goals?
- *Direction & Vision:* What should the program address within 2022-23 to work towards this vision?
- *Assessment of SLOs:* What key trends were noted in which courses? What course changes can be addressed during 2022-23?

Use the analysis and recommendations from the Program Review as the starting point for further analysis. The Program Review includes goals and data analysis for the next four years. What aspect of the goals for the next four years should the department/program focus on in the next year?

Annual Planning Dashboard

- Shows **institutional leading indicators**.
- Metrics are based on **students who declared a major** in the selected program.
- Only **Course Withdrawal** is based on **all students enrolled in courses within the program**.
- Data can be disaggregated by race and gender.

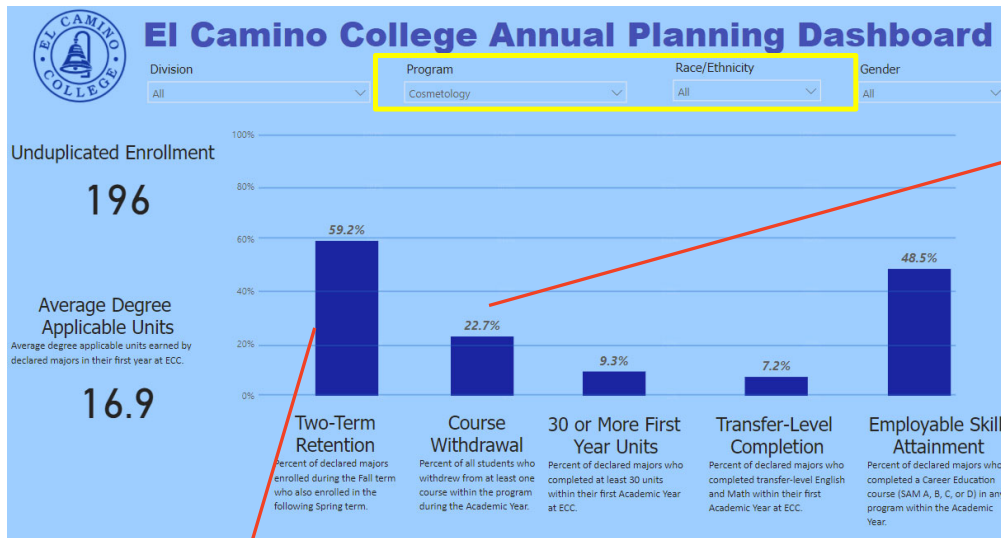


- Use the eraser to clear all selections in the drop down.
- Hover over the filter to display the eraser function.

- Use the drop down arrow to scroll through each filter option.

Identifying Gaps: Cosmetology Example

All Cosmetology Students



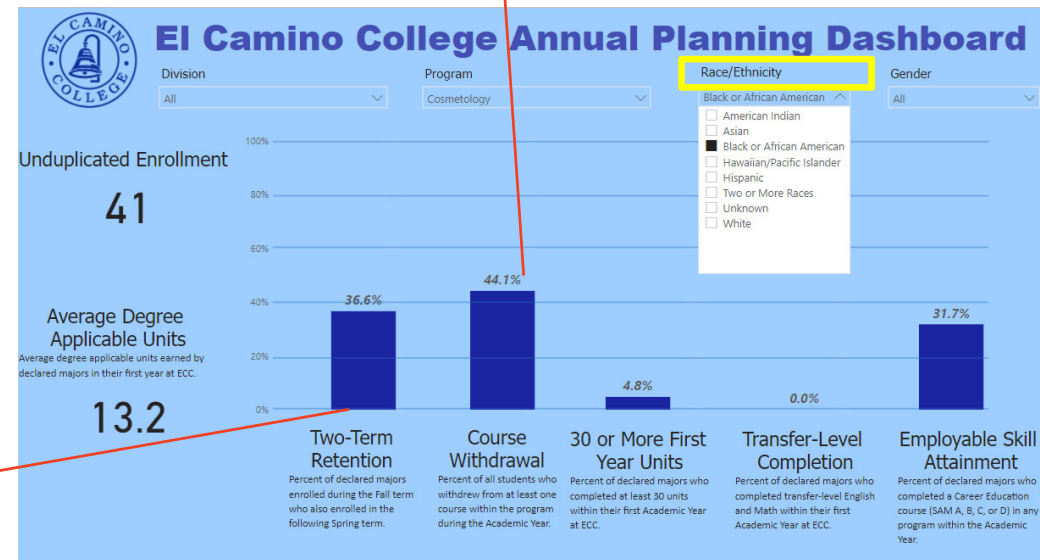
Two-Term Retention

- What may be causing the decrease in two-term retention for Black/African American students in the program?
- Are there strategies we can implement to reduce this difference?

Course Withdrawal

- Black/African American students withdraw from courses in this program at a rate twice the Cosmetology general population.
- How can we reduce this rate so Black/African American students can complete their goals?

Black/African American Cosmetology Students



Analysis of SLOs

Refer to the SLO Student Success Assessment Summary
(Last tab of the [SLO Dashboard](#))

- Focus on SLOs that are common across multiple courses.
- Refer to gateway courses and courses mentioned in the Program Review.
- How has the % student success for each of the common SLOs and for gateway courses changed over time? Note any decreasing trends.
- What strategies should the program implement to address these decreasing trends?
- To implement these strategies, what changes should the department/program focus on in the next academic year?

Identifying Gaps: Sociology Example



SLO Student Success Assessment Summary

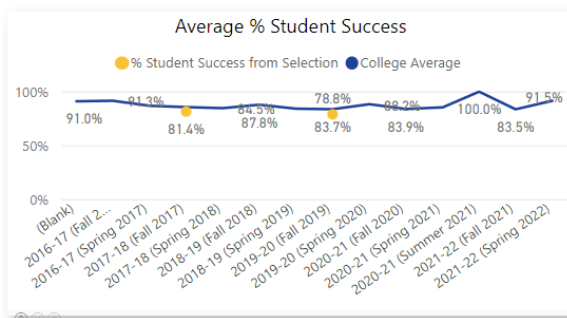
FILTERS

Division: All

Discipline: (BSS) - Sociology

Course Number: SOCI 101

Reporting Period: Multiple selections



Text of SLO #1: Students will demonstrate an understanding of the purpose of theoretical perspectives and apply sociological perspectives such as cognitive development and social learning theory to social scenarios.

SOCI 101 (gateway course)

- SLO 1 student success decreased from 81.4% in Fall 17 to 78.8% in Fall 19.
- In both terms, student success was lower than the college average student success (85.5% and 83.7%)
- Possible goals for the Sociology Department to address decrease:
 - Adjust strategies used with students to successfully prepare them for assessments*
 - Develop an early alert system to address students' challenges early in the term*

Timeline & Next Steps

2022-23 Annual Planning & Budgeting Calendar

ANNUAL PLANNING PHASE	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT
Areas review College-wide annual goals and determine area-level goals		By mid-Oct											
Divisions develop annual plans			By end of February				Revise divisional plans if needed based on input from the departments						
Departments develop annual plans							By April 15th						
Prioritization of budget requests within Divisions and Areas								By end of May					
Prioritization of budget request with Cabinet										June			
Identify funding source for high priority budget requests										June - July			
Approve budget requests												Aug - Sept	
Final budget approved													9/15

Next Steps

- **Draft annual plans for department/program**
 - Complete Word worksheets for annual planning and funding request to be ready to input into Nuventive.
 - For a step-by-step guide for developing annual plans, please refer to the Annual Planning Guide.
- **Input annual plans in Nuventive**
 - Assign someone in your department/program to input data into Nuventive. Have this representative attend **Nuventive training on April 1st**.
 - Input from all Divisions and Departments **due in Nuventive by April 15th** . Review & prioritization of funding requests will be based on input received in Nuventive.