El Camino College

Administrative Program Review Worksheet[[1]](#footnote-1)

# Set 4-Year Goals

**Goals** are long-range, broad statements that express desired results. They reflect the key role and responsibilities of the office and will help set the direction of the office. One way of writing goals is to think about broad sentences starting with a verb that depicts areas that the office will work on in the next 4-years. It is recommended that an office should have ***no more than four goals*** for the four-year period.

Guiding question: *Given the unique role and responsibilities of the office, how would it better serve key constituents in the next four years?*

## 4-Year Goals Worksheet

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| **4-Year Goals** |
| *Example from IRP:* *“Champion the re-engineering of the annual planning process.”* |
| Goal #1: |
| Goal #2: |
| Goal #3: |
| Goal #4: |

# Set 4-Year Outcomes

***Outcomes***are related to the distinct role of the office at ECC and to the key services it provides to the institution. Outcomes are statements that express what stakeholders (students, faculty, staff, and possibly external stakeholders) served by the office will experience, receive, or understand if the goals of the office are met. For administrative offices, services mostly refer to non-instructional responsibilities that may directly or indirectly improve student success. Since goals and outcomes relate to the role and responsibilities of the office, outcomes should align to those goals.

Guiding question: *Given the unique role and responsibilities of the office, what will its stakeholders experience, receive, or understand in the next four years, if the goals of the office are met?*

## 4-Year Outcomes Worksheet

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| **4-Year Outcomes** |
| *Example from IRP:* *“Managers who participate in the annual planning training sessions will feel adequately prepared and confident to lead the annual planning process within their office.”* |
| Outcome #1: |
| Outcome #2: |
| Outcome #3: |
| Outcome #4: |

## Establish 4-Year Actions

***Actions*** are tasks to complete in order to progress towards a goal/outcome and/or to achieve a goal/outcome (e.g., update procedures, develop training, refurbish technology, etc.).

Guiding question: *Given the goals and outcomes set for the office, what actions need to be completed by the office during the next four years to achieve/see progress on these goals and outcomes?*

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| **4-Year Actions** |
| *Example from IRP: “Provide annual training to office managers participating in the annual planning process.”* |
| Action 1: |
| Action 2: |
| Action 3: |
| Action 4: |

# Envision Resources for Next 4-Year Period

***Resources*** are assets relative to facilities, technology, and staffing needed to achieve the goals/outcomes (e.g. personnel hire, software/hardware, instructional equipment, non-instructional equipment, furniture, facilities). Evaluate the need of resources for the office in order to ensure goals and outcomes are realized in the next four years.

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| **Resources for Next 4-Year Period** | | | |
| **Guiding Questions:**  **Given the goals, outcomes, and actions established for the next four years:** | **Facilities** | **Technology/Software** | **Staffing** |
| *What resources does the office currently have?* |  |  |  |
| *What resources does the office need to better support the goals and outcomes?* |  | *Example from IRP: “Additional online team collaboration tools to coordinate and facilitate the training”* | *Example from IRP: “Hiring an additional staff member to coordinate and facilitate the training, and to develop training materials”* |

## Set 4-Year Performance Indicators/Accomplishments

***Performance indicators/accomplishments*** are measures used to track progress of goals and outcomes of an office. Outcomes of an office are tracked through the level of satisfaction, knowledge or awareness of its stakeholders. In other words, to what extent would the stakeholders feel a change in the quality of services offered by the office?

While performance indicators are usually quantitative, some outcomes may be linked to the successful completion of a project (e.g. the development of a document, the installation of a software, etc.). In these cases, the performance indicator is not quantitative, but whether a particular project has been completed (accomplishment).

Guiding question: *Given the goals and outcomes set for the office, what measures or accomplishments will be used during the next four years to track progress of goals and outcomes?*

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| **4-Year Performance Indicators/Accomplishments** |
| *Example of a performance indicator from IRP: “Percentage of managers who participated in the annual planning training who are comfortable articulating clear goals for their offices.”*  *Example of an accomplishment from IRP*: *“Development of materials and templates for the annual planning training*” |
| Performance Indicators: |
| Accomplishments: |

## Program Review Process Worksheet

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| **Goals** | |
| **Goal 1** | *Ex.: Champion the re-engineering of the annual planning process* |
| Performance Indicator/Accomplishment | *Ex. performance indicator: Percentage of managers who participated in the annual planning training who are comfortable articulating clear goals for their programs*  *Ex. accomplishment: Managers received materials and templates for the annual planning training* |
| Actions | *Ex.: Provide annual training to office managers participating in the annual planning process.* |
| **Goal 2** |  |
| Performance Indicator/Accomplishment |  |
| Actions |  |
| **Outcomes** | |
| **Outcome 1** | *Ex.: Managers who participate in the annual planning training will feel adequately prepared and confident to lead the annual planning process within their office.* |
| Performance Indicator/Accomplishment |  |
| Actions |  |
| **Outcome 2** |  |
| Performance Indicator/Accomplishment |  |
| Actions |  |
| **Resources** | |
| **Facilities**  *None* | |
| **Technology**  *Ex: “Additional online team collaboration tools to coordinate and facilitate the training.”* | |
| **Staffing**  *EX.: Hire an additional staff member to coordinate and facilitate the training, and to develop training materials.* | |

1. This worksheet does not include review of goals and outcomes, as 2021-22 is considered the initial year when offices set goals and outcomes for the first time. [↑](#footnote-ref-1)