El Camino College
Administrative Program Review Worksheet

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

4-Year Goals
Example from IRP: "Contribute to the development of a campus-wide culture that uses integrated planning processes."
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

4-Year Outcomes
Example from IRP: "Stakeholders will engage in training to learn how to use strategy to make improvements and work collaboratively towards common goals."
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?*

4-Year Actions
Example from IRP: "Offer year-round planning professional development opportunities."
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.

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: "Increased Nuventive analytical capabilities (assessment, goal mapping, academic planning, institutional goals, educational master planning, other institutional plans, etc.)."*	*Example from IRP: "The team has determined the need of administrative support so that analysts have more time to do analytic and strategic work."*

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?*

4-Year Performance Indicators/Accomplishments
Example of a performance indicator from IRP: "Number of capacity building opportunities for College stakeholders."   *Example of an accomplishment from IRP*: "Development of materials and templates for the annual planning training"
Performance Indicators:
Accomplishments:

Program Review Process Worksheet

Goals	
Goal 1	*Ex.: Contribute to the development of a campus-wide culture that uses integrated planning processes.*
Performance Indicator/Accomplishment	*Ex. performance indicator: Number of capacity building opportunities for College stakeholders.* *Ex. accomplishment: Development of materials and templates for the annual planning training.*
Actions	*Ex.: Offer year-round planning professional development opportunities.*
Goal 2	
Performance Indicator/Accomplishment	
Actions	
Outcomes	
Outcome 1	*Ex.:" Stakeholders will engage in training to learn how to use strategy to make improvements and work collaboratively towards common goals.*
Performance Indicator/Accomplishment	
Actions	
Outcome 2	
Performance Indicator/Accomplishment	
Actions	
Resources	
Facilities	
None	
Technology	
Ex: "Increased Nuventive analytical capabilities (assessment, goal mapping, academic planning, institutional goals, educational master planning, other institutional plans, etc.)."	
Staffing	

EX.: "The team has determined the need of administrative support so that analysts have more time to do analytic and strategic work."