

Research Brief

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Sacramento City College

Office of Planning, Research, and
Institutional Effectiveness (PRIE)

UNIT PLAN ACCOMPLISHMENT ANALYSIS: 2014-15 Unit Objectives

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June 2015

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Unit Plans:

The word “unit” means a department or functional area of the college. Instruction, Student Services, and Administrative Services all have units which write unit plans. Overall responsibility for unit plans is assigned to the person responsible for the unit/department (e.g., dean, coordinator, or department chair). Unit Plans include objectives linked to college goals, expected outcomes/measures of merit and resource requirements.

Unit Plans are department-level action plans that guide the daily work of college units. These plans link directly to resource allocation through unit base budgets and Budget Committee funding. Unit plan information is entered into the online unit planning system in the fall and resource allocation occurs in the spring. Unit Plan objectives are aggregated and prioritized at the department, division, and CSA levels. Shared governance review and recommendations are part of the prioritization of IT, Facilities and Financial resource requests. The related participatory governance standing committees review and prioritize those resource requests.

Unit Plan Accomplishment Reports:

Unit Plan Accomplishment Reports (UPARs) are annual reviews of the work of the unit. In that report units provide information on whether each objective was accomplished, how the objective was implemented and if SLO data was used in the process. The accomplishment of unit plan objectives reflects the implementation of work that extends or develops ongoing activities as well as the accomplishment of new initiatives. Multi-annual program reviews examine past UPARs and project unit plan needs into the future. Resource requirements identified at the unit level and aggregated with College level support plans and activities for resource allocation decisions.

All unit objectives:

The accomplishment of unit plan objectives reflects the implementation of work that extends or develops ongoing activities as well as the accomplishment of new initiatives. The 2014-15 Unit Plan Accomplishment Reports included 756 objectives across the four College Service Areas. Units are asked to report if each unit plan objective has been accomplished, partially accomplished, or not accomplished in a given academic year.

Overall 2014-15 Unit Plan Accomplishment		
	N	%
Not accomplished in 2014-15	194	26
Partially accomplished in 2014-15	184	24
Fully Accomplished in 2014-15	275	36
No response	103	14
Total	756	100

Although nearly all units reported fully on their unit plan accomplishments, not every unit did so; as a result, 14% of unit plan objectives did not have a response in this area. *Of those objectives for which a response was provided, 70% were fully or partially accomplished in the 2014-15 academic year.*

2014-15 Unit Plan Accomplishment Objectives for which a response was provided		
	N	%
Not accomplished in 2014-15	194	30
Partially accomplished in 2014-15	184	28
Fully Accomplished in 2014-15	275	42
Total	653	100

If an objective was not met, respondents were asked to choose from a drop-down menu listing several reasons for that. *Relatively few unit plan objectives, only 11%, were not accomplished because of a lack of resources (funding, hiring, or facilities).* The most commonly chosen response was “Other”, indicating that many factors affect the accomplishment of unit plan objectives.

Reported Reasons that Unit Plan Objectives Were Not Completed		
Reason	N	% of all objectives
No-Multi Year Objective, End Date Not Met	29	4
No-Facilities constraints	19	3
No-Hiring constraints	22	3
No-Lack of Funding	37	5
No-Other	87	12
Total No's	194	26

College Goals:

The unit plan objectives aligned with the college goals. (Note: an objective may align with more than one goal.)

Goal A: Teaching & Learning Effectiveness: Deliver student-centered programs and services that demonstrate a commitment to teaching and learning effectiveness and support student success in the achievement of basic skills, certificates, degrees, transfer, jobs and other student educational goals.

Goal B: Student Completion of Education Goals: Align enrollment management processes to assist all students in moving through programs from first enrollment to completion of educational goals.

Goal C: Organizational Effectiveness: SCC Goal C: Improve organizational effectiveness through increased employee engagement with the college community and continuous process improvement.

Completion of unit plan objectives is consistent across the three broad college goals. *Most objectives associated with each college goal were full or partially accomplished.*

Overall – 2014-15 Unit Plan Accomplishment by College Goal (note: percentages may not add to 100% due to rounding)						
	Goal A		Goal B		Goal C	
	N	%	N	%	N	%
Not accomplished	123	25	57	23	52	23
Partially accomplished	128	26	58	23	53	24
Fully accomplished	190	38	96	38	75	34
No response	56	11	42	17	42	19
Total	497	100	253	100	222	100

Although nearly all units reported fully on their unit plan accomplishments, not every unit did so. *Of those objectives for which a response was provided, most were fully or partially accomplished in the 2014-15 academic year.*

2014-15 Unit Plan Accomplishment by College Goal Objectives for which a response was provided			
College Goal	Number of objectives with a response	Number fully or partly accomplished	% fully or partly accomplished
Goal A	441	318	72
Goal B	211	154	73
Goal C	180	117	65

SLO Linkage:

The reports include information on whether SLO data was used to develop and/or evaluate the results of unit plan objectives; 110 of the unit plan objectives used SLO data. The unit plan objectives using SLO data were related to all three College Goals. All of the SLO-related objectives had a response regarding the completion of the objective.

The great majority (88%) of the objectives that used SLO data were fully or partially accomplished during the 2014-15 academic year.

2014-15 Unit Plan Accomplishment for Objectives that link to SLO data		
	N	%
Not accomplished in 2014-15	13	12%
Fully or partially accomplished in 2014-15	97	88%
No response	0	0%
Total	110	100%

College Service Areas (CSA):

The four CSAs do not each have the same number of departments or divisions, so the total number of unit plan objectives varies greatly between the CSAs.

2014-15 - Number of Unit Plan Objectives by College Service Area				
	President's Area	Administrative Services	Instruction	Student Services
Total number of objectives	26	9	477	261

Most objectives with responses in each College Service Area were full or partially accomplished.

2014-15 Unit Plan Accomplishment by College Service Area (note: percentages may not round to 100% due to rounding)								
	President's Area		Administrative Services		Instruction		Student Services	
	N	%	N	%	N	%	N	%
Not accomplished	3	12	1	11	134	28	74	28
Partially accomplished	4	15	2	22	133	28	45	17
Fully accomplished	16	62	0	0	157	33	102	39
No response	3	12	6	67	53	11	40	15
Total	26	100	9	100	477	100	261	100