

# Research Brief

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Sacramento City College

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

## **UNIT PLAN ANALYSIS: 2015-16 Unit Objectives**

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## **Introduction**

*Unit Plans:* The word “unit” means a department or functional area of the college. Instruction, Student Services, Administrative Services, and the President’s Area 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.

## **Overview of the 2015-16 Unit Plans**

The 2015-16 unit plan objectives aligned with all three College Goals.

**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:** Improve organizational effectiveness through increased employee engagement with the college community and continuous process improvement.

<b>2015-16 Unit Plan Objectives by College Goal</b>				
(Note: An objective can be aligned with more than one Goal)	All	Aligned with Goal A	Aligned with Goal B	Aligned with Goal C
Number of objectives	764	533	313	234

The 2015-16 Unit Plans contained 764 objectives. The number of objectives varied widely across the four College Service Areas. The number of objectives is proportional to the number of units/departments in the CSA. For example, the number of instructional departments greatly exceeds the number of units in Administrative Services.

<b>2015-16 Unit Plan Objectives by College Service Area</b>					
(Note: An objective can be aligned with more than one Goal)	All	Admin. Services	Instructional Services	Student Services	President's Area
Number of objectives	764	10	485	241	28

The reports include information on whether SLO data was used to develop and/or evaluate the results of unit plan objectives. In the 2015-16 planning year, 65 objectives (9% of all objectives) used SLO data. The unit plan objectives using SLO data were related to all three College Goals.

<b>2015-16 Unit Plan Objectives that Used SLO data (by College Goal)</b>				
(Note: An objective can be aligned with more than one Goal)	All	Aligned with Goal A	Aligned with Goal B	Aligned with Goal C
Number of objectives	65	48	30	17

## **Completion of Unit Plan Objectives:**

### **Most unit plan objectives for the 2015-16 academic year were accomplished.**

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 2015-16 Unit Plan Accomplishment Reports included 764 objectives across the four College Service Areas. Of those objectives for which a response was provided, 66% were fully or partially accomplished in the 2015-16 academic year. Another 7% were not accomplished but were in progress (e.g. multi-year objectives). Unit plan objectives may cover multiple years. The end dates for the unit plan objectives in the 2015-16 plan reflect work to be completed up until the 2017-18 academic year.

<b>2015-16 Unit Plan accomplishment – All objectives</b>	
	<b>N</b>
Not accomplished - in progress (e.g. multiyear objectives)	43
Not accomplished due to constraints (e.g. lack of funding)	177
Partially accomplished	174
Fully accomplished	256
No response	114
Total	764

<b>2015-16 Unit Plan accomplishment - objectives for which a response was given</b>		
	<b>N</b>	<b>Percent*</b>
Not accomplished – in progress (e.g. multiyear objectives)	43	7%
Not accomplished due to constraints (e.g. lack of funding)	177	27%
Partially accomplished	174	27%
Fully Accomplished	256	39%
Total	650	100%
*Percent of those objectives for which a response was provided		

A variety of reasons were given for Unit Plan objectives not being accomplished. 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 13%, 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

<b>Reported Reasons that 2015-16 Unit Plan Objectives Were Not Completed</b>		
<b>Reason</b>	<b>N</b>	<b>Percent of objectives with responses</b>
No-in progress (Multiyear, End date not met)	43	7%
No-Facilities constraints	17	3%
No-Hiring constraints	28	4%
No-Lack of funding	40	6%
No-Other reasons	92	14%

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

<b>2015-16 Unit Plan accomplishment by College Goal</b> (Objectives for which a response was given)				
(Note: An objective can be aligned with more than one Goal)	All	Aligned with Goal A	Aligned with Goal B	Aligned with Goal C
Number of objectives	650	533	313	234
Percent Not accomplished	27%	23%	25%	26%
Percent .not accomplished but in progress (e.g. multiyear objectives)	7%	7%	7%	6%
Percent partially accomplished	27%	27%	29%	24%
Percent fully accomplished	39%	40%	40%	44%

The majority (77%) of the objectives that used SLO data were fully or partially accomplished during the 2015-16 academic year.

<b>2015-16 Unit Plan Accomplishment for Objectives that link to SLO data</b>		
	N	%%
Not accomplished	13	20%
Not accomplished but in progress (e.g. multiyear objectives)	2	3%
Partially accomplished	24	37%
Fully accomplished	26	40%
No response	0	0%
Total	65	100%