

Research Brief

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Sacramento City College

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

UNIT PLAN ANALYSIS: 2016-17 Unit Objectives

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September 2017

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.

2015-16 Unit Plan Objectives by College Goal				
(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.

2015-16 Unit Plan Objectives by College Service Area					
(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.

2015-16 Unit Plan Objectives that Used SLO data (by College Goal)				
(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

College overall:

773 objectives, 550 had accomplishment data entered

Most unit plan objectives for the 2016-17 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. Unit plan objectives may cover multiple years and so not all unit plan objectives are expected to be accomplished in the year in which they are written.

The 2016-17 unit plan accomplishment reports had an unusually large percentage of unit plan objectives for which no accomplishment data was provided. Nearly a third (29%) of the objectives from the 2016-17 unit plans did not have any accomplishment data entered into the online planning system. This is a decrease in the response rate from the previous year, when only 15% of the objectives did not have a response in this area.

Of those for which data was entered nearly two-thirds were fully or partly accomplished.

- Fully met = 208 (27% of the total, 38% of those with accomplishment data)
- Partly met = 148 (19% of the total, 27% of those with accomplishment data)
- Not met = 192 (25% of the total, 35% of those with accomplishment data)
- No response = 225 (29% of the total)

Many objectives aligned with more than one college goal. The greatest percentage, about three quarters, aligned with Goal A.

- Goal A = 582 (75%)
- Goal B = 362 (47%)
- Goal C = 287 (37%)

Very few of the objectives, only 5% of those for which data was entered, reported using SLO assessment to develop the objective or measure outcomes. This is a decrease from the previous year when 10% of the objectives for which data was entered used SLOs.

- SLO data used = 26 (3% of total, 5% of those with accomplishment data)

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 were not accomplished because of a lack of hiring or facilities. The most commonly chosen response was “Other”, indicating that many factors affect the accomplishment of unit plan objectives

- No-in progress (Multiyear, End date not met) = 47
- No-Facilities constraints = 11
- No-Hiring constraints = 20
- No-Lack of funding = 46
- No-Other reasons = 68

Breakouts by College Service Area

Unit planning accomplishment data was broken out by division and the results were provided to the Division Dean.

Instruction: By Division

Advanced Technology:

ATT, ATC, FT, COSM, EDT, ET, GC, MET, PHOTO, DESIGNLAB

70 objectives, 62 with accomplishment data entered

- Fully met =16
- Partly met = 24
- Not met = 21
- No response =9

- Goal A =51
- Goal B = 31
- Goal C =18

- SLO data used = 13

Behavioral and Social Sciences:

AJ, ANTH, FCS, GEOG, HIST, ISP, PSYCH, POLISCI, SOCSCI, SOCIO

104 objectives, 84 had accomplishment data entered.

- Fully met = 38
- Partly met = 21
- Not met = 21
- No response = 24

- Goal A = 87
- Goal B = 45
- Goal C =32

- SLO data used = 0

**Business and Computer Information Science:
BUS, CIS**

38 objectives, all had accomplishment data entered

- Fully met = 12
- Partly met = 11
- Not met = 15
- No response = 0

- Goal A = 25
- Goal B = 13
- Goal C = 10

- SLO data used = 1

DAVIS CENTER:

Multidisciplinary

13 objectives, all with accomplishment data entered

- Fully met = 5
- Partly met = 6
- Not met = 2
- No response = 0

- Goal A = 11
- Goal B = 10
- Goal C = 3

- SLO data used = 0

Humanities and Fine Arts:

ART, COMM/HUM, FL, MUS, PHIL, SILA, TA

64 objectives, 48 had accomplishment data entered

- Fully met = 15
- Partly met = 8
- Not met = 25
- No response = 16

- Goal A = 53
- Goal B = 35
- Goal C = 21

- SLO data used = 2

Kinesiology, Health and Athletics:

KINES/HEALTH/PE

15 objectives, all with accomplishment data entered.

- Fully met =5
- Partly met =0
- Not met = 10
- No response =10

- Goal A =10
- Goal B = 6
- Goal C =1

- SLO data used = 0

Language and Literature:

ENG, ESL, JOUR, READ

31 objectives, 27 had accomplishment data entered

- Fully met = 13
- Partly met = 10
- Not met = 4
- No response =4

- Goal A =27
- Goal B = 13
- Goal C =5

- SLO data used = 1

Learning Resources Center

LTAT, LIBT

35 objectives, 22 with accomplishment data entered

- Fully met =11
- Partly met = 3
- Not met = 8
- No response =13

- Goal A =21
- Goal B = 13
- Goal C =25

- SLO data used = 0

Math, Statistics and Engineering:

ENGR, MATH/STAT

29 objectives, 25 with accomplishment data entered

- Fully met =13
- Partly met = 7
- Not met = 5
- No response =4

- Goal A =23
- Goal B = 11
- Goal C =7

- SLO data used = 0

Science and Allied Health:

PHY/AST/GEOL, BIO, CHEM, NURSE, PTA, OTA, DAST, DHYG

97 objectives, 89 with accomplishment data entered

- Fully met =29
- Partly met = 27
- Not met = 33
- No response =8

- Goal A =78
- Goal B = 37
- Goal C =31

- SLO data used =9

WEST SAC CENTER

Multidisciplinary

14 objectives, all with accomplishment data entered

- Fully met =4
- Partly met =2
- Not met = 8
- No response =0

- Goal A =12
- Goal B = 12
- Goal C =8

- SLO data used = 0

Student Services: By Division

Counseling:

ATH, CC, COUN, COUNDIV, HS, HCD, ISC, PUENTE, TRANSCTR, UMOJA, WEXP

88 objectives, 42 had accomplishment data entered

- Fully met =9
- Partly met =20
- Not met = 13
- No response =46

- Goal A =72
- Goal B = 70
- Goal C =45

- SLO data used = 1

Equity and Student Success:

ASSESS, CAC, HSO, I/O, RISE, VRC

60 objectives, 31 with accomplishment data entered

- Fully met =22
- Partly met = 5
- Not met = 4
- No response =29

- Goal A =51
- Goal B = 22
- Goal C =17

- SLO data used = 0

Financial Aid and Student Success:

AR, C2C, CW, DSPS, EOPS, FA, WAIH

53 objectives, 16 had accomplishment data entered.

- Fully met = 4
- Partly met = 1
- Not met = 11
- No response = 37

- Goal A = 31
- Goal B = 30
- Goal C = 21

- SLO data used = 0

Administrative Services: By Division

Business Services Office:

2 objectives, 0 with accomplishment data entered

- Fully met =0
- Partly met =0
- Not met = 0
- No response =2

- Goal A =0
- Goal B = 0
- Goal C =2

- SLO data used = 0

College Store:

6 objectives, 0 with accomplishment data entered

- Fully met =0
- Partly met = 0
- Not met = 0
- No response =6

- Goal A =1
- Goal B = 0
- Goal C =

- SLO data used = 2

Operations:

2 objectives, both with accomplishment data entered.

- Fully met =0
- Partly met = 0
- Not met = 2
- No response =0

- Goal A =0
- Goal B = 0
- Goal C =2

- SLO data used = 0

President Areas: By Division/Department

(Note: These offices count as divisions as well as departments)

College Advancement:

11 objectives, all with accomplishment data entered

- Fully met =3
- Partly met =3
- Not met = 5
- No response =0

- Goal A =6
- Goal B = 0
- Goal C =5

- SLO data used = 0

Information Technology:

CS and SRC

2 objectives, 0 with accomplishment data entered (note: several areas that fall under the IT dean are included in program plans and, so, do not write unit plans)

- Fully met =0
- Partly met = 0
- Not met = 0
- No response =2

- Goal A =2
- Goal B = 1
- Goal C =2

- SLO data used = 0

PIO:

2 objectives, 0 with accomplishment data entered

- Fully met =0
- Partly met = 0
- Not met = 0
- No response =2

- Goal A =0
- Goal B = 1
- Goal C =2

- SLO data used = 0

PRES OFFICE:

1 objective, 0 with accomplishment data entered

- Fully met =0
- Partly met = 0
- Not met = 0
- No response =1

- Goal A =0
- Goal B = 0
- Goal C =1

- SLO data used = 0

PRIE:

4 objectives, all with accomplishment data entered

- Fully met =1
- Partly met = 2
- Not met = 1
- No response =0

- Goal A =1
- Goal B = 1
- Goal C =4

- SLO data used = 0

VPI Office:

11 Objectives, 0 with accomplishment data entered

- Fully met =0
- Partly met = 0
- Not met = 0
- No response =11

- Goal A =8
- Goal B = 4
- Goal C =8

- SLO data used =

VPSS/AVPSS Office**17 objectives, 13 with achievement data entered**

- Fully met =9
- Partly met =0
- Not met = 4
- No response =4

- Goal A =12
- Goal B = 10
- Goal C =17

- SLO data used = 0

Student Leadership Office:**6 objectives, 0 with accomplishment data entered**

- Fully met =0
- Partly met = 0
- Not met = 0
- No response =6

- Goal A =6
- Goal B = 0
- Goal C =3

- SLO data used = 0