IMPERIAL VALLEY COLLEGE
SERVICE AREA PROGRAM REVIEW

DATE:	2/13/2014

DEPARTMENT/PROGRAM:	Application Services	
PREPARED BY:	Jeff Cantwell Name	*[signature]* Signature
AREA DEAN/DIRECTOR:	Jeff Cantwell Name	*[signature]* Signature
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IMPERIAL VALLEY COLLEGE
MISSION STATEMENT

The mission of Imperial Valley College is to foster excellence in education that challenges students of every background to develop their intellect, character, and abilities; to assist students in achieving their educational and career goals; and to be responsive to the greater community.

Institutional Goals

Educational Master Plan 2012-15

Approved by Board of Trustees May 16, 2012

Goal One (Institutional Mission and Effectiveness): The College will maintain programs and services that focus on the mission of the college supported by data-driven assessments to measure student learning and student success.

Obj.	Objectives for EMP Goal 1
1.1	Develop systems and procedures that establish the mission of the college as the central mechanism for planning and decision making.
1.2	Develop an institutional score card to assess student learning that drives integrated planning and resource allocation.
1.3	Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.
1.4	Develop systems that are inclusive, cyclical, and understood by all stakeholders.

Goal Two (Student Learning Programs and Services): The College will maintain instructional programs and services which support student success and the attainment of student educational goals.

Obj.	Objectives for EMP Goal 2
2.1	Ensure that all instructional programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.2	Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.
2.3	Ensure that all Student Services programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.4	Ensure that all Student Services programs engage in a process of sustainable continuous quality improvement by annual review of Service Area Outcomes, annual Program Review, and Comprehensive Program Review every three years.
2.5	Ensure that the Library meets as closely as possible the "Standards of Practice for California Community College Library Faculty and Programs" of the Academic Senate for California Community Colleges.
2.6	Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.

Goal Three (Resources): The College will develop and manage human, technological, physical, and financial resources to effectively support the college mission and the campus learning environment.

Obj.	Objectives for EMP Goal 3
3.1	Develop and implement a resource allocation plan that leads to fiscal stability.
3.2	Implement a robust technological infrastructure and the enterprise software to support the college process.
3.3	Build new facilities and modernize existing ones as prioritized in the facility master plan.
3.4	Design and commit to a long-term professional development plan.
3.5	Raise the health awareness of faculty, staff, and students.

Goal Four (Leadership and Governance): The Board of Trustees and the Superintendent/President will establish policies that assure the quality, integrity, and effectiveness of student learning programs and services, and the financial stability of the institution.

Obj.	Objectives for EMP Goal 4
4.1	Review all Board policies annually to ensure that they are consistent with the College mission statement, that they address the quality, integrity, and effectiveness of student learning programs and services, and that they guard the financial stability of the institution.
4.2	Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.
4.3	Ensure that the Board of Trustees is informed and involved in the accreditation process.
4.4	Ensure that processes for the evaluation of the Board of Trustees and the Superintendent/President are clearly defined, implemented, and publicized.
4.5	Establish a governance structure, processes, and practices that guarantee that the governing board, administration, faculty, staff, and students will be involved in the decision making process.

IMPERIAL VALLEY COLLEGE
SERVICE AREA PROGRAM REVIEW

I. **PROGRAM/DEPARTMENT DISCRIPTION** (include Vision; Mission; Services-Functions; Funding Sources Statement)

We're committed to empowering students, faculty, and staff to succeed in today's highly connected, collaborative environments. We strive to be an exemplar among California Community Colleges in our use and support of technology by implementing leading technologies, innovative strategies, and proven best practices.

II. **SERVICE AREA OUTCOMES** (use the attached form to identify outcomes, methods, assessment process, results, decisions & recommendations)

Program #1: HR/Position Control/Mock Payroll business processes fully implemented within Banner ERP system.

Est. Completion Date: 12-31-2015   Way(s) to assess: Verification of altered business practice(s) from traditional business practices.

Dependencies: Ownership and adoption by key business units to alter traditional business processes.

Risks: Agreement and cooperation between business units. Full implementation may require contract change negotiation with bargaining unit(s).

Program #2: Continue expansion of data reporting to provide common based tools to key constituents for data driven decision making as part of institutional business processes.

Est. Completion Date: 12-31-2015   Way(s) to assess: Survey key constituents.

Dependencies: Constructive and high quality input of requirements from constituents.

Risks: Unavailable time to Application Services or required business unit staff due to competing projects that are deemed of a higher priority by either: the institution, specific business unit(s) or governing agencies whether state or federal.

Program #3: Enhance the security of institutional data by incorporation of best practices, controls and monitoring into internal business processes.

Est. Completion Date: 12-31-2015   Way(s) to assess: Institutional approval of required policies and procedures.

Dependencies: Ownership and adoption by key business units to alter traditional business processes.

Risks: Unavailable time to Application Services or required business unit staff due to competing projects that are deemed of a higher priority by either: the institution, specific business unit(s) or governing agencies whether state or federal.

III.   **DATA** (use data pertinent to your program/department; include qualitative and quantitative data; survey-evaluation results; and other relevant data to assess program/department effectiveness)

Program #1: Qualitative with interview of associated busness units to verify implementation.
Program #2: Qualitative with sample survey of decision makers. Quantitative with collection of metrics to assess access.
Program #3: Qualitative with examination of security policies.
Program #4: Qualitative with institutional completion of Student Success Act phase for year 2014.

IV.   **ANALYSIS** (evaluate the strengths, challenges, opportunities and needs of your program/department; provide thorough interpretation of data; use the attached form to list previous objectives/goals and associated Institutional Goals; state if met, partially met, or not met for each one; give detail on any improvements/effectiveness and detail on status on those not fully met.)

Program #1: HR/Position Control/Mock Payroll business processes fully implemented within Banner ERP system.

The Ellucian Banner academic system consists of integrated modules where a module is related to a business unit. During its installation around 2004-2005 to replace the previous system called 'Anita', the HR and Position Control modules were the last modules implemented as part of the overall project plan as directed by the hired consulting firm. Both HR and Position Control failed to be completely implemented as funding was cut-off by the institution. Since that time, certain HR and Position Control business process have existed external to Banner using various desktop tools. As recommended by a FICMAT assessment of the college to become payroll independent from the county at some point in the future, HR and Position Control full implementation is required. The institution has hired a dedicated HR System Analyst to provide focused support for HR and Payroll. With this new position filled, the institution is moving forward to fully implement these critical areas of the Banner academic system. This effort is a joint project with HR, Instruction Office and Business Office.

Program #2: Continue expansion of data reporting to provide common based tools to key constituents for data driven decision making as part of institutional business processes.

Through the use of a single reporting platform and common interface, IT data analysts have been migrating, and continue to migrate, data reports from legacy platforms. This single platform approach streamlines development and delivery of reports. Additional advantages of this new platform over legacy systems are the advanced features available to end users. With these new features the delivery of reports for decision making have begun which includes reports for enrollment management, MIS, institutional research, instruction, staffing and payroll. Outcome #2 continues with expansion of reporting by leveraging additional features to enhance data reporting tools to drive decision making further into the hands key individuals.

Program #3: Enhance the security of institutional data through incorporation of best practices, controls and monitoring into internal business processes.

> As the Banner academic system has evolved and additional adjunct systems added, the security of the data needs to be enhanced for the business processes that utilize these systems. This enhancement incorporates best practices of user access and data handling into business processes using not only technical aspects but also policy and procedures.

V. **FINDINGS & FUTURE DIRECTION** (summarize findings and indicate how the findings have shaped decision making; address areas of concern; provide recommendations for future goals of your program/department; use the attached form to identify goals for the next year; align future program goals to one or more institutional goals, and address applicable needs by listing budget enhancement requests associated with program goals, and select applicable resource plan, i.e. facilities, staffing, technology, professional development, marketing.)

The Banner academic systems and its large array of business process are in constant evolution from forces that range from state and federal regulatory changes to vendor demands at the infrastructure level to support of high quality academic services in between. As this evolution occurs, Application Services continuously observe areas that need improvement or enhancements to Imperial Valley College a first class institution of higher education. As a result, three outcomes have emerged as noted in section II of this program review.

To fully support Banner and associated systems, in comparison to other campuses that utilize same systems, the following FTE increase is required.

* Financial Aid Senior Programmer/Systems Analyst (1 FTE)
* Dedicated Degreeworks Support Analyst (1/2 FTE)
* Dedicated Institutional Research Analyst (1/2 FTE)

The following FTE increase is desired.

* Oracle Database Administrator (1 FTE)
* Dedicated Xtender Support Analyst (1/2 FTE)

VI. **PROCESS IMPROVEMENT OPPORTUNITIES** (Use the attached "Process Improvement Opportunities" form to identify three processes for improvement in terms of: 1) Work efficiency, 2) Cost reductions, and 3) Contributions to student enrollment and/or success. Identify one or more institutional goals supported by each process. Assess progress in attainment of process improvements identified in previous Program Review.)

See table.

SERVICE AREA PROGRAM REVIEW
PROCESS IMPROVEMENT OPPORTUNITIES

PURPOSE: For all IVC programs to engage in continuous process improvements, efficiency evaluation, and implementation of steps to facilitate increased student enrollments and student success.

GOALS: Each process within the departments will be reviewed in terms of: 1) Work efficiency, 2) Potential cost reductions, and 3) Potential contributions for increasing enrollment and/or student success.

DEPARTMENT: Application Services
Opportunities for:
PROCESS #1: OpenCCCApply
Work efficiencies: Switch application processing by students to the new state sponsored OpenCCCApply.
Cost reductions: Reduce annual licensing cost.
Contributions to student enrollment &/or success: More efficient and modernized site for completing applications.
Supports Institutional Goal and Objectives:3.2
PROCESS #2: Instructor Drop
Work efficiencies: Moves processing from paper processing to online with reporting capability.
Cost reductions: Reduces labor time effort and paper cost.
Contributions to student enrollment &/or success: More efficient way of submitting determining census.
Supports Institutional Goal and Objectives: 3.2
PROCESS #3: Degree Works
Work efficiencies: Increase student usage of Degree Works.
Cost reductions: None
Contributions to student enrollment &/or success: Improve student success by better planning and improve enrollment management with course projection for registration.
Supports Institutional Goal and Objectives: 3.2

PROGRAM GOALS

A. PAST – EVALUATION OF PREVIOUS CYCLE OBJECTIVES/PROGRAM GOALS (SET IN PREVIOUS YEAR)

List your previous objectives/goals and associated Institutional Goals. All program goals must address at least one of the institutional goals.

PAST PROGRAM GOALS	INSTITUTIONAL GOAL(S)
(Describe past program goals.)	(Check all that apply.)

	PAST PROGRAM GOAL #1	INSTITUTIONAL GOAL(S)
1	**Identify Program Goal from Last Program Review:** HR/Position Control/Mock Payroll business processes fully implemented within Banner ERP system. ☐ Met ☒ Partially Met ☐ Not Met **Provide detail on any improvements/effectiveness and detail status on those not fully met:** Initial target completion for this goal is during the next review period and will continue into the next review period as planned.	☐ 1 ☒ 2 ☐ 3 ☐ 4

2	PAST PROGRAM GOAL #2	INSTITUTIONAL GOAL(S)
	Identify Program Goal from Last Program Review: Continue expansion of data reporting to provide common based tools to key constituents for data driven decision making as part of institutional business processes.	☐ 1 ☒ 2 ☐ 3 ☐ 4
	☐ Met ☒ Partially Met ☐ Not Met	
	Provide detail on any improvements/effectiveness and detail status on those not fully met: Initial target completion for this goal is during the next review period and will continue into the next review period as planned.	

3	PAST PROGRAM GOAL #3	INSTITUTIONAL GOAL(S)
	Identify Program Goal from Last Program Review: Enhance the security of institutional data through incorporation of best practices, controls and monitoring into internal business processes.	☐ 1 ☒ 2 ☐ 3 ☐ 4
	☐ Met ☒ Partially Met ☐ Not Met	
	Provide detail on any improvements/effectiveness and detail status on those not fully met: Initial target completion for this goal is during the next review period and will continue into the next review period as planned.	

Comments:

FUTURE – LIST OF "SMART" (**S**PECIFIC **M**EASURABLE **A**TTAINABLE **R**ELEVANT **T**IME-LIMITED) PROGRAM OBJECTIVES FOR NEXT ACADEMIC YEAR TO ADDRESS PROGRAM IMPROVEMENT, GROWTH, OR UNMET NEEDS/GOALS. **ALL PROGRAM GOALS MUST ADDRESS AT LEAST ONE OF THE INSTITUTIONAL GOALS.**

FUTURE PROGRAM GOALS	INSTITUTIONAL GOAL(S)
(Describe future program goals. List in order of budget priority.)	(Check all that apply.)

FUTURE PROGRAM GOAL #1

1	FUTURE PROGRAM GOAL #1	INSTITUTIONAL GOAL(S)
	Budget Priority #1	☐ 1 ☐ 2 ☒ 3 ☐ 4

Identify Goal: HR/Position Control/Mock Payroll business processes fully implemented within Banner ERP system.

Objective: HR/Position Control/Mock Payroll business processes fully implemented within Banner ERP system.

Task(s): Continue implementation tasks by Human Resources and Application Services staff with guidance from consultant.

Timeline: End of 2015

EXPENSE TYPE	FUNDING TYPE	RESOURCE PLAN (Check all that apply.)		BUDGET REQUEST
☒ One-Time ☐ Recurring	☒ Categorical Specify: Atlas ☐ General Fund	☐ Facilities ☐ Marketing ☐ Planning & Budget ☐ Professional Development ☐ Staffing	☐ SLO/SAO (Student Learning Outcome/ Service Area Outcome) ☐ Student Services ☐ Technology	$8,000

FUTURE PROGRAM GOAL #2

2

Budget Priority #2

	INSTITUTIONAL GOAL(S)

Identify Goal: Continue expansion of data reporting to provide common based tools to key constituents for data driven decision making as part of institutional business processes.

Institutional Goal(s):
- [ ] 1
- [ ] 2
- [x] 3
- [ ] 4

Objective: Continue expansion of data reporting to provide common based tools to key constituents for data driven decision making as part of institutional business processes.

Task(s): Continue consolidation and implementation of reports and tools for data driven decision making.

Timeline: End of 2015

EXPENSE TYPE	FUNDING TYPE	RESOURCE PLAN (Check all that apply.)	BUDGET REQUEST
[ ] One-Time [x] Recurring	[ ] Categorical Specify: [x] General Fund	[ ] Facilities [ ] Marketing [ ] Planning & Budget [ ] Professional Development [ ] Staffing [ ] SLO/SAO (Student Learning Outcome/ Service Area Outcome) [ ] Student Services [ ] Technology	$0

3	FUTURE PROGRAM GOAL #3	INSTITUTIONAL GOAL(S)

Budget Priority #3

Identify Goal: Resource

Objective: Enhance the security of institutional data through incorporation of best practices, controls and monitoring into internal business processes.

Task(s): Continue with alteration of internal business processes to incorporate best practices for handling and storage of institutional data through established policies and procedures.

Timeline: End of 2015

INSTITUTIONAL GOAL(S):
- ☐ 1
- ☐ 2
- ☒ 3
- ☐ 4

EXPENSE TYPE	FUNDING TYPE	RESOURCE PLAN (Check all that apply.)	BUDGET REQUEST
☐ One-Time ☒ Recurring	☐ Categorical Specify: ☒ General Fund	☐ Facilities ☐ SLO/SAO (Student Learning Outcome/ ☐ Marketing Service Area Outcome) ☐ Planning & Budget ☐ Professional Development ☐ Student Services ☐ Staffing ☐ Technology	$0

TOTAL BUDGET REQUEST	$8,000 Categorical

1. How will your enhanced budget request improve student success?

Student success improvements are indirectly reflected in each of the objectives stated. As business processes and efficiencies are improved, students services are inherited improved.

Comments: Goals stated here are long term, and are not the only activities and projects that occur during a typical year in Application Services. Application Services work environment is very dynamic with high priority changes occuring often and quickly from end users, the state of california, the

federal government and the various systems that Application Services support. The goals with $0 cost will be performed at existing staff level. Staffing needs has been documented in section V 'Findings & Future Direction'.

INSTITUTIONAL STUDENT LEARNING OUTCOMES (ISLOs)

ISLO 1	COMMUNICATION SKILLS
ISLO 2	CRITICAL THINKING SKILLS
ISLO 3	PERSONAL RESPONSIBILITY
ISLO 4	INFORMATION LITERACY
ISLO 5	GLOBAL AWARENESS

SERVICE AREA LEARNING OUTCOMES (SAOs)

SERVICE AREA OUTCOMES	ISLO(S)
(Describe learning outcomes.)	[Link SAO to appropriate ISLO(s).]

	SERVICE AREA OUTCOME #1	ISLO(S)
SAO 1	Identify Outcome: Does not apply as this is a classroom related outcome.	☐ ISLO 1 ☐ ISLO 2 ☐ ISLO 3 ☐ ISLO 4 ☐ ISLO 5
	Measurable Outcome Summary:	
	☐ Met ☐ Partially Met ☐ Not Met	
	Provide detail on any improvements/effectiveness and detail status on those not fully met:	

SAO 2	SERVICE AREA OUTCOME #2	ISLO(S)
	Identify Outcome: Does not apply as this is a classroom related outcome.	☐ ISLO 1 ☐ ISLO 2 ☐ ISLO 3 ☐ ISLO 4 ☐ ISLO 5
	Measurable Outcome Summary:	
	☐ Met ☐ Partially Met ☐ Not Met	
	Provide detail on any improvements/effectiveness and detail status on those not fully met:	

SAO 3	SERVICE AREA OUTCOME #3	ISLO(S)
	Identify Outcome: Does not apply as this is a classroom related outcome.	☐ ISLO 1 ☐ ISLO 2 ☐ ISLO 3 ☐ ISLO 4 ☐ ISLO 5
	Measurable Outcome Summary:	
	☐ Met ☐ Partially Met ☐ Not Met	
	Provide detail on any improvements/effectiveness and detail status on those not fully met:	