This manual provides information about the role and function of PrOF as well as specific directions to help faculty and staff successfully navigate the mid-term PrOF process.

Program Overview and Forecast (PrOF) Manual
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Overview

Role of Program Review: The purpose of program review is to periodically evaluate the impact of internal and external changes and assess various indicators of program effectiveness to proactively plan for the future. Although many of these plans can be implemented at the program level, some of the plans need institutional support or have college wide impact. For this reason, the PrOF process also informs unit planning, college-wide planning and all college resource allocation processes.

Description of CRC’s Program Review Process (aka PrOF which stands for Program Overview and Forecast): The full PrOF occurs every four years in the fall (since 2009). Program faculty and staff review and update their PrOF in the middle of the four-year cycle (Mid-term PrOF Update) to ensure that program plans are on track and that the resource requests considered in the college’s resource allocation processes are responsive to changes at the college. The PrOF process includes the following components. Items that are starred are items that need to be updated every two years during the Mid-term PrOF Update.

1. Reviewing and updating program purpose(s), outcomes, and outcomes alignment tables (as needed)
2. Creating/updating program and course/activity assessment cycles (all programs) and a curriculum review cycle (instructional programs only) *
3. Reviewing and recording what has been accomplished over the PrOF cycle (including discussing program implications of assessments that have been conducted) *
4. Reviewing and dialoging about achievement and outcomes data to identify strengths and opportunities
5. Identifying/updating planning ideas that would improve the program*
6. Selecting/updating planning action items, mapping these action items to the college’s strategic plan, and describing the scope and potential impact of these items *
7. Identifying the resources needed to implement these plans *
8. Identifying college-wide and/or long-term planning implications *

The full and mid-term PrOF are to be collaborative processes that are completed during the fall semester. The information from PrOF informs the unit planning and equipment and instructional technology budget allocation processes that occur the following spring. This information also informs the personnel prioritization processes that occur the following summer and fall. The following timelines are provided as a guide to help with completing PrOF, and can be modified as needed to meet program needs. Items that are starred also need to be reviewed and updated during the mid-term PrOF.

Phase One: Evaluation of Program Mission, Outcomes*, Accomplishments*, Strengths and Challenges (September/October); Initial review and feedback by responsible administrator

Phase Two: Planning and resource needs* (November)

Phase Three: Finalization and final review by responsible administrator (December)

The diagrams on the following pages illustrate the logic within PrOF and the connections between PrOF and other college processes.
Section I – Setting a Foundation

Reviewing and updating program role, outcomes, assessment and curriculum* cycles (*Instructional Programs)

Section II – Getting Ready

Reviewing and updating accomplishments and achievement and assessment data

Section III – Planning for the Future

Brainstorming, Winnowing, and developing action plans

Section IV – Resources

Identifying resources needed to accomplish plans and improve the program
Section I – Setting a Foundation

Section II – Getting Ready

Section III – Planning for the Future

Section IV – Resources

PrOF Connections

Program Outcomes defined and available online
Outcomes Mapping and Assessment Cycles inform Assessment reporting
Informs Curriculum Review

Informs the Assessment of the Strategic Plan
Provides Data to Inform Unit Planning

Foundation for Unit Planning & Resource Allocation Processes
Informs Administrative Goal Setting

Foundation for Unit Planning & Resources Allocation Processes
Informs Facilities, Technology Professional Development and Strategic Planning
Informs Administrative Goal Setting and Grants and Research Agenda
PrOF Directions (See pages 12-14 for Selected Screen Shots)

General Navigation Directions

- **Web address:** [https://cips.crc.losrios.edu/](https://cips.crc.losrios.edu/) You can also access the site by selecting the College Integrated Planning System Link on the Faculty/Staff homepage. Log-in using your LRCCD ID and Password, then select the Program Overview and Forecast (PrOF) tab that is toward the left of the banner at the top of the page. Note: You need to be set up as an editor. If you cannot edit your PrOF contact Christina Ocran or Kathy McLain.

- If your program is new, or did not do a PrOF during the most recent PrOF or Mid-term PrOF cycle, you will need to enter information for each of the questions relevant to your program. The PrOF Navigation menu is located vertically on the left side of the screen. **In general, you should work on your PrOF in order from the top question (Program Identification) to the bottom question (Resource Requirements).**

- Select a question by clicking on the question in the Navigation menu. This opens up a window that contains the question at the top of the screen and the most recent data that has been entered in response to the question. There are also tabs that provide information to assist you with answering the question. The directions tab provides detailed technical directions to help you navigate the question. The purpose tab provides a context or reason for the question and identifies how the data you provide is used in other college processes.

- There are two types of question answers in PrOF:
  - **Narrative answers** (Program Identification, Course Assessment Program Implications (IE), Program Strengths (IIC), Areas of Response or Change (IID), and Non-Research Office Sources (IIE)). **Edit or input data by selecting the Descriptive Info (Required) tab, selecting Edit/Add Answer (right below the answer tab), editing or inputting new information and pressing the save button at the bottom of the editing screen.**
  - **Table Answers (all other questions). There are two different options for editing a table.**
    - In some tables (i.e. IIA), you need to edit the entries in a row by selecting the Edit link at the end of the row. This opens up an editing window that is used to modify the entries in the row. **Modify/add the missing information then press the save button at the bottom of the page.**
    - In some tables (i.e. IIIB) you can edit individual cells by selecting the edit button in the cell, selecting the appropriate response in the drop down menu that appears, then pressing save (if there is a save button).
    - Add rows to the table by selecting the Add New Item at the top left of the table. This opens a new window that allows you to input the required information. **Enter the information then press save.**

- **When you begin work on your PrOF, before you log out, please click on the status link (under conclusion) and change your status to in-progress. When you are finished with your PrOF, please click on the status link and change your status to complete.**

- Although we retained information from your most recent PrOF, all programs will need to actively interact with and provide information (revisions/modifications/additions, etc.) in the following sections. **These are also the sections that must be done in the Mid-term PrOF Update.**
  - Outcomes Assessment Cycles and Planning Implications (IC, ID and IE)
Curriculum review cycle and plans (instructional programs only) (IF and IVA)
Planning Ideas and Agendas IIA, IIB, IIIA, IIIB and IIC
Resource Needs (IVB)

Modifications in the other areas will depend on the extent of changes in your program and/or your plans and needs for the future.

Information about the Logic in PrOF

Sequencing in the online PrOF is critical. In general, you should work on your PrOF in order from the top question (Program Identification) to the bottom (Resource Requirements). Some questions, however, need to be done prior to others.

- Section IA needs to be completed before engaging sections IB and IC.
- Section IIA needs to be engaged before doing Section IIIA.
- Section IIIA needs to be done prior to engaging Section IIIB.
- Section IIIB needs to be done prior to doing Section IIIC.
- Section IIIC needs to be done prior to engaging Section IVB.

It is important to note that the development of planning items is divided into five steps.
1. Review the status of previous planning items and indicate which ones are still relevant (IIA).
2. Edit the planning items that are still relevant and add new planning ideas (as needed) (IIIA).
3. Identify the planning items that you will take action on in the next four years (as needed) IIIB.
4. Provide details related to your action items (IIIC).
5. Identify resources needed for your action items (IVB).

NOTE – Your planning ideas should describe a change designed to strengthen your program (e.g. enhance math center operations, develop online resources for students, enhance equipment in the anatomy and physiology lab, develop a humanities resource center, etc.) and should NOT focus or enumerate the resources needed to implement the plan. That comes in section IV. In addition, it is easier if planning ideas have a singular focus (see the following bullet).

- You may most likely have previous planning items that include several components in various stages of completion. Mark those items to carry over in item IIA. Go to section IIIA to separate the planning item into two parts – the part that has been completed and the part that has not been completed. Then return to item IIA to correctly identify the status of the two parts. For example, a planning item in IIA states the need to purchase new equipment and develop new curriculum to implement a lab. Suppose you have developed the curriculum but the equipment is still needed. Temporarily mark the entire item as “Carry over to PrOF 15”. This will allow you to edit the item in Section IIIA. Go to section IIIA and split the planning idea into two parts by copying and pasting to add a new item, then editing the duplicates appropriately. Return to Section IIA and modify the status of these items. Note: For this reason, as noted above, it might be better moving forward to have planning items that have a singular focus.
Technical Notes

- If you are copying and pasting from Word, use the Paste from Word icon.
- The PrOF system has been tested using a number of web browsers and it is recommended that you use Firefox, Google Chrome or Safari when working with PrOF. If you are working in Internet Explorer, you will need to put it in compatibility mode.
- If you begin work on a section and do not wish to save your efforts, you can either use the cancel button (if you see one) or use the web navigation buttons to return to the previous screen without saving your work. If you try to edit a date field using the cell edit function and decide you don’t want to change the date, you will need to use the back arrow to return to the previous screen.
- If an “Add New Item” or “Edit” is not on a question, it means that this action is part of another question.
- If you experience technical difficulties, please click on the issues tracker tab and submit the requested information. If you have other types of problems or questions, please contact Brad Brazil (x7385) or Kathy McLain (x7144). You may also think about entering your PrOF information in CASSL where we are close by to help!
- Selecting Delete is permanent so do so carefully! Information Deleted by mistake you will need to be reentered into the system.
Questions in PrOF

The following questions have been extracted from the online PrOF system. They are provided here to help you frame departmental dialogs in support of PrOF and to illustrate the underlying logic of PrOF. The information in italics provides information about the purpose/context for each of the specific questions in PrOF. This information appears in the purpose tab in the online PrOF.

SECTION I - Setting a Foundation (Goals, Outcomes and Curriculum (Instructional Programs))

PROGRAM IDENTIFICATION (Roles and Functions) OPTIONAL FOR MIDTERM – but suggested if internal or external changes in the last two years have significantly impact the program.

The program description from your most recent PrOF is below. Review and edit as needed. This description should state the overarching role/function(s) for the program and/or programs included in this PrOF. This description is internal to PrOF but serves as the foundation for your program evaluation and planning efforts.

QUESTION: IA. Program/Area Learning Outcomes OPTIONAL FOR MIDTERM – but suggested if internal or external changes in the last two years have significantly impact the program.

The Program Outcomes from your most recent PrOF are in the table below. Modify and/or add new outcomes as needed. These outcomes, which define how you measure the success of your program, are extracted and posted online at [http://www.crc.losrios.edu/catalog/PSLO](http://www.crc.losrios.edu/catalog/PSLO) (instructional programs) or [https://www.crc.losrios.edu/facstaff/cassl/slo/program-outcomes](https://www.crc.losrios.edu/facstaff/cassl/slo/program-outcomes) (non-instructional programs). These are the program outcomes you need to assess at least once every six years.

QUESTION: IB. SLO / SAO Alignment OPTIONAL FOR MIDTERM UNLESS THERE ARE COURSES NOT MAPPED TO YOUR PSLOs (as indicated by the table below). Suggested if internal or external changes in the last two years have significantly impact the program.

The alignment between your Courses/Activities and Program Outcomes from your most recent PrOF is in the table below. Review and edit as needed. This alignment should help you plan how to assess your program outcomes and should help you define your program and course/activity assessment timelines in Questions IC and ID. This section also helps non-instructional programs define activity outcomes.

QUESTION: IC. Program Outcomes Assessment Plan REQUIRED FOR MIDTERM

- The dates of your most recent program assessment reports and any changes you planned based on these assessments from the assessment reporting system and the planned assessment dates from your most recent PrOF are in the table below.
- Use the edit links to a) modify your planned assessment dates (as needed) to ensure all program outcomes are assessed every six years, b) identify whether your planned changes have been completed, and c) summarize the impact of any changes that have been made.

Data from this section will be extracted to help you manage your assessment cycle and will help the college assess our progress implementing program assessment. The information about planned changes you have not completed should also inform your planning agenda in Section III.
QUESTION: ID. Course/Activity Assessment Plan *(REQUIRED FOR THE MIDTERM UPDATE)*

The most recent course and/or activity assessment report submission dates (from the assessment system) and your planned course/activity assessment dates (from the previous PrOF and/or scheduling work done in 2014-15) are in the table below. Select the edit link to edit the planned assessment dates (as needed) to ensure all courses/activity outcomes are formally assessed at least once every six years (beginning fall 2013). Select the Assessment Reporting Tab to submit any overdue reports for which you have completed an assessment.

NOTE - this section can only be completed for courses or activities that have been mapped to Program Outcomes in IB. If the planned assessment date edit button does NOT appear, return to IB to complete your mapping.

*Data from this section will be extracted and provided to help you manage your assessment cycle and will help the college assess our progress implementing course/activity assessment.*

QUESTION: IE. Course/Activity Assessment Reports Review *(REQUIRED FOR THE MIDTERM UPDATE)*

The Program Implications for any course/activity assessments submitted during the previous cycle are listed in the data table below. Discuss and write a brief summary of how the program intends to respond to these program implications in the descriptive information tab below. *This information may inform your planning agenda in Section III.*

QUESTION: IF. Curriculum Review *(REQUIRED FOR THE MIDTERM UPDATE)*

*For Instructional Program Only!* Your courses, the revise-by-date from SOCRATES and your planned full review date are in the table below. Edit any full review dates that need to be changed to ensure you are reviewing all curriculum by its revise-by-date. Note: Academic Senate good practices require all courses to go through a full review at least once every six years. *Data from this section will be extracted and provided to help you manage your curriculum review cycle.*

SECTION II – Getting Ready (Reviewing Accomplishments and Program Data)

QUESTION: IIA. Planning Item Status *(REQUIRED FOR THE MIDTERM UPDATE)*

Below is a list of all Planning Items (including both "ideas" and "action" agenda items) from your previous PrOF. Use the "Edit this field" buttons in the cells to update the "Planning Item Status" OR Cycle Period.

1. If you wish to carry over the planning item in the current cycle, select the "Edit this field" button in column 1 and change the cycle period to 2015.
2. If you do NOT wish to carry the item over, then select the "Edit this field" button in column 4, then choose between the following options and press save. Do NOT change the cycle period!

- No - Do not carry over, this planning item has been completed
- No - Do not carry over, this item is no longer applicable
Notes: 1. You will be able to edit the items you carry forward in a later question. 2. If you do not change the cycle period to 2015, the planning ideas will NOT show up in later questions. 3. If an item has been partially completed, carry it over, include the aspects of the planning item that have been accomplished in section IIB, then remove these parts of the planning item in section IIIA.

Information from this section will inform the College’s assessment of our Strategic Plan. It should also help you promote your program to the college and external community.

QUESTION: IIB. A Look Back (REQUIRED FOR MIDTERM)

What ADDITIONAL accomplishments/changes have been made to your program in the past two years? Do NOT list items from your planning agenda that have been marked as completed in the previous question. Note: you will need to link these accomplishments to the Strategy Areas in the Strategic Plan so you may wish to use the strategic plan to organize your thinking in this area. The strategy areas can be found by clicking on the Strategy Area Tab on the PrOF menu. Information from this section will help the College assess our implementation of the Strategic Plan and may appear in the College’s annual and/or achievement report. It should also help you promote your program to the college and external community.

QUESTION: IIC. STRENGTHS (OPTIONAL FOR MIDTERM – but suggested if internal or external changes have occurred in the last two years that significantly impact the program.)

Briefly list observations from the data and other numerical or descriptive information that may indicate areas of strength. You should note increases in enrollment and/or student success in your program (overall and for particular groups of students). You should also comment if your course success rates are above college-wide success rates (overall and for particular groups of students).

Data packets for instructional programs and several student support/service programs (including Puente, Diop, EOPs, DSPS, Financial Aid) are available at: https://www.crc.losrios.edu/facstaff/research/ourcollege/2015-program-review-data-packets

Vocational Programs may wish to review the Core Indicator Reports at https://misweb.cccco.edu/perkins/Core_Indicator_Reports/Default.aspx or other program related data at http://extranet.cccco.edu/Divisions/WorkforceandEconDev/CareerEducationPractices/PerkinsIV/CoreIndicators.aspx

Data about student services programs is also available via SARS Trak reports or online at http://datamart.cccco.edu/Services/Default.aspx

Other information about the college is available at http://www.crc.losrios.edu/Faculty_and_Staff/Research_Office.htm

Complete a research request to obtain other data about your program: http://researchapps.crc.losrios.edu/?q=data-request-form

Information from this section will be extracted to inform the unit planning process.
QUESTION IID. OPPORTUNITIES (OPTIONAL FOR THE MIDTERM UPDATE – but suggested if internal or external changes have occurred in the last two years that significantly impact the program.)

Briefly list observations from the data and other numerical or descriptive information that indicate areas that may need a response or change over the next four years. You should note declines in enrollment and/or student success in your program (overall and for particular groups of students). You should also comment if your course success rates are below college-wide success rates (overall and for particular groups of students).

Data packets for instructional programs and several student support/service programs (including Puente, Diop, EOPs, DSPS, Financial Aid) are available at: https://www.crc.losrios.edu/facstaff/research/ourcollege/2015-program-review-data-packets

Vocational Programs may wish to review the Core Indicator Reports at https://misweb.cccco.edu/perkins/Core_Indicator_Reports/Default.aspx or other program related data at http://extranet.cccco.edu/Divisions/WorkforceandEconDev/CareerEducationPractices/PerkinsIV/CoreIndicators.aspx

Data about student services programs is also available via SARS Trak reports or online at http://datamart.cccco.edu/Services/Default.aspx

Other information about the college is available at http://www.crc.losrios.edu/Faculty_and_Staff/Research_Office.htm

Complete a research request to obtain other data about your program: http://researchapps.crc.losrios.edu/?q=data-request-form

Information from this section will be extracted to inform the unit planning process.

QUESTION: IIE. Other Data Sources (OPTIONAL FOR THE MIDTERM UPDATE – but suggested if internal or external changes have occurred in the last two years that significantly impact the program.)

If you used quantitative or qualitative data not provided by the Research Office, please list these sources below.

SECTION III – Planning (Brainstorming Ideas, Winnowing the List, and Providing Details)

QUESTION: IIIA. Planning Ideas (To Strengthen Program) (REQUIRED FOR MIDTERM UPDATE)

list below includes those "Planning Items" that you marked "Yes - Carry over to 2015" on the "Planning Item Status" question (IIA) above. Use the "Edit" feature to edit carryover items (if needed) and the "Add New Item" link to add new 2015 Planning Ideas. If you do not see a previous "Planning Item" that you intended to carryover to 2015, make sure you changed the "Cycle Period" to "2015" for that item on the "Planning Item Status" question above. This data will be extracted into the Unit Plan and will be included in all resource allocation forms and processes at the College. It will also inform the development of the
Professional Development, Equity, Facilities, Technology and Strategic Plans, the administrative goal setting process as well as the grants and research agenda.

QUESTION: IIIB. Planning Agenda Action Items (REQUIRED FOR MIDTERM UPDATE)

Below is a list of all of your current "Planning Ideas" generated in question IIIA above. Review this list and select the planning items you will take action on in the next two years. To make your selection, click on the "Edit" link in the left column and mark "Yes" for "Action Item". Note: If you wish to modify and/or refine the planning idea as you move it into action item status, this must be done in Section IIIA above.

QUESTION: IIIC. Planning Agenda Item Details (REQUIRED FOR THE MIDTERM UPDATE)

The "Data List" below contains all of your "Planning Ideas" you have identified as "Action items" in Section IIIB. Use the “Edit” link to open each item and provide further information about each item. Requested information includes:

- College strategies the planning item supports (select at most three)
- Program forecast type - "Short-term Program Planning Item" or "Long-term Planning Item"
- Scope - "Local" (Program Specific) or "Broad" (College-wide)
- Brief rationale – what program needs will this address (cite data if appropriate)?
- Desired outcome/goal – how will this planning agenda address these program needs?

Note: Suggested language for facilities-related requests is available via the PrOF Facilities Guide link on https://www.crc.losrios.edu/facstaff/planning/other_college-wide_plans

This data will be extracted into the Unit Plan and will be included in all resource allocation forms and processes at the College. It will also inform the development of the Professional Development, Facilities, Technology and Strategic Plans, the administrative goal setting process as well as the grants and research agenda.

SECTION IV – Resources (Curriculum, Personnel, Equipment, Supplies, Professional Development, etc.)

QUESTION: IVA. Curriculum Changes (REQUIRED FOR THE MIDTERM UPDATE)

Instructional Programs ONLY! Summarize the major changes in curriculum needed to implement your planning agenda action items. This information will be used to update the College’s Educational Master Plan.

QUESTION: IVB. Resource Requirements (REQUIRED FOR THE MIDTERM UPDATE)

The following table contains the resource requests for action items you have carried over from your most recent PrOF. Use the “Edit” link to modify the information in columns 2, 3, 4 or 5 as needed. Use the Add item link to identify resource needs for action items that do not appear in the list.

Note: A relative importance urgency ranking of A (Urgent) means that there are SIGNIFICANT negative consequences to not funding this project in the next budget cycle. A relative importance of B (High) means that there are some negative consequences of not funding this project in the next budget cycle. A
relative importance of C (Important) means that there are relatively few negative consequences of not funding the project the next budget cycle.

This data will be extracted into the Unit Plan and will be included in all resource allocation forms and processes at the College. It will also inform the development of the Professional Development, Equity, Facilities, Technology and Strategic Plans, the administrative goal setting process as well as the grants and research agenda.
Screen Shots of PrOF

Navigation Menu

Research Office, 2013, Program Overview and Forecast (PrOf)

Information/Instructions: Background and Context

The purpose of program review is to periodically evaluate the impact of internal and external changes and assess various indicators of program effectiveness to proactively plan for the future. Although many of these plans can be implemented at the program level, many of the plans need institutional support or have college-wide impact. For this reason, the PrOF process also informs unit planning, and the college-wide planning and resource allocation processes.

Program Types:

These are three types of programs at the College, each of which is expected to undergo the program review and planning process every four years. All types of programs will use the same PrOF form. However, the data provided to each type of program differs, non-instructional programs will skip the sections related to curriculum, and non-instructional programs may have student learning outcomes and/or service area outcomes.

- Instructional Programs: These are programs in which the major interaction between students and CRC faculty/staff occurs in credit-granting courses. Examples include programs from Business to Social Science and departments from Accounting to Work Experience. In the catalog, these are usually called “Areas of Study.”

- Student Support/Student Services Programs: These are programs in which CRC faculty/staff work directly with students in a variety of settings other than credit-granting classes. The catalog defines student support services as those which “…assist students with career decision making, problem resolution, and goal achievement” (CRC catalog p.9). This includes a wide range of services such as Assessment, Counseling, ESOPS, CARE, Health, Library, Math Center, Reading/Writing Center, MESA/CCP, Student Development, Tutoring, etc.
Narrative Answer

Research Office, 2011, Program Overview and Forecast (PrOF)

**QUESTION: PROGRAM IDENTIFICATION (Roles and Functions)**

The program description from your most recent PrOF is below. Review and edit as needed. This description should state the overarching role/function(s) for the program and/or programs included in this PrOF.

**Answer: Descriptive Info (Required)**

This PrOF includes programs (the research office, CASSE, and Outcomes Assessment) that work together and independently to promote student success and learning and institutional effectiveness through assessment cycle which includes collecting and dialoging about data, then implementing and assessing changes designed to enhance effectiveness. The relationship between these functions is illustrated below:

![Diagram of relationship between research and faculty]

Faculty Research
<table>
<thead>
<tr>
<th>Outcome Number</th>
<th>Outcome Type</th>
<th>Outcome Title</th>
<th>Outcome Description</th>
<th>Changes</th>
<th>Edit</th>
<th>Delete</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Program Service Area Outcome (P-SAC)</td>
<td>Capacity Building</td>
<td>Members of the college will have the capacity to access and utilize information about student learning.</td>
<td>Yes</td>
<td>Edit</td>
<td>Delete</td>
</tr>
<tr>
<td>2</td>
<td>Program Service Area Outcome (P-SAC)</td>
<td>Relevant Research</td>
<td>Members of the college community will be able to conduct and benefit from effective institutional and program-based research and assessments.</td>
<td>Yes</td>
<td>Edit</td>
<td>Delete</td>
</tr>
</tbody>
</table>

Program Service Area Outcome (P-SAC) - Effective

The college's awareness and utilization of institutional and program-based research and assessment.
Resources to Help

**PrOF Training Powerpoint**

Data Analysis for Instructional Programs

- [A Guide to the Analysis of Instructional Data Packets for the PrOF](#)
- [Vodcast Presentation (powerpoint plus audio!) of A Guide to the Analysis of PrOF Instructional Data Packets](#)
- [A Comprehensive Example of a PrOF Instructional Data Packet](#)

Data Analysis for Non-Instructional Programs – coming soon!