This manual provides information about the role and function of PrOF as well as specific directions to help faculty and staff successfully navigate the 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). The process includes the following components:

1. Reviewing and updating program purpose(s), outcomes, and outcomes alignment tables (as needed)
2. Creating 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.
4. Reviewing and dialoging about achievement and outcomes data to identify strengths and opportunities
5. Identifying planning ideas that would improve the program
6. Selecting planning action items for the next four years, 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

Program faculty and staff review and update their PrOF in the middle of the four-year cycle 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 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.

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

Section II – Getting Ready

Section III – Planning for the Future

Section IV – Resources

PrOF Components

Role Outcomes Curriculum (Instructional Programs)

Accomplishments Data Review

Brainstorming Winnowing Details

Identifying resources needed to accomplish plans and improve the program
PrOF Connections

Section I – Setting a Foundation

Defines Program Outcomes
(via links at http://www.crc.losrios.edu/About_CRC/Student_Learning_Outcomes.htm)

Informs Assessment Planning
(reporting links and reports available at http://www.crc.losrios.edu/Faculty_and_Staff/SLO_Assessment_Portal.htm)

Informs Curriculum Review

Section II – Getting Ready

Informs the Assessment of the Strategic Plan
(see http://www.crc.losrios.edu/Faculty_and_Staff/Planning/College_Strategic_Plan_Reports.htm)

Provides Data to Inform Unit Planning

Section III – Planning for the Future

Foundation for Unit Planning & Resource Allocation Processes

Informs Administrative Goal Setting

Section IV – Resources

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://gateway.crc.losrios.edu/cips_d7/ 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.

- If your program is new, or did not do a PrOF in 2009 or 2011, 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, Program Strengths (IIC), Areas of Response or Change (IID), and Non-Research Office Sources (IIE)). Edit or input data by 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 all information from your 2011 PrOF Update, all programs will need to actively interact with and provide information (revisions/modifications/additions, etc.) in the following sections:
  - Time sensitive questions -IC, ID, IE (all programs) and IF and IVA (instructional program only)
  - IIA, IIB, IIIB and IIIIC

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

- 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 data 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.

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).
- You will 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 13”. 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: It might be simpler to have single item planning items as you move forward to avoid this in the future!
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 red 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)

Your 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

Your 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/College_Catalog/PSLO.htm (instructional programs) or http://www.crc.losrios.edu/Faculty_and_Staff/CASSL/Student_Learning_Outcomes/Program_Outcomes.htm (non-instructional programs) These are the program outcomes you need to assess at least once every six years.

QUESTION: IB. SLO / SAO Alignment

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

1. Review the Program Assessment Reports for your program at (http://www.crc.losrios.edu/Faculty_and_Staff/Research_Office/Outcomes_Assessment_Reports/SLO_Assessment_Reports_By_Discipline.htm ),
2. Indicate whether the outcome has been assessed in the past 6 years (column 4),
3. Indicate whether the changes you planned based on your assessment (if any) have been completed (column 5), and
4. Indicate how these changes (if any) have impacted your program (column 6).

Note: it might be helpful to organize your assessment reports by outcome prior to starting this question.

Once columns 4, 5 and 6 are completed for each program outcome, use this information to identify proposed assessment dates (column 7) for all program outcomes that need to be assessed in the next four years. Note – the goal is to assess all program outcomes at least once every six years. Tip: You may wish to do this planning in conjunction with Question IF. 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**

Use the Course/Activity Assessment Report List for your program [http://www.crc.losrios.edu/Documents/research/courseassessmentlistv3.pdf](http://www.crc.losrios.edu/Documents/research/courseassessmentlistv3.pdf) to indicate whether the indicated course was assessed (Column 3). Identify assessment dates (column 2) for any courses you need to assess over the next four years to ensure all courses are assessed on a 6-year cycle. You may wish to consult the data from IC and IG (instructional programs only) to inform this planning. 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**

Review the Course/Activity Assessment Program Implications Report [http://www.crc.losrios.edu/Documents/research/progrimpcourseassessment.pdf](http://www.crc.losrios.edu/Documents/research/progrimpcourseassessment.pdf) Discuss and summarize the key program/curriculum implications from these reports. This information should inform your data review in Section II and ultimately your planning agenda in Section III.

**QUESTION: IF. Curriculum Review**

For Instructional Program Only! Your courses and the last full review date from SOCRATES are in the first four columns of the table below. Enter the anticipated review date for courses that need to be reviewed in the next four years (Column 4). 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 and will be provided to the curriculum committee to help them manage their workload.

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

**QUESTION: IIA. Planning Item Status**

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 2013.
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.
   - 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 2013, the planning ideas will NOT show up in later questions. 3. If you do not wish to
carry a planning item forward, do NOT change the cycle period! 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

What ADDITIONAL accomplishments/changes have been made to your program in the past two years? 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. 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.

DATA REVIEW

Data packets for instructional programs are available at:
http://www.library.losrios.edu/crc/PrOf_Data_Packets_2013/PrOf_Research_Program_List.aspx

Data about student services programs is 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

This data analysis should provide the foundation for your planning efforts and corollary resource requests.

QUESTION: IIC. STRENGTHS

Briefly list observations from the data and other numerical or descriptive information that indicate program strengths. (Note: responses should include the data element and its relevance. Examples: Enrollment in English has grown by 25% over the past four years, which has enhanced productivity and enabled us to hire new full time instructors; or utilization of counseling has grown by 25% over the past four years which has allowed us to hire a counseling supervisor). Information from this section will be extracted to inform the unit planning process.

QUESTION IID. OPPORTUNITIES

Briefly list observations from the data and other numerical or descriptive information that indicate program areas that may need a response or change over the next four years. (Note: responses should include the data element and its relevance. Examples: Nutrition 300 courses are closed within four days of the start of registration so students cannot complete their program requirements in a timely manner; or online inquiries to counseling have doubled over the past four years, which has strained our resources.) Information from this section will be extracted to inform the unit planning process.
QUESTION: IIE. Other Data Sources

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)

The list below includes those "Planning Items" that you marked "Yes - Carry over to 2013" 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 2013 Planning Ideas. If you do not see a previous "Planning Item" that you intended to carryover to 2013, make sure you changed the "Cycle Period" to "2013" 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, Facilities, Technology and Strategic Plans, the administrative goal setting process as well as the grants and research agenda.

QUESTION: IIIB. Planning Agenda Action Items

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 four years. To make your selection, click on the "Edit" link in the right 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. Resource requests can only be made to support your Action Items.

QUESTION: IIC. Planning Agenda Item Details

The "Data List" located 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 strategy supported by the planning item
- Program forecast type - "Short-term Program Planning Item" or "Long-Term Planning Item"
- Scope - "Local (Program Specific)" or "Broad (College-wide)"
- Brief rationale – why is this item needed?
- Desired outcome/goal – how will this item strengthen your program?

Note: Suggested language for facilities-related requests is available via the PrOF Facilities Guide link on http://www.crc.losrios.edu/Faculty_and_Staff/Planning/Other_College_Plans.htm

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

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

The following table contains the resource requests for action items you have carried over from your 2011 PrOF. Use the “Edit” link to modify columns 2, 3, 4 or 5 as needed. Use the “Add” item link to supply this information for action items that do not appear in the list. 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.
Screen Shots of PrOF

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

Information/Instruction: 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 those 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:

There 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 questions 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.”
Narrative Answer

PrOF Menu

- GETTING STARTED ON PrOF
  - Background and Context
  - CRC College Strategic Goals
  - How to Proceed

PROGRAM IDENTIFICATION
- Section I - Program Outcomes and Components
  - IA. Program/Area Learning Outcomes
  - IB. SLO / SLO Alignment
  - IC. Outcomes Assessment Plan
  - ID. Course/Activity Assessment Dates
  - IE. Course/Activity Assessment Reports Review
  - IF. Curriculum Review
- Section II - Program Analysis and Reflection

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

QUESTION: PROGRAM IDENTIFICATION (Roles and Functions)

Question
Directions
Purpose/Function

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)

Add/Edit Answer

This PrOF includes programs (the research office, CASSEI, 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 Faculty Research]
**Research Office, 2011, Program Overview and Forecast (PrO)**

**QUESTION: IA. Program/Area Learning Outcomes**

<table>
<thead>
<tr>
<th>Question</th>
<th>Directions</th>
<th>Purpose/Function</th>
</tr>
</thead>
</table>

The Program Outcomes from your most recent PrO are in the table below. Modify and/or add new outcomes as needed.

### Add New Item

<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)**
- **Capacity Building**
- **Relevant Research**

- **Program Service Area Outcome (P-SAC)**
- **Effective**
- **The college's awareness and utilization of educational and research resources**
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!