

2023-2024 Comprehensive Program Review (CPR) Administrative/Operational Template

A. Department Description

1. What are critical ways your department advances the mission and goals of the college? Cite some examples. Limit 500 words.
2. What internal and external factors have impacted your department since the last review that would provide context for your self-evaluation report? Limit 500 words.

B. Department's Customers

3. Whom do you primarily serve? Describe the services you provide for each of the groups you identify (for example, students, employees, Enrollment Services Department, City of Santa Monica). Limit 250 words.

C. Assessment and Evaluation

4. Describe the progress your department has made on meeting the objectives and recommendations from your last program review. (Skip if first time completing program review) Limit 500 words.

Outcomes are the results your department hopes to achieve after providing services and carrying out the functions of your department. Some examples include:

Function/Service	Example Outcome
Develop communication and marketing materials for campus events	Increased awareness of campus activities, events, and services (improved awareness)
Routine cleaning of building rooms, restrooms, and areas on campus	Faculty, staff, and students report being satisfied with the cleanliness and maintenance of campus buildings they visit (customer satisfaction)
Respond to inquiries about student accounts	Respond to email inquiries within 2 business days (timely response)
Pay warrants are issued each payroll cycle	Warrants issued will be error free (accuracy)

5. What are two or three outcomes your department has focused on since the last program review cycle? How do you assess or measure them (i.e. survey, internal tracking)? Limit 300 words.
6. Describe how your department incorporates stakeholder (student, employee groups) feedback for unit planning. Limit 300 words.
7. Based on analyses of the data your department collects, address the following questions Limit 500 words.:
 - a. What is your department doing well?
 - b. What didn't work as well in your department in the last six years?
 - c. What are the lessons you learned? What will you do differently in the future?

D. Future of the Department

8. Tell us your department's vision: Where would you like your department to be six years from now? Limit 500 words.

9. What are some challenges you anticipate facing in accomplishing your department's vision? Limit 500 words.
10. What are the action steps your department needs to take to accomplish the vision? Limit 500 words.
11. How will you know you've successfully made progress towards your vision? What are the expected outcomes/results (transformative change in skills, attitudes, behaviors, workflow, etc.). If relevant, discuss your departments' progress towards the goals of the six-year action plan. Limit 500 words.

E. Employees/Staff and Departmental Culture

13. Who makes up your department? Describe your staffing levels including full-time/part-time status and classification (per unit, if applicable) Limit 200 words.

<<Skip questions #14 – 18 if your department is made up of only one person.>>

14. Analyze your current staffing levels in the context of your department's vision and goals for the next six years (refer to response in question #9) Limit 300 words.
15. Describe how your department provides ongoing professional development opportunities for employees. Limit 300 words.
16. What is the impact of professional development engagement on the effectiveness of your department? Limit 300 words.
17. Describe the elements of your department's workplace culture and climate that significantly impact (both negatively and positively) your ability to achieve your goals. Limit 500 words.

For example, a departmental culture with little opportunities for collaboration and an emphasis on independent work may mean loss of knowledge/skills on specific domains when a team member leaves. Or the positive impact of working in a state-of-the-art facility has improved the productivity of the employees in the department.

18. Discuss ways your department creates a more equitable departmental culture. Address **one or more** of the following points: Limit 500 words.

- Creating space for discussing issues of race and racism in ways that are relevant to work
- Promoting trainings and professional development opportunities focused on racial equity
- Setting and enforcing departmental norms related to open, honest, and collegial communication
- Ensuring staff who belong to a racially or other minoritized group (sexual orientation, gender, etc.) feel validated and respected and are part of the decision-making process on an ongoing basis
- Deepening trust and sense of community amongst the diverse staff
- If relevant, ensuring departmental practices, policies, and procedures do not create barriers for minoritized student groups (racially minoritized, low-income, first-generation college, undocumented, Veteran, students with disability, etc.)

F. Budget and Resources

Human Resources and Professional Development

19. Based on your department's six-year vision and the action plans to get there, discuss the optimal staff structure to achieve your vision. Include in the discussion: Limit 500 words.
 - a. The opportunities to revamp your workflow, procedures, and processes to increase efficiency.
 - b. Re-envisioning of existing job classifications and/or creation of new job classifications, if applicable
 - c. Your succession and training plans (including cross-departmental training) to ensure that you have the right people in the right jobs today and in the years to come
 - d. Knowledge management practices - documentation of key workflow and processes to ensure continuation of critical services provided by your unit

Budget and Space

20. Based on your department's six-year vision and the action plans to get there: Limit 500 words.
 - a. Analyze your existing space and infrastructure environment and discuss changes that would improve your unit's productivity, efficiency, and effectiveness
 - i. Examples: redesign of existing space, additional space needed/space no longer needed, additional technology, change in technology)
 - b. Assess whether your current budget aligns with your plan of work for the next six years and is adequate in helping your unit meet your goals
 - i. If not, what changes in the budget need to be made?
 - ii. Discuss reallocation of existing budget lines, increase/decrease of overall budgets or specific budget lines. Upload document or spreadsheet, if necessary.