



# IMPERIAL VALLEY COLLEGE

## PROGRAM REVIEW

### NON-ACADEMIC PROGRAMS

<b>DATE:</b>	1/21/2013
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<b>DEPARTMENT/PROGRAM:</b>	Application Services
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<b>PREPARED BY:</b>	Jeff Cantwell	
	Name	Signature

<b>AREA DEAN/DIRECTOR:</b>	Jeff Cantwell	
	Name	Signature

<b>AREA VICE PRESIDENT:</b>	Todd Finnell	
	Name	Signature

## 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**  
PROGRAM REVIEW  
NON-ACADEMIC PROGRAMS

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** (identify outcomes; methods, implementation of  
assessment process; results; decisions & recommendations)

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

**Est. Completion Date:** 6-30-2015 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).

**Outcome #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:** 6-30-2014 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.

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

**Est. Completion Date:** 6-30-2014 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)

FICMAT assessment document dated 11-29-2011

Future staff survey to assess data driven decision making. See latest survey attached conducted 2/11/2013.

- IV. **ANALYSIS** (evaluate the strengths, challenges, opportunities and needs of your program/department provide thorough interpretation of data and complexity of analysis)

1. Outcome #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.

2. Outcome #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.

3. Outcome #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; areas of concern are addressed; provide recommendations for future direction of your program/department and address applicable needs (funding, facilities, staffing technology, professional development, marketing.)

The Banner academic systems and large array of business process are in constant evolution from forces that range from state and federal changes to vendor demands at the infrastructure level to support of high quality academic services in between. As this evolution occurs, Application Services is in constant watch of areas that need improvement or adjustment to keep the college as 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 *desired*.

- Oracle Database Administrator (1 FTE)
- Financial Aid Systems Analyst (1 FTE)
- Dedicated Degreeworks Support Analyst (1/2 FTE)
- Dedicated Xtender Support Analyst (1/2 FTE)

- VI. **PROCESS IMPROVEMENT OPPORTUNITIES** (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.)

See table

**PROGRAM REVIEW FOR NON-ACADEMIC PROGRAMS  
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.

<b>DEPARTMENT: Application Services</b>
<i>Opportunities for:</i>
<b>PROCESS #1: Student Self-Service</b>
Work efficiencies: Improve Student Self-Service to be easier to navigate and allow students to complete and submit forms electronically
Cost reductions: Reduce number of phone calls, in-person inquiries, faxes and paper form handling
Contributions to student enrollment &/or success: This would improve student navigation and efficiency while utilizing self-service. Improvement of self-service is in conjunction with support from 'Online Service'.
Supports Institutional Goal and Objectives: 2.3
<b>PROCESS #2: Degreeworks</b>
Work efficiencies: Increase student usage of Degreeworks
Cost reductions: None
Contributions to student enrollment &/or success: Improve student success by better planning, and improve enrollment management with course projected registration.
Supports Institutional Goal and Objectives: 2.3
<b>PROCESS #3: Financial Aid on Degreeworks</b>
Work efficiencies: Implement Financial Aid component in Degreeworks
Cost reductions: Aid to Financial staff.
Contributions to student enrollment &/or success: More efficient Financial Aid processing for students.
Supports Institutional Goal and Objectives: 2.3