# Santa Rosa Junior College
## Program Resource Planning Process

## Institutional Research  2017

### 1.1a Mission

The mission of the Office of Institutional Research is to be a driver for institutional improvement by providing leadership in promoting data literacy, and by providing access to necessary data and information so that administrators, faculty and staff can make evidence informed decisions.

### 1.1b Mission Alignment

OIR supports every aspect of the district's mission by providing useful and relevant information to assist the district in its provision of high quality lower division academic and career/technical education, basic skills, and economic/workforce development.  In addition, OIR supports institution-wide planning to improve the district's implementation of the mission.  Specifically, OIR supports the Strategic Plan by monitoring implementation progress via the Strategic Planning Scorecard and by providing relevant data and information to inform each strategic goal.  OIR is a driver for institutional improvement by providing data coaching and making data accessible.

### 1.1c Description

In order to support evidence informed district decisions, the Office of Institutional Research (OIR) provides the following:

- Data coaching
- Data processing and analysis
- Survey research (creation and management of surveys)
- Compilation of relevant external data
- Analysis of relevant internal data
- Support to grants and categorical programs, particularly those that help fund the office
- Mandated state and federal external data submissions (IPEDS, IEPI, Student Success Scorecard, and various other federal and state requests)
- Consultation with committees and individual administrators, faculty and staff
- Ongoing production of the SCJCD Fact Book
- Mandated reports (e.g., matriculation validation studies)
- Support for Master Planning

In addition, OIR does contracted work that brings funding to the district (overhead) and also helps fund the office.  The biggest example of this is the California Community College Career & Technical Education Employment Outcomes Survey (CTEOS), which funds approximately 45% of staffing costs in the Office of Institutional Research.  The CTEOS annual contract amount totals $1.79 million, which brings over $200,000 to the district general funds in overhead.

## 1.1d Hours of Office Operation and Service by Location

Institutional Research is a centralized districtwide administrative function located on the Petaluma campus.  It is open Monday through Friday, 8:00 a.m. – 5:00 p.m.  Research services are provided to the entire district.  Office hours vary in the summer with the district calendar (generally, Monday through Thursday, 7:00 a.m. - 5:30 p.m.)

## 1.2 Program/Unit Context and Environmental Scan

There is a national trend for greater "accountability" in government organizations, including higher education.  Institutional Research fulfills an important function by addressing accountability by providing data and information, and by promptly responding to mandated research requests (e.g., IPEDS, Student Success Scorecard, required Student Equity and Student Support research, etc.)  This trend has also created more demand for OIR locally as programs and services are required to provide more data to justify their budgets.

The accountability trend has evolved into a call for successful completions.  Community colleges have been criticized for maximizing access without a clear focus on helping students complete their educational goals.  The relatively new federal "gainful employment" regulations are an example of this trend.  Clearly, colleges are being called upon more to collect data and track students to various outcomes (employment, transfer, degrees, certificates, etc.)  The trend is also to disaggregate student data (by gender, ethnicity, etc.) and to track cohorts of students over time.  New requirements from the Accrediting Commission for Community and Junior Colleges (ACCJC) reflect this trend;  beginning in 2012, much more data has been required in support of annual reports and the Self-Evaluation.  In addition, the recommendations from the "Student Success Task Force" further underscore this trend, and the Integrated Student Success Plan (Student Equity, SSSP, BSI) is heavily research driven.

In addition, SRJC has committed to pursuing more federal (and other) grants, which involves support from OIR but does not always come with funding for OIR.

In response, OIR has enacted a plan, called the "Citizen Researcher's Campaign," to put useful and relevant data into the hands of the district employees, specifically in on-line, interactive tools that are available 24/7.  OIR staff have conducted numerous workshops, primarily at PDA days but also by request, to coach employees in using these new data tools.

## 2.1a Budget Needs

**Budget Analysis**

OIR's total expenditures for 13-14 comprised 0.77% of the district total.

OIR salary/benefits were 0.50% of the district total, and non-personnel costs were 3.58% of the district total. Approximately 60% of the total OIR budget comes from the CTE Outcomes Survey (with the largest line item being a sub-contract to an outside phone calling center to administer the third deployment of the CTEOS). Approximately 45% of OIR staffing costs are funded by the CTEOS.

**Budget Needs**

The IR Office's primary need is district funding for more staff time.

## 2.1b Budget Requests

| Rank | Location | SP | M | Amount | Brief Rationale |
|------|----------|----|----|--------|-----------------|
|      |          |    |    |        |                 |

## 2.2a Current Classifed Positions

| Position | Hr/Wk | Mo/Yr | Job Duties |
|----------|-------|-------|------------|
| Research Analyst | 40.00 | 12.00 | Performs highly skilled professional work in the design of research projects, identify data sources, extract, analyze and documents data, draw sound conclusions, communicate results, provide technical and end-user support for all aspects of research projects with emphasis in Fact Book and data support on planning and decision-making. |
| Research Technician | 20.00 | 12.00 | Assists in accomplishing the goals and responsibilities of the Institutional Research Department by providing administrative support and expertise in complex technical areas. |
| Research Analyst | 40.00 | 12.00 | Performs highly skilled professional work in the design of research projects, identify data sources, extract, analyze and documents data, draw sound conclusions, communicate results, provide technical and end-user support for all aspects of research projects with emphasis in Fact Book and data support on planning and decision-making. |
| Research Analyst | 40.00 | 12.00 | Performs highly skilled professional work in the design of research projects, identify data sources, extract, analyze and documents data, draw sound conclusions, communicate results, provide technical and end-user support for all aspects of research projects with emphasis in Fact Book and data support on planning and decision-making. |
| Research Analyst | 40.00 | 12.00 | Performs highly skilled professional work in the design of research projects, identify data sources, extract, analyze and documents data, draw sound conclusions, communicate results, provide technical and end-user support for all aspects of research projects with emphasis in Fact Book and data support on planning and decision-making. |
| Admin Asst II | 20.00 | 12.00 | Provides administrative support to the Director, and to the large scale CTE Outcomes Survey |

## 2.2b Current Management/Confidential Positions

| Position | Hr/Wk | Mo/Yr | Job Duties |
|----------|-------|-------|------------|
|          |       |       |            |

| Position | Hr/Wk | Mo/Yr | Job Duties |
|---|---|---|---|
| Director of Institutional Research | 40.00 | 12.00 | Responsible for the coordination of the development and dissemination of relevant data and information for the District and the required state and federal reports. Supports accreditation and the institutional planning process; plans, designs, conducts and interprets research projects for the evaluation of operational and program performance including matriculation activities and student outcome measures; trains, schedules, assigns, supervises and evaluates the performance of assigned personnel. |

## 2.2c Current STNC/Student Worker Positions

| Position | Hr/Wk | Mo/Yr | Job Duties |
|---|---|---|---|
|  |  |  |  |

## 2.2d Adequacy and Effectiveness of Staffing

The CTE Outcomes Survey, administered on behalf of California Community Colleges, has grown significantly in its 6 years of existence, and is now funding 45% of staffing costs in the Office of Institutional Research. This past year, we added two new full time research analyst positions, and a 50% administrative assistant.

Given the complexity of both district procedures and of administering the CTEOS, the administrative support is not sufficient, and should likely increase to 75%.

## 2.2e Classified, STNC, Management Staffing Requests

| Rank | Location | SP | M | Current Title | Proposed Title | Type |
|---|---|---|---|---|---|---|
| 0001 | Petaluma | 08 | 06 | AAII -- 50% | AAII -- increase to 75% | Classified |
| 0002 | Petaluma | 08 | 06 |  | Research Analyst | Classified |

## 2.3a Current Contract Faculty Positions

| Position | Description |
|---|---|
|  |  |

## 2.3b Full-Time and Part-Time Ratios

| Discipline | FTEF Reg | % Reg Load | FTEF Adj | % Adj Load | Description |
|---|---|---|---|---|---|
|  | 0.0000 | 0.0000 | 0.0000 | 0.0000 |  |

2.3c Faculty Within Retirement Range


2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

## 2.3e Faculty Staffing Requests

| Rank | Location | SP | M | Discipline | SLO Assessment Rationale |
|---|---|---|---|---|---|
| | | | | | |

## 2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

## 2.4c Instructional Equipment and Software Requests

| Rank | Location | SP | M | Item Description | Qty | Cost Each | Total Cost | Requestor | Room/Space | Contact |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | |

## 2.4d Non-Instructional Equipment, Software, and Technology Requests

| Rank | Location | SP | M | Item Description | Qty | Cost Each | Total Cost | Requestor | Room/Space | Contact |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | |

## 2.5a Minor Facilities Requests

| Rank | Location | SP | M | Time Frame | Building | Room Number | Est. Cost | Description |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | |

## 2.5b Analysis of Existing Facilities

Having three work stations in the same room is challenging for the four analysts, one technician, and one AAII.  Research work involves long periods of deep concentration, and any noise and distractions, such as telephone conversations, are problematic.  Currently all six classified employees (split into two rooms) nearly constantly wear head phones.  It would be great to have more space.

## 3.1 Develop Financial Resources

The Office of Institutional Research supports grant writing and grant implementation, activities which bring additional resources to the District.

In addition, OIR conducts the statewide CTE Outcomes Survey on behalf of the California Community Colleges Chancellor's office. This $1.79 million contract brings in over $200,000 per year in overhead to district general funds.

## 3.2 Serve our Diverse Communities

The office promotes diversity by providing data and information to support diversity initiatives, such as the Student Equity Plan, the HSI Grant, etc. as well as documenting and promoting the changing demographics of the District.

## 3.3 Cultivate a Healthy Organization

If the budget allows, Classified staff are encouraged to attend regional and statewide meetings/trainings, and other professional development activities including conferences.  Staff attend PDA trainings, all office staff attended the RP Conference in spring 2015.

Staff are encouraged to take advantage of employee fitness opportunities at the SRJC Petaluma gym, and most do.

All OIR permanent employees are involved in Emergency Preparedness at the Petaluma campus as Building and/or Area Safety Coordinators.  In these roles, staff members attend safety trainings (CPR/First Aid, Disaster Preparedness, etc.) as they are offered at SRJC Petaluma.

## 3.4 Safety and Emergency Preparedness

All OIR permanent employees are involved in Emergency Preparedness at the Petaluma campus as Building and/or Area Safety Coordinators.  In these roles, staff members attend safety trainings (CPR/First Aid, Disaster Preparedness, etc.) as they are offered at SRJC Petaluma.

KC Greaney is the Administrative Liaison for Building 600, Call, on the Petaluma campus, and a member of the Petaluma DOC.

Jeanne Fadelli is Building Safety Coordinator for the PE Building on the Petaluma campus.

Lara Abel, Greg Drukala, Blair Lamb, and Michael Pham all serve as Area Safety Coordinators.

## 3.5 Establish a Culture of Sustainability

We are avid recyclers in OIR, and are intentional about printing double-sided and keeping electronic (rather than paper) copies wherever possible.

We turn off printers and copiers at the end of the day.

## 4.1a Course Student Learning Outcomes Assessment

OIR indirectly supports student learning by providing data, analysis, and relevant information to support district decision makers, including faculty.  In addition, OIR has been very involved in Project LEARN, with the Director chairing the institutional learning outcomes committee since its inception.  Further, OIR consults with committees, departments, and individual faculty on learning outcomes development and assessment.

OIR assesses Institutional Learning Outcomes on a three year cycle via the SRJC Student Survey.

OIR supports faculty in conducting course SLO assessment, primarily by facilitating on-line or paper surveys to collect data.

## 4.1b Program Student Learning Outcomes Assessment

OIR indirectly supports student learning by providing data, analysis, and relevant information to support district decision makers, including faculty.  In addition, OIR has been very involved in Project LEARN, with the Director chairing the institutional learning outcomes committee since its inception.  Further, OIR consults with committees, departments, and individual faculty on learning outcomes development and assessment.

OIR assesses Institutional Learning Outcomes on a three year cycle via the SRJC Student Survey.

OIR supports faculty in conducting course SLO assessment, primarily by facilitating on-line or paper surveys to collect data.

## 4.1c Student Learning Outcomes Reporting

| Type | Name | Student Assessment Implemented | Assessment Results Analyzed | Change Implemented |
|------|------|-------------------------------|----------------------------|--------------------|

## 4.2a Key Courses or Services that address Institutional Outcomes

| Course/Service | 1a | 1b | 1c | 2a | 2b | 2c | 2d | 3a | 3b | 4a | 4b | 5 | 6a | 6b | 6c | 7 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | | | | | |

## 4.2b Narrative (Optional)

See 4.1a and 4.1b, above

## 5.0 Performance Measures

*External Stakeholders*

| How well do we respond to the requests of the state and federal government, accrediting agencies, and the Chancellor's Office? | |
|---|---|
| *Effectiveness Indicator:* | *Evidence:* |
| 1. Production of reports which are acceptable to federal, state, accrediting agencies and/or the Chancellor's Office | All of the following reports were submitted on time, and the receiving entity was satisfied with the quality of the report |
| | ~IPEDS Fall Report<br>~IPEDS Winter Report<br>~IPEDS Spring Report<br>~Strategic Planning Scorecard Report<br>~Campus and Statewide reports for the CTE Outcomes Survey<br>--ACCJC Annual Report (OIR provides specified data) |

*Internal Stakeholders*

| How well do we respond to the needs of our college leadership, management, staff and faculty? | |
|---|---|
| *Effectiveness Indicator:* | *Evidence:* |
| 2. Production of reports, projects, data, and surveys | See list of OIR Projects by year (on file) |
| 3. Customer satisfaction | Evidence from the 2009 "Multi-Site Task Force" indicates that out of nearly 300 district employees, 91% are either "very satisfied" (38%) or "satisfied" (53%) with their access to the services provided by the Office of Institutional Research. |

# 6.1 Progress and Accomplishments Since Last Program/Unit Review

| Rank | Location | SP | M | Goal | Objective | Time Frame | Progress to Date |
|---|---|---|---|---|---|---|---|
| 0001 | ALL | 08 | 06 | Expand access districtwide to data and analysis in accordance with AIR's "Statement of Aspirational Practices" https://www.airweb.org/Resources/Improving AndTransformingPostsecondaryEducation/Pa ges/Statements-of-Aspirational-Practice-for-Institutional-Research.aspx | a.          Continue to create appealing data visualizations, both online and in the form of infographics b.          Develop a real-time online enrollment data dashboard using both EMS and SIS data to provide automated daily enrollment reports to district personnel, with the functionality to "drill down" by available variables, such as student demographics, department, district location, etc. c.          Develop an online cohort tracking tool to allow users to set parameters for tracking customizable cohorts of students to chosen outcomes (such as persistence, graduation, transfer, etc.) d.          Develop online reports for local high schools including enrollment numbers | 2016-17 | This goal and related activities were partially addressed.  OIR continues to provide online interactive data visualizations (Fact Book, high school visualizations, committee/department requests), but has been thwarted in some areas (such as development of an online enrollment dashboard) due to lack of access to necessary data (which is being addressed).  The lack of documentation for SRJC's large SIS data base has been a significant challenge.  Data coaching, including OIR's "Citizen Researcher Campaign," has continued to evolve, including PDA presentations, other workshops, and 1:1 coaching. |

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| | | | | and SRJC outcomes for their students, such as placement, persistence, awards<br>e.      Continue updating the annual SCJCD Fact Book and add new sections as data become available<br>f.      Continue the "Citizen Researcher" campaign by providing better access to data (which will show further evidence that Recommendation #1 of the Accreditation Report is being addressed) so that district employees can learn how to independently locate data they need to complete their duties<br>g.      Promote the use of EMSI data resources with appropriate users throughout the district | | |
| 0002 | ALL | 08 | 06 | Provide research support to departments and programs that fund the Office of Institutional Research | a.      Continue supporting Student Equity, and SSSP efforts on behalf of the district.  The new Student Equity Plan template that was released by the Chancellor's Office demands even more research and data analysis than before. (SSSP/noncredit SSSP/Student Equity funds approximately one-fifth of OIR staff time)<br>b.      Provide required research and support to the HSI Grant (which funds 25% of a Research Analyst)<br>c.      Provide data and support to district requests, with a particular emphasis in supporting the "President's 2016-17 Goals" and to inform districtwide planning in support of increasing institutional effectiveness (district funding covers approximately 30%r of OIR staff time)<br>d.      Continue responding to state and federal mandates/requirements in a timely and accurate fashion<br>1.      IPEDS<br>2.      Student Success Scorecard<br>3.      Placement Test Validation studies<br>e.      Conduct the 2016 SRJC Student Survey, to collect feedback from 10% of SRJC credit students.  This survey has been conducted every three years beginning in 2001, which has created a longitudinal data base.<br>f.      Provide research and support to the 20,000 in 2020 enrollment growth campaign, and the 2030 Plan (Measure H Bond Implementation) | 2016-17 | This goal and related objectives were fully addressed in 2016/2017, and most will continue into 2018.  Specific progress to note: Completion of the SRJC Student Survey (including a written report and numerous presentations), continuous support of student equity/SSSP?BSI including providing leadership as well as data, support for enrollment growth and bond implementation planning, placement test validation studies (ESL, Math), and on-time, accurate state and federal reporting. |

| 0003 | ALL | 08 | 07 | Conduct the 2016 CTE Employment Outcomes Survey on behalf of all 113 California Community Colleges.  This project will be funded by the California Community Colleges Chancellor's Office, with 12% of the $1.79 million budget going to the SRJC general fund as overhead.  (Note:  over half of the budget will be sub-contracted to a mailing house and call centers for the US Mail and telephone survey phases).  This project funds approximately one-third of OIR staff time. | a.  Hire a full time Research Analyst to focus on CTE      b.  Divert one-third of the Director of Institutional Research's salary costs to the survey to cover the costs of management of the survey  c.  Hire an Administrative Assistant at 25% CTEOS to support the survey  d.  Subcontract with phone and mailing houses, as appropriate, to administer the survey  e.  Fulfill the requirements in the Scope of Work contract with the Chancellor's Office | 2016-17 | The CTEOS has been conducted as planned, with staff hired as planned, and the final reports will be out in September 2017 (following our project timeline).  OIR will continue to contract with the Chancellor's Office into the foreseeable future to conduct this annual survey. |

## 6.2a Program/Unit Conclusions

| Location | Program/Unit Conclusions |
|----------|--------------------------|
| ALL | Our greatest challenge is budgetary limitations, which limits staff time to conduct research in support of the district. Budgetary needs helped OIR make the decision to seek outside funding, and in 13/14 SRJC's research team began conducting an annual statewide CTE Employment Outcomes Survey on behalf of California Community Colleges (The California Community College CTE Employment Outcomes Survey).  In 2018, with funding from the state Chancellor's Office, the survey will be conducted for all 113 California Community Colleges.  Unfortunately, district/general funding only covers a fraction of OIR staff time, which limits our ability to meet the demands of SRJC faculty and staff. |

## 6.2b PRPP Editor Feedback - Optional

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## 6.3a Annual Unit Plan

| Rank | Location | SP | M | Goal | Objective | Time Frame | Resources Required |
|------|----------|----|----|------|-----------|------------|--------------------|
| 0001 | ALL | 08 | 06 | Be a driver for Institutional Improvement: Expand access districtwide to data and analysis in accordance with AIR's "Statement of Aspirational Practices" https://www.airweb.org/Resources/Improving AndTransformingPostsecondaryEducation/Pa ges/Statements-of-Aspirational-Practice-for-Institutional-Research.aspx | a.     Continue to create appealing data visualizations, both online and in the form of infographics, making improvements with feedback from stakeholders<br>b.     Develop a real-time online enrollment data dashboard using both EMS and SIS data to provide automated daily enrollment reports to district personnel, with the functionality to "drill down" by available variables, such as student demographics, department, district location, etc.<br>c.     Develop an online cohort tracking tool to allow users to set parameters for tracking customizable cohorts of students to chosen outcomes (such as persistence, graduation, transfer, etc.)<br>d.     Develop online reports for local high schools including enrollment numbers and SRJC outcomes for their students, such as placement, persistence, awards<br>e.     Continue updating and improving the SCJCD Fact Book and add new sections as data become available<br>f.     Continue the "Citizen Researcher" campaign by providing better access to data (which will show further evidence that Recommendation #1 of the Accreditation Report is being addressed) so that district employees can learn how to independently locate data they need to complete their duties<br>g.     Promote the use of EMSI data resources with appropriate users throughout the district | 2017-2018 | Support from IT, and OIR staff time |
| 0002 | ALL | 08 | 06 | Provide research support to departments and programs that fund the Office of Institutional Research | a.     Continue supporting Student Equity, BSI and SSSP efforts on behalf of the district.  The new Integrated Student Success Plan template released by the Chancellor's Office demands even more research and data analysis than before.  (SSSP/noncredit SSSP/Student Equity/BSI funds approximately 20% of OIR staff time)<br>b.     Provide required research and support to the HSI Grant (which funds 25% of one Research Analyst)<br>c.     Provide data and support to district requests, with a particular emphasis in | 2017-2018 | Grant and categorical funding, OIR staff time |

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| | | | | | supporting the "President's 2017-18 Goals" and to inform districtwide planning in support of increasing institutional effectiveness (district funding covers approximately one-quarter of OIR staff time)<br>d.      Continue responding to state and federal mandates/requirements in a timely and accurate fashion<br>1.      IPEDS<br>2.      Student Success Scorecard<br>3.      Placement Test Validation studies<br>e.      Provide research and support to the 20,000 in 2020 enrollment growth campaign, and the 2030 Plan (Measure H Bond Implementation)<br>enrollment growth campaign, and the 2030 Plan (Measure H Bond Implementation) | | |
| 0003 | ALL | 08 | 07 | Conduct the 2016 CTE Employment Outcomes Survey on behalf of all 113 California Community Colleges. This project will be funded by the California Community Colleges Chancellor's Office, with 7% of the $1.79 million budget going to the SRJC general fund as overhead. (Note: over half of the budget will be sub-contracted to a mailing house and call centers for the US Mail and telephone survey phases). This project funds approximately one-third of OIR staff time. | a. Name CTE Research Analyst as Director of the project    b. Divert half of the Director of Institutional Research's salary costs to the survey to cover the costs of management of the survey  c. Promote the survey statewide at conferences and meetings d. Subcontract with calling center to administer the survey  e. Fulfill the requirements in the Scope of Work contract with the Chancellor's Office | 2017-2018 | Grant and categorical funding, OIR staff time |