

Santa Rosa Junior College

Program Resource Planning Process

Institutional Research 2018

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 education and training. 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. Colleges are being called upon more to collect data and track students to various outcomes (employment, transfer, degrees, certificates, momentum points, etc.) The trend is also to disaggregate student data (by gender, ethnicity, etc.) and to track cohorts of students over time. The new CCCCO Funding Formula and the Chancellor's "Vision" further underscore this trend, as does the Integrated Student Success Plan (Student Equity, SSSP, BSI) which 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 to unmet demand, 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. There is a great deal of data about SRJC now available on the OIR website, the Chancellor's Office website (DataMart, Launchboard), USDOE website (College Scorecard, College Navigator), and other websites. 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 to address the research needs of the district.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
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2.2a Current Classified 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	30.00	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
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
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2.2d Adequacy and Effectiveness of Staffing

The CTE Outcomes Survey, administered on behalf of California Community Colleges, has grown significantly in its 7 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 75% administrative assistant.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Petaluma	08	06	Research Technician	Research Technician	Classified
0002	Petaluma	08	06	Research Analyst	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
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2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
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2.5b Analysis of Existing Facilities

Having three work stations in the same room is challenging for the four analysts, one technician, and one AAll. 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, and the annual CCC RP Group conference.

Staff are encouraged to take advantage of employee fitness opportunities.

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.

Karen Maddux, 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
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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 ~IPEDS Winter Report ~IPEDS Spring Report ~Strategic Planning Scorecard Report ~Campus and Statewide reports for the CTE Outcomes Survey --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	<p>Be a driver for Institutional Improvement: Expand access districtwide to data and analysis in accordance with the Association for Institutional Research (AIR) "Statement of Aspirational Practices" https://www.airweb.org/Resources/ImprovingAndTransformingPostsecondaryEducation/Pages/Statements-of-Aspirational-Practice-for-Institutional-Research.aspx</p>	<p>a. Continue to create appealing data visualizations, both online and in the form of infographics, making improvements with feedback from stakeholders</p> <p>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.</p> <p>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.)</p> <p>d. Develop online reports for local high schools including enrollment numbers and SRJC outcomes for their students, such as placement, persistence, awards</p> <p>e. Continue updating and improving the SCJCD Fact Book and add new sections as data become available</p> <p>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</p> <p>g. Promote the use of EMSI data resources with appropriate users throughout the district</p>	2017-2018	<p>a. OIR continues to create data visualizations, and with the addition of Tableau Server we are now also creating reports.</p> <p>b. Online enrollment dashboard has been created, and will be modified pending input from key stakeholders.</p> <p>c. The cohort tracking tool is not yet developed as other timely requests took priority</p> <p>d. Online reports for high schools were developed in consultation with SRJC's Outreach Team and input from high school stakeholders, and on site trainings were held to coach high school personnel in accessing the information. SRJC's high school outreach team was also trained.</p> <p>e. FactBook improvements were stalled due to ADA compliance requirements, but are back on track (and compliant).</p> <p>f. The Citizen Researcher campaign has continued full swing, as planned, and has been presented as a model at statewide and national conferences. OIR staff continue to present at PDA days and serve as data coaches to committees and all district personnel upon request.</p> <p>g. No-one outside of OIR seems to have interest in EMSI, which is primarily used to look up labor market supply and demand. OIR has found a use for EMSI in support of environmental scanning and the CTEOS so will continue the contract but will no longer promote its use elsewhere in the District.</p>

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0002	ALL	08	06	Provide research support to departments and programs that fund the Office of Institutional Research	<p>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)</p> <p>b. Provide required research and support to the HSI Grant (which funds 25% of one Research Analyst)</p> <p>c. Provide data and support to district requests, with a particular emphasis in 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)</p> <p>d. Continue responding to state and federal mandates/requirements in a timely and accurate fashion</p> <ol style="list-style-type: none"> 1. IPEDS 2. Student Success Scorecard 3. Placement Test Validation studies <p>e. Provide research and support to the 20,000 in 2020 enrollment growth campaign, and the 2030 Plan (Measure H Bond Implementation)</p>	2017-2018	<p>a. The Director of OIR serves on the ISSC Steering Committee, and two analysts attend meetings, and all provide support in many forms such as student equity project evaluations (which now include interactive data visualizations), leading the development of logic models, assessing the impact of SSSP, and providing other research support.</p> <p>b. All HSI requests have been prioritized and supported.</p> <p>c. Requests have been supported. OIR has moved to an on-line ticketing request so there is record of all requests and their status.</p> <p>d. IPEDS, the Student Success Scorecard, ACCJC Institution-Set Standards and IEPI indicators were all addressed as required. The passage of AB705, which dramatically changes California Community College placement, has created the need for research and data analysis, which OIR has been providing.</p> <p>e. The Enrollment Growth campaign was suspended, but OIR has been actively supporting the Enrollment Management Task Group with data and online visualizations. In addition, OIR has responded to multiple requests from stakeholders involved in Measure H implementation to provide data and information for planning purposes.</p>

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
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. 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	a/b. Research Analyst Michael Pham has been designated Project Director, and half of the OIR Director's salary is covered by CTEOS funding to cover project administration. c. The CTEOS is promoted at meetings of the California Community Colleges Association of Occupational Educators (CCCAOE), the Research & Planning Group, the Association of California Community College Administrators (ACCCA), and the Vocational Education Research and Accountability Committee (advisory to the Chancellor's Office). d/e. Scope of Work completed; 150,000 students were surveyed with a 33% response rate.

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	<p>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/ImprovingAndTransformingPostsecondaryEducation/Pages/Statements-of-Aspirational-Practice-for-Institutional-Research.aspx</p>	<p>a. Continue to create appealing data visualizations, both online and in the form of infographics, making improvements with feedback from stakeholders</p> <p>b. 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.)</p> <p>c. Continue updating and improving the SCJCD Fact Book and add new sections as data become available</p> <p>d. 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 and improve institutional effectiveness</p> <p>e. Promote the use of EMSI data resources with appropriate users throughout the district</p> <p>f. Serve on various districtwide committees and task forces, providing data coaching and information as appropriate to support decision making</p> <p>g. Respond to additional ad-hoc data requests as staff time permits</p>	2018-2019	Support from IT, and OIR staff time

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0002	ALL	08	06	Provide research support to departments and programs that fund the Office of Institutional Research	<p>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)</p> <p>b. Provide required research and support to the HSI Grant (which funds 25% of one Research Analyst)</p> <p>c. Provide data and support to district requests, with a particular emphasis in supporting the Strategic Plan, President's Goals" and to inform districtwide planning in support of increasing institutional effectiveness (district funding covers approximately one-quarter of OIR staff time)</p> <p>d. Continue responding to state and federal mandates/requirements in a timely and accurate fashion</p> <p>1. IPEDS</p> <p>2. Student Success Scorecard/Simplified Metrics</p> <p>3. Placement Test Validation studies</p> <p>e. 2030 Plan (Measure H Bond Implementation)</p>	2018-2019	Grant and categorical funding, OIR staff time

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0003	ALL	08	07	Conduct the 2019 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 45% of OIR staff time.	<ul style="list-style-type: none"> a. Promote the survey statewide at conferences and meetings b. Subcontract with calling center to administer the survey c. Fulfill the requirements in the Scope of Work contract with the Chancellor's Office 	2018-2019	Grant and categorical funding, OIR staff time