

Santa Rosa Junior College

Program Resource Planning Process

Institutional Research 2023

1.1a Mission

The Office of Institutional Effectiveness, Research and Planning facilitates the process for informed decision making in support of student success and community needs by providing leadership in the following areas: District and program planning, analysis of program effectiveness, development of key performance indicators, promoting data literacy, nourishing a culture of inquiry, identifying opportunity to advance student success through research and grant evaluations.

1.1b Mission Alignment

The Office of Institutional Effectiveness, Research and Planning (IERP) uses the activities such data analysis, planning, thoughtful research to transform the life of all members of the District. This includes identifying areas of growth by reviewing the District's measurable outcomes and strategic indicators of success.

IERP uses the District Vision as guidance to ensure that all data reports, visualizations, analysis, and recommendations use a lens that will help students thrive.

IERP engages in annual research projects that highlights the District mission. The Office also develops a planning process for all areas to embody all aspects of the District mission, vision, and value statements.

1.1c Description

In order to support evidence informed district decisions, the Office of Institutional Effectiveness, Research and Planning (IERP) provides the following resources, activities, and tools:

- Data coaching
- Data processing and analysis
- Survey research (creation and management of surveys)
- Compilation and analysis of relevant external and internal data
- Support to grants and categorical programs, particularly those that help fund the office
- Mandated state and federal external data submissions (IPEDS, Student Success Metrics, and various other federal and state requests)
- Consultation with committees and individual administrators, faculty, and staff
- Ongoing production of the SCJCD Fact Book
- Maintain customized enrollment management dashboards
- Develop and manage custom data visualizations
- Mandated reports (e.g., matriculation validation studies)
- Facilitates District Planning
- Reporting on District learning outcomes

In addition, IERP does contract 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 65% of staffing costs in the Office of Institutional Effectiveness, Research and Planning, and over 90% of the budget outside of staffing costs. The CTEOS annual contract amount totals \$1.9 million.

1.1d Hours of Office Operation and Service by Location

The Office of Institutional Effectiveness, Research and Planning is a centralized districtwide administrative function located on the Petaluma campus. The Petaluma office 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.). The Senior Director of Institutional Effectiveness, Research and Planning also has office space at the Santa Rosa campus and is available for consultations by appointment.

1.2 Program/Unit Context and Environmental Scan

There is a national trend for greater "accountability" in government organizations, including higher education. IERP 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 Metrics, required Student Equity & Achievement, etc.) This trend has also created more demand for IERP 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 CCCCO Student Centered Funding Formula and the Chancellor's "Vision for Success" further underscore this trend, as does the Integrated Student Equity & Achievement 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 IERP but does not always come with funding for IERP.

Lastly, as part of the office role in supporting effectiveness, planning, and research - the Senior Director of Institutional Effectiveness, Research and Planning is the District Accreditation Liaison.

2.1a Budget Needs

Budget Analysis

IERP total expenditures comprise 1.4% of the district total. However, unrestricted funds represent 7% of the IERP total budget and restricted funds represent 93% of our budget.

The FY 2019-20 core data shows that IERP had 6 classified FTE and 1 management FTE. However, two classified staff members actually represent .75 FTE. Given this information, IERP actually had 5.5 classified FTE and 1 management FTE. In 2021-22, IERP lost 1 classified FTE due to retirement (.5 of the FTE was supported by restricted funds). Currently IERP has 4.5 classified FTE and 1 management FTE. Restricted funds accounts for .5 classified FTE and .5 management FTE. Unrestricted funds accounts for 4 FTE (none of the FTE supports a Research Analyst).

Budget Needs

The office has expanded responsibilities in leading institutional effectiveness, planning, and grants.

IERP needs 2 classified FTE Research Analysts to support work in the following areas.

Environmental Scans

District survey development and distribution

Analysis of key performance indicators

Conducting research studies associated to institutional effectiveness

Data analysis associated with strategic enrollment management

Data analysis and recommendations associated with strategic planning

Presentation of data analysis to various campus stakeholders

Career Education

MIS data reliability

Data warehouse project

Chancellor's Office data warehouse analysis

Noncredit Research and Evaluation

Additionally, 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	30.00	12.00	Assists in accomplishing the goals and responsibilities of the Institutional Effectiveness Research and Planning 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.
Coordinator, CTEOS	40.00	12.00	Oversees and conducts the annual cycle of the statewide California Community College Career & Technical Education Employment Survey (CTEOS). Performs the duties of a Research Analyst in addition to statewide coordination, project management, and promotion of the survey and resultant data. Serves as a liaison between the District and designated primary contacts at each California Community College statewide, and between the District and the Project Monitor and other key staff at the Chancellor's Office of the California Community Colleges.
Admin Asst II	30.00	12.00	Provides administrative support to the Senior Director, and to the large scale CTE Outcomes Survey administration support related to budget.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Senior Director IERP	40.00	12.00	Provide leadership, vision and direction for a comprehensive District-wide institutional effectiveness program; administer, coordinate, and communicate college-wide planning and evaluation to foster data-informed decision making across the institution; oversee strategic and integrated planning, program review, institutional research, and grant development processes; promote institutional effectiveness through continuous evaluation for improvement; develop, implement and direct institutional research and planning projects to provide information about the District's students, programs, and organizational effectiveness.

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 IERP staff size is inadequate for the required District responsibilities and tasks.

The office needs two additional research analysts in order to support multiple projects and task.

Unfunded IERP Projects Area

IERP has expanded responsibilities in leading institutional effectiveness, planning, and grants. IERP needs at least 1 classified FTE to support work in the following areas:

- Environmental Scans
- District survey development and distribution
- Analysis of key performance indicators
- Conducting research studies associated to institutional effectiveness
- Data analysis associated with strategic enrollment management
- Data analysis and recommendations associated with strategic planning
- Presentation of data analysis to various campus stakeholders
- Career Education
- MIS data reliability
- Data warehouse project
- Chancellor's Office data warehouse analysis
- Data Coaching to department managers
- Service Area Learning Outcomes

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	ALL	03	01	Research Analyst	Research Analyst	Classified
0001	ALL	03	01	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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2.4f Instructional/Non-Instructional Software 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

3.1 Academic Quality

The Office of Institutional Effectiveness Research and Planning conducts several studies, activities, and surveys in support of academic quality. Below is a list of our activities and how they support Academic Quality.

Institutional Research:

Evaluation of metrics related to AB 705 and AB 1705 (Goal 1 and Goal 2)

Evaluating and making recommendations of ACCJC Institutional Set Standards (Goal 2)
Providing data analysis and recommendations of Student Equity Plan 2.0 (Goal 1 and Goal 2)
Providing data analysis and recommendations for Guided Pathways (currently unfunded) (Goal 1 and Goal 2)
Providing visualizations on successful course completion and course retention (Goal 2)
Data in support of ISSC (Goal 2)

Data Trainings:

Traning on utilization data to support informed conversations and decision making (Goal 1)

Planning:

District Planning: (Goal 1 and Goal 2)
Area Planning: (Goal 1 and Goal 2)
Department Planning: (Goal 1 and Goal 2)
Program Planning: (Goal 1 and Goal 2)

Grant Evaluations:

- Lanzamiento
- Avanzando
- supports grant writing and grant implementation, activities which bring additional resources to the District.

Career Education:

Career Education support through administration of statewide Career Technical Education Employment Outcomes Surveys (CTEOS)

Institutional Effectiveness:

support on SLO, ILO, PLO, GLO, and SALOs

3.2 Student Success and Support

The Office of Institutional Effectiveness, Research and Planning conducts several studies, activities, and surveys in support of student success. Below is a list of our activities and how they support Student Success and Support.

Student Survey (Goal 1)

MIS Reporting (Goal 2)

Program Evaluations (Goal 1)

Analysis of Student Learning Outcomes (Goal 1)

3.3 Responsiveness to Our Community

The Office of Institutional Effectiveness, Research and Planning conducts several studies, activities, and surveys in support of Responsiveness to our community. Below is a list of our activities:

District Environmental Scan. (Goal 1)

District planning process. (Goal 2)

3.4 Campus Climate and Culture

The Office of Institutional Effectiveness, Research and Planning conducts several studies, activities, and surveys in support of campus climate and culture. Below is a list of our activities:

Working to establish a campus climate survey for students and employees. (Goal 1)

4.1a Course Student Learning Outcomes Assessment

IERP indirectly supports student learning by providing data, analysis, and relevant information to support district decision makers, including faculty.

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

IERP 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

IERP indirectly supports student learning by providing data, analysis, and relevant information to support district decision makers, including faculty.

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

IERP 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

<i>How well do we respond to the requests of the state and federal government, accrediting agencies, and the Chancellor's Office?</i>	
<i>Effectiveness Indicator:</i>	<i>Evidence:</i>
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
	<ul style="list-style-type: none"> ~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

Internal Stakeholders

How well do we respond to the needs of our college leadership, management, staff and faculty?

<i>Effectiveness Indicator:</i>	<i>Evidence:</i>
2. Production of reports, projects, data, and surveys	See list of IERP Projects by year (on file)
3. Customer satisfaction	

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0000	ALL	01	02	Expand utilization of CTEOS data	<p>Expand the use of CTEOS data at SRJC and provide the Chancellor's Office office with a model for utilizing CTEOS data.</p> <p>We are still working with the Chancellor's Office on formalizing our support of statewide reporting. We have increased our utilization of CTEOS data specifically for SRJC.</p>	2021-2022	CTEOS Staff Time
0000	ALL	03	05	Develop an effective grants application calendar based on student needs and the elimination of barriers to educational success.	<p>Post a grant research calendar on IERP website. Develop a new office mission that includes grants. Create grant data narratives using the following categories 1. Low Income 2. Hispanic populations 3. Disability and Special Resources 4. Minority Support Programs 5. Prviate/Public Collaborations Bring in \$100,000 of grant revenue for the department</p>	2021-2022	District support for a Research Analyst
0000	ALL	04	07	Implement data collection procedures and reports that monitor campus culture related to Diversity, Equity, and Inclusion.	<p>Create SRJC and conduct student campus climate survey</p> <p>Create SRJC and conduct employee campus climate survey</p>	2021-2022	District support for a Research Analyst

0001	ALL	08	06	Addressing Research Needs and data analysis for the Entire District	<p>a. Connecting to Community</p> <p>i. IERP staff are prominent members of all shared governance committees/councils.</p> <p>ii. Include members of the college community on IERP campus wide projects.</p> <p>1. At least 1 member of a college area (academics, student services, IT, Faculty, classified staff, and students)</p> <p>b. Improving utilization of IERP tools</p> <p>i. Qualtrics is utilized for all non-IERP surveys</p> <p>ii. Tableau</p> <p>1. All VP Areas utilize at least one Tableau visualization.</p> <p>c. Communicating Finding</p>	2021-2022	\$10,000 financial support for expanding Qualtrics licenses, Support from IT, and IERP staff time, increased District support for a Research Analyst.
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Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
					<p>i. Research Analyst conduct at least 2 presentations per semester.</p> <p>ii. IERP provides detail reports with recommendations to all SRJC constituent groups.</p> <p>iii. Provide the campus with Data Narratives on SRJC demographics and equity.</p>		
0002	ALL	08	06	Re-envision College and Area Planning	<p>VP area plans are published on planning website by end of fall semester.</p> <p>All location plans are published on planning website by end of fall semester.</p> <p>List of key performance indicators for new staff and faculty resources are approved through collegial consultation.</p>	2021-2022	IERP staff time

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0003	ALL	08	07	Establish Clear Definition Effectiveness (accountability, students, resource allocation, campus culture)	<p>Create an SRJC definition of institutional effectiveness that is approved and support through collegial consultation.</p> <p>Institutional Effectiveness definition should include the following.</p> <ol style="list-style-type: none"> 1. Student Success 2. Accountability 3. Resource Application 4. Campus Culture 5. Communication 	2021-2022	IERP staff time

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
0000	ALL	01	02	Establish regular cycle for providing Districtwide analysis of all Learning Outcomes.	Provide Districtwide annual learning outcomes report to the Planning & Budget Council, Academic Senate, Cabinet, and Board of Trustees.	2023-24	IERP Staff Resources
0000	ALL	02	03	Develop engagement surveys for events and activities in support of student success.	Assess how students are engaging in our defined culture.	2023-24	District support for a Research Analyst
0000	ALL	03	05	Provide annual research evaluations and reports on how SRJC impacts our community.	Provide internal and external stakeholders with details on how SRJC programming impacts Sonoma County.	2023-24	District support for a Research Analyst
0001	ALL	04	07	Develop and implement a regularly campus climate survey for students and employees.	Provide a campus climate survey in support of District planning and setting metrics in support of IDEAA programming.	2023-24	District support for a Research Analyst
0002	ALL	01	02	Implement a formalized IERP agenda in support of noncredit education and career education.	Ensure that noncredit programs and career education programs benefit from data collected by IERP.	2023-24	District support for a Research Analyst
0003	ALL	03	06	Provide demographic data that expands beyond ethnicity categories used for IPEDS reporting (focus on CCCApply expanded criteria).	Provide visibility to demographic populations that are invisible due to limited reporting requirements.	2023-24	IERP Staff Resources