Santa Rosa Junior College

Program Resource Planning Process

Institutional Research 2024

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 effeciveness, 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 measureable 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 Accrediation 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, one classified staff members actually represent .75 FTE.

.75 FTE - dependent on CTEOS catagorical funding

1.0 FTE - depentent on federal and CCCCO grant funding

1.0 FTE - dependent on catagorical funds and federal grant funds

0.5 of 1.0 FTE dependent on catagorical funds

1.0 FTE - dependent on CTEOS funding

Additionally, our Federal funding for one Research Analyst is expected to be lower than in previous years.

Another way to review IERP staffing:

Institutional Effectiveness

0.5 - Managment

Research

0.125 - Managment

0.9 FTE - Research Analyst (General Funds and SEA)

0.5 FTE - Research Analyst (Catagorical -SEA)

Planning

.25 - Management

Grants

0.125 FTE - Management

1.0 FTE - Research Analyst

0.5 FTE - Research Analyst

CTEOS

0.5 - Management

1.0 - Coordinator

0.75 - administrative assistant

0.10 FTE - Research Analyst

0.10 FTE - Research Analyst

0.75 FTE - Research Technician (vacant)

Budget Needs

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

IERP needs 1 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

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Research Analyst	40.00	12.00	Student Equity and Achievement, general funding, CTEOS funding: 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	30.00	12.00	Avanzando and AB705/1705: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	Lanzamiento, CTEOS, and Student Equity and Achievement: 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 adminstration 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

2.2d Adequacy and Effectiveness of Staffing

The IERP staff size is inadequate for the required District responsiblities and tasks. Most of the staff is catagorically funded. We do not have appropriate staffing to support District functions in Institutional Research, Institutional Effectiveness, Planning, and Grants.

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

Unfunded IERP Projects Area

IERP has expanded responsibilities in leading institutional effectiveness, planning, and grants. IERPneeds 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

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

2.4d Non-Instructional Equipment and Technology Requests

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

2.4f Instructional/Non-Instructional Software 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

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:
suppport 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 Enviromental 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)

3.5 Establish a Culture of Sustainability

We support and participate in all SRJC sustainability initiatives and programs.

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

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

Internal Stakeholders

Service Area Learning Outcomes	
Effectiveness Indicator:	*Evidence:*

Ensure individuals and committees understanding the appropriate utilization of data.	Using self-reflection. The staff believes are are making progress towards this outcome. We still see many individuals and committees who do not always us data appropriately.
Ensure individuals and committees know how to access appropriate data sources.	Using self-reflection. The staff believes that we still need to work on this outcome. Individuals and committees that work with IERP still have any questions on how to access data sources that will answer thier questions.
Providing individuals and committees context for data analysis.	Using self-reflection. The staff believes we are improving on this outcome. We still have moments when we provide data with limited context or analysis.
Ensure availability of data and analysis.	Using self-reflection. The Fact Book provides access to data ... but we need to improve analysis.

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	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	In Progress
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	In Progress - Activities receiving Student Equity and Achievement Programs are currently in the process of implementing surveys.
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	Planning Stage
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	Active - Currently implementing NACCC
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	Not Started
0003	ALL	03	06	Provide demographic data that expands beyond ethnicity categories used for IPEDS reporting (focus on CCCApply expanded criteria).	Provide visibility to demograpghic populations that are invisible due to limited reporting requirements.	2023-24	In Progress - we have one data visualization available for this project.

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.	2024-25	IERP Staff Resources
0000	ALL	02	03	Restart the collection of Service Area Learning Outcomes	Assess how departments, offices, and programs are impacting our Key Performance Indicators.	2024-25	IERP Staff Resources
0000	ALL	03	05	Implement our new comprehensive planning structure.	Ensure that our district plans support the education needs of our students and local community.	2024-26	IERP Staff Resources
0001	ALL	01	01	Achieve compliance with our Accreditation requirements.	Obtain full ACCJC accreditation until our next comprehensive review	2024-25	Accreditation Oversight Committee
0002	ALL	01	02	Create a effective processing for assessing and evaluating student learning outcomes.	Ensure that all student learning outcome assessments are valuable and inform continual process improvements.	2024-26	Shared Governance Support
0003	ALL	03	06	Re envision our online Fact Book.	Ensure that all data related to SRJC KPIs are clear and accessible.	2024-25	IERP Staff Resources