

# Santa Rosa Junior College

## Program Resource Planning Process

### Institutional Research 2016

#### 1.1a Mission

The mission of the Office of Institutional Research is to provide useful and relevant information to district administrators, faculty and staff — to inform the planning process, policy formation, decision making, and accountability.

In addition, the office is charged with compiling reports on a regular and as-requested basis to the federal government, state chancellor's office, and various other individuals and groups (including grants and categorically funded programs that help fund the office). The office also consults with campus programs and individuals regarding sources of external and internal data and information, and how to gather, analyze and interpret data.

#### 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 strives to provide information and support for the continuous improvement of district programs and services.

#### 1.1c Description

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

- Data analysis
- Survey research
- 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, ARCC and various other federal and state requests)
- Consultation with committees and individual administrators, faculty and staff
- Annual production of the SCJCD Fact Book
- Mandated reports (e.g., matriculation validation studies)

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

Institutional Research is a centralized 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 Student Equity Annual Plan is heavily research driven.

With Student Learning Outcomes at SRJC emphasizing assessment (in great part to satisfy ACCJC requirements), OIR has received an increase in faculty and departmental requests for assistance.

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.

Student Equity and Student Success have required a lot of attention from OIR staff; we are fortunate that there was funding available to expand staff hours to accommodate these demands.

In order to secure funding for contracted classified staff, OIR has reached out and begun conducting statewide research, specifically the NCHA (National Collegiate Health Survey -- OIR coordinates the California statewide supplemental survey and results) and the CTE Employment Outcomes survey, which in 16-17 will be administered on behalf of all 113 California Community Colleges with a budget of \$1.5 million.

## 2.1a Budget Needs

## Budget Analysis

OIR's total expenditures for 13-14 comprised 0.49% of the district total.

OIR salary/benefits were 0.38% of the district total, and non-personnel costs were 1.55% of the district total. Approximately two-thirds of the OIR budget comes from the CTE Outcomes Survey.

## Budget Needs

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

## 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.

## 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
Student Worker	15.00	10.00	Primarily with grant funding, assists with office tasks such as mail, scanning and scrubbing surveys, and formatting charts and tables.

STNC Educational Research Specialist	25.00	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.
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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 6 years of existence, and staffing has not kept up. Next year, the survey will be administered to all 113 California Community Colleges at a budget of \$1.5 million. The budget is sufficient to support a Research Analyst to lead the project.

To better meet the needs of the district, OIR would like to convert an STNC position (Educational Research Specialist) to a permanent Research Analyst to support grants, categoricals, and outside contracts. There is sufficient funding from these sources to cover this position.

And, although originally there was a 50% Administrative Assistant budgeted for OIR, that position was never filled and was eliminated years ago. OIR needs administrative support, both for the Director and for the large scale CTE Outcomes Survey. It is proposed that the district cover half and CTEOS cover half of a 50% AAll position in OIR. The funding the district receives as overhead for the CTEOS (7%) is more than enough to cover the proposed general funded portion of this position.

## 2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Petaluma	08	06		Research Analyst, CTE	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 and Software 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, Software, 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
0001	Petaluma	00	07	1 Year	Call Annex, Petaluma Campus	Call Annex Patio	\$1,000.00	Furniture, any outdoor furniture, for the patio

## 2.5b Analysis of Existing Facilities

Our office space works well for us.

We have one minor request: Should the district have any spare patio furniture, we would appreciate an outdoor table and chairs for the fenced-in patio area immediately adjacent to the staff lunch room.

## 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 other California Community Colleges, who buy in. SRJC serves as fiscal agent for this project, and receives 7% overhead that directly contributes to the district general fund. That 7% "overhead" will equate to approximately \$50,000 in 2016.

## 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.

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



Lara Abel and Greg Drukala are Area Safety Coordinators assigned to Building 600.

### 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 assesment, primarily by faciliating 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 assesment, primarily by faciliating 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**

<b><i>How well do we respond to the requests of the state and federal government, accrediting agencies, and the Chancellor's Office?</i></b>	
<b><i>Effectiveness Indicator:</i></b>	<b><i>Evidence:</i></b>
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"> <li>~IPEDS Fall Report</li> <li>~IPEDS Winter Report</li> <li>~IPEDS Spring Report</li> <li>~Strategic Planning Scorecard Report</li> <li>~Campus and Statewide reports for the CTE Outcomes Survey</li> </ul>

### **Internal Stakeholders**

<b><i>How well do we respond to the needs of our college leadership, management, staff and faculty?</i></b>	
<b><i>Effectiveness Indicator:</i></b>	<b><i>Evidence:</i></b>
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	Access internal SRJC student information system data in order to provide adequate data analysis for district planning, accountability, and evaluation purposes	<p>a. Acquire access to IT SIS Data Warehouse (which will show evidence that Recommendation #1 of the Accreditation Report, calling for expanded access to data, is being addressed)</p> <p>b. Provide professional development for IR staff to become familiar with querying the IT SIS Data Warehouse</p>	2015-16	<p>a. In Progress. OIR now has access to stored off SIS data. However we are still working with IT to get regularly scheduled updates.</p> <p>b. Ongoing. Professional development has been provided in house with internal OIR expertise, and we will continue to further develop these skills</p>
0002	ALL	08	06	Expand access districtwide to data and analysis (contingent upon successfully achieving Goal #1)	<p>a. Create appealing data visualizations, both online and in the form of infographics</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 the annual 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 (Gap Analysis, Community Impact, projected enrollment demands for growing industries, etc.) with appropriate users throughout the district</p>	2015-16	<p>a. Completed and Ongoing. Online data visualizations have been and continue to be created. Some infographics were created, but the priority has been to create online data available, accessible to stakeholders.</p> <p>b. In Progress. The online enrollment data dashboard is currently under development. There are critical data elements that need to be uploaded from SIS to the EMS (the Enrollment Management System) in order to create the dashboard, which requires IT's cooperation. OIR is working with key stakeholders to plan the dashboard so that it can be developed as soon as the data are available.</p> <p>c. In Progress. The cohort tracking tool has not yet been developed. Other priorities have taken precedence, but this project is still planned.</p> <p>d. In progress. The online high school reports have not yet been developed, but data visualizations with key high school data have been incorporated into the online SRJC Fact Book. IT provides flat reports with high school specific data via SIS, and high schools can request the reports from A&amp;R. For that reason, this became a lower priority.</p> <p>e. Completed and Ongoing. The Fact Book is regularly updated, and additional information has been added to improve access to data for stakeholders.</p> <p>f. Completed and Ongoing. The "Citizen Researcher" campaign has continued, with OIR regularly providing trainings at PDA days. The campaign will be the subject of an OIR presentation to colleagues at the annual meeting of the California Association of Institutional Researchers in November.</p>

							g. Completed. Both Community Impact and Gap Analysis Reports were completed and shared with appropriate committees and personnel.
0003	ALL	08	07	Provide research support to departments and programs that fund the Office of Institutional Research	<p>a. Continue administering the CTE Outcomes Survey on behalf of a consortium of California Community Colleges. We anticipate over half of the colleges in the state to participate in 2015/2016. (This project funds approximately one-third of OIR staff time)</p> <p>b. 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-third of OIR staff time)</p> <p>c. Provide required research and support to the HSI Grant (which funds a 25% STNC Educational Research Specialist)</p> <p>d. Provide data and support to district requests, with a particular emphasis in supporting the "President's 2015-16 Goals" and to inform districtwide planning in support of increasing institutional effectiveness (district funding covers approximately one-fifth of OIR staff time)</p> <p>e. Continue responding to state and federal mandates/requirements in a timely and accurate fashion</p> <ol style="list-style-type: none"> <li>1. IPEDS</li> <li>2. Student Success Scorecard</li> <li>3. Placement Test Validation studies</li> <li>4. Gainful Employment</li> </ol>	2015-16	<p>a. Completed and Ongoing. The CTE Outcomes Survey has been successful, and in 2016/2017 it will be administered to all California Community Colleges, funded by the Workforce and Economic Development division of the California Community Colleges Chancellor's Office.</p> <p>b. Completed and Ongoing. OIR staff have significantly supported Student Equity and SSSP efforts. All mandatory local research is conducted, and additional data and support are provided through data visualizations, which wherever possible allow for the disaggregation of data by Student Equity and SSSP categories.</p> <p>c. Completed and Ongoing. Requested research and support have been provided to the HSI grant, including evaluations of the Connections program and other efforts as requested.</p> <p>d. Completed and Ongoing. Many ad hoc data requests have been addressed, including in support of the President.</p> <p>e. Completed and Ongoing. OIR is diligent about providing accurate and timely responses to mandated data requests.</p>

## 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 data 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 2017, 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	Expand access districtwide to data and analysis in accordance with AIR's "Statement of Aspirational Practices" <a href="https://www.airweb.org/Resources/ImprovingAndTransformingPostsecondaryEducation/Pages/Statements-of-Aspirational-Practice-for-Institutional-Research.aspx">https://www.airweb.org/Resources/ImprovingAndTransformingPostsecondaryEducation/Pages/Statements-of-Aspirational-Practice-for-Institutional-Research.aspx</a>	<p>a. Continue to create appealing data visualizations, both online and in the form of infographics</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 the annual 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>	2016-17	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	<p>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-third of OIR staff time)</p> <p>b. Provide required research and support to the HSI Grant (which funds 25% of a Research Analyst)</p> <p>c. Provide data and support to district requests, with a particular emphasis in supporting the “President’s 2016-17 Goals”</p>	2016-17	OIR staff time

				<p>and to inform districtwide planning in support of increasing institutional effectiveness (district funding covers approximately one-quarter of OIR staff time)</p> <ul style="list-style-type: none"> <li>i. Continue responding to state and federal mandates/requirements in a timely and accurate fashion <ul style="list-style-type: none"> <li>1. IPEDS</li> <li>2. Student Success Scorecard</li> <li>3. Placement Test Validation studies</li> </ul> </li> <li>ii. 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.</li> <li>iii. Provide research and support to the 20,000 in 2020 enrollment growth campaign, and the 2030 Plan (Measure H Bond Implementation)</li> </ul>			
0003	ALL	08	07	<p>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.</p>	<ul style="list-style-type: none"> <li>a. Hire a full time Research Analyst to focus on CTE</li> <li>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</li> <li>c. Hire an Administrative Assistant at 25% CTEOS to support the survey</li> <li>d. Subcontract with phone and mailing houses, as appropriate, to administer the survey</li> <li>e. Fulfill the requirements in the Scope of Work contract with the Chancellor's Office</li> </ul>	2016-17	Grant and categorical funding, OIR staff time