

# Santa Rosa Junior College

## Program Resource Planning Process

### Institutional Research 2019

#### 1.1a Mission

The mission of the Office of Institutional Research is to advance institutional improvement by providing leadership in promoting data literacy, a culture of inquiry, and 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 to promote student success by providing useful and relevant information to assist the district in its provision of high quality academics, career 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 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)
- 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 65% of staffing costs in the Office of Institutional Research, and over 90% of the budget outside of staffing costs. The CTEOS annual contract amount totals \$1.8 million, which brings \$224,000 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 Metrics, required Student Equity & Achievement, 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 Student Centered Funding Formula and the Chancellor's "Vision" 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 OIR but does not always come with funding for OIR.

In response to increased 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, Student Success Metrics), 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 comprise 1.4% of the district total.

Over 90% 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 65% 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
------	----------	----	---	--------	-----------------

### 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
----------	-------	-------	------------

## 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 65% of staffing costs in the Office of Institutional Research. This past year, we converted a Research Analyst position to a Coordinator position to provide more project management and leadership.

## 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
------	----------	----	---	------------	--------------------------

### 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
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

### 2.5a Minor Facilities Requests

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

### 2.5b Analysis of Existing Facilities

Having three work stations in the same room is challenging for the three analysts, one coordinator, 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 \$1.9 million contract brings in over \$220,000 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. In additionm wherever possible (such as in online data visualizations) data are disaggregated by equity categories such as gender, ethnicity, etc. to promote a diversity and equity mindset in data users.

### 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 confernce.

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 Building 600, Call, 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
------	------	--------------------------------	-----------------------------	--------------------

#### 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> <li>~ACCJC Annual Report (OIR provides specified data)</li> </ul>

--	--

**Internal Stakeholders**

<b>How well do we respond to the needs of our college leadership, management, staff and faculty?</b>	
<b>Effectiveness Indicator:</b>	<b>Evidence:</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**

<b>Rank</b>	<b>Location</b>	<b>SP</b>	<b>M</b>	<b>Goal</b>	<b>Objective</b>	<b>Time Frame</b>	<b>Progress to Date</b>
0001	ALL	08	06	Be a driver for Institutional Improvement: Expand access districtwide to data and analysis in accordance with AIR's "Statement of Aspirational Practices" <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>	a. Continue to create appealing data visualizations, both online and in the form of infographics, making improvements with feedback from stakeholders 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.) c. Continue updating and improving the SCJCD Fact Book and add new sections as data become available d. Continue the "Citizen Researcher" campaign by providing better access to data (which will show further evidence that Recommendation #1 of the Accreditation	2018-2019	a. Accomplished, and ongoing. Data visualizations are proliferating, including an improved Enrollment Dashboard and Student Centered Funding Formula estimator. b. Accomplished, and ongoing. Tracking tool has been developed, and OIR is in the process of gathering stakeholder input for improvement. c. Accomplished. The Fact Book has had a makeover, is ADA compliant, and more user friendly than ever. d. Accomplished and ongoing. SRJC Citizen Researcher's Campaign gained notoriety in the past year, and was featured at statewide Guided Pathways workshops and will be presented in fall 2020 at the Strengthening Student Success Conference. More

				<p>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>		<p>importantly, more and more District employees are learning how to access data to use for improvements in their own areas. e. Not accomplished. EMSI data is currently not being used outside of the Office of Institutional Research, so little progress on this objective. f. Accomplished and ongoing. OIR staff members serve on various committees -- the ISC serves as a good example. Many OIR staff serve on this committee, and are constantly providing data coaching services. g. Accomplished and ongoing. OIR responds to many individual data requests, as evidenced by the volume and nature of requests documented in the ticketing request system.</p>	
0002	ALL	08	06	<p>Provide research support to departments and programs that fund the Office of Institutional Research</p>	<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> <ol style="list-style-type: none"> <li>1. IPEDS</li> <li>2. Student Success Scorecard/Simplified Metrics</li> <li>3. Placement Test Validation studies</li> </ol> <p>e. 2030 Plan (Measure H Bond Implementation)</p>	2018-2019	<p>a. Accomplished and ongoing. OIR staff provide a great deal of support to Student Equity, BIS and SSSP efforts on behalf of the district by helping to provide leadership to the ISSSC and by providing data, and data coaching, to the entire group. b. Accomplished. OIR has provided support since the inception of the grant, including final reports. c. Accomplished and ongoing, as evidenced by the diverse requests processed by OIR as logged in the ticketing system. d. IPEDS, Simplified Metrics, and other mandates/local requirements have been addressed in a timely manner.</p>
0003	ALL	08	07	<p>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</p>	<p>a. Promote the survey statewide at conferences and meetings</p> <p>b. Subcontract with calling center to administer the survey</p> <p>c. Fulfill the requirements in the Scope of Work contract with the Chancellor's Office</p>	2018-2019	<p>a. Accomplished. The CTEOS was promoted at CCCAOE, SSS, RP, and CAIR conferences in 2018-2019. b. Accomplished. OIR sub-contracted with CSU social science research centers to conduct the telephone phase of the CTEOS. c. Accomplished, and ongoing. The requirements in the Scope of</p>

			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.			Work/Contract with the Chancellor's Office were filled by contract end 12/31/2018, and begun anew 1/1/2019.
--	--	--	--	--	--	---

## 6.2b PRPP Editor Feedback - Optional

–



### 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	08	06	Be a driver for Institutional Improvement: Expand access districtwide to data and analysis in accordance with AIR's "Statement of Aspirational Practices" <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>	<ul style="list-style-type: none"> <li>a. Continue to create appealing data visualizations, both online and in the form of infographics, making improvements with feedback from stakeholders</li> <li>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.)</li> <li>c. Continue updating and improving the SCJCD Fact Book and add new sections as data become available</li> <li>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</li> <li>e. Promote the use of EMSI data resources with appropriate users throughout the district</li> <li>f. Serve on various districtwide committees and task forces, providing data coaching and information as appropriate to support decision making</li> <li>g. Respond to additional ad-hoc data requests as staff time permits</li> </ul>	2019-2020	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	<ul style="list-style-type: none"> <li>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)</li> <li>b. Provide required research and support to the HSI Grant (which funds 25% of one Research Analyst) until the grant sunsets in October</li> <li>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</li> </ul>	2019-2020	Grant and categorical funding, OIR staff time

					effectiveness (district funding covers approximately 20% of OIR staff time) d. Continue responding to state and federal mandates/requirements in a timely and accurate fashion (e.g., IPEDS, Student Success Scorecard/Simplified Metrics)		
0003	ALL	08	07	Conduct the 2020 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 \$1.8 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 65% of OIR staff time.	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	2019-2020	Contract funding, OIR staff time