Program Profile for Educational Master Plan 2012: Institutional Research

The Office of Institutional Research (OIR) provides leadership in the planning, organization, direction and administration of:

- institutional master and strategic planning,
- accreditation and assessment of institutional effectiveness,
- data collection and reporting,
- grant development and reporting
- enrollment management; and
- organizational and program development.

1) What are the Student or Service Area Outcomes for this program?
As an administrative unit serving the whole campus, the following Service Area Outcomes are assessed on a regular basis to demonstrate an institutional commitment to (1) customer service and (2) maintaining quality in all we do.

**Service Level Outcome 1 (Customer Service):** OIR web pages are accessible to all stakeholders and provide a variety of relevant data, information, and analysis to meet most reporting and decision-making needs.

**Assessment 1.1:** OIR web pages will be updated regularly to provide timely content to users, with each update cycle depending on the type of information.

- Evaluation of assessment 1.2 = Website analytics are collected on a weekly basis, with formal reports published quarterly.

**Assessment 1.3:** The OIR annual survey will be disseminated to constituencies to evaluate how well we are serving the campus community and to gather information on the needs of our constituencies.

- Evaluation of assessment 1.3 = The OIR annual survey will be disseminated in the fall of 2012.

**Service Level Outcome 2 (Maintaining Quality):** All state and federal reporting, managed by the OIR, will comply with content requirements and will be submitted on a timely basis.

**Assessment 2.1:** All state and federal reporting deadlines will be achieved for all reports managed by this office, including but not limited to IPEDS, 320, and ARCC college responses, for the 2011-2012 reporting year.

- Evaluation of assessment 2.1 = There was 100% compliance for all state and federal reporting deadlines for the 2011-12 reporting year.

**Service Level Outcome 3 (Customer Service):** Completion of VVCCD’s Common Data Set for use by all stakeholders.

**Assessment 3.1:** The Common Data Set will be completed and posted on the IR website by the spring semester of each year.

- Evaluation of assessment 3.1 = Common Data Set was provided to several research organizations such as College Board and ACT. This material was also used by the accreditation visiting team in March 2011.

2) Have any of the program-level outcomes been assessed in the past year?
(Not applicable)
3) Please provide a short description of your program in terms of what you teach or do, who you serve, and what services or value you provide to those you serve.

The OIR is able to meet the essential demands of the institution due to the collegial work environment and business processes that have been established for reviewing material and evaluating best practices. Some of these practices entail automating internal processes as well as processes for other departments. In addition, there is a sense that the OIR is providing guidance for the institution as it grows and becomes more diverse. The OIR provides support for staff evaluations, program review, annual reporting, institutional effectiveness, enrollment management, federal reporting, and apportionment reporting.

The following items are a sampling of the services provided by the OIR:

- Design, conduct and publish statistical studies to assist in District policies, program planning and development
- Design, conduct and publish on-demand studies to meet departmental, institutional, community, state and federally mandated needs
- Provide assistance, guidance and support to faculty, staff and administrators in the conduct of their research activities and coordinate District and College-related research efforts
- Maintain the data warehouse for college-wide reporting purposes
- Provide the community with information via the Institutional Research Website and the Annual Report
- Provide knowledge, data, and evaluation processes required for accreditation
- Maintain all internal and external surveys
- Support District offices including but not limited to instruction and administrative services
- Provide quantitative data for all off-campus sites
- Provide supporting evidence for scheduling and enrollment management as it pertains to apportionment.
- Provide up-to-date data for key decision makers (e.g. academic deans, VP Instruction etc.)
- Collaborate with campus community to update master planning efforts

4) Please provide a summary of findings resulting from the EXTERNAL SCAN and potential impacts to your program.

An increased demand for accountability and reporting will impact the OIR. For instance, the continued tracking for gainful employment purposes and the possible tracking of Cal Grant students will place an added burden on this office. More information related to this topic is discussed in Section 6 below.

5) Please provide a summary of findings resulting from the INTERNAL SCAN (program review data and data integrity review) relative to your program.

This information is summarized in Section 6 below.

6) Based on the findings, what conclusions are drawn about the future direction of the program?

- The OIR will continue to improve in serving the District because of the collegial environment and business processes that have been established for reviewing material and evaluating best practices. However, support from MIS staff continues to decrease each year. Currently, there is little support for the data warehouse aside from a daily backup report. In addition, data integrity is of utmost importance and even though a data integrity team was the proposed solution out of MIS, the team has not been assembled. Given the current situation, the only option for the OIR to make improvements is for the Research Analyst to focus on data warehousing and data integrity.

- The staff in the OIR work hard to provide administrators with timely data to make decisions on a day-to-day basis. Most of this work has been focused upon providing a shared drive (IRPOOL) for administrators to use at their convenience. The tradeoff for this additional work was to slow the demand of ad hoc reporting. This has not been the result and utilization of the provided data has been sporadic. In fact, it appears as though there is a reluctance to use the tools available to administrators under the auspice that it is too cumbersome and that a dashboard approach is necessary. The existing IRPOOL can be altered based upon request.
With increased efforts to become more efficient in the OIR, the workload continues to increase. For instance, a campus climate survey was disseminated in Fall 2010 and again Fall 2011. As VVCCD expands into the new East and West side centers, the preliminary planning efforts have already started, placing a demand on the OIR. Additionally, as the economy sours and workload reductions become more common place, the need for up-to-date and detailed apportionment information is great.

The OIR must be the first point of contact for District-wide data. Too often, we hear about data that has been supplied from offices without careful scrutiny. In most cases, the data is not wrong but misinterpreted. This has been the case with several of VVC’s grants over the last few years. Efforts need to be made to include the OIR at the very beginning stages of writing. Not only will it make the task easier for the grant writer, but by entering a conversation with more colleagues one will decrease the chance the grant will not fulfill its designed purpose or cost the District more than the revenue stream.

7) Following from your conclusions, what goals (no more than 3) have been set for your program over the next 3 to 5 years? Please prioritize and number accordingly.

   Goal #1 = To further develop analysis and reporting tools available to the campus community by upgrading skills of staff members to ensure a seamless migration of the campus enterprise resource platform to a structured query language environment, and by other means as necessary.

   Goal #2 = To establish (design, coordinate, implement, and evaluate) a cross-functional work system for improving data integrity across campus.

   Goal #3 = To lead the work to formalize administrative procedures related to institutional planning systems. This includes but is not limited to initiating Administrative Procedure 1202 (Implementing Institutional Effectiveness) and Administrative Procedure 3250 (Institutional Planning Systems) in order to reflect recent revisions to the program review handbook.

8) For each program goal, please indicate which district goal it will positively impact, and provide an explanation of how the program goals are expected to contribute to progress on district goal(s).

   Goal #1 = Student Success / Accreditation Recommendations
   Having a reliable and robust reporting solution will aid all constituencies in their decision-making and college-wide planning efforts.

   Goal #2 = Accreditation Recommendations / Image
   Due to our probationary status, it is more important than ever to make sure that the information provided to the college campus and the community we serve is accurate and timely.

   Goal #3 = Accreditation Recommendations / Image
   We must alter our reactionary approach to accreditation. An institution with a culture of providing evidence is confident that when questions arise about processes/procedures an answer will be provided in a timely manner and will be supported by evidence that is agreed upon by the college community.

9) For the program goal described above as the 1st priority, please propose key strategies or coordinated activities to be implemented that will facilitate achievement of that program goal.

   • We must allocate time to learn the new SQL environment. This will only be possible if 4 – 8 hours each week are devoted to this purpose.
   • There must be collaboration with MIS at every step of implementation to ensure that the new DSS will be able to serve all reporting requirements for the District.
• Regular training must be scheduled for the IR staff thru winter and spring 2013

10) In general, what resources will be needed to realize the strategies proposed above? Please make sure to indicate whether resources in place can be re-allocated or if additional resources will be needed.

• Personnel =
  1) **Reclassification of Institutional Research Coordinator to Director of Research**
     As the College places more focus on data-driven processes, an increased liaison role to focus on the needs of the administrators will be needed. This includes identifying data integrity issues campus-wide.
     (Estimated annual cost = $7,896.00)
  2) **Reclassification of Research Analyst to Research Programmer/Analyst**
     Due to the very limited support from MIS, demand for maintaining the data warehouse is urgent. In addition, as the institution moves to a SQL environment, the transitioning will require this position to be shifted to a programming focus. (Estimated annual cost = $8,496.00)
  3) **Hiring of a Research Assistant**
     Coinciding with the issues mentioned above, a research assistant will be needed to replace some of the duties formerly handled by the Research Analyst. (Estimated annual cost = $51,828)

• Information Technology = The Administrative Secretary II will require a new computer due to the age of her current computer and the increase in software demands over the last couple years.

• Materials/Equipment = SQL Server training manuals and books

• Facilities/Space = N/A

• Training/Development = Training will be a necessity (e.g. SQL Server, Adobe, Infopath, etc.)

• Time & Effort = During the fall term, 4–8 hours per week will have to be allocated to learning SQL Server. This time commitment will need to be increased substantially during the winter and spring terms.

11) For the program goal described above as the 1st priority, please describe what "success" looks like. That is, how will the proposed strategies contribute to progress towards the program goal?

   **Outcomes and timelines**
   - Introduction to SQL server and communication with MIS about implementation efforts (fall 2012)
   - Creation of the AB 540 script using SQL server
   - Training (winter and spring 2013)
   - Mapping of current database elements to new elements in SQL server (spring 2013)
   - Map all data elements from current DSS.program_review tables to new DSS.program_review tables

12) How will you know when you have achieved the goal? State your long-term or summative outcome(s) in measurable terms.
   We will have achieved our goal when the new DSS uploads nightly from the SQL platform in Colleague, incoming data can be validated, and the appropriate tables/files can be used for program review purposes in fall 2013.