

# Program Review All Fields

## Program Review: RPIE Fall 2021

### Main

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#### Overview

**Academic Year** 2021 - 2022

**Originator** LaRose, Sydney

**Division** Non-Instructional Admin Units

**Department** Research, Planning, Institutional Effectiveness

#### Program

RPIE

#### Program Type

Administration

### Co-Contributors

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#### Contributor

- Fuentes, Jennifer
- Ghiorzi, James
- Grant, Wade

### Program Mission and Accomplishments

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## Gavilan College Mission Statement

**Gavilan College actively engages, empowers and enriches students of all backgrounds and abilities to build their full academic, social, and economic potential.**

**Provide a brief overview of how the program contributes to accomplishing the mission of Gavilan College. In addition to a basic overview of your program's structure and services, be specific in connecting your program's services to elements of the mission statement (300 words or less).**

RPIE provides services to all areas of the college. Our work allows students to enroll in courses and ensures the courses are built correctly in order to receive appropriate apportionment from the state; ensures classes properly go through the curriculum approval and modification process which ensures classes can be offered, be offered online and on ground, and that credits are transferable. We create and maintain data dashboards to track trends and assess progress toward the college's strategic plan and Chancellor's Office Vision for Success goals, and submit reports to state and federal agencies. We work with all college departments through program review to assist in departmental planning and evaluation, and actively work on accreditation. This work is included in the college accreditation self assessment report. We also actively support, coordinate and document the activities of federal grants. All of this work directly supports the mission statement, in which students can build their full academic potential.

**On the PIPR website, locate and review your previous program plan and subsequent annual updates. After studying, please list:**

Response and follow-up to previous program reviews

1. **Goal: Increase the quality and quantity of data tools for staff and faculty.**

**Accomplishment:** Precision Campus was licensed to create and maintain dashboards. This was a good first step in getting the college used to using data for informed decision-making. However, the data was only updated twice a year and was not hard-linked to Banner, thus allowing for errors. In the summer of 2021, we transitioned to Tableau Online - a platform directly connected to Banner and updated nightly, hired a consultant to create dashboards, issued 57 user licenses and conducted software training for faculty, staff, administration and board members. After training, the researcher will be able to create and update dashboards.

2. **Goal: Develop predictive analytics capability**

**Accomplishment:** This was not pursued

3. **Goal: Increase the number of in-depth studies conducted on new interventions; reduce backlog of requests, improve response times for requests, diversify data collection into qualitative approaches, streamline administrative and office functions to improve efficiency and free up existing staff time.**

**Accomplishment:** With the departure of the Dean of RPIE, in-depth studies and data diversification have not occurred. There have been fewer research requests overall, possibly due to the immediate shift to online instruction in Spring 2020. In the past semester, data and survey requests have begun to increase.

**Have the services of your program changed over the past three years? Please explain (300 words or less).**

With the departure of the RPIE dean, this department now reports to the Executive Vice President of Educational and Student Services. The Enrollment Management Committee, lead by the dean, created the Enrollment Management plan which guided the schedule building and class cancellation processes. This plan has been a good resource, but has not been updated. The Enrollment Management Plan Committee is being revived (Spring 2022), and will build on the work of the current plan. The absence of a dean has led to stalled or lengthened processes and tabled focus regarding deep data dives, college-wide data analysis, data training, and a void in updated enrollment planning, or new processes or college planning.

The IT ransom hack of 2019 broke the daily enrollment management reports sent to deans and executive administration. A less detailed dashboard was created at the end of Fall 2021 to show daily enrollment numbers, down to the CRN level. GIDS was destroyed in the IT hack as well. Our data dashboards were directly connected to that software platform. We took this opportunity to build data dashboards using a different system (Tableau), which seems easier to use and maintain.

## Student and Program Outcomes

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College Goal for Student Achievement

**The following questions refer to data regarding student achievement.**

**How many students did your area serve (if you don't have an exact count, please provide an estimate)? How did they perform in comparison to those that did not use your services, if applicable? Given this information, how has your service or area supported student success and retention over the past three years (200 words or less)?**

**See Success and Retention dashboard in Tableau's Program Review section.**

N/A

**In your area, what goals need to be set and what initiatives need to be developed to support success and retention? (200 words or less).**

The institutionalization of Guided Pathways with its focus on supported student success will increase retention and success

## Equity

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Equity

**Gavilan College has identified the following populations as experiencing disproportionate outcomes: Males, African American, Native American, Students with Disabilities and Foster Youth.**

**For EOPS/ CalWORKs, MESA, TRiO, Puente, and VRC: LOCATE Success and Retention dashboard in Tableau's Program Review section. Examine your equity results over the last three years. If there are differences in success rates and/ or retention across groups, comment on any differences in success rates across groups. Helpful Questions: What current factors or potential causes can be connected to these areas of disproportional impact? How might your program or department address student equity gaps (200 words or less)?**

**For all other areas, how can your area help increase disproportionate student success? Contact your support team for any needed assistance in interpreting these data (200 words or less).**

**Please find Equity information in Tableau's Success and Retention dashboard. Contact your support team for any needed assistance in using Tableau.**

The pandemic and the shift to online learning greatly contributed to disproportionate student success. The EVP encouraged department chairs to submit every course in their program to the curriculum committee for emergency DE approval. The curriculum specialist organized this process and coordinated approvals and submissions to the Chancellor's Office, so students could continue their education remotely and not lose momentum in their education.

RPIE provides reports, analysis and dashboards to inform administration on student success metrics and analysis of trends. Our department has been heavily utilized in dashboard creation and survey query and analysis as the college navigates the way back to face-to-face instruction.

## Our Equal Employment Opportunity (EEO) Plan States

**"Ensuring equal employment opportunity involves creating an environment that fosters cooperation, acceptance, democracy, free expression of ideas and is welcoming to persons of all gender expressions, persons with different abilities, and individuals from all ethnic and other groups protected from discrimination."**

**What is your area doing to support district efforts in creating an inclusive college environment? With what departments are you partnering? Did you identify barriers and institute change? How is you creating/ ensuring diversity in your department or in the classroom?**

**Some examples might be sponsoring cultural events and diverse speakers on issues dealing with diversity, exploring how to infuse diversity into the classroom and curriculum, integrating diversity into the evaluation of employees, promoting learning opportunities and personal growth in the area of diversity, or evaluating how the physical environment can be responsive to diverse employee and student populations.**

The RPIE division supports the college by supplying data to identify trends and determine intervention outcomes. By providing this information and assisting departments on data analysis, other areas are able to build on these findings and make changes.

**How do you plan on addressing issues of student and employee equity? In other words, how do you plan on creating opportunities for success of students who have historically been underserved? How do you plan to address EEO outcomes in your employee hires?**

The RPIE coordinator is heavily involved in the administration of the 2020 Title V grant. One aspect of this grant is to support the culture shift, define and fully embrace what a Hispanic-**servicing** institution is. Although not directly involved, the coordinator is involved in the work of the Equity and EEO committees in the creation of a college-wide equity training institute, and is supplying support for the newly created EI Centro. Title V also works with USC to conduct an annual campus climate survey. The results of this survey will be used to measure the effects of campus-wide efforts and identify new areas on which to focus.

## Learning and Area Outcome

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Have you reviewed all of your Service Area Outcomes (SAOs) to ensure that they remain relevant for evaluating the performance of your area?

**Are your SAOs mapped in curiQunet?**

No

**Are your SAOs up to date in curriQunet?**

No

**Have your SAOs been assessed in the last five years?**

No

**Have you reviewed all of your SAOs to ensure that they remain relevant for evaluating the performance of your area?**

No

**If you answered no to any of the above questions, what is your plan to bring your assessments into compliance (200 words or less)?**

RPIE does not currently have SAOs. Creation of these will be a goal in this upcoming cycle.

## Outcome Assessments

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Services Area Outcomes (SAO)

**Review your SAOs data located in curriQnet. What is your department's acceptable achievement score goal for each outcome?**

N/A

Institutional Learning Outcomes (ILO)

**How do your SAO support the college ILOs? Be specific (200 words or less).**

N/A

**Are you meeting your SAO success goals? What patterns stand out in your results? If your SAO results are lower than your goals, what are your plans to improve them (200 words or less)?**

N/A

## Curriculum and Course Offerings Analysis

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### Program and Resource Analysis

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**Please list the number of Full and Part Time faculty, staff and/ or managers/ administrator positions in this program over the past three years. Focus on your individual program.**

Program and Resource Analysis

1. **2018**

**How many students did your area serve in this year (if you don't have an exact count, please provide an estimate)?**

10246

**Full Time Faculty**

0

**Part Time Faculty**

0

**Full Time Staff**

4

**Part Time Staff**

0

**Full Time Mgr/Admin**

1.00

**Part Time Mgr/Admin**

0.00

2. **2019**

**How many students did your area serve in this year (if you don't have an exact count, please provide an estimate)?**

9665

**Full Time Faculty**

0

**Part Time Faculty**

0

**Full Time Staff**

4

**Part Time Staff**

0

**Full Time Mgr/Admin**

0.00

**Part Time Mgr/Admin**

0.00

3. **2020**

**How many students did your area serve in this year (if you don't have an exact count, please provide an estimate)?**

8093

**Full Time Faculty**

0

**Part Time Faculty**

0

**Full Time Staff**

3

**Part Time Staff**

0

**Full Time Mgr/Admin**

1.00

**Part Time Mgr/Admin**

0.00

**Faculty Percentages**

# Percentage Full to Part Time Faculty

Year:2018

FT = 0%

PT = 0%

Year:2019

FT = 0%

PT = 0%

Year:2020

FT = 0%

PT = 0%

**How have and will those with reassigned time, grant commitments and activity, projected retirements and sabbaticals affect personnel and load within the past in the next three years? What future impacts do you foresee (200 words or less)?**

The department manager is being paid by the Title V grant (2020-2025) and her focus now includes the Title V grant goals as well as the financials of the STEM Federal Grant (2021-2026). This is in addition to strategic planning, accreditation, program review and annual updates, and departmental support and management.

### **Additional Comments**

## Evaluation of Resource Allocations

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**List the resource allocations from all sources (e.g., annual college budget request appropriations, Guided Pathways funds, grant funds, etc.) received in the last three years. For annual college budget request appropriations, reference your previous three-year plan and annual updates.**

**Please evaluate the effectiveness of the resources utilized for your program. How did these resources help student success and completion? For college budget request appropriations, list the result of the evaluation strategy outlined in your previous three-year plan and annual updates. For all other sources of funding, list the results of the evaluation strategy contained within the program or grant plan.**

**Did you receive additional funds?**

Yes

Resource Allocation

1. **200,000**

**Funding Source**

Catagorical

**Academic Year**

2019 - 2020

**Purpose of Funding**

IEPI funding for Program Review

**Result**

Data moved to Tableau and dashboard creation, part time faculty paid for program reievew, EMSI subscription. These funds also paid for faculty stipends for GOTT 4 training, tableau training for the researcher as well as all of his salary in FY 2021, and 20% reassign salary of PIPR faculty chair.

## Program Productivity

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Program Productivity Measurements

Determine the number of students you assist annually. Using the data provided by the business office, calculate your average cost effectiveness per student. **If you do not have student contact, please fill out Total allocated budget and Total spending.**

- **2020 - 2021**

**Total Number of student contacts**

**Total allocated budget**

312978.000

**Total spending**

238550.800

**Total cost per student (Student Contact/ Total Spending)**

- **2019 - 2020**

**Total Number of student contacts****Total allocated budget**

466944.000

**Total spending**

356272.000

**Total cost per student (Student Contact/ Total Spending)**

- **2018 - 2019**

**Total Number of student contacts****Total allocated budget**

644844.000

**Total spending**

442694.000

**Total cost per student (Student Contact/ Total Spending)****Year and Student count**

**Evaluate your program costs. Are your costs in alignment with your budget? If not, what improvements can be made? Please explain any trends in spending, inconsistencies and unexpected results.**

RPIE has been under budget every year in this reporting cycle. As we know, the majority of the budget is spent on salary, burdens and benefits. As mentioned, staffing has shifted as has funding sources for current staff. The dean position was reorganized out of this department, one classified position is paid from the VPAA budget, and 100% of the dept. coordinator is paid from the college's Title V grant. Last year (YR 21 and part of FY22), almost 100% of the researcher's salary was funded through the IEPI Program Review grant.

Software platforms and the college membership to the RP group are paid from this budget. Currently, data dashboards and survey software (Tableau and Qualtrics are approximately \$30,000/ annually) are funded as is the RP Group membership at \$510/ annually. We did not renew the Precision Campus service (GavData) at \$20,000 a year, and plan to use these funds to pay for Tableau and EMSI (Labor Market Research) subscriptions. One can anticipate an increased dependency on software platforms as more data sources and functions become available.

## Integrated Planning and Initiatives

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**What other areas is your program partnering with (i.e. guided pathways, grant collaboration, etc.) in new ventures to improve student success at Gavilan College? What is the focus of this collaboration? Helpful question: What are the department and your Integrated Planning/ Guided Pathways partners' plans for the next three years (200 words or less)?**



Due to the nature of our work, we partner with much of the college, from administration to course level interactions. RPIE will play a key role in the development and monitoring of the college's strategic plan goals, the enrollment management plan and the intersection of program review and resource allocation.

## Other Opportunities and Threats

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**Review for opportunities or threats to your program, or an analysis of important subgroups of the college population you serve. Examples may include environmental scans from the Educational Master Plan, changes in matriculation or articulation, student population, community and/ or labor market changes, EMSI data and etc. Helpful Question: What are the departmental plans for the next three years (200 words or less)?**

The FCMAT report focuses on the need for accurate, standardized data and reports. RPIE has created dashboards to help our internal constituents, however there continues to be external reporting responsibilities as well (IPEDS - three times a year, ACCJC, multiple annual surveys of college reports). The need for data and survey requests and training will only increase.

We have an opportunity to collaboratively create scheduling processes that increase efficiency and accuracy. This work will be guided by the EVP, and will include deans, department chairs and RPIE.

It would be ideal if the RPIE department could have its own, centrally located space.

## Additional Questions

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**Please consider providing answers to the following questions. While these are optional, they provide crucial information about your equity efforts, training, classified professional support, and recruitment.**

**1. Does your division (or program) provide any training/mentoring for faculty and/ or classified professionals regarding professional development?**

Scheduling Coordinator provides training to division assistants on entering class schedule and faculty assignments in Banner. Dean and department chair training may be provided if requested.

Curriculum Specialist provides one-on-one assistance to faculty as they work through curriculum approval issues in curriQunet.

Research analyst provides training to all college employees on data dashboards. This will begin in January 2022 and continue as needed.

**2. If there is a need for more faculty and/ or classified professional support in your area, please provide data to justify request. Indicate how it would support the college mission and college goals for success and completion.**

Yes. Internal data requests (data and training requests) will increase due to the FCMAT report and the emphasis on data and data-driven decision-making. Previously there was an administrative dean and a research analyst. Our research area now consists of only one person. An additional classified person in the area of research, analysis, and data coaching would help the college and allow for deeper data analysis. Ideally however, an administrator is needed to oversee all research and institutional effectiveness activities. An administrator position is better able to marshal needed resources, lead major initiatives and services, and serve as advisor to cabinet and the board than a managerial position. An administrator position is appropriate when the office is tasked with work of major district-wide implication, including master and strategic planning, resource allocation, program review and mandated reporting in addition to academic oversight in areas such as scheduling and curriculum.

**3. What, if anything, is your program doing to assist the District in attracting and retaining faculty and classified professionals who are sensitive to, and knowledgeable of, the needs of our continually changing constituencies, and reflect the make-up of our student body?**

N/A

**4. Are there program accomplishments/ milestones that have not been mentioned that you would like to highlight?**

Assessment and DE addendums being integration into CurriQunet. GP mapping work being implemented by RPIE. Curriculum specialist collaborated with PIO to work on catalog implementation and continual improvement of the catalog interface. The process/timelines of Curriculum (term effective dates). CurriQunet Outlines have been altered to look cleaner and changes can be easily made by CurriQunet without having to wait for a report cycle.

**Please share any recommendations for improvements in the Program Integrated Plan and Review process, analysis, and questions. Your comments will be helpful to the PIPR Committee and will become part of the permanent review record.**

N/A

## Goals

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### Three-Year Program Plan Goals

- 1. Streamline student efficiency by creating a two semester schedule.**

**Connection of Goal to Mission Statement, Strategic Plan**

**([http://www.gavilan.edu/administration/master\\_plan/docs/SP\\_GoalsStrategiesDraft-final.pdf](http://www.gavilan.edu/administration/master_plan/docs/SP_GoalsStrategiesDraft-final.pdf)) and SAO Results**

By creating a year-at-a-time schedule, students will have the opportunity 'to build their full academic... potential' (Mission Statement) and decrease the average number of units taken by graduates (Strategic Plan #2).

**Proposed Activity to Achieve Goal\*\***

Develop a new process for schedule creation, inputting and auditing.

**Responsible Party**

Coordinator, RPIE and EVP

**Fund amount requested. If a collaboration, what % required from each partner?**

No addition funds needed for this goal, just collaboration with department chairs and EVP.

**Total Three Year Resource Allocation Request**

0

**Timeline to Completion Month / Year**

May, 2024

**How Will You Evaluate Whether You Achieved Your Goal**

A 12-month schedule will be available for students to enroll.

- 2. Clearer understanding of data, college-wide**

**Connection of Goal to Mission Statement, Strategic Plan**

**([http://www.gavilan.edu/administration/master\\_plan/docs/SP\\_GoalsStrategiesDraft-final.pdf](http://www.gavilan.edu/administration/master_plan/docs/SP_GoalsStrategiesDraft-final.pdf)) and SAO Results**

Accurate data comprehension will allow the college to create pathways for students to achieve their individual academic and professional potential (Mission Statement).

**Proposed Activity to Achieve Goal\*\***

Conduct annual employee data trainings

**Responsible Party**

Sr. Research Analyst

**Fund amount requested. If a collaboration, what % required from each partner?**

No funding needed.

**Total Three Year Resource Allocation Request**

0

**Timeline to Completion Month / Year**

May, 2024

**How Will You Evaluate Whether You Achieved Your Goal**

Decreased number of data requests

3. **Develop SAOs**

**Connection of Goal to Mission Statement, Strategic Plan**

([http://www.gavilan.edu/administration/master\\_plan/docs/SP\\_GoalsStrategiesDraft-final.pdf](http://www.gavilan.edu/administration/master_plan/docs/SP_GoalsStrategiesDraft-final.pdf))  
**and SAO Results**

Service Area Outcomes may assist us prioritize requests and identify areas of need and focus.

**Proposed Activity to Achieve Goal\*\***

Write three SAOs

**Responsible Party**

RPIE department

**Fund amount requested. If a collaboration, what % required from each partner?**

no funding required, however we will need assistance from the Meaningful Assessment Committee.

**Total Three Year Resource Allocation Request**

0

**Timeline to Completion Month / Year**

May 2024

**How Will You Evaluate Whether You Achieved Your Goal**

Three SAOs will be created

## Executive Summary

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**Please provide a brief executive summary regarding program trends and highlights that surfaced in the writing of this report. Summarize, using narrative, your program goals for your next three years. Your audience will be your Peer Review Team, the PIPR Committee, President's Cabinet, Dean's Council, ASGC, Academic Senate, Budget Committee and Board of Trustees (300 words or less).**

The Research, Planning and Institutional Effectiveness (RPIE) department supports many aspects of the college. Comprised of the department coordinator, curriculum specialist, sr. research analyst, and scheduling coordinator, we work with virtually all departments to assist the college in achieving its mission and strategic plan goals.

- The coordinator supports the work of the department and works with all departments and programs in a support role in Program Review (PIPR-RAP Committee), Starfish Implementation taskforce, accreditation, and supports the STEM grant, and Guided Pathways through the Title V grant.
- The Curriculum Specialist provides technical support and coordination for the maintenance and modifications of the college curriculum and catalog. The Curriculum Specialist also works with the Curriculum Committee, Technical Review Committees, Guided Pathways, and the Chancellor's Office. (JJG 1/7/2022)
- The college Sr. Research Analyst creates and maintains college data dashboards and queries, fulfills data requests, and submits quarterly and annual reports to the Chancellors office and ACCJC.
- The Scheduling Coordinator oversees the development and creation of each semester's class schedule, provides training on all aspects of course scheduling, data analysis and schedule audit, and supports every college area where courses are offered.

RPIE members serve as members or have resource roles in the following committees: EEO (Equal Employment Opportunity) Committee, PIPR-RAP (Program Integrated Planning and Resource Allocation Process) Committee, Curriculum Committee, Strategic Planning Committee, Enrollment Management Committee, EOC (Emergency Operations Control), and Accreditation Committee.

## Attach Files

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Attached File