



## **Institutional Research** **Superintendent/President**

### **Vision/Narrative**

The Office of Institutional Research serves as the campus clearinghouse for data, research, and institutional effectiveness evaluation in support of decision-makers, planning initiatives, and accountability requirements. The purpose of the Office of Institutional Research is to direct and/or facilitate the District's institutional research, institutional effectiveness/evaluation, quality improvement, and planning efforts. The office will design, conduct, analyze, evaluate and report a wide variety of institutional research, quantitative and qualitative data, conduct statistical modeling, initiate and analyze surveys and related studies; design and implement a data access procedures appropriate to the accomplishing the District's goals; chair the Data Governance Council; provide expert assistance to administrators and all units, the board of trustees, and campus stakeholders in the design, analysis and reporting of institutional research, institutional effectiveness, quality improvement, project management, planning, institutional, operational, and student learning evaluation; and to perform related functions.

Examples of the duties of the office include:

- Leads or facilitates continuous quality improvement (CQI) efforts through the identification, analysis, and management of CQI projects and plans; co-chairs CQI task forces and provides project management guidance
- Chairs the Data Governance Council
- Leads or facilitates institutional planning efforts through a collaborative approach involving all internal and external stakeholders
- Facilitates and provides expert support to faculty in the design, analysis, and evaluation of Student Learning Outcomes
- Collaborate with the Vice President for Academic Affairs in ensuring that Student Learning Outcomes remain assessable, measurable, and relevant for tie-in to continuous quality improvement and accreditation efforts
- Acts as leader/facilitator for the design, analysis, and evaluation of program learning outcomes and institutional learning outcomes
- Supports the President/Superintendent and coordinates with other administrators in the formulation, implementation, and evaluation of strategic and operational master plans
- Supports creation of an enrollment management plan; ensure internal and external data resources remain timely and relevant for scheduling, recruiting, and related activities / decision points
- Leads production of daily enrollment reports and trend analyses for the District, including ad hoc requests for cross-tabulations and other additional enrollment analysis
- Leads District IPEDS and other mandatory reporting efforts as delegated; coordinate with Associate Dean for Community Development/Grants Management to ensure grant reporting requirements are met
- Coordinates the District's Institutional Review Board, serve as co-chair and expert resource
- Leads data trainings, workshops, and outreach activities; leads / supports efforts to create a data-driven culture in the District
- Leads/conducts extraction, collection, analysis, and reporting of information and data related to all District operational areas and units
- Serves in a support capacity for policy-making by advising with relevant and timely data products
- Designs models and perform complex statistical and other quantitative analyses of data; fulfills District continuous quality improvement-related research questions and reports



- Identifies data and information needs, maintains historical information, designs and maintain saved queries of the District's data warehousing systems and indexed archives of information and reports suitable for answering typical current questions and anticipating future needs
- Serves as point of contact and expert consultant for all District survey efforts / leads most survey initiatives
- Leads/facilitates process/pathway mapping and validation studies
- Liaises with MIS database manager / designee
- Drafts position papers or reports to present findings, conclusions and recommendations to internal and external stakeholders; ensures data and findings are accessible to non-technical audiences
- Provides expert consultation and assistance to others on designing, collecting, analyzing, reporting, warehousing, and extracting data and research studies
- Evaluates research requests originating inside or outside the institution; works with requesters to clarify their needs and optimize the utility of research results for them and the District
- Maintains an institutional research calendar and ensures that cyclical project timelines are met
- Conducts/prepares special projects, studies, reports and analyses as requested
- Maintains current knowledge of District and external data resources, research and statistical tools and techniques, and trends in research, education, regulation, business, community and student characteristics as appropriate to the District
- Coordinates with others and participates in a variety of internal and external committees, ad hoc project teams, and related groups
- Identifies, researches, and maintains a working knowledge of institutional best practices for continuous quality improvement

## **Feedback from Supervisor / Dean**



**Program Objective 1: RESUBMITTED: Increase the quality and quantity of data tools for staff and faculty.**

**Strategy and Goal(s):**

Not Applicable: None of the subgoals or main goals actually address data usage broadly - they're all too specific.

**IEC Program Review:**

No: This objective will increase data utility on campus, making data-driven decisions easier. This will have the effect of increasing the use of evidence-based practices and will lend initiatives to evaluation of effectiveness. Moreover, this will assist the college in moving from a reactive to a systematic method of identifying needs.

**Progress:**

Closed: HEP/GavDATA and daily enrollment updates are now fully implemented and institutionalized. Request form has streamlined and opened access to research across campus.

RESUBMITTED: See Academic Year 2017-18 Program Plan

**Activity 1: Update OIR computers to facilitate modern research capabilities.**

**I.E., I need a computer that doesn't crash for lack of resources when pulling data, and the analyst will need a computer once they start. In order for our contractors to continue, they will also require an additional desktop computer. Several grants have volunteered to cover this cost.**

**Personnel Request - *none***

**Non-Personnel Request**

Specific Item(s) Needed	Amount Requested (\$)	Fund Source / Type
Three modern desktop computers with i7 processors with a minimum of 8M cache (example, an i7-6700K), solid state drives, and at least 16GB of RAM each.	\$ 3000.00	Categorical / One-Time
Four additional computer monitors to match the two already purchased.	\$ 500.00	Categorical / One-Time
Associated compute peripherals (keyboards, mice, etc.)	\$ 100.00	Categorical / One-Time
<b><i>Total Requested</i></b>	<b><i>\$ 3600.00</i></b>	



**Activity 2: Continue subscriptions to existing data tools. Equity picked up HEP this year because of its outstanding ability to identify gaps and disaggregate outcomes by any number of subgroups of students.**

**Personnel Request - *none***

**Non-Personnel Request**

Specific Item(s) Needed	Amount Requested (\$)	Fund Source / Type
HEP subscription	\$ 20000.00	Equity / On-Going
Qualtrics subscription	\$ 3000.00	General Fund / On-Going
<i>Total Requested</i>	<i>\$ 23000.00</i>	

**Rankings:**

Ranker	Comments	Rank
Dean		
Vice-President	An obvious priority based on the data needs of the district.	12
Budget Committee		
President's Council		



**Program Objective 2: Develop predictive analytics capability**

**Strategy and Goal(s):**

Strategy #2: Improve student services and enhance curriculum and programs in order to help students meet their educational, career, and personal goals.

Goal #4: Evaluate student support services to identify successful strategies and remediate gaps that may hinder student success in accordance with instructional improvement goals.

**IEC Program Review:**

No: If successful, this initiative will have three major implications:

- (1) allow calculation of the probability of any given student persisting, succeeding, and graduating based on a variety of inputs
- (2) allow for the anticipation of support services based upon the characteristics of the entering class, rather than reacting to needs post-hoc
- (3) calculate the effect of any single student characteristic on persistence, success, and graduation, allowing for clearer identification of equity gaps
- (4) if SLOs were reformed in a manner that would allow it, SLO results could also be used in the predictive models

**Progress:**

Closed: Stata has allowed for several predictive modeling projects in the last year. With additional time and human resources, this capacity could be significantly expanded.

RESUBMITTED: See Academic Year 2017-18 Program Plan

**Activity 1: Develop predictive model using STATA software**

**Personnel Request - *none***

**Non-Personnel Request - *none***

**Activity 2: Refine results into a tool that is usable by applicable employees**

**Personnel Request - *none***

**Non-Personnel Request - *none***

**Rankings:**

Ranker	Comments	Rank
Dean		
Vice-President	Excellent goals for the transitional year ahead.	12



Budget Committee		
President's Council		



**Program Objective 3: Increase the number of in-depth studies conducted on new interventions.**

**Strategy and Goal(s):**

Not Applicable: RESUBMITTED: Copied from Academic Year 2013-14

**IEC Program Review:**

Yes, this Objective is based from the last IEC Program Review.

**Progress:**

Closed: RPIE completed 68 formal research requests in the last year, in addition to dozens of informal small requests that came in outside of the request form process.

RESUBMITTED: See Academic Year 2017-18 Program Plan

**Activity 1: Conduct more in-depth evaluation studies using multiple methodologies.**

**Personnel Request - *none***

**Non-Personnel Request - *none***

**Activity 2: Use new research analyst to manage such research projects**

**Personnel Request - *none***

**Non-Personnel Request - *none***

**Rankings:**

Ranker	Comments	Rank
Dean		
Vice-President	The new analyst(s) will be critical in meeting these needs in the coming year.	12
Budget Committee		
President's Council		