



Institutional Research **Superintendent/President**

Vision/Narrative

The Research, Planning, and Institutional Effectiveness serves as the campus clearinghouse for data, research, and institutional effectiveness evaluation in support of decision-makers, planning initiatives, enrollment management, continuous quality improvement, and accountability requirements. The purpose of the Research, Planning, and Institutional Effectiveness 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.

A non-exhaustive list of 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 and supervises Master Scheduler; 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
- Supports the VPAA in maintaining and renewing full accreditation
- Coordinates committees and serves on the Shared Governance and Data Governance councils
- Leads and/or supports planning at all levels
- Acts as liaison with external vendors providing data services, including EAB, HEP, ESRI, and RP Group
- Maintains and/or audits data warehouse and data access tools
- Leads ad-hoc initiatives, task forces, and projects as assigned (and there are many)

Feedback from Supervisor / Dean



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

Strategy and Goal(s):

Strategy #1: Optimize enrollment, course offerings, and services to reflect community needs and growth.

Goal #5: Evaluate alternate delivery of courses and services such as online, hybrid, and High Step. Grow distance education program offerings as appropriate.

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:

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

Progress:

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

Activity 1: 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
Higher Ed Profiles / GavDATA	\$ 20000.00	General Fund / On-Going
Qualtrics	\$ 3000.00	General Fund / On-Going
ESRI	\$ 2500.00	General Fund / On-Going
RP Group	\$ 500.00	General Fund / On-Going
General durable supplies and technology	\$ 2500.00	General Fund / On-Going
Total Requested	\$ 28500.00	

Rankings:

Ranker	Comments	Rank
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Dean		
Vice-President		
Budget Committee		
President's Council		



Program Objective 2: Develop predictive analytics capability

Strategy and Goal(s):

Strategy #1: Optimize enrollment, course offerings, and services to reflect community needs and growth.

Goal #1: Create an institutional approach to offer and integrate student outreach activities, recruitment, assessment, orientation, counseling, retention and follow-up efforts, with particular attention to educationally under-represented student populations.

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:

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

Progress:

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

Activity 1: Develop predictive model using STATA software

Personnel Request - *none*

Non-Personnel Request - *none*

Rankings:

Ranker	Comments	Rank
Dean		
Vice-President		
Budget Committee		
President's Council		



Program Objective 3: 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

Strategy and Goal(s):

Strategy #1: Optimize enrollment, course offerings, and services to reflect community needs and growth.

Goal #6: Use data to plan a complete general education transfer pattern of courses and appropriate basic skills and career technical courses at the Hollister and Morgan Hill facilities, and the Gilroy campus in the afternoons, evenings and weekends.

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:

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

Progress:

Yes: 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.

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*

Activity 3: Hire full-time, permanent research analyst who has the skillset to perform complex statistical analyses and quickly fulfill research requests. This REPLACES the existing Professional Expert, who is already in the General Fund.

Personnel Request

Job Classification	Quantity	FTE	Amount (\$)	Fund Source / Type
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Classified	1	100%	\$ 110000.00	General Fund / On-Going
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Non-Personnel Request - *none*

Activity 4: Hire and/or reassign existing position to provide 0.5 FTE administrative support to RPIE

Personnel Request

Job Classification	Quantity	FTE	Amount (\$)	Fund Source / Type
Classified	1	50%	\$ 40000.00	General Fund / On-Going

Non-Personnel Request - *none*

Rankings:

Ranker	Comments	Rank
Dean		
Vice-President		
Budget Committee		
President's Council		



Program Objective 4: Create and support a strategic enrollment management plan

Strategy and Goal(s):

Strategy #1: Optimize enrollment, course offerings, and services to reflect community needs and growth.

Goal #1: Create an institutional approach to offer and integrate student outreach activities, recruitment, assessment, orientation, counseling, retention and follow-up efforts, with particular attention to educationally under-represented student populations.

Strategy #1: Optimize enrollment, course offerings, and services to reflect community needs and growth.

Goal #6: Use data to plan a complete general education transfer pattern of courses and appropriate basic skills and career technical courses at the Hollister and Morgan Hill facilities, and the Gilroy campus in the afternoons, evenings and weekends.

IEC Program Review:

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

Progress:

No- None -

Activity 1: Develop an enrollment management plan based upon best practices and involving all stakeholders

Personnel Request - *none*

Non-Personnel Request - *none*

Rankings:

Ranker	Comments	Rank
Dean		
Vice-President		
Budget Committee		
President's Council		



Program Objective 5: Modernize and reform data warehouse and reporting tools

Strategy and Goal(s):

Strategy #1: Optimize enrollment, course offerings, and services to reflect community needs and growth.

Goal #1: Create an institutional approach to offer and integrate student outreach activities, recruitment, assessment, orientation, counseling, retention and follow-up efforts, with particular attention to educationally under-represented student populations.

Strategy #6: Foster a campus culture of engagement and excellence through improved communication, coordination, collaboration, and participation.

Goal #1: Improve communication processes among all stakeholders to increase awareness about planning activities, resource allocations, and significant factors affecting the college.

IEC Program Review:

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

Progress:

No- None -

Activity 1: Hire new 50/50 IR/IT DBA similar to other districts (c.f. Ventura) to maintain, update, and audit data systems and code. Concept already discussed with VPAS and IT Director

Personnel Request

Job Classification	Quantity	FTE	Amount (\$)	Fund Source / Type
Classified	1	100%	\$ 110000.00	General Fund / On-Going

Non-Personnel Request - *none*

Rankings:

Ranker	Comments	Rank
Dean		
Vice-President		
Budget Committee		
President's Council		





Program Objective 6: Support VPAA, Academic Deans, Dept. Chairs, SLO Liaison in their SLO/PLO/ILO Work

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 #2: Use student learning outcomes assessment results to inform program plans and make program improvements.

IEC Program Review:

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

Progress:

No- None -

Activity 1: Staff time for supporting VPAA and Deans in their leadership of SLO/PLO/ILOs

Personnel Request - *none*

Non-Personnel Request - *none*

Activity 2: Evaluate and recommend on need for an SLO Assessment Coordinator

Personnel Request - *none*

Non-Personnel Request - *none*

Rankings:

Ranker	Comments	Rank
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Vice-President		
Budget Committee		
President's Council		