# Research, Planning, and Institutional Effectiveness
## Instruction

## 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
• Leads integrated planning efforts
• Leads program review and program planning processes
• Offers project management assistance
• Leads data governance
• 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
• Leads enrollment management and supervises the Academic Scheduling Coordinator and Scheduling Specalist; 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 IT 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):

Not Applicable: RESUBMITTED: Copied from Academic Year 2017-18

### IEC Program Review:

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

### Progress:

Yes: GavDATA and daily enrollment updates are now fully implemented and institutionalized. Request form has streamlined and opened access to research across campus. Hyperion access tool now routinely utilized. The next step is offering a contextualized data learning series across campus to enable stakeholders to access and utilize data on their own without any gatekeeping from the RPIE division. At present, this is hampered by a lack of personnel in the research office.

### 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 -** *none*

### Rankings:

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

## Program Objective 2: Develop predictive analytics capability

### Strategy and Goal(s):

Not Applicable: RESUBMITTED: Copied from Academic Year 2017-18

### IEC Program Review:

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

### Progress:

No: Stata has allowed for several predictive modeling projects in the last year. Developing a college-wide predictive analytics capacity to facilitate guided pathways and student success is currently only hampered by a lack of personnel in the research office.

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

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

### Rankings:

| Ranker | Comments | Rank |
|---|---|---|
| Dean | | |
| Vice-President | | |
| Budget Committee | | |
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## 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):

Not Applicable: RESUBMITTED: Copied from Academic Year 2017-18

### IEC Program Review:

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

### Progress:

Yes: RPIE completed 89 formal research requests in the last year, in addition to dozens of informal small requests that came in outside of the request form process. However, our backlog has actually grown even though we processed roughly 50% more requests this year. This is a double-edged sword, as it indicates an increase in interest in data use on campus, but also indicates that the office continues to be hampered by a lack of personnel. With the loss of the professional expert and the cancellation of the search for a research analyst that has been two years in the making, the college should expect that the quantity and quality of data products will decrease while the backlog will substantially increase. Non-compliance related requests, including basic operational needs such as data to support guided pathways implementation, are likely to go unfilled.

### 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 - making the position a no-cost addition. The search was posted for a week but cancelled. The office cannot provide the level of service required by the new funding formula and various initiatives including guided pathways without professional research staff.

**Personnel Request**

| Job Classification | Quantity | FTE | Amount ($) | Fund Source / Type |
|---|---|---|---|---|

| Classified | 1 | 100% | $ 120000.00 | General Fund / On-Going |
|---|---|---|---|---|

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


**Activity 4: Implement chargebacks for grants and categorical programs to fund research activities in light of the District's unique historical practice to not fund research through grant budget items, indirects, and carve-offs from categoricals**

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

**Rankings:**

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|---|---|---|
| Dean | | |
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## Program Objective 4: Modernize and reform data warehouse and reporting tools

### Strategy and Goal(s):

Not Applicable: RESUBMITTED: Copied from Academic Year 2017-18

### IEC Program Review:

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

### Progress:

No: IT is unable to support substantial redesign of our data warehouse systems, and RPIE lacks computer programming ability to carry out the redesign on its own. The hope is that the PRT funds this spring will allow for the hiring of consultants to do the work.

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

### Activity 2: Hire consultants to redesign and align GIDS with Banner ODS

**Personnel Request**

| Job Classification | Quantity | FTE | Amount ($) | Fund Source / Type |
|---|---|---|---|---|
| Other: *consultant(s)* | 1 | 100% | $ 50000.00 | General Fund / One-Time |

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

### Rankings:

| Ranker | Comments | Rank |
|---|---|---|
| Dean | | |
| Vice-President | | |
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## Program Objective 5: Facilitate implementation of the Enrollment Management Plan and reform the course schedule

### Strategy and Goal(s):

Strategy #1: Optimize enrollment, course offerings, and services to reflect the findings of the 2017 Educational Master Plan (EMP).
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, Coyote Valley and Morgan Hill facilities, and the Gilroy campus in the afternoons, evenings and weekends.

Strategy #1: Optimize enrollment, course offerings, and services to reflect the findings of the 2017 Educational Master Plan (EMP).
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 as reflected in the demographic information of the EMP.

### IEC Program Review:

No: The RPIE division was not responsible for enrollment management during the last IEC cycle

### Progress:

Yes: Search for the ASC is posted; job description for section builder in progress. Analysis of prior schedules and proposed schedules is conducted on a regular basis by the RPIE division.

### Activity 1: Develop a comprehensive, zero based schedule

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

### Activity 2: Assist VPAA with professional learning activities for chairs and deans

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

### Activity 3: Implement a full year scheduling procedure

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

### Activity 4: Ensure new schedule reflects funding realities given the SCFF

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


## Activity 5: On-board new Academic Scheduling Coordinator and Schedule Specialist

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

## Rankings:

| Ranker | Comments | Rank |
|---|---|---|
| Dean | | |
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## Program Objective 6: Facilitate integrated planning through a new process

### Strategy and Goal(s):

Strategy #5: Foster a college culture of engagement and excellence through integrated planning, improved communication, coordination, collaboration, and participation.
Goal #3: Improve integration of instruction, student services, and college operations to build collaboration at every level and meet student achievement objectives.

Strategy #5: Foster a college culture of engagement and excellence through integrated planning, improved communication, coordination, collaboration, and participation.
Goal #5: Integrate planning and activities across the master, strategic, and operational levels.

### IEC Program Review:

No: The RPIE division was not responsible for enrollment management during the last IEC cycle

### Progress:

Yes: RPIE has completed a comprehensive review of all planning documents, noting overlap and conflicts. In addition, discussions are underway to reform the integrated planning and strategic planning committees and processes.

### Activity 1: Implement the planning quilt to intergate all planning and review documents using data

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

### Activity 2: Reform the strategic planning cycle and process to match new realities on the ground

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

### Activity 3: Create an integrated planning handbook

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

### Activity 4: Use the integrated planning audit to harmonize planning documents

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

### Rankings:

| Ranker | Comments | Rank |
|---|---|---|
| Dean | | |
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## Program Objective 7: Complete IEC redesign

### Strategy and Goal(s):

Strategy #5: Foster a college culture of engagement and excellence through integrated planning, improved communication, coordination, collaboration, and participation.
Goal #3: Improve integration of instruction, student services, and college operations to build collaboration at every level and meet student achievement objectives.

Strategy #6: Commitment to the practice of continuous quality improvement in accordance with accreditation standards.
Goal #1: Through structured planning, engage college constituents in reflection, research and evaluation in the writing of the college's pre-accreditation visit Institutional Self-Evaluation Report (ISER).

### IEC Program Review:

No: The RPIE division was not responsible for enrollment management during the last IEC cycle

### Progress:

Yes: Pilot program for SS/AS form is now in progress. Discussions with senate continue on the draft instructional forms.

### Activity 1: Complete SS/AS pilot program

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

### Activity 2: Integrate new 3-year cycle

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

### Activity 3: Provide support and training on new process

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

### Activity 4: Complete instructional program review forms with Academic Senate input

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

**Rankings:**

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|---|---|---|
| Dean | | |
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## Program Objective 8: Create a CQI / Accreditation committee to work on CQI-based projects

### Strategy and Goal(s):

Strategy #6: Commitment to the practice of continuous quality improvement in accordance with accreditation standards.
Goal #3: Create a formal continuous quality improvement process.

Strategy #6: Commitment to the practice of continuous quality improvement in accordance with accreditation standards.
Goal #1: Through structured planning, engage college constituents in reflection, research and evaluation in the writing of the college's pre-accreditation visit Institutional Self-Evaluation Report (ISER).

### IEC Program Review:

No: The RPIE division was not responsible for enrollment management during the last IEC cycle

### Progress:

Yes: A proposed structure for a CQI committee was presented to cabinet during the summer. Cabinet has placed this project on hold.

### Activity 1: Create a CQI/Accreditation standing committee

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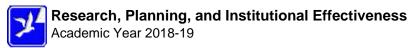**Non-Personnel Request -** *none*

### Activity 2: Implement a CQI project system

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

### Activity 3: Address recommendations and findings of the accreditation cycle

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

### Rankings:

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|---|---|---|
| Dean | | |
| Vice-President | | |
| | | |

| | | |
|---|---|---|
| Budget Committee | | |
| President's Council | | |