Executive Summary: RPIE

Major Program Goals:
- Increase the quality and quantity of data tools for staff and faculty.
- Develop predictive analytics capability
- 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
- Create and support a strategic enrollment management plan
- Modernize and reform data warehouse and reporting tools
- Support VPAA, Academic Deans, Dept. Chairs, SLO Liaison in their SLO/PLO/ILO Work

Concerns/Trends:
- Some grants and projects using expensive contractors instead of traditional in-house grant- funded research analysts
- Long project completion times
- Lack of time and resources for lower priority projects, such as program and initiative evaluations
- Reduction of budget resulted in non-salary expenditures being shafted to non-permanent funding (ie Gav DATA survey platform, ESRI, the RP Group institutional membership, etc).

Plans for Addressing Concerns:
- Find additional sources of funding (equity grant, for example) to fund projects and non- salary expenditures
- Hire additional personnel to increase efficiency
- Create an LO Assessment Coordinator position

Recommendations:
- In conjunction with all stakeholders, develop plan for expanding strategic enrollment management plan
- Develop plan for expanding predictive analytics capability (STATA)
- Create and implement plan for improving efficiency (ie addressing long project completion times, tackling the lower priority evaluation projects, provide support for LO work, etc)
- Identify multiple methodologies that could be used to conduct evaluation projects
- Provide rationale for hiring personnel to help with all above goals.

Self-Study Summary: RPIE

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).