

2012-13 Program Review

Name of Program: Research & Planning
Name of Unit: Institutional Research & Planning
Name of Area: President
Date Completed: 2/7/2012

Program's Mission Statement

The mission of the Institutional Research & Planning Office is to fulfill the mission of Rio Hondo College by providing information and leadership to improve student learning and increase institutional effectiveness for all constituents of the college. The program strives to fully integrate research into the college planning and improvement processes by integrating the concept of data-driven decision making through the practices of outcome measurement, training, evaluation, and reporting.

Program's Overarching Outcomes - SLOs / SAOs

1. SAOs have been developed:

*R&P will meet state and federal mandates for reporting institutional data.

*R&P will provide accurate and understandable information to the campus community.

*R&P will inform decision making by providing data that are useful to specific programs, units, and areas.

*R&P will evaluate the effectiveness of new/ongoing practices and procedures on campus.

*R&P will educate campus community on available institutional data.

*R&P will provide relevant institutional data to the campus community in reports and publications on a regular basis.

*R&P will aid programs, units, and areas in devising sound assessment strategies.

*R&P will coordinate and facilitate a complete, campus-wide planning process each academic year.

*R&P will provide data, software, and training to support each year's planning cycle.

2. SAOs will be assessed annually:

* Ad Hoc Research Request Tracking Database (ongoing)

- Number of projects
- Turn-around time
- Completion rate
- Number of project hours
- Communication on Progress of Research or Survey Requests

* Institutional Research User Survey (annual)

- Quality of information provided
- Usefulness of information provided
- Satisfaction with the research brief/product
- Satisfaction with customer service

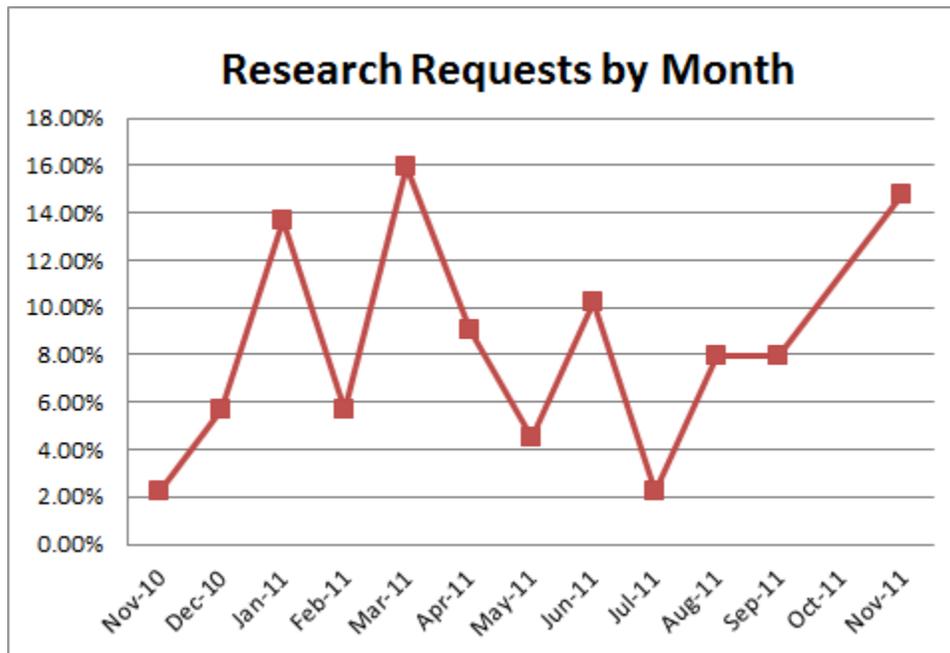
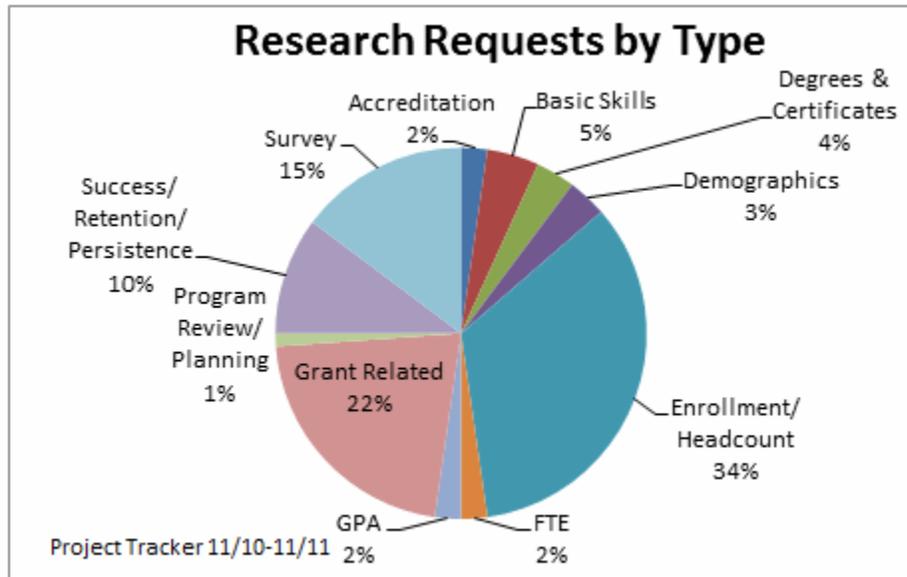
* Institutional Planning Process Survey (annual)

- Knowledge of the planning process
- Participation in the planning process
- Satisfaction with the planning process
- Satisfaction with planning software

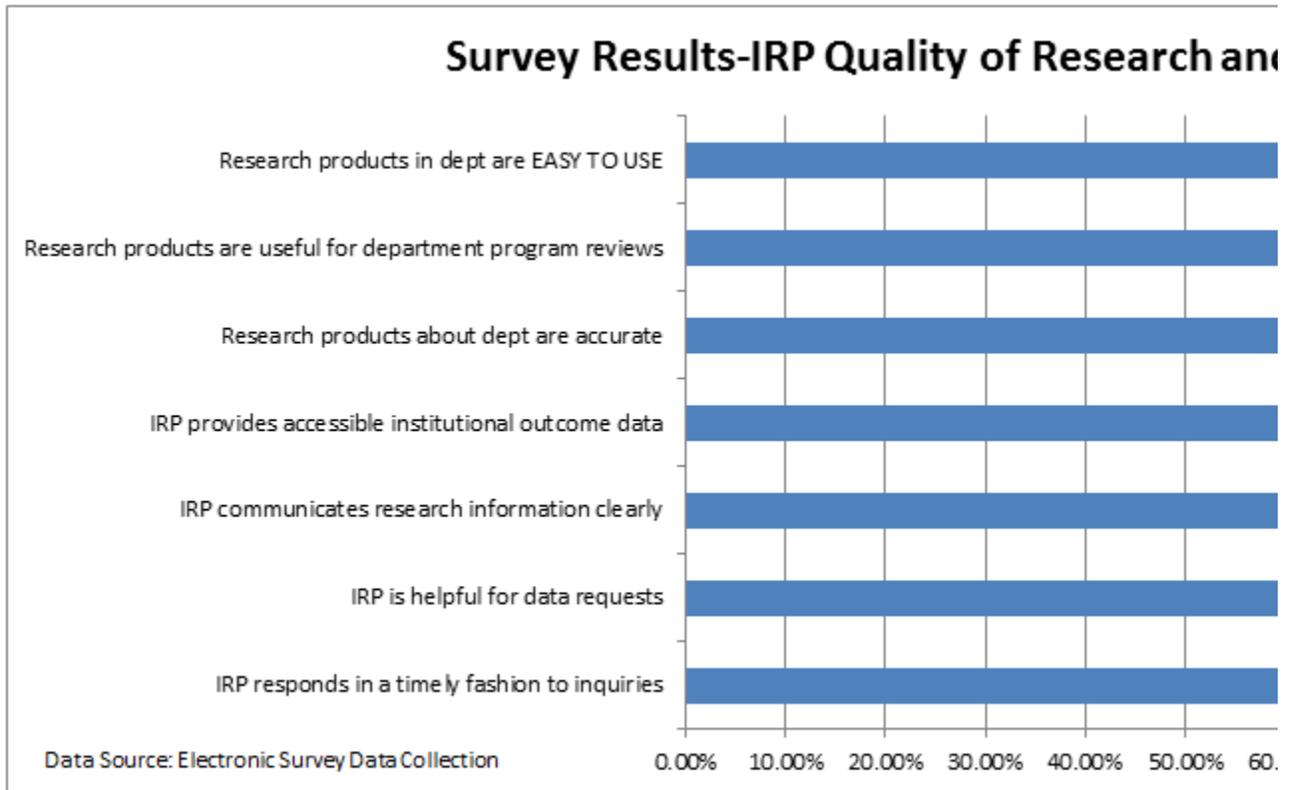
Program's Characteristics, Performance and Trends

The college's commitment to proactive planning and data-driven decision making, in addition to external accountability requirements, has created an increased need for R&P services. Since the re-creation of the Research and Planning Office in 2007, there has been an increase in research and survey requests by administrators, faculty, staff, and external organizations. Customers in 2010-2011 included employees in each of the college's four areas, state and federal government, and independent organizations such as the College Board.

R&P received 88 research/survey requests since November 1, 2010. The majority of these requests related to enrollment/headcount or grant applications/reports. (The charts below provide details for requests by type and requests by desired month of completion.) Completing individual projects required between 30 minutes and 30 hours (depending on the complexity of the request), with typical requests taking between five and seven work hours. R&P plans to upgrade our project tracking system during 2011-2012 to facilitate ease of use, capture additional information, and allow stakeholders to view the current status of research projects.



During October 2011, R&P conducted a brief satisfaction survey of RHC employees who requested and/or used research products during the 2010-2011 planning year. There were 12 responses (see chart below). The results indicated that the majority of respondents had positive perceptions of R&P's responsiveness to requests, communication about data, and research products.



This office coordinates and facilitates the college's planning process. During the 2011-2012 planning cycle, the college completed 14 program reviews, 89 program plans, 26 unit plans, and 4 area plans, as well as a leadership/planning retreat.

Results of the Planning Process Survey for 2011-2012 revealed that participants' typical responses were positive to questions about areas related to the responsibilities of R&P. These included use of the planning software, information on how to complete a plan, access to planning instructions, usefulness of data provided by R&P, and general satisfaction with the planning process. Forty-four percent (44%) of the participants rated the 2011-2012 planning process as better than in previous years, while only 4% rated it as worse than in previous years. In response to a question about resources that were beneficial to developing their plans, 46% marked "Research Data (Enrollment, Success, Retention, etc.)," 36% marked the "Institutional Planning Website," and 32% marked the "Planning Software."

In comparison to neighboring colleges, RHC has traditionally been understaffed in R&P. With the addition of the Research Specialist (Title V) during 2010-2011 and many other colleges experiencing cuts to research staff, RHC now has a moderate level of R&P staffing among local colleges. Maintaining current capacity will require college funds for two positions that are currently on soft money. Advancing would include additional staffing and the development of specializations among staff members. (For example, several peer institutions have dedicated SLO and Basic Skills researchers assisting in assessment of those specific areas.)

The program staff consists of 6 full-time employees.
Research Specialists (2)

Research Analyst
 Technology Trainer
 Senior Secretary
 Dean, IRP

Program's Strengths

- Staff members are knowledgeable, conscientious, and accessible.
- Staff members are highly educated and have broad experience in applied educational research and program evaluation.
- Completion of the 4th-floor building project provided additional work space and a conference room, which have supported growth in R&P's capacity.
- Quick project turn around.
- Researchers work well as a team to support each other.
- Open communication to inform the campus and community about data and the planning process.
- Open to feedback, new ideas, and suggestions for improvement.
- Strong support for employees requesting research/surveys.
- Protocols and syntax files developed to make analysis more accurate and efficient.
- Positive work environment fostered by staff pot-luck meals and informal team-building activities.
- Strong working relationships with IT, Program Review Chair, IEC Chair, and faculty.
- Planning Process institutionalized and part of the culture of the college.

Program's Weaknesses

- Staff capacity, although adequate to meet the basic needs of the college, might not be adequate for developing a culture of data-driven decision making.
- The research staff consists of generalists who are new to RHC and community colleges. Not having specializations or differentiation of levels might limit efficiency.
- R&P has not established a research agenda or a history of research products.
- The status of research/survey requests is not visible to stakeholders.

Program's Opportunities

- Administrators, faculty, and staff are putting greater emphasis on research, which places a higher premium on the product of this office.
- External accountability (e.g., ACCJC, BSI) are creating an increased need for high quality and reliable research.
- New tools (i.e, Banner/Cognos, ESS, DataMart 2.0, and SMART Tool) make data more accessible and allow other RHC employees to become effective end users.

- Local and state data resources are available and reliable.
- R&P has strong networks with other research offices through CAMP-Research and the statewide RP Group.
- Exploring opportunities for R&P staff to collaborate with faculty and the SLO Coordinator related to assessment, mapping of institutional goals, program goals, and ACCJC standards.
- The new research request software reporting system will allow the college to review the status and progress of each research or survey request.
- CCC Apply registration will help to increase uniformity of data.
- Integrating SLOs into the campus conversation on data and planning.

Program's Threats

- Banner reporting in Cognos needs to be strengthened as new requests require additional research and understanding to pull from the appropriate data table.
- There is inconsistency across state and college data sources (especially on the calculation of FTES).
- There is potential to lose key staff positions if these positions are not supported by the general fund.
- Data migration from Santa Rosa to Banner and CCC Apply resulted in inconsistency of data.

Program's Accomplishments and Recommendations for Improvement

Accomplishments:

- Renovated and occupied new work space.
- Further institutionalized planning process throughout all offices of the District.
- Completed the 2011-2012 planning cycle, including the Leadership Retreat.
- Updated planning software sections and user interface; improved planning software performance.
- Provided additional support for Program Review: facilitation of planning team meetings, support for data analysis, and final review before submission of documents.
- Improved assessment of Institutional Goals and Objectives and presented results to the 2011 Leadership Retreat.
- Worked with IEC to update Institutional Goals and Objectives.
- RHCCD Board received a presentation of the Institutional Goals and Objectives developed through the planning process and approved those goals and objectives.
- Improved the efficiency of the Resource Allocation scoring process by implementing a new survey process (Lime Survey).
- Hired four staff positions: Senior Secretary, 2 Research Specialists, and Research

Analyst.

- Completed online surveys for the campus climate report, resource allocation, and feedback on the planning process.
- Updated website forms, information, and links.
- Completion and implementation of the Enrollment Strategies System.
- Promoted campus use and provided training for the Enrollment Strategies System and Cal-PASS SMART Tool.
- Provided two workshops at the August 2011 FLEX Day: one on the results of the Campus Climate Survey and one on the use of readily-available data.
- Completed 88 research and survey requests.
- Completed 19 research requests related to grant applications, reports, etc.
- Provided data for grant applications or reports involving TRIO Programs, Title V/HSI, STEM, the National Science Foundation (TAACCCT), GO RIO, Fire Tech FEMA, and CTE/Perkins.
- Provided data to support RHC's designation as an Eligible Institution for Title III and V programs.
- Met state and federal reporting requirements for ARCC, ACCJC, Basic Skills, IPEDS, HACU, College Board, MyEdu, U.S. Department of Education, etc.
- Implemented Remark software and a Panasonic scanner to increase the accuracy and efficiency of survey data collection/entry (e.g., Campus Climate Survey).

Recommendations for Improvement:

R&P should become more active in engaging the campus around data-driven decision making. This would include additional outreach to college units, especially academic divisions. Also, R&P would develop a research agenda, publish research products on a regular basis, and develop areas of specialization among staff members.

Program's Strategic Direction

Over the next three to five years, R&P will serve a greater role in fostering and assessing RHC's institutional effectiveness. Demands due to external accountability, data-driven decision making, and strategic planning will continue to increase. Additionally, R&P plans to make its services both more expansive and more specific.

Prospective advances in the coming years include working with programs and units (especially academic divisions) to develop specific metrics and data to inform their planning and decisions, collaborating with the SLO Coordinator to improve SLO assessment, collecting more primary data (e.g., surveys, interviews, observations) to provide information on campus processes and experiences, facilitating faculty inquiry and/or action research, publishing reports and briefs to inform the campus community of important findings, and increasing the facilitation of planning at the program and unit levels.

Both increasing demands and planned improvements will likely produce a need for greater specialization among R&P staff members. Through staff development, R&P would need to increase its staff capacity in such areas as assessment, basic skills, database management,

facilitation, and strategic planning.

Program's Staff Development

During the 2010-2011 planning year, R&P staff members participated in the following staff development opportunities:

- RHC Leadership Academy (1 R&P staff member in the 2010-2011 cohort and 1 in the 2011-2012 cohort).
- On-campus workshops (ESS, SMART Tool, Microsoft Office).
- Local professional associations and workshops (CAMP-Research, RP Group—BRIC TAP, 3CSN).
- Statewide conferences (Strengthening Student Success Conference, RP Group Annual Conference, RP Group Summer Institute).
- National programs (Innovative Educators' Planning and Resource Allocation Training, Association for Institutional Research's Data Decisions Academy).
- Received RHC FLEX scholarship for online course on Data Management and Manipulation with SPSS (Statistical Package for the Social Sciences).

Maintenance of current functions will require staff development in the following areas:

- Current issues in research and planning at community colleges in California and the United States.
- Project management.

Growth/improvement in R&P's services will require staff development in the following areas:

- Applications for data management and analysis (Cognos, SPSS, GIS Excel, Access, SQL).
- Techniques and software for presenting results in more user-friendly ways (graphics, data visualization, desktop publishing).
- Models and skills for facilitating faculty inquiry and action research.

On-campus resources should be able to provide staff development on project management, GIS, Excel, PowerPoint, Banner/Cognos, and perhaps Access.

Off-campus resources would be necessary for staff development on SPSS, SQL, data visualization, desktop publishing, and facilitating faculty research/inquiry.

Conferences and professional associations necessary for maintaining necessary functioning are CAMP-Research, the RP Group (Strengthening Student Success and annual conference), and 3CSN. Conferences supporting R&P's growth would include CAIR, AIR, AEA, and AERA.

Program Review - Additional Comments

Program Review - Executive Summary

PROGRAM REVIEW EXECUTIVE SUMMARY

Program: Research & Planning Date: November 21, 2011

Committee Members Present: Marie Eckstrom, Walter Jones, Mark Gutierrez, Jan La Turno

Program Members Present: Howard Kummerman, Rebecca Rayas, Annel Medina, Jim Sass, Marcell Gilmore

Commendations

Commendations on making the planning process more predictable and institutionalizing it across the campus.

Commendations on the planning process becoming more useful for resource allocation.

Commendations on extensive staff development on current trends and practices in community college research.

Commendations on outreach to campus programs to assist them in making data-driven, meaningful decisions.

Commendations on efficiency in completing requests for data.

Commendations on quality of research (e.g., Campus Climate Survey).

Program-Level Recommendations

Strive toward more accurate and reliable data reporting.

Work with faculty on how to interpret program plan data, ask questions and make better use of research.

Inform campus of what IRP has to offer (i.e., products and services).

Develop a research agenda.

Implement OTRS (research request system) and place it on the portal.

Work with Information Technology to improve consistency of data.

Create a stronger connection between IRP and the implementation of SLOs.

Institutional-Level Recommendations

Place the two categorically-funded positions (Research Analyst and Research Specialist) onto the college's general fund.

Create room in SLOolutions for SAOs and provide more SLO support for faculty and staff.

Increase collaboration and partnerships with other colleges.

Program Review - Response to the Executive Summary

Research & Planning appreciates and accepts the committee's commendations and recommendations. We are working toward fulfilling the program-level recommendations, most notably the ones related to data quality and engaging the campus on using research. We also endorse the institutional-level recommendations.

Goal #1	Short term (1 year)	Corresponds with Institutional Goal	Status: in progress
# 1			

Description of Goal

Promote use of research data and analysis to support planning, data-driven decision making, and fulfilling accreditation requirements.

Evaluation of Goal

Results of stakeholder survey on use of research results and satisfaction with research services.

Objective #1.1	Status: in progress
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Publish an electronic campus briefing/newsletter on research findings two to six times per academic year by the end of Spring 2013.

Objective #1.2	Status: in progress
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Establish standard formats and protocols for disseminating data and findings by Fall 2012.

Objective #1.3

Status: in progress

Publish two major reports (e.g., Fact Book, Planning Process Report) each academic year by the end of Spring 2013.

Objective #1.4

Status: in progress

Post research reports of broad interest to IRP website and/or an Access Rio group by the end of Fall 2012.

Objective #1.5

Status: in progress

Increase collaboration with faculty members and administrators for research requests, action research, and/or faculty inquiry by Spring 2013.

Objective #1.6

Status: in progress

Develop and implement a new online system (OTRS) for entering, tracking, and reporting research/survey requests by Summer 2012.

Existing Resources

This is an open-source software application, which will require additional programming to be practical for IRP.

Objective #1.7

Status: in progress

Provide FLEX Day workshop on types of research requests and recent results by January 2013.

Objective #1.8

Status: in progress

Collaborate with SLO Coordinator and faculty on using assessment results to support student success across the campus by the end of Spring 2013.

Goal #2 Short term (1 year) Corresponds with Institutional Goal Status: in
1 progress

Description of Goal

Maintain R&P's current capacity to meet the growing demands of the planning process, research requests, and data-driven decision making.

Evaluation of Goal

Results of the online tracking system and stakeholder survey.

Objective #2.1 Status: in progress

Maintain the full-time Research Analyst position by providing 50% of the salary from the General Fund by Fall 2012.

Resources from Other Sources Resources from General Fund

Required for How Long: Ongoing

Requested: \$30,000.00

Received: \$0.00

Reason for the difference between the amounts:

The position is currently grant-funded. The requested amount is a first-step toward sustaining the position. Current salary is \$60000/year.

Objective #2.2 Status: in progress

Increased staff development budget by Fall 2012.

Resources Needed: Additional Budget

Requested Item: Staff Development Budget

Required for How Long: Ongoing

Requested Amount: \$2,500.00

Description:

Increased budget is needed for attendance at conferences, local workshops, and monthly CAMP-Research meetings to keep up to date and share information with other colleges.

Supporting Rationale

The current staff development budget was based on the needs of an office of one. There are now six workers and campus interest in R&P is growing. The staff development budget should reflect R&P's increasing role on campus.

Objective #2.3

Status: in progress

Create a Research Assistant position by Fall 2012.

Resources Needed: Additional Personnel**Position Classification: Classified**

Required for How Long: Ongoing

Position Title: Research Assistant

Basic Position/Job Description:

The Research Assistant performs entry-level R&P tasks such as querying databases, analyzing data, and creating reports. This position conducts many defined/routine tasks with support from graduate-level researchers.

Estimated Salary Excluding Benefits: \$43,200.00

Supporting Rationale: Identify the basic need. Include specifically how your Program Review, Strategic Plan, Master Plan, Accreditation or other external review processes support this position. For permanent positions indicate what percentage you are recommending, i.e. this is a permanent position in Weekend College for 37.5%.

R&P has experienced increases in the volume and complexity of its work. Differentiation of tasks will allow current researchers to make more efficient use of their time in pursuing the objectives of Goal 1. This is a permanent position in Institutional Research & Planning for 100%.

Resources Needed: Additional Technology**Technology Classification: Computer Hardware**

Requested Amount: \$1,000.00

Description:

Computer and monitor.

Reason:

The Research Assistant needs the computer and monitor to fulfill duties.

Location: L400

New or Replacement: New Installation

Services Required: Electricity, Internet Access, College Network Access, Software Support, Hardware Support

Technology Classification: Computer Hardware

Requested Amount: \$2,000.00

Description:

Additional license for SPSS.

Reason:

Allow for analysis of data.

Location: L400

New or Replacement: New Installation

Services Required: College Network Access, Software Support

Goal #3	Long term (2-5 years)	Corresponds with Institutional	Status: in
Goal # 1			progress

Description of Goal

Increase R&P's capacity to meet the growing demands of the planning process, research requests, and data-driven decision making.

Evaluation of Goal

Results of the online tracking system and stakeholder survey.

Objective #3.1

Status: in progress

Extend the full-time Research Specialist (Title V) position by providing 50% of the salary from the General Fund by Fall 2013.

Objective #3.2

Status: in progress

Create an Associate Dean position by Fall 2012.

Resources Needed: Additional Personnel**Position Classification: Administrator**

Required for How Long: Ongoing

Position Title: Associate Dean of Research

Basic Position/Job Description:

This position will oversee all aspects of the Research Office and will report to the Dean of Institutional Research and Planning.

Estimated Salary Excluding Benefits: \$150,000.00

Supporting Rationale:

This position will provide leadership in fulfilling the role of institutional research on campus, strengthening the work of researchers, and engaging the campus in regard to data-driven decision making. This is a permanent position in Institutional Research & Planning for 100%.

Resources Needed: Additional Technology**Technology Classification: Computer Hardware**

Requested Amount: \$1,000.00

Description:

Computer and monitor.

Reason:

The Associate Dean needs the computer and monitor to fulfill duties.

Location: L400

New or Replacement: New Installation

Services Required: Electricity, Internet Access, College Network Access, Software Support, Hardware Support

Technology Classification: Computer Software

Requested Amount: \$2,000.00

Description:

Additional license for SPSS.

Reason:

Allow for analyzing data and reviewing work of researchers.

Location: L400

New or Replacement: New Installation

Services Required: College Network Access, Software Support

Individuals Who Participated in Developing this Plan

The following people acknowledge that they participated in the development of or reviewed this plan.

Name	Role
1. Sass, James	Review Manager
2. Medina, Annel	Participant
3. Kummerman, Howard	Participant
4. Gilmore, Patiste	Participant
5. Beazell, Howard	Reviewer
6. Rayas, Rebecca	Reviewer
7. Priest, Vann	Reviewer
8. Eckstrom, Marie	Reviewer