Los Rios CCD

2015-2016 UNIT PLAN

SUPPORT SERVICES

Unit: Office of Institutional Research

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I. Unit Plan

Definition of a Support Services Department/Unit
For purposes of this planning document, a support services unit is defined as a District department which is responsible for providing services throughout the District in a manner which creates and maintains an optimal learning environment for students and/or provides services necessary to support the overall operation of the District and colleges.

Unit Plan Purpose
Unit plans are annual documents created and used by District units to develop and maintain high quality services to support student learning and District and college operations. This operational plan allows the department/unit to appropriately implement its specific responsibilities to support accreditation standards, the LRCCD Vision/Mission/Values Statement, the LRCCD Strategic Directions document, changes to federal and state laws that impact the colleges and District, annual LRCCD executive staff goals, and other major district plans. Plan implementation is supported by allocations provided in the annual District Budget. Together these documents make up a major portion of the ongoing institutional planning, implementation, and evaluation cycle necessary to ensure continuous program and service improvement. The Accrediting Commission's Standard 1.B.3-4 states:

> *The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data.*

> *The institution provides evidence that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.*

The Role of Unit Plans in the Overall Institutional Evaluation, Planning, and Improvement Cycle
LRCCD supports the concept of evaluating current services to determine opportunities for improvement. Unit plans are used by units to identify growth and improvement needs at the operational level, and then provide information to the appropriate administrative and governance levels about the resources and activities required to meet the identified needs.

The District recognizes that its current rate of change, increased enrollment demand, unstable state budget allocations, ongoing facility expansion, changing technology requirements and the rapid growth and demographic changes in its surrounding communities require both short-term and long-term planning efforts. Therefore, unit plans focus on a 1-year time frame directly linked to resource allocations, while also encouraging departments/units to reference or append long-term plans where appropriate.

Plan Due Date
Unit plans are required to be updated annually by June 1 of each year and use this template. A copy of the review will be maintained in the unit and the Office of Education and Technology

II. Mission Statement

Provide your unit's mission statement below. Your statement must align with the District's mission statement.

Provide your unit's mission statement below.

The mission of the LRCCD Office is to provide exceptional research resources to our District and colleges to enhance student success and effective decision making at all levels of the organization. We support the Los Rios Community College District by:

- **Providing intelligent data, analytics and context for planning and informed decision making across the district and colleges**
- **Integrating accountability metrics into an overall framework focused on enhancing institutional effectiveness**
- **Maintaining research of the highest quality, integrity and usefulness**
- **Interpreting research findings clearly and compellingly**
- **Communicating clearly stated research findings and data to varied constituency partners both internal and external to the Los Rios organization**
- **Serving as an ongoing research resource for district-wide constituency groups and stakeholders**
- **Supporting a "culture of evidence" environment where decisions are supported by data and research**

For reference, the following are LRCCD's Vision and Mission statements.

Vision Statement
We, the Los Rios community colleges, provide outstanding programs and services so that all students meet and exceed their educational, career, personal and social goals. We meet the social and economic needs of the community.

Mission Statement
Relying on their professional and organizational excellence, the Los Rios community colleges:

- Provide outstanding undergraduate education, offering programs that lead to certificates, associate degrees, and transfer;
- Provide excellent career and technical educational programs that prepare students for job entry and job advancement through improved skills and knowledge, including the demands of new technologies;
- Provide a comprehensive range of student development programs and services that support student success and enrich student life;
- Provide educational services that address needs in basic skills, English as a second language, and lifelong learning; and
- Promote the social and economic development of the region by educating the workforce and offering responsive programs such as service learning, business partnerships, workforce literacy, training, and economic development centers.

III. Unit Responsibilities and Projects

List your unit's primary assigned responsibilities including those related to creating and/or supporting an effective learning environment. Also, identify any expected changes in responsibilities or major new projects (e.g. opening of new facilities, IT infrastructure upgrades, etc.) for the next academic year (summer, fall, spring). Please reference any LRCCD Strategic Plan strategies, accreditation standards or policies, or changes to state or federal laws that are informing your changes in primary responsibilities or new projects.

List your unit's primary responsibilities (ongoing):
- **Maintain a research database on student enrollment, demographics, academic performance and outcomes, transfers, and awards for district and colleges' ongoing planning and reporting needs**
- **Provide annual Trend Line Reports and Fall Profiles on student enrollment, demographics, persistence, outcomes, transfer, student success, completions, for planning and evaluation**
- **Provide research support for District Accreditation process (serve on District Accreditation Coordinating Committee, provide data and research information for accreditation evaluation reports, maintain the district-wide accreditation website)**
- **Coordinate and submit data to meet federal and state accountability and regulatory reporting requirements**
- **Conduct, analyze, and report on district-wide student and employee surveys**
- **Compile External Environmental Scan for strategic planning and accreditation reporting**
- **Provide data to support Educational Center applications and need studies**
- **Coordinate district-wide research projects**
- **Provide district-wide analytic reports including fall student profiles, transfers to four-year institutions, recent high school graduates, and studies on special student populations**
- **Facilitate and coordinate the efforts of the District Research Council**
- **Serve on the Sacramento Pathways to Success committee and data-sharing sub-committee**
- **Support the research and information needs of district and college SSSP and Equity teams**
- **Maintain an Institutional Research website**
- **Provide data and analysis for district-wide grant applications and grant program evaluations**
- **Enhance data resources and analytic tools for district and college use**
- **Respond to ad hoc requests for district data**
- **Serve on the CCCApply Steering Committee**
- **Coordinate and administer research feasibility reviews for district and colleges in partnership with college research offices.**
- **Coordinate and support the feasibility of a districtwide IRB**

List any new or expected changes in primary responsibilities this year (ongoing):
- **With the retirement of the former Director of OIR and the promotion of the IR Database Administrator, the Office of Institutional Research is in a stage of rebuilding with new staff members in each position; the OIR will need to work to address training needs throughout this next year**
- **Develop student flow models to support the policies and strategic direction of the district and colleges**

- Integration of data silos to enhance analytic reporting capabilities of the Office of Institutional Research in support of evidence based decision making at the district and college level
- Complete Rancho Cordova Needs study
- Serve as the district research resource for the district-wide Strategic Plan, including compilation of the External Environmental Scan to inform the strategic planning process
- Address data needs for new Gainful Employment Enrollment reporting mandate
- Address reporting needs for new IPEDS reporting requirements
- Partner with Information Technology to validate initial Civitas data
- Work directly with Civitas to continue development of predictive analytic models that reflect the unique Los Rios Community College district student population
- In collaboration with college researchers, faculty and college partners form a communication team to share the findings of Civitas predictive models to inform decision-making and planning efforts across the district and colleges as well as provide training working with the Civitas Predictive Analytics tool
- Research the feasibility of incorporating innovative uses of visual analytics, infographics or dashboard reporting capabilities to the LRCCD Office of Institutional Research tool kit to help disseminate and communicate research findings clearly
- Incorporate National Student Clearinghouse data information into research reporting
- Develop data queries to support grants and grant evaluation efforts in a more streamlined fashion
- In collaboration with the Associate Vice Chancellor of Instruction evaluate current research resources and enhance where needed to meet the needs of Instruction and Workforce and Economic Development (including Career Technical Education) in an effort to increase collaboration and partnership amongst and between our functional areas

List any new projects your unit expects to implement this year (one-time only):
- In collaboration with AVC of Student Services, develop, administer, and prepare analytic report to communicate findings of a Mental Health survey to students and employees
- In partnership with Information Technology work to address the ongoing issues with CIP codes to address accountability reporting issues
- Work with colleges to develop regional partnerships with local school districts
- Continue to automate data and research by developing standard data queries for special populations (student athletes, veterans, CalWORKs students, foster youth, etc)
- Develop student cohort tracking models (e.g., recent high school graduates, special populations, career and technical education)
- In collaboration with the District Research Council explore various visual analytic and/or dashboard tools to enhance our efforts to communicate research findings across the Los Rios community
- In collaboration with the AVC of Student Services, develop and administer a Technology Training needs survey (fall 2015)
- In collaboration with college Athletic Deans, develop and administer a Student Athlete Satisfaction survey (spring 2016)
- In collaboration with the Associate Vice Chancellor of Human Resources, develop and administer a Chancellor's Office survey

IV. Unit Plans

Based on your unit's listed responsibilities and projects, most recent Program Review, and any additional information provided by the appropriate administrator and/or DIR, use the following question prompts and linked forms to document how your unit will complete your assigned responsibilities and projects. State your unit's plans to:

A. Identify appropriate **equipment, software, supplies** needed to support new projects, expanded responsibilities, and necessary upgrades.

   (1) **Equipment: replace Institutional Research Department server containing research data used for research and accreditation since the current one is near its expected lifecycle (about $9,000) or explore alternatives such as procurement of district IT resources in Virtual Machines (VM);**

   (2) **Software: develop replacement and maintenance plan for SQL server software to keep pace with increased storage and processing of data (about $4,000);**

   (3) **Upgrade IR web server for faster processing and improved reliability and security (explore alternatives in purchasing district IT resources);**

   (4) **Statistical Package: Renew SPSS Statistical Package for another year; evaluate additional statistical software packages to meet the needs of a next generation research office**

   (5) **In collaboration with the District Research Council explore the feasibility of adopting a visual analytic and/or dashboard tool**

   (6) **Evaluate survey administration tool (for possible replacement of outdated Expressions software)**

   (7) **Evaluate IR Web tool (for possible replacement of outdated Expressions software)**

   (8) **Computer Replacements: maintain a three-year cycle of computer replacements due to intensive data processing uses;**

   (9) **Purchase small work table for IR Meeting room**

B. Identify appropriate **staffing** needed to support new projects or expanded responsibilities.

   The unit recommends that a full time research technician position be created in order to support the expansion of federal and state reporting mandates as well as the volume and quick turnaround times needed in data processing and research functions of the unit. The activities that the research technician will be responsible include but are not limited to: (1) assist with routine preparation of databases for the semester tables (2) preparing and formatting high school reports from existing data; (3) assist with survey preparation, administration, and reporting; (4) gathering external data for environmental scan and need studies for educational centers ; (5) maintaining IR websites; and (6) create automated transfer and high school data tables; (7) assist with state and federal reporting mandates (8) assist with NSC scheduling and reporting (9) assist with CalGrant scheduling and reporting

C. Identify **new buildings or major renovations** needed to support the completion of unit responsibilities.

Not needed at this time.

D. Identify **minor remodels or alterations** needed to support the completion of unit responsibilities.

   Not needed at this time.

E. Identify **professional development** activities that help unit members stay current with their job requirements. Please list expected individual and department requests for professional development activities.

With the retirement of the former Director of OIR and the promotion of the IR Database Administrator , the Office of Institutional Research a stage of rebuilding with new staff members in each position; the OIR will need to work to address training needs throughout this next year

Active participation in Research and Planning Group of California (attend Regional Research meetings, annual conference and/or workshops)

Active participation in AIR (if possible attend AIR annual conference)

Address predictive analytic training needs

F. Ensure required **safety and information security procedures** are followed to create and maintain a safe work environment. If individuals in your unit require training, please refer to the LRCCD Human Resources online safety and information security training opportunities.

OIR director serves as building coordinator for evacuation program (ACES) and all members attend safety-related sessions on an ongoing basis as offered by the district.

G. Ensure unit members participate, and provide **leadership** to the district, in their areas of expertise.

The LRCCD Office of Institutional Research will schedule presentations to various district-wide committees and work groups on data and reports available at its website http://irweb.losrios.edu

The Office of Institutional Research will work with colleges to provide orientation and training as well as disseminate findings of Civitas Predictive Analytics on an ongoing basis

Be an active participant in Chancellor's First Wednesday gathering by sharing information to district team when appropriate

Provide the context to research information and data to district leadership and external partners

Serve as a research resource to internal and external constituency groups and stakeholders by providing research expertise on an ongoing basis

H. Ensure that the results from **assessments on quality and satisfaction** are used to improve services.

Briefly describe the techniques/assessments currently used to ensure quality or required external standards (e.g., audits, inspections). Also, describe techniques/assessments being developed for use next fiscal year.

The Office of Institutional Research will conduct regular assessments of the efficacy of our research, data, information and analytic reporting by:
(1) **Review and follow-up of input and recommendations from college research offices;**
(2) **Review and follow up with individuals/offices requesting ad hoc requests for data/research;**
(3) **Gather emails sent by offices/departments that have received data/research assistance and provided comments on the support provided**
(4) **Incorporate feedback from our report "customers" into future research studies**

I. Ensure unit members know where and how to **refer employees or members of the public** needing support assistance not provided by your unit. Briefly describe what is being done in this regard. **All requests for data from the public are reviewed and approved by the Vice Chancellor of Education and Technology and in consultation with the Associate Vice Chancellor of Communications and Media Relations as needed.**

J. State how your department/unit encourages participation in **individual service activities** and volunteerism supporting students (e.g., access/success, e-recycling, presentations, leading workshops, district committees, etc.).

Unit members participate in Foundations' annual campaigns and fund raising activities. Unit members participate in district-wide holiday "giving" program to support external community.

K. State your unit's plans to develop and implement **any special or long term projects,** including those identified in your most recent Program Review (if applicable) and the LRCCD Strategic Plan (if applicable). If project plan(s) are contained in another document, list each plan below and attach a copy to your unit plan. For all other project plans, briefly describe projects and indicate implementation timelines below.

Continue coordinated efforts with district Information Technology on needs feasibility of a data warehouse

L. Please provide any **suggestions for improving** the District's unit plan process, including how to more effectively align with other District and college processes (strategic plan, other planning, resource allocation, etc.).

Schedule periodic meetings with district IT, Student Services (including district Financial Aid Director), and Associate Vice Chancellor, Communications & Media Relations to discuss annual priorities and in an effort to coordinate district responses in addressing external requirements including federal and state mandates.

Serve a research resource to district Student Services, Communications and Media Relations, Information Technology, Grants, Instruction and Workforce and Economic Development as well as other district-wide constituency groups by attending and participating, when appropriate, in project team workgroups to ensure the Office of Institutional Research meets the research needs of the various project teams

V. Appendix

List your unit's accomplishments based on completion of last year's unit plan.

Successfully hired a Director of Institutional Research;

Successfully hired an Information Technology Business Analyst to enhance the unit's research team;

Attended Achieving the Dream conference;

Attended Civitas Summit;

Completed initial data upload for Civitas;

Initial data validation of Civitas Predictive Analytics models (Veritas and Illume); work with Civitas to resolve data issues

Work with Civtias to refine predictive models to reflect the diverse students of the Los Rios Community College district

Serve on the PeopleSoft Financial Aid Liaison Committee;

Serve on CCCApply Steering Committee (member AB 620 and Ed planning sub committees)

Presenter at CCCApply Annual conference

Successful completion of Elk Grove Center Needs Study

Completed initial Enrollment projections for Rancho Cordova Center Needs Study

Completed Math and English Portability Study

Provided an overview of fall enrollment, student demography, academic outcomes and persistence for the district community in the fall 2014 Trend Lines;

Completed 2014 Fall Student Profile report;

Completed analysis of district-wide Employee Survey for planning and accreditation use;

Completed analysis of district-wide Distance Education student survey;

Completed administration and analysis of district-wide Student Financial Aid Satisfaction Survey

Administered the Cal-WORKs survey (analysis to be completed in June 2015)

Began development of Mental Wellness Survey to be administered to staff and students district-wide in Fall 2015

Completed initial data analysis and reporting on the pilot phase of the Sacramento Pathways initiative and continued to serve an increasing role on the committee

Completed database development and reporting on student athletes and academic outcomes;

Updated the National Student Clearinghouse Student Tracker database; the reporting requirement has increased to once a month (for 150% enrollment reporting which include error resolution);

Managed projects and coordinated meetings/agenda of the District Research Council;

Maintained an Institutional Research website at http://irweb.losrios.edu;

Maintained a district-wide accreditation website for the 2015 site visit;

Member of the District Accreditation Coordinating Committee

Maintained and shared a research database updated every semester on student enrollment, demographics, academic performances, persistence, transfers, and awards for district and colleges' ongoing planning and reporting needs;

Worked with instructional departments and financial aid offices at the colleges as well as district Information Technology to strengthen the integrity of the federal Gainful Employment data and reporting;

Met the changing and increased reporting requirements from federal, state, and regional levels (e.g., NCES IPEDS, ACCJC, State Legislation, and State Chancellor's Office);

Updated the net price calculators for district and colleges' websites;

Worked with district IT and district financial aid director to strengthen data alignment of program coding (CIP codes) and academic plan coding used in reporting student completions and progress reporting;

Expanded research database to facilitate cohort reporting of CTE, basic skills, and transfer students to support accreditation data requirements;

Coordinated the review and discussions on the 2015 Scorecard metrics with college researchers;

Coordinated the CCSSE administration in partnerships with college research offices;

Uploaded district-wide awards data once a semester to the National Student Clearinghouse;

Uploaded financial aid files to California Student Aid Commission on behalf of colleges' financial aid offices; provide A&R and Financial Aid offices a database for GPA verification;

Updated National Student Clearinghouse Student Tracker data on behalf of college research offices for status of enrollments of Los Rios students at other higher education institutions post-Los Rios or concurrently;

Developed survey guidelines and created a district-wide survey calendar for the district and the colleges;

Coordinated and administered research feasibility reviews for district and colleges in partnership with college research offices and coordinate and support district application for an IRB

Provided data for various grant requests including Innovations Award and STEM;

Gathered data and information as requested by the Greater Sacramento organization including enrollments, awards, population characteristics, enrollment by zip code; coordinated gathering information from other various Los Rios District departments including Fiscal, Foundation and Communications

Served as a research resource to meet needs of SSSP and Equity plans;

Responded to ad hoc requests for district data;

List sources you used to support your unit plan statements.

Data tables and analytic reports provided on the Institutional Research website;
Meeting notes from the District Research Council;
Committee meeting notes;
Email feedback from district and college offices/departments;
Attach supporting documents (Supporting Data from the DIR, etc.) following this page, identifying those you have attached in the text box, below.

Please see above on documents and sources.