Barstow Community College

NON-INSTRUCTIONAL PROGRAM REVIEW

PROGRAM: | Office of Institutional Effectiveness

Academic Year: | 2013–14 | FULL PROGRAM REVIEW | Date Submitted: | 10/02/13

Academic Year: | 2014–15 | ANNUAL UPDATE #1 | Date Submitted: | 10/06/14

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Members:

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1. Mission and Vision

A. Service Area/Administrative Unit Mission

"The Office of Institutional Effectiveness fosters student learning and pursues institutional excellence by providing leadership and assistance in developing and overseeing the institutional processes for planning, assessment, and evaluation, using credible evidence to make informed decisions for continuous improvement to fulfill the College's mission and strategic priorities."

B. Service Area/Administrative Unit Vision *(Where would you like the Program to be three years from now?)*

"College planning does not rest in a series of documents, but rather in specific actions, directions and processes that foster student learning and pursue institutional excellence."

C. Describe how mission and vision align with and contribute to the College's Mission and Vision

The BCC Mission Statement specifically addresses the institutional research component of the OIE by stating its commitment to "Using institutional research to further develop courses, programs, and services."

In addition, the OIE mission statement speaks to fulfilling "...the College's mission and strategic priorities" by providing evidence for informed decision-making.

The OIE vision illustrates how "planning" should not be an end unto itself, but the pathway to advancing student learning and institutional excellence. Both mission and vision encourage a culture of continuous improvement.

DATE:	September 22, 2014
ANNUAL UPDATE #1:	The Office of Institutional Effectiveness continues to provide research, development and planning support to the entire College to track traditional and online courses, programs and pathways to assist student success.
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2. Service Area/Administrative Unit Description and Overview

Assume the reader does not know anything about the Service Area or Administrative Unit. Describe the unit, including—but not limited to—the following:

A. Organization, including staffing and structure
B. Who do you service (including demographics)?
C. What kind of services does your unit provide?
D. How do you provide them?

The Office of Institutional Effectiveness (OIE) presently consists of two positions: a Dean of Research, Development and Planning, and one support staff, currently pending development of appropriate job title and description. The dean position has been vacant three times over the past two-year period, and the essential responsibility for accreditation activities has been assumed by the Vice President of Academic Affairs. A candidate for the dean position has recently been selected

and is expected to begin in October, 2013.

The OIE provides information about the college by extracting and reporting data for compliance and comparative purposes to agencies and organizations such as the Chancellor's Office, USDE, IPEDS.

The OIE responds to data requests from the campus community regarding counts of students, employees, degrees, classes, applicants, retention and graduation, and many additional characteristics of the college and its environment. Requestors need this data for a variety of reasons, including specific reporting requirements, accreditation reports, program review, grant applications or reports, enrollment management, budgeting, planning, and policy development or revision.

The OIE conducts analyses, research, assessment and evaluation, and provides applicable reports and presentations to communicate the results.

In addition, the OIE provides leadership and support across the college for the assessment of learning outcomes.

DATE:	September 22, 2014
ANNUAL UPDATE #1:	The OIE shall continue its service to the College by providing data-based research support, assisting in program development, and long-range planning via existing reporting requirements and creating new research projects that address the College's changing needs and priorities.
DATE:	
ANNUAL UPDATE #2:	

3. Data

A. ASSESSMENT DATA

1) List all quantitative and/or qualitative measures that you have chosen to gauge the effectiveness of your unit.

> Unfortunately, assessment data has not been collected and analyzed. This can be attributed to a combination of: repeated turnover in the dean position, and three successive years of accreditation reporting requirements.

2) Summarize the results of these measures.

> Summary is not applicable.

B. PROGRESS ON SERVICE AREA/ADMINISTRATIVE UNIT OUTCOMES (SAO/AUO)

1) Summarize the progress your unit has made on SAO/AUO measures you have applied since your last program review.

> The Office of Institutional Effectiveness has developed the following administrative unit outcome **(AUO)** statements:
>
> 1. Organize key processes to meet our pledge of quality assurance to our community.

2. Provide information to improve decision making at all areas of the college.

3. Facilitate thoughtful reflection and dialogue on student learning and institutional excellence and encourage on-going review and improvement.

4. Encourage and nurture a culture of inquiry that uses data and evidence to identify and cultivate new opportunities.

While direct measurement has not taken place, the OIE has significantly contributed to the organization of key college processes (#1), and contributed on varying levels to the college community by providing information, facilitating dialogue and reflection, and encouraging a culture of enquiry (#2, 3, 4).

The upcoming year promises to be considerably more productive in both 1) fulfilling the outcome statements, and 2) applying appropriate measures to assess outcome achievement. Two significant differences are anticipated: a new dean will address the areas that have been neglected, and it is expected that current accreditation reporting requirements will be fulfilled.

2) Describe any improvements made by your unit as a result of the outcomes assessment process. What did you learn from your evaluation of these measures, and what improvements have you implemented, or do you plan* to implement, as a result of your analysis of these measures? *(*List any resources required for planned implementation in #10: Resources.)*

DATE:	September 22, 2014
ANNUAL UPDATE #1:	With the arrival of the new Dean in October 2013, the assessment of the effectiveness of OIE lies in three areas: 1. Number of production reports and publications 2. Incidents of missed deadlines 3. Turnaround time for data requests Currently, there are FIVE reports on a regular production schedule: • Evaluation of Strategic Planning Process (Annual/Spring) • Fact Book (Annual/Fall) • BCC Fact Sheet (Semi-Annual/Spring-Fall) • Instruction Program Review Data (Annual/Summer) • Institution Set Standards (Annual/Fall) There has been ZERO incidents of missed deadlines. Data request turnaround time is set at a standard of 72 HOURS – this excludes major production reports and projects.
DATE:	
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4. Policies & Processes

A. What recent changes in policies, procedures and processes have impacted or will impact your Service Area or Administrative Unit? *(BCC BP/AP; Federal, State & local regulations; departmental guidelines)*

Not applicable at this time.

B. Describe the effect the changes or updates in policies and processes in 4.A have had on the unit.

> Not applicable at this time.

C. In addition to (or in response to) those listed in 4.A, what in-house policies, procedures, and processes need to be updated, created, or deleted?

> Several new processes will need to be created and several existing process will need to be updated to implement expected departmental productivity. Arrival of a new dean will facilitate both identification of the exact processes, and the resulting implementation.

DATE:	September 22, 2014
ANNUAL UPDATE #1:	It has been mandated that policies and processes should be the results of data-based research. The Office of Institutional Effectiveness has made it a priority and improved on its data and statistical analysis capacity. Any data reported are accompanied by detailed descriptions of principles and methodologies. Reports and publications are now placed in a regular production schedule (such as annual, bi-annual, etc) to ensure frequent and up-to-date information is disseminated.
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5. Internal Factors *(see Handbook for worksheet)*

A. Strengths

- Consistency of support staff: current staff member has been acting in this capacity for three years, resulting in continuity of institutional knowledge.

- Also during this time period the college has made significant progress in constructing the foundation for emerging institutional effectiveness processes. The OIE, through its participation in this college-wide progression, has gained valuable understanding regarding the needs of the college.

- The OIE has provided institutional support for accreditation reporting requirements, beginning with the preparation for the 2012 self-study process. The support has continued throughout the production of the 2012 Self-Evaluation report, the preparation and production of the 2013 Follow-Up Report, and the preparation for production of the 2014 Follow-Up Report.

- The OIE has demonstrated considerable flexibility in its ability to respond to a variety of shifting college needs, both ad hoc and continuing. While this can at times diminish productivity on specific projects, providing for those needs has emerged as a departmental strength.

B. Weaknesses

- Repeated turnover in the Dean of Research, Development, and Planning position has resulted in several lengthy vacancies and service interruptions.

- The department description and position within the organization lacks solidity, which at times

negatively impacts its credibility and productivity.

- Stakeholders are not aware of potential services available within the department, which is understandable due to the inconsistency with which they are available.

- Department goals and objectives, both implicit and explicit, are not stable. This undermines productivity levels as directives fade and lose clarity.

- Budget development for OIE does not receive appropriate attention when the dean position is vacant. This, combined with declining state revenues, results in a steadily decreasing budget to cover steadily increasing needs.

DATE: September 22, 2014

ANNUAL UPDATE #1: The new Dean started in October 2013 and has strengthened the research and data analysis capabilities and as a result remedied most of the stated weaknesses. Specifically in the following areas:

1. Research Studies

- **Study Design** - Surveys custom designed to elicit information, address issues, and answer specific questions. Discussion will be focused on translating open ended questions into quantitative responses that can be easily analyzed.
- **Implementation Strategies** – Would this be an experiment or observational study? Would we be conducting interviews, emailing surveys, or distributing forms? Would we target entire populations, an appropriate sample, or small focus groups? These questions will be answered here.
- **Statistical Analysis** – This would include data cleaning, integrity checks, and using the right methodologies to convert data into meaningful information.
- **Drawing Conclusions** – Inferences will be drawn from data analysis to obtain suitable conclusions, where appropriate next steps will be discussed.

2. MIS Data Reporting and Statistical Analysis

- **Data Reporting** - Up-to-date data as collected and published by California Community College Chancellor's Office are archived and readily available for use to analyze on many different metrics, including student headcount, enrollment, degree awards and other outcomes, as well as courses and faculty.
- **Data Integrity Check** – Monitoring reports will be developed and run on a regular production schedule to insure data submitted to CCCCO are complete, consistent, and correct.

3. Multi-System Interface

- **External Data Sources** – Identify and obtain access to external databases from different systems (such as SARS), government agencies (such as Census Bureau and County departments), national clearinghouses (such as Transfers to UC/CSU and wage tracker), affiliated school districts and other relevant sources that would enable the development of "complete student profiles" of their experiences before, during and after their stay at Barstow Community College.
- **Interface to other Data Systems** – Extract, transfer and merge external databases to MIS and other College data to build student profiles and track more complete pathways of student success.

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6. External Factors *(see Handbook for worksheet)*

A. Opportunities

- A new Dean of Research, Development & Planning will be in place in October, 2013. Permanently filling this vacancy will begin the process of strengthening the position of the Office of Institutional Effectiveness within the college.

- Industry trends are reflecting the increase in demand for research and other institutional effectiveness functions in higher education as ACCJC (and other accrediting bodies) are requiring institutions to embrace the concepts of integrated planning and data driven decision-making.

- Opportunities for increasing the value of operations in the OIE include:

    o The Data and Decisions Academy, hosted by the Association for Institutional Research (AIR). This online professional development opportunity includes seven courses, such as: "Foundational Statistics for Decision Support" and "Student Success Through the Lens of Data."

    o Humboldt State University is introducing a new (spring, 2014) online program culminating with a graduate certificate in institutional research.

    o Other professional organizations and networking groups offer literature, webinars, and list-serve discussions regarding current issues in institutional effectiveness.

B. Threats

- State budget climate is ALWAYS a potential threat, especially to a department that has been operating behind the scenes; budget development tends to reduce rather than augment the less visible areas of the institution.

- The repeated vacancy of the dean position has left the department without strong and consistent direction and without means of clearly representing departmental needs and circumstances to decision-making bodies.

- Accreditation reporting requirements have recurred for three consecutive years. While the ultimate responsibility of the Accreditation Liaison Officer (ALO) designation has been transferred to the Vice President of Academic Affairs, continued support for accreditation activities is provided by the OIE. It is anticipated that the 2014 Follow-Up Report will resolve immediate deficiencies requiring special reports to the commission; however, the regularly scheduled Mid-Term report will be due in 2015, resulting in the fourth consecutive year of reporting.

DATE:	September 22, 2014
ANNUAL UPDATE #1:	Opportunities now arise in the form of more data sources are now available and can be connected with student data to build more elaborate and in-depth analysis of students' experience. One proposed project entails matching students' assessment test scores to their course performance and use it as a predictor of

	student success. Another proposal involves using additional data sources for placement in hopes of more accurate results.
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7. Continuing Education/Professional Development

A. What continuing education and/or professional development activities have program/unit members participated in during the current cycle?

> On-site professional development activities include training sessions for CampusEAI myBarstow Portal, and TracDat implementation training.

B. What are the continuing education and/or professional development plans for the upcoming cycle?

> While many opportunities exist for professional development in the field of institutional effectiveness, other departmental weaknesses (referred to earlier), along with continuing budget concerns, have precluded staff from taking advantage of those opportunities.
>
> It is anticipated that having a dean in position will increase the ability of OIE staff to strengthen professional knowledge and increase applicable skillsets. (See 6.A.: Opportunities for additional details.)

DATE:	September 22, 2014
ANNUAL UPDATE #1:	Office of Institutional Effectiveness has been regularly involved and networked with other Community Colleges and participated in RP Research Group activities. The RP Group has been an invaluable resource in answering questions and mentoring with their Summer Institute program.
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8. Prior Goals/Objectives

Briefly summarize the progress your program/unit has made in meeting the goals and objectives identified in the most recent Program Review or Annual Update. *(Include measurements of progress or assessment methods.)*

> Departmental goals have not previously been codified within a Program Review. However, informal goals and objectives that have been addressed include:
>
> - Creation of web presence for presentation of:
>   - 2011–12 Accreditation activities
>   - Research and Planning resources
>   - Outcomes Assessment results
> - Production and web presentation of:

- o BCC Fact Book
- o Campus based research component of the BCC Equity Report
- Survey administration and web presentation of results and analysis:
  - o Community College Survey of Student Engagement (CCSSE
  - o Noel-Levitz Student Satisfaction Inventory
  - o Noel-Levitz Institutional Priorities Survey
- Preparation and production of:
  - o 2012 Institutional Self-Evaluation (and accompanying evidence)
  - o 2013 Accreditation Follow-Up Report (and accompanying evidence)
- Identification of appropriate SLO tracking software for purchase recommendation
  - o TracDat implementation

DATE:	September 22, 2014
ANNUAL UPDATE #1:	Since the new Dean arrived in October 2013, the Office of Institutional Effectiveness has completed the following reports: • 2014 Evaluation of Strategic Planning Process • 2014 Update of Strategic Priorities • Research Plan • 2012-13 Fact Book • Spring 2014 BCC Fact Sheet • Instructional Program Review Data • Institution Set Standards The following reports and projects have been planned or proposed for the 2014-15 academic year: • Data Integrity Monitoring Report • Student Success Metrics Audit • 2013-14 Fact Book • Fall 2014 & Spring 2015 BCC Fact Sheets • 2015 Evaluation of Strategic Planning Process • 2015-19 BCC Strategic Priorities • The BCC Annual Report • The BCC Student Success Profile This would be in addition to providing continuous data and analysis support to the College.
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9. Goals/Objectives/Actions (ACTION PLAN)

A. **GOALS:** Formulate Goals to maintain or enhance unit strengths, or to address identified weaknesses.

B. **ALIGNMENT:** Indicate how each Goal is aligned with the College's Strategic Priorities.

C. **OBJECTIVES:** Define Objectives for reaching each Goal.

D. **ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE:** Create a coherent set of specific steps (Actions/Tasks) that must be taken to achieve each Objective.

E. **OUTCOMES:** State intended Outcomes and list appropriate measures and assessment methods for each Outcome.

F. **ADDITIONAL INFORMATION:** This provides space for the additional communication of information necessary to further "close the loop" on the goal or action plan, as it relates to Institutional Planning. This may include references to other institutional documents, such as governing or compliance documents (i.e. Board Policy, Administrative Procedures, Title V), institutional planning documents (i.e. Strategic Plan, Educational Master Plan, Facilities Plan, Technology Plan), or Board, Presidential, Supervisory or Departmental recommendations or goals, etc. *(See Handbook for additional examples.)*

Complete the following table with your Program's **ACTION PLAN**, which must include a **minimum of 3 goals**:

ACTION PLAN				
GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES (click link for list of Strategic Priorities)	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#1 Create "strategic plan" to clearly articulate OIE mission, goals, objectives, and assessment measures	*List all that apply:* **Strategic Priority #6:** **Strengthen College planning and informed decision making.**	#1 Mission	Revisit OIE mission to assure currency and applicability	Define desired outcomes and create outcome statements and appropriate assessment measures; evaluate status and achievement; incorporate findings into OIE work strategy.
		#2 Goals	Define OIE goals in collaboration with administrative leadership	
		#3 Objectives	Determine applicable objectives to achieve OIE goals;	
Additional Information:	The "plan" should also **clearly define the scope** of expected departmental projects and services and become the foundation for OIE direction and resulting activities. This definition will support the OIE in responding to requests and demands which fall under its scope.			
DATE: SEPTEMBER 22, 2014	ANNUAL UPDATE #1:	OIE Missions, Goals and Objectives have been reviewed. In addition to planned publications and production projects, OIE will provide ongoing and comprehensive data support to the College as well as continue to acquire new information to be added to student data to build comprehensive student profiles to better understand and predict student success and challenges.		
DATE:	ANNUAL UPDATE #2:			
#2 Provide the college with appropriate *analytical* reports for converting statistical data into understandable, actionable, information.	*List all that apply:* **Strategic Priority #6:** **Strengthen College planning and informed decision making.**	#1 Establish work plan of analytical reports for development each academic year	Determine appropriate reports; create timeline for development; construct standardized templates to facilitate report production	Define desired outcomes and create outcome statements and appropriate assessment measures; evaluate status and achievement; incorporate findings into OIE work strategy.
		#2 Develop key performance indicators to measure effectiveness compared to	Determine applicable peer institutions and national and/or state standards for comparison; decide appropriate methodologies for	

	ACTION PLAN				
	GOAL	**ALIGNMENT WITH** **BCC STRATEGIC PRIORITIES** (click link for list of Strategic Priorities)	**OBJECTIVE**	**ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE**	**OUTCOMES, MEASURES, and ASSESSMENT**
			peers/national standards	measurement; identify best and most appropriate data source(s) for each indicator	
			#3 Communicate findings of analytical reports to key decision-makers and campus community	Determine appropriate "audience(s)" for each report; request agenda item for various committees, as applicable, for presentation of findings; distribute reports and presentations via email and on web.	
	Additional Information:	While the reporting of data and statistics through spreadsheets, graphs, and/or PowerPoint presentations is a vital component of institutional research, key decision-makers and college constituencies also require reports which include in-depth statistical analyses.			
	DATE: September 22, 2014	ANNUAL UPDATE #1:	The new Dean started in October 2013 and immediately acquired SAS data management and analysis software to complement the new Dean's 25 years of data management and analysis experience to fully dissect and mine useful information and report it to the College community. A Research Plan is on file with the President's Office. OIE Reports include sections on background, principles and methodology to ensure that the analyses are sound and in line with other Community Colleges.		
	DATE:	ANNUAL UPDATE #2:			
#3	Provide ~~high~~ exceptional level of service in responding to various institutional data requirements	*List all that apply:* **Strategic Priority #6:** **Strengthen College planning and informed decision making.**	#1 Develop OIE yearly activity calendar	Determine steps and timeline to produce annual updates to: Fact Book, Equity Report, Institutional Effectiveness Report, etc.; determine steps and timeline for internal analytical reports; determine external data reporting requirements and applicable dates.	Define desired outcomes and create outcome statements and appropriate assessment measures; evaluate status and achievement; incorporate findings into OIE work strategy.

	GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES (click link for list of Strategic Priorities)	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
ACTION PLAN					
			#2 Develop tracking system for ad hoc data requests	Determine elements required for operable system; define appropriate parameters for various elements, such as response time, priority level assignment, methodology/ request type, etc.; decide optimal format for operating the system and implement accordingly; create standardized request form for stakeholder use and communicate appropriate instructions and descriptions to college community.	
			#3 Assist campus departments in the development of assessment plans	Provide institutional and unit-level data to support assessment; organize systematic professional development to address: a) introduction to electronic assessment tracking system (TracDat); b) writing program/unit outcomes; c) determining viable direct and indirect assessment measures; d) developing rubrics for assessment; e) making improvements based on assessment (closing the loop)	
	Additional Information:	The OIE strives to provide both accurate and timely responses to varying requests and college requirements.			

ACTION PLAN				
GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES (click link for list of Strategic Priorities)	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
		Implementation of the goals and objectives listed in this section will provide a framework for fulfilling the increasing expectations of the department.		
DATE: September 22, 2014	ANNUAL UPDATE #1:	The new Dean started in October 2013 and immediately made it a priority to complete all projects, reports and requests for information in a timely manner. Deadlines are always met, and data request turnaround is usually within 72 hours, and as quick as 2 hours. A data request and tracking system will be implemented within the 2014-15 academic year. Instructional Program Review data was published and distributed at Faculty In-Service. A Research Plan with proposed projects and timeline was submitted to the President's Office in June 2014.		
DATE:	ANNUAL UPDATE #2:			

10. Resources Required

List all significant resources needed to achieve the objectives shown in the table above, including personnel, training, technology, information, equipment, supplies, and space. Every request for additional resources must support at least one objective.

Also list any resources required to implement planned improvements noted in 3.C.

IMPORTANT: A BUDGET ALLOCATION PROPOSAL must be completed and submitted for EACH new resource requested. *(Click the link to access the form.)*

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source

ANNUAL UPDATE #1:   DATE:

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source
2	1	SAS Version 9.3	$750	No	Research software

ANNUAL UPDATE #2:   DATE:

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source