Collegewide Service Areas - Comprehensive Program Review

Division: Instruction

Area/Department: Office of Institutional Research, Planning and Accreditation

1. Summary of Area

Provide a brief, but thorough summary of your area. Include descriptions such as what your area does on a daily basis, who it serves, how it provides services, how it supports the college, any challenges it faces, and any other information that is important for RAPP members to know about your unique area.

The Institutional Research, Planning and Accreditation Office provides leadership for integrating research and planning into college activities including equity planning, strategic planning, enrollment management, program review, curriculum development, class offerings, resource allocations and accreditation. Some of our collaborations including the following college operations:

- *Deliver institutional and faculty-level data to foster conversations about student equity gaps, focusing on historically underrepresented groups such as students of color, low-income students, first-generation students, and foster youth;*
- *Coordinate program review and provide data to inform continuous improvement of programs and services;*
- *Assess outcomes to improve the student journey;*
- *Facilitate the Accreditation and Educational Master Plan strategic planning processes through collaborative engagement in the planning process;*
- *Provide access to data and ensuring access is readily available, and data is digestible and understandable;*
- *Facilitate a culture of inquiry by holding data training sessions and serving as consultants and thought partners;*
- *Prepare mandatory federal, state and local reports; and*
- *Support grant acquisition and reporting.*

We support the whole college in their data needs including senior staff, deans, managers, faculty and staff in all areas, instruction, student services and administrative services, and at times, student requests. We provide data and reports through self-service online data tools/dashboards, automated, routine and ad hoc reports.

With a culture of inquiry and growing need for evidence to help make informed decisions, our challenge of late is the maintenance of our custom data sets. When the district changed its student information system to Banner, there were programmer(s) hired on a project-base to create customized data sets and periodically maintain them. Since then, there are programming codes that break and data fields that need to be validated before our Office can analyze and report out. Currently, there is a TEA to fill this void, and a longer-term solution is in the works as the district's IRP is in the process of hiring a full-time and permanent data analyst/programmer. Currently, the college funds half of the position, with Foothill funding the other half, we want to ensure the funding of this position remains a priority. No other resources are needed at this time, but data maintenance is an area of challenge for our Office.

Student Services – data is not integrated into Banner system; no one common data set/metric that is used to assess multiple student service units like how it is in instructions (e.g., course success) making it difficult to surface and raise awareness about a unit's mission and progress including DegreeWorks, SARS, or Clockworks.

Further, eLumen was to be integrated into the platform, but it has fallen short, and IR has delivered the function of program review data reporting and managing the template through Precision Campus. There is discussion of Student Learning Outcomes moving into Precision Campus as well, which would then also be managed by the IR Office.

2. Mission

Collegewide Service Areas are multi-functional areas that address many of the out-of-classroom needs of students, faculty, staff and visitors on campus. Collegewide Service Areas must follow business practices and principles in their service design and must operate enterprises that provide goods and services on campus.

Collegewide Service Areas must adhere to ethical, effective, efficient, and sustainable business practices in the provision of relevant, quality, services that support and enhance the campus environment for students, faculty, staff, and visitors, and provide opportunities for student development.

The area's mission must be consistent with the mission of their division as well as the college and applicable professional standards. The Collegewide Service Area's mission must be appropriate for the college's students, stakeholders and constituents in which the area serves.

   a. What is your area's mission statement?
   b. How does your area's mission statement relate to the mission, vision, and values of the college? (https://www.deanza.edu/about-us/mission-andvalues.html)

The Office of Institutional Research, Planning and Accreditation strives to create a culture of data democracy where the college community may access and confidently use data to inform decision making. The Office provides data at all levels and professional development to support a culture of inquiry and reflection to advance continuous improvement of student learning, to narrow long-standing student equity gaps, and to empower users to engage with data to inform their everyday practices. The Office strives to build relationships that bridge data and action.

The mission of the Office of Institutional Research, Planning and Accreditation relates to the mission vision and values of the college in that our mission is to provide access to data and through evidence gathering and evaluation, empower college units/program to make informed decisions to improve, innovate and reduce long-standing equity gaps.

3. Goals

Collegewide Service Area should be guided by a set of written goals and objectives that are directly related to its stated mission. The goals should be aligned with institutional priorities and expectations of the Collegewide Service Area. The area should regularly develop, review, evaluate, and revise its goals and communicate progress towards meeting its goals to appropriate constituents.

a. Enter 2-3 goals for your area to be achieved by spring 2027. These can be aspirational goals that your area will work towards achieving over the next four years with the resources available to improve the services provided to the campus and community. Include a description of the goal, responsible persons, and collaboration that is required to achieve the goal. Each annual reflection will ask your area to report on progress in meeting its goals. Each goal should be aligned to your division's mission and the college mission. All resource requests should be aligned with your area's mission and goals.

Goal title	Goal description	Responsible parties	Collaboration with	What evidence will be used to monitor progress?	How will you assess achievement of the goal?
Create an IRP toolkit	Develop an IRP toolkit to guide faculty and staff in promising practices or professional development	Mallory + Lisa	Academic Senate, Office of Professional Development	Evidence on promising practices in teaching and learning, particularly for students of color and disproportionately impacted student groups.	The completion of the toolkit will be one measure while monitoring the use of the toolkit will be another measure.
Develop faculty and staff partnerships.	Create a process to develop ongoing partnerships with faculty and staff leaders to inform research studies, empower users to access and use data, and improve the overall use of data to inform institutional effectiveness.	Mallory + Lisa	Academic Senate, Classified Senate, Affinity Groups, College Planning Committee	The establishment of a process to create a data democracy structure with clear partnerships with shared governance groups.	The establishment of a process.
Reporting outcomes by Village	Collaboratively develop a culture of assessment through the Village model including	Mallory + Lisa, Guided Pathways Team, Academic Senate	Academic Senate, Guided Pathways, RAPP	Outcomes reporting is done through the Villages rather than divisions.	The establishment of a process for monitoring outcomes by Village.

	program review, success and awards reporting.				

4. Culture of Assessment

Collegewide Service Areas must develop Administrative Unit Outcomes (AUOs) aligned to their mission to evaluate the ways in which the area has identified a need specific to the population they serve and ways to improve or create a process to address that need. As part of the AUO process, areas are required to monitor progress of the AUO and how it helps them achieve its mission and goals in an ongoing cycle of assessment.

   a. List your areas AUO's.

- *Users will understand how to use, interpret and be confident in the use of Precision Campus to access data.*
- *Users will understand how to access and interpret enrollment data.*
- *Users will understand how to access and interpret disaggregated data on college, program, and individual equity gaps.*

   b. Summarize the dialogue that has resulted from AUO assessment.

As this is the first time the IR office has engaged in program review, we just developed the AUOs listed above. We chose these two AUOs to focus on because through dialogue and strategic planning for our area, we identified new things we would like to focus on that could support our newly developed mission. We want to ensure people are able to access, use and be confident in the interpretation of the data within Precision Campus, a self-service online data tool housed within MyPortal. We also identified a need to focus more on equity and how to narrow equity gaps. Thus, we wrote the two AUOs to support these areas of growth.

   c. What specific strategies has your area implemented, or plan to implement, based on the results of the AUO assessment conducted?

We have not assessed them yet, but plan to do so this year.

   d. How do these strategies align with the areas' mission and goals?

We have not assessed them yet, but plan to do so this year.

5. Staffing Needs

Collegewide Service Areas must have fiscal, human, professional development, and technological resources to develop and implement assessment plans and meet its mission and goals.

Provide a brief overview of your area's staffing needs. Personnel requests are to be submitted on a separate form.

   a. What is the staffing need(s) to ensure the area is able to meet its mission in serving the college?

The research office is staffed by two full-time employees, a supervisor and a senior research analyst. We provide services to the entire campus, and based on the student size (~25,000 per year) and employees (~950 per year), we are considered understaffed for a college of our size. However, we have been able to automate many of our data practices which enables us to focus our time on training and collaboration across the campus. However, there are required processes that we lead including accreditation and strategic planning that cannot be automated and take a great deal of time. One area that we would like to grow is in the writing and development of external grants. However, in order to be able to apply to the many grant opportunities available we would like to hire a grant developer/writer who can also serve as the grant evaluator. Grant funds will bring in greater revenue for the college and likely offset the cost of the classified position.

b. What strategies does your area have in place to ensure it is meeting its mission and goals when faced with the current staffing ratios?

We are a very nimble and flexible office and meet the every-changing needs of the college. By continuing to automate processes, we free up time to engage in deeper dialogue and exploration.

c. What strategies does your program have in place to ensure all staff have access to professional development opportunities and technological resources appropriate to their job?

Each of the staff attend conferences and additional training as needed. The District research office provides $4,500 per year for professional development and instructional equipment upgrades. We feel this is sufficient to meet our professional development needs.

6. Any Additional Information

Use this space to provide any additional information about your area/department that you feel is important to include in a program review that has not been discussed above.