# Non-Instructional Program Review Template

## What is a Non-Instructional Program?

Non-instructional programs represent all Administrative and Business Services, Student Services, and non-instructional Academic Affairs areas at BCC.

## Service Area/Administrative Unit Name

Service Area/Administrative Unit Name:  Office of Institutional Research

Academic Year:  2022-2023

Name(s) of Submitter(s):  Lisa Holmes

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## I.    Area Description

The purpose of this section is to provide the reader and/or reviewer with a brief snapshot of the area. This section should be kept short, a few paragraphs at the most, and address the following:

### What is the area mission?

The Office of Institutional Research provides timely, relevant, and accurate information to the college community for the purpose of making data-informed decisions, facilitating continuous improvement and fulfilling the College's mission of ensuring equitable student success.

### What is the area vision?

The Office of Institutional Research will be the central hub for orgainizing and disseminating information essential to evaluating student success and institutional effectiveness.

### Please provide a short area description:

The Office of Institutional Research provides information and services to the college community and public regarding institutional effectiveness, student success outcomes, and statewide initiatives and is responsible for various state, national and accreditation reporting requirements. The Office consists of the Director of Research, Development & Planning, the Research Analyst and the Institutional Planning & Research Specialist.

### How does your area align to and/or support one or more of the following BCC Strategic Priorities?

The Office of Institutional Research aligns with and supports Strategic Priority #4, "Achieve Sustainable Excellence in all Operations", specifically, Strategic Intention 4.3 which calls to "Enhance and further an evidence-based framework that supports institutional planning and decision-making processes." It is partially through the efforts of the office that data and analysis are provided to further this intention. Through evaluation we also support Strategic Priority #1, Innovate to Achieve Equitable Student Success.

- Innovate to Achievable Equitable Student Success
- Ignite a Culture of Learning and Innovation
- Build Community
- Achieve Sustainable Excellence in all Operations

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# Non-Instructional Program Review Template

## II.    Area Effectiveness

The purpose of this section is to evaluate the area holistically by reviewing and analyzing data within the context of serving the area's internal and external customers, helping students reach their goals, and furthering the mission of BCC.

For each item below, review the data provided. As you examine the data, be on the lookout for trends and outliers.

Provide a short analysis (2-3 sentences) for each item. If data are not available (i.e., student satisfaction surveys), please indicate that on the form.

### Area Data and Analysis

*Demographics of internal and external customers – who do you serve?*
The office directly serves the various departments and their employees of the college. It is through collaboration with these areas that we indirectly serve the students and public. The office also acts as a resource to external customers including graduate school students, as well as public and private agencies.

*Area Organization – state any changes in past few years*
Since the previous full program review was completed in 2016-17, the office has added the position of Research Analyst. For the past several months, the Research Analyst position has been vacant. The permanent hire for the Research Analyst position was approved at the October 2022 Board meeting. The Institutional Planning & Research Specialist position is temporarily filled by an Out-of-Class classified professional. The job description is currently being negotiated with revisions that better align with the actual duties of the position and needs of the department. When approved, the position will be advertised.

*Staff Professional Development*
The staff have consistently participated in the annual Research & Planning (RP) Group's spring conference and the fall Strengthening Student Success Conference. Pre-pandemic travel consisted of a range of conferences and workshops including Budget, Adult Basic Education, Guided Pathways, CISOA/3CBG, Enrollment Management, RP Group's Summer Institute, Evisions and CTEOS. Some of these events were able to convert to an online format during the pandemic which did save money. Since the pandemic, the office budget for travel and registration fees decreased from $10,450 to $4,400 so participation is limited as conferences resume to an in-person format. This year the Director and Analyst participated in the spring conference but chose to opt out of the fall conference because of funds; both were in person. Moving forward and as staff members are hired, professional development will be decided upon with a focus on individual needs and skill building. Additional resources will be requested to bring the department budget back to pre-pandemic levels.

| Service Area Outcomes (SAOs) or Administrative Unit Outcomes (AUOs) | Assessment Results – Summary of Data | Use of Results |
|---|---|---|
| 1. The college community has the knowledge and tools necessary to make | | |

| | | |
|---|---|---|
| timely, data-informed decisions. | | |
| 2. The college community can evaluate, with confidence, their program and/or department for effectiveness. | | |
| 3. Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
| 4. Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
| 5. Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |

## Area Effectiveness Data and Analysis

### *Satisfaction Surveys*
Not available

### *Audits, project tracking, etc.*
The IR office currently publishes nine Tableau dashboards targeted at specific projects, processes or initiatives including Program Review, Enrollments/FTES, Vision for Success Goals, and Ft. Irwin. Additional dashboards have been requested but are not yet built. Training on dashboards have occurred around some of the dashboards, but not all. Additionally, links to six dashboards published by outside entities are linked on the IR webpage.

Research requests are tracked in HappyFox. Currently, turn around time is just under 3 days, on average.

### *Student Equity Data*
Specifically discuss any equity gaps that have surfaced in the data. What innovative plans or projects will help to close these gaps?
The IR office will help bring equity gaps to light through the disaggregation of data and running disproportionate impact analysis where possible, including informing DI populations for the Student Equity and Acheivement plan. This information will help all areas of the college focus plans towards closing those gaps.

### *Institution-set Standards*
If applicable, reflect on how the department/unit assists the college in reaching the institution-set standards and stretch goals. What innovative plans or projects will help to address any deficiencies.
Not applicable

# Non-Instructional Program Review Template

## Policies and Process Response

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; guidelines).

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

Several new and revised initiatives and processes are impacting the IR Office including but not limited to Student Equity and Achievement (SEA), and Guided Pathways. All of these new initiatives require additional data, analysis, presentations and participation.

What in-house policies, procedures, and processes need to be updated, created, or deleted?

The IR office is utilizing HappyFox for tracking requests. We need to be more strict about making sure employees requesting assistance use it. This will ensure proper tracking, help prioritize and synthesize requests, calendar reoccurring projects, and increase overall efficiency and effectiveness.

## Guided Pathways and Response

*Name of the Guided Pathway that your program is a part of*

*N/A*

*List the other programs that are part of your Guided Pathway*

*N/A*

*Provide a summary of how your program collaborates with other programs in your Guided Pathway*

Examples of collaboration: meetings, projects, etc.

N/A

## Collaboration with Other Areas Response

What areas and/or administrative units are integral to the work of your area and why?

Please provide examples of collaborating with other areas on projects, process improvement, etc.

IR works most closely with IT and Enrollment Management and Services (EMS). IT provides assistance with accessing data and EMS helps with explaining the data and data entry processes. IR, IT and EMS are the three areas that make up the core Data Governance Group (DGG). DGG focuses on data integrity, MIS submission, data validation and improving data entry processes.

What other areas have you worked with?

Please provide examples of collaborating with other areas on projects, process improvement, etc.

IR collaborates with many different areas through committee work. The Director and staff all play a role on several committees. The Director is co-chair of Institutional Effectiveness (IEC) along with the VP of Academic Affairs. Program Review (PRSC) is a subcommittee of IEC so there is a heavy presence within that committee. The IR department also participates in the Outcomes Assessment Committee (OAC) because of the IEC and PRSC work but also because the IR staff help with outcomes assessment in eLumen. IR staff receive research requests for data specific to departments or services and review the data with them to inform areas of strengths and weakness. The IR office works with all participatory governance committees through the creation, distribution and analysis of the committee effectiveness surveys.
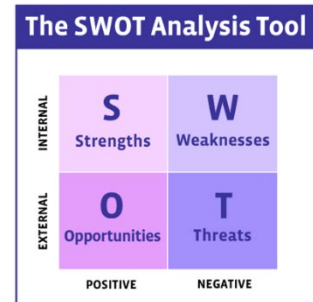
# Non-Instructional Program Review Template

We need to work with all departments and committees to develop an institution-wide data plan. What metrics are being tracked? What methodology? What data elements? What targets are they aiming for? Are there commonalities? The goal would be available, accurate and timely data and fewer last minute, ad-hoc requests.

## SWOT Analysis

Conducting a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) is another tool that can help areas evaluate themselves. The SWOT Analysis not only looks internally, but externally as well. The SWOT Analysis provides a way for areas to highlight their accomplishments and also identify possible gaps or issues that need to be addressed.

| | Positive/ Helpful | Negative/ Harmful |
|---|---|---|
| Internal | STRENGTHS<br>Department staff take pride in providing accurate data and advocate for data integrity through participation in data governance efforts.<br><br>Department staff has access to and working relationships with several experts in the field of Institutional Research and other areas of the CCC system.<br><br>Director is well-versed in such topics as FTES, Student-Centered Funding Formula, Enrollment Management, etc. | WEAKNESSES<br>Department staff need additional training in various technologies and software including database queries, SQL and report writing software.<br><br>The department is not currently fully staffed but will be soon. Job specific and CCC system training will be needed for both staff members. |
| External | OPPORTUNITIES<br>The RP Group offers a very comprehensive Summer Institute for both newcomers to the field and seasoned professionals. Sending both new staff members to the next institute would be beneficial to the employees and the department. | THREATS<br>Additional reporting requirements and state initiatives all with similar but varying metrics and methodologies puts a strain on the office to keep apprised of those nuances, explain to others those nuances and create any sort of meaningful dashboards. |

## III.     Area Goals

The purpose of this section is to use data to develop goals and objectives for the next three years.

Reflect on the responses to all the previous questions and the SWOT analysis in Section Two. As you develop goals and objectives,

- Formulate **three to five Area Goals** to maintain or enhance program strengths, or to address identified weaknesses.
  - Some areas may only have three goals while others may have four or five—that is okay.
  - Cite evidence from assessment data and/or other area effectiveness data.
- Indicate how each Goal is **Aligned** with the College's Strategic Priorities.
- Identify explicit **Objectives** for reaching each goal.
- Identify specific **Actions, Tasks** to meet the objectives.
- Develop **Outcome** statements and appropriate measures for each objective.

### GOAL #1
Provide timely, relevant, and accurate information to the college community

*Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)*
Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Choose an item.

Choose an item.

*Objective 1*
Calendar all recurring projects including goal setting, reporting, and dashboard updating.

Actions, Tasks
Investigate software that can be used to track and schedule

Outcomes, Measures, Assessment
All recurring projects will be on a department-wide calendar with appropriate staff assigned, deadlines set, and visual progress tracking.

*Objective 2*
Synthesize different needs/requests to centralize/institutionalize data outputs

Actions, Tasks
Review past requests and collaborate with departments to determine and prioritize needs

Outcomes, Measures, Assessment
Fewer ad-hoc requests/multiple departments can utilize the same data source for information

# Non-Instructional Program Review Template

*Objective 3*
Click or tap here to enter text.

Actions, Tasks
Click or tap here to enter text.

Outcomes, Measures, Assessment
Click or tap here to enter text.

Resources Needed
There may be a need to purchase software after investigating options for tracking, calendaring, etc. Resource requests will be submitted in year two with the annual update if necessary.

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## GOAL #2
Enable the college community to collaboratively and independently make data-informed decisions, facilitate continuous improvement and ensure equitable student success

*Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)*
Strategic Priority 4: Achieve Sustainable Excellence in all Operations

Strategic Priority 1: Innovate to Achieve Equitable Student Success

Choose an item.

Choose an item.

*Objective 1*
Implement data-coaching workshop series

Actions, Tasks
1. Survey employees about needs
2. Plan targeted data coaching workshops

Outcomes, Measures, Assessment
Data coaching workshops will be held and well-attended

*Objective 2*
Create targeted data-dashboards for internal and external audiences

Actions, Tasks
1. Review past requests and collaborate with departments to determine and prioritize needs
2. Investigate software that can be used to share data publicly and internally that is effective and cost efficient

Outcomes, Measures, Assessment
The number of available data dashboards will increase. The number of dashboards will be determined based on need.

*Objective 3*

Click or tap here to enter text.

Actions, Tasks

Click or tap here to enter text.

Outcomes, Measures, Assessment

Click or tap here to enter text.

Resources Needed

Professional Development will be needed for two new employees to understand the various CCC initiatives, grasp the different data elements, and be able to pull that data, create dashboards and coach others. Professional development to include registration and travel for conferences, workshops, etc.

There may be a need to purchase additional Tableau licenses (or another data visualization software) after investigating needs and determining if what we already have is enough, specifically for sharing sensitive information with an internal audience. Resource requests will be submitted in year two with the annual update if necessary.

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GOAL #3

Click or tap here to enter text.

*Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)*

Choose an item.

Choose an item.

Choose an item.

Choose an item.

*Objective 1*

Click or tap here to enter text.

Actions, Tasks

Click or tap here to enter text.

Outcomes, Measures, Assessment

Click or tap here to enter text.

*Objective 2*

Click or tap here to enter text.

Actions, Tasks

Click or tap here to enter text.

Outcomes, Measures, Assessment

Click or tap here to enter text.

*Objective 3*
Click or tap here to enter text.

Actions, Tasks
Click or tap here to enter text.

Outcomes, Measures, Assessment
Click or tap here to enter text.

Resources Needed
Click or tap here to enter text.

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GOAL #4
Click or tap here to enter text.

*Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)*
Choose an item.

Choose an item.

Choose an item.

Choose an item.

*Objective 1*
Click or tap here to enter text.

Actions, Tasks
Click or tap here to enter text.

Outcomes, Measures, Assessment
Click or tap here to enter text.

*Objective 2*
Click or tap here to enter text.

Actions, Tasks
Click or tap here to enter text.

Outcomes, Measures, Assessment
Click or tap here to enter text.

*Objective 3*
Click or tap here to enter text.

Actions, Tasks
Click or tap here to enter text.

Outcomes, Measures, Assessment
Click or tap here to enter text.

Resources Needed
Click or tap here to enter text.

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GOAL #5
Click or tap here to enter text.

*Alignment to BCC Strategic Priority (Select at least one but also choose all that apply – click Choose an item for the drop-down list to appear)*
Choose an item.

Choose an item.

Choose an item.

Choose an item.

*Objective 1*
Click or tap here to enter text.

Actions, Tasks
Click or tap here to enter text.

Outcomes, Measures, Assessment
Click or tap here to enter text.

*Objective 2*
Click or tap here to enter text.

Actions, Tasks
Click or tap here to enter text.

Outcomes, Measures, Assessment
Click or tap here to enter text.

*Objective 3*
Click or tap here to enter text.

Actions, Tasks
Click or tap here to enter text.

Outcomes, Measures, Assessment
Click or tap here to enter text.

Resources Needed
Click or tap here to enter text.

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IV.     Resource Requests: What does the area need to meet its goals and objectives?
What does your area need to meet its goals and objectives? Requests should be evidence-based and tied to goals and objectives stated above.

# Non-Instructional Program Review Template

Resources may be requested from the following categories:

- Personnel/Staffing
- Technology Resource
- Facilities Resource
- Other

For all resources listed below that require a Budget Allocation Proposal (BAP), departments/areas should submit their requests utilizing the Budget Allocation Proposal form and submit with their program review. The BAP form may also be updated and submitted in Years Two and Three if needed.

| Goal # | Objective # | Resource Required | Estimated Cost | BAP Required? Yes or No | In No, indicate funding source |
|--------|-------------|-------------------|----------------|-------------------------|--------------------------------|
| #2 | #1 and #2 | Registration and Travel – Brings the funding back to pre-pandemic levels | $6000 | Yes | Click or tap here to enter text. |
| Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
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# BUDGET ALLOCATION PROPOSAL

| | |
|---|---|
| Date:    11/9/2022 | Originator:    Lisa Holmes |
| Program or Department Name: | Institutional Research |
| Dean/Vice President/Supervisor: | Dr. Bagg, Superintendent-President |

| | |
|---|---|
| What are you requesting? *(Brief)* | Funds for Registration Fees and Travel |
| Amount Requested:    $6,000 | ☐ One-time Funding      ☒ Ongoing Funding |
| Funding Source (if known) : | |

## REQUEST TYPE:

| ☐ Personnel/Staffing | ☐ Technology Resource | ☐ Facilities Resource | ☒ OTHER |
|---|---|---|---|
| Complete *Personnel/Staffing* section below | Complete *Technology* section below | Complete *Facilities* section below | |

## PERSONNEL/STAFFING REQUEST

| | |
|---|---|
| Is the position request for: | ☐ Faculty      ☐ Classified      ☐ Management/Confidential |
| Is the position requested: | ☐ A new classification   (Attach *proposed* job description, or *detailed* list of proposed duties) |
| | ☐ An existing classification      *Official Job Title:* |
| Is the position requested: | ☐ Full Time    ☐ Part Time:      Months/Year      Hours/Week |

## TECHNOLOGY RESOURCE REQUEST

Indicate the category of the request:

☐ Hardware      ☐ Software      ☐ Printer/Copier    ☐ Network      ☐ Audio-Visual    ☐ License/Maintenance

Indicate the intended users:      ☐ Students      ☐ Faculty      ☐ Staff      ☐ Other

Is training required? ☐ No      ☐ Yes      Explain:

How will it be secured?    ☐ Alarm      ☐ Secure Room      ☐ Secure Cabinet   ☐ Cable/Lock      ☐ Password

Have you completed and attached the Technology Assessment Form?

## FACILITIES RESOURCE REQUEST

Indicate the intended users:      ☐ Students      ☐ Faculty      ☐ Staff      ☐ Other

Is maintenance required?    ☐ No      ☐ Yes      Explain:

1. Why is the request being made?

> With two new staff members, professional development opportunities will be very important to familiarize them with the CCC system, various initiatives and adding to/improving upon technical skills. The money will bring the department budget for conferences back to pre-pandemic levels.

2. a) Where in the Program Review/Annual Update is the request supported? Include the text from the Program Review AND cite the applicable section number(s).

> SWOT Analysis: Weaknesses-Department staff need additional training in various technologies and software including database queries, SQL and report writing software; The department is not currently fully staffed but will be soon. Job specific and CCC system training will be needed for both staff members. Threats-Additional reporting requirements and state initiatives all with similar but varying metrics and methodologies puts a strain on the office to keep apprised of those nuances, explain to others those nuances and create any sort of meaningful dashboards. Opportunities -The RP Group offers a very comprehensive Summer Institute for both newcomers to the field and seasoned professionals. Sending both new staff members to the next institute would be beneficial to the employees and the department. Goal 2: Enable the college community to collaboratively and independently make data-informed decisions, facilitate continuous improvement and ensure equitable student success; Resources Needed: Professional Development will be needed for two new employees to understand the various CCC initiatives, grasp the different data elements, and be able to pull that data, create dashboards and coach others. Professional development to include registration and travel for conferences, workshops, etc.

b) Explain how the request is supported with information gathered from the assessment of outcomes (Student Learning Outcomes, Program Level Outcomes, Service Area Outcomes, or Administrative Unit Outcomes).

> New AUOs have not yet been assessed however, in order to achieve the outcomes we've set forth, the staff will need the opportunity to participate in professional development activities. In order to create tools and train others how to use them we must first be trained. The staff need to know the Who, What, When, Where, How and Why of the data we are producing. Conferences, workshops and other forms of PD provide that knowledge and builds a network of professional connections that enables us to reach out for assistance.

c) How was this included in the Area Goals section of your Program Review? Please cite section/item number and include the text.

> Goal 2: Enable the college community to collaboratively and independently make data-informed decisions, facilitate continuous improvement and ensure equitable student success; Resources Needed: Professional Development will be needed for two new employees to understand the various CCC initiatives, grasp the different data elements, and be able to pull that data, create dashboards and coach others. Professional development to include registration and travel for conferences, workshops, etc.

3. If this item is approved, what departments or resources are needed, or would be affected, when implementing or developing it, on both a short-term and a long-term basis? Have they been notified?
   Example: Technology Assessment Form
   *(This question is not required for Personnel/Staffing requests.)*

> N/A

4. a) How will this resource improve student success or institutional services?

> Assists with the IR staff in achieving their outcomes of providing the college community with the knowledge and tools necessary to make timely, data-informed decisions, and training the college community so that they can confidently evaluate their program and/or department for effectiveness.

b) What data will you gather and analyze to demonstrate that your proposal is meeting this goal(s)?

> We will be gathering data on the number of tools we are able to add to the repository (dashboards) and the number of data-coaching workshops held along with participation. We will be adding a survey to measure satisfaction of services to each completed research request.

5) Describe how your request is aligned with as many of the college's strategic planning documents as applicable. (If the request does not align with a document, indicate N/A.)

Please be specific and provide detail, ensuring a clear correlation between content of referenced document and the request. Cite the section and page numbers where the correlation can be found.

*(Follow the links to access each document)*

1. Mission Statement

> The request links to the departments mission, which is linked to the college's mission. Department mission: Office of Institutional Research provides timely, relevant, and accurate information to the college community for the purpose of making data-informed decisions, facilitating continuous improvement and fulfilling the College's mission of ensuring equitable student success.

2. Strategic Priorities / Strategic Goals

> The request links to Strategic Priorities 1 and 4. The staff need continuous access to professional development opportunities to further the priorities of equitable student success and sustainable excellence in all operations.

3. Educational Master Plan

> The staff need continuous access to professional development opportunities to provide data and evaluate effectiveness relevant to all institutional plans.

4. Others: Such as Technology Plan , Facilities Master Plan, HR Staffing Plan, Professional Development Plan

> The staff need continuous access to professional development opportunities to provide data and evaluate effectiveness relevant to all institutional plans.

## ADMINISTRATIVE USE

Administrator: _____     Title: _____

Comments/Recommendations:

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Signature: _____     Date: _____

Administrator: _____     Title: _____

Comments/Recommendations:

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Unit Priority Ranking: _____ of _____

### BUDGET INFORMATION
*(This section **MUST** be completed)*

Budget Program Number: _____     ☐ Restricted     ☐ Unrestricted

Comments regarding Budget Information: _____

Signature: _____     Date: _____