

ePIE Report - 5 column
Mt. San Antonio College
Research & Institutional Effectiveness

Mt. SAC Mission Statement: The Mission of the College is to welcome all students and to support them in achieving their personal, educational, and career goals in an environment of academic excellence.

Department Mission Statement: The Research and Institutional Effectiveness Office seeks to meet the needs of the college by:

- Reporting on the demographic and statistical profile of the college, its students and staff in a timely and understandable manner
- Supporting college departments and programs with research to meet their information needs
- Providing timely and accurate information to outside entities - including statutory and regulatory reporting, responses to guidebooks, etc.
- Creating linkages between strategic planning, college goals, and institutional data
- Facilitating and participating in on-going and meaningful discussions of the college's purpose and performance.

College Goals Linked to Accomplishments: 11. Communication

Previous Year Accomplishments: For the third year, RIE provides below a listing of its department-level goals along with the link to the current College and Instruction Team Goals. Under each department-level goal are the listings of major tasks accomplished. This listing provides a plethora of information regarding the variety of activities the department accomplished for the college from April 1, 2010 to the end of June 2011.

1. DIALOGUE RIE will promote and facilitate purposeful college engagement in inclusive, informed, reflective and intentional dialogue about institutional quality and improvement based on reliable information and provide clear inquiry, meaningful interpretation, and broad communication. (Linked to College Goal 11 and Instruction Team Goal 1.)
 - 2010 & 2011 Accountability Report for Community Colleges (AB1417/ARCC): worked with President's Advisory Council on reviewing the draft documents from the Chancellor's Office and creating the Self-Assessment responses; presented report to the Board of Trustees.
 - Presented on Flex Day (on accreditation and SLOs) and to the Board of Trustees on Summer Bridge (Learning Community Cohort Tracking Project).
 - Worked with RIE Team to provide them with draft thoughts on the re-engineering and allowed for questions and answers.
 - RIE Retreat
 - Presented two (2) papers at the Association for Institutional Research on SLO work and Mentoring
 - Mentored an IR person from Citrus College
 - TracDat/PIE presentations/sessions/emails to numerous.
 - External Survey: College Board Expense Update
 - External Survey: Peterson's Interim External report
 - External Survey: Wintergreen Orchard House Survey
 - Meeting with Basic Skills project managers and discussing the intricacies of their projects insofar as it relates to development of Student Learning Outcomes
 - Basic Skills Initiative Year-End update/recommendations (31 research reports created see <http://www.mtsac.edu/instruction/bsi/reports.html>)
 - Provided annual, federally-mandated data for Title V Grant
 - Committee work (OC, BSCC, IEC, A&M, SEC, Title V, Matriculation & Assessment, Health & Safety) active

participants encouraging meaningful dialogue about pertinent issues.

-- RIE Data Requirements in BANNER/Argos (learning SQL, learning table structures, creating reports)

-- Creation/Contribution to:

* RIE Newsletter

* The Spotlight learning outcomes newsletters

* SLO Progress Reports

* Planning for Excellence newsletters

2. INSTITUTIONAL EFFECTIVENESS RIE will promote and facilitate timely, integrated, ongoing and systematic research, planning and evaluation of the college/s mission, goals and institutional effectiveness based on reliable information and provide clear inquiry, meaningful interpretation, and broad communication. (Linked to College Goals 13 and Instruction Team Goals 8)

-- 2010 Accreditation Self Study:

* Worked with college on self-study visit

* Provided college with directives on tasks/process needed for mid-term report

* Worked with classified on accreditation tasks on communications

* RIE staff participation during and before team visit

* Completed accreditation notes newsletters

* Completed work on accreditation self-study addendum

-- 2013 Midterm Report - prepared suggested activities for all groups

-- Discussions weekly/daily with IT regarding RIE access to Argos/Banner. Training on the systems.

-- Basic Skills:

* RIE created the final report for the Basic Skills funded projects

-- Reviewed the IPEDS survey, worked with managers as needed, and locked our submissions

-- Designed and developed an Argos parameterized form for the California Community College's Chancellor's Office Basic Skills Annual Assessment Survey.

-- Reviewed proposals for research outside the normal day-to-day operations of the college (IRB)

-- Finalized Executive Summary of Annual Summary of PIE for IEC

-- Helped organize and document the Integrated Planning Summit.

-- Provided leadership and coordination for the Planning for Excellence Newsletter

-- Revised the IEC-PIE documents and placed them on web

-- Reported on the Employee's Evaluation of PIE

-- Worked jointly with the RIE Team to complete its PIE

-- Strategic Objectives: Completed final report on Mt. SAC's SOs and strategic plan

-- Develop Administrative Policy for IRBs

-- Supported data for Continuing Education WASC accreditation

-- Supported reports and data validation needed for CLASS project; created first draft of Cohort paper for CLASS

-- Provided data for grant-funded projects (NSF-STEP, STEM, Early Educator Recruitment Program)

-- Supported data needed for STEM Longitudinal Study (Chemistry)

-- Provided survey preparation and/or frequency analysis for numerous Basic Skills Initiative Funded Projects

-- Completed Chancellor's Office Basic Skills Assessment Survey

-- Completed ACCJC Annual Report

-- Provided data for TPI, Paralegal, Histotechnology, ASPIRE, Honors programs

-- Provided data for Communication SPCH1A Project

-- Wrote a "Leading from the Middle" case study regarding accreditation for the RP Group

- Reviewed numerous external research projects through the Research Ethics procedure
- AAC&U Roadmap - provided consultant with information during and after her site visit; provided the Mt. SAC Roadmap team with research support; conducted focus group of students
- Carnegie Statway - attending meetings/workshops, provided large multi-year data extracts, provided input for July's workshop activities for Institutional Researchers across 19 colleges in the US
- Assisted Associated Students with student-wide smoking survey and report
- Worked on EMS survey using outside researcher

3. MODELS RIE will model and implement best practices in research to support the development of a campus-wide culture of inquiry. (Linked to College Goals 11 and Instruction Team Goals 8.)

- Presented at the New Faculty Seminar
- Presented at the RP Conference 2011 on improving IE.
- Worked with staff and program managers to further develop means of assessment for Basic Skills SLOs and AUOs in order to establish more complex methods of examining program provisions

4. ASSESSMENT RIE will support and facilitate the development of planning and assessment processes including student learning outcomes (SLOs), general education outcomes (GEOs), and administrative unit objectives (AUOs). (Linked to College Goals 13 and Instruction Team Goals 8)

- Worked with the Outcomes Coordinators and Outcomes Committee to help direct their work. Provided updates to the Instruction Team and asked for assistance as needed; conducted Assessment Pulse open dialogue on SLOs/GEOs and faculty engagement; analyzed 2000+ lines of text from the Use of Results sections of courses/programs' SLO work to determine level of faculty engagement
- Provided Program and Steering Committee services to the Strengthening Student Success Conference for 2011
- * RIE provided consultation and research support for the 65 basic skills projects in 2009 to 2010 dealing with strategic actions, student learning outcomes and administrative unit objectives
- * RIE has supported numerous projects through survey scanning and item analysis (MARC, ESL Registration Clerks)
- RIE has supported numerous projects through survey scanning and item analysis (e.g., New Student Orientation, Writing Center workshops, LAC, AmLa)
- Nominated for and won the RP Group/ASCCC POWER award for SLO/GEO work as well as the RP Group award for planning and assessment

5. DATA INTEGRITY RIE will collect/maintain/provide useful, objective, reliable and valid data in an understandable format to college stakeholders with extensive measures in data integrity. (Linked to College Goals 11 and Instruction Team Goals 8)

- Alumni Survey Methodology: Tried online survey for 5-years of alumni and did paper survey of one year of alumni.
- RIE-IT bi-weekly meeting on BANNER data clarification.

6. ROLE -- RIE will strengthen its role on campus through research, evaluation, and planning services to a variety of campus entities. (Linked to College Goals 11 and Instruction Team Goals 8)

- TPI Student Surveys (2), Career Placement Student Survey (online), POD Adjunct Faculty Survey for Spring 2009 (online), Third Annual Mt. SAC Health Professions Conference 2009 (VTEA) Survey, Graduate Survey
- CCSSE Survey 2011 administration
- Provided key data to support grant applications (HACU, AANAPISI, ASPEN)
- Provide Title III & V Eligibility status data

7. PROFESSIONAL DEVELOPMENT RIE will participate as learners in a continuing education process. (Linked to College Goal 8 and Instruction Team Goals 4)

-- CAMP Research Regional Meetings: Provide coordination and lead with the regional researchers' group.

-- RP Group activities:

* Provided feedback for 2011 conference organization, structure and strategic purpose.

* Provided input/direction as necessary as the past Board President and Board Member

-- Professional Development Opportunities

* CAMP Research regional meetings with institutional researchers from other colleges

* CAMP Listserv we are actively engaged in dialogue, regarding updates, etc.

* RP Listserv we are actively engaged in dialogue, regarding updates, etc.

* RIE Office Retreat

* Banner workshop/presentation

* ePIE workshop/presentation

* Argos workshop/presentation

* Strengthening Student Success Conference; was invited to present at the this conference for October 2011 regarding the college's stellar accreditation findings related to its program review process

* Data on Demand Workshop

* Argos Report Viewer, Writer Training

* ODS Training

* Mt.SAC Student Success Conference

* 3CBG Conference, National Student Clearinghouse workshop

* Edited numerous papers for the JARCC publication

8. INNOVATION RIE will continually seek innovative solutions to meet the research needs of the college, as well as improve office efficiency. (Linked to College Goal 2 and Instruction Team Goal 8.)

-- Coordinated 2011 CIRP coordination of online survey mode

--Alumni online survey using Foundation and Career Placement data

9. RESOURCES RIE will maintain adequate resources to ensure ongoing operational needs and achievement of goals. (Linked to College Goals 1 (seems to be a lack of a staffing college goal) and Instruction Team Goals 3)

-- Budget: Provided preliminary budget suggestions to V. Burley and worked with RIE team on budget issues

--Requested a permanent part-time Educational Research Assessment Analyst with all major grants

-- Requested filling a permanent full-time researcher position

-- Reviewed new office space in building 4; requested alterations to space allocation

Is assessment ongoing and used to improve learning: Yes

Provide a few sentences to explain your response.: Research & Institutional Effectiveness (RIE) provides support for learning outcomes assessment via the Basic Skills project. The Educational Research Assessment Analyst works with projects to create their SLO/AUO/SA and to measure it.

Is there ongoing dialogue about assessment: Yes

Provide a few sentences to explain your response: Periodically, the Educational Research Assessment Analyst meets with the Basic Skills Coordinating Committee to discuss the validity of the assessments. The Director of RIE works with the Outcomes Coordinator and the Outcomes Committee to discuss it.

How can the College support meaningful By having the leaders (administration and faculty) across campus being supportive. By providing multiple resources (monetary, people). By providing recognition for excellent work and/or excellent demonstration of improved student learning (our next step in the process). By integrating assessment into many areas across campus (e.g., Flex Day, department meetings, division meetings). By having assessment days for faculty to showcase their work. By inspiring and motivating all to want to participate because it is a great thing for student learning.

2010-11 External Conditions:

- Ever-changing California Budget
- Accreditation changes/mandates
- Grant research needs
- Institutionalization of outcomes and assessment
- Institutional directives (e.g., ASPEN, Summer Bridge to the Board of Trustees, etc.)
- Retirements from IT
- State/Federal mandates

2010-11 Internal Conditions:

- Increasing participation in SLOs/GEOs on campus
- Increasing emphasis on planning and evaluation
- Increasing demands in institutional surveys
- Changing technological demands requiring changes to staff skill set (Banner/Argos and ODS/EDW)
- Loss of one full-time Educational Research Assessment Analysts (SLOs/GEOs) position
- Accreditation 2010 process

Type of Parameter Being Examined: Other

Data Source / Findings / Impact: In order to accomplish its many and varied projects, RIE continues to expand upon its data sources and its uses of those data. For example, RIE is working with IT to improve its access to and use of Banner and Argos. Through collaboration with IT, the department can now access data behind the Argos reports and can access the many tables behind the system to access student-level data. RIE uses this data to accomplish both cross sectional research as well as cohort study research. Access to a data warehouse system continues to be something both RIE and IT are striving toward.

Describe plans for 2011-12 given budget conditions:

1. Staffing: RIE will increase its support for outcomes assessment through, as a minimum, offering 20 hours per week for the Educational Research Assessment Analyst to work with faculty across campus on their related work. If the District is also able to hire an Educational Research Assessment Analyst to replace the retired Research Assistant then that person will also be helping across campus.
2. Training: RIE will work with IT to continue to get the necessary training for Banner/Argos. RIE will also work closely with IT to secure a position in the process for creating and maintaining an exceptional ODS/EDW system. As it stands now, the time required to pull data from Argos is exceptionally slow (at times 30 minutes or more for one query/request). Given that the same query used to take 30 seconds or less in the old data warehouse using MS Access, there is a huge inefficiency that RIE is working with IT to improve.
3. Efficiency: The days of saying "yes" to all research requests are gone. The staff have been given the directive to improve their efficiencies by using numerous techniques: (1) examining all requests with a critical eye to the usefulness of the data and the time required for data extraction versus other pending projects, (2) re-prioritizing projects, (3) seeing the director when necessary to address concerns with the project team, (4) encouraging project teams to use more efficient means such as online surveys rather than paper ones, (5) cross-training staff and using each other's Argos data blocks for queries, and (6) working efficiently with IT for training issues and maintenance issues with Banner/Argos, etc. The most problematic directive they've been given is to decide when it is appropriate to say a gentle "no" or "not now" and to ask the director for her support on their decision. Researchers are natural pleasers - it is a hard thing for them to say no, but necessary in order to maintain a healthy work environment.

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
<p>INSTITUTIONAL EFFECTIVENESS: RIE will promote and facilitate timely, integrated, ongoing and systematic research, planning and evaluation of the college's mission, goals and institutional effectiveness based on reliable information and provide clear inquiry, meaningful interpretation, and broad</p>	<p>Research & Institutional Effectiveness - (2010+) Data Access - Work with IT to improve access to unitary data for RIE. Classification of Resources Requested: Short-Term Need Staffing Resources Required: IT and RIE teams Training Resources Required: IT and RIE trainings on Banner, Argos, and ODS/EDW Is this a Basic Skills Initiative project?: Yes</p>	<p>Assessment Method: This is a simple strategic action. Assessment Method Category: Other Criterion: Once RIE has training in and access to the data warehouse (ODS/EDW), this strategic action will have been met.</p>	<p>07/16/2011 - Since February 2010, the IT and RIE offices have worked quite closely regarding the understanding of and use of Banner and Argos. Every few weeks, as needed, RIE met with IT to ask questions and demonstrate their knowledge in this area. The work of the two groups has produced many reports and many data blocks of information. Due to the nature of Argos, the teams can now work together on projects, cross-train (to some extent), and share successes to improve efficiencies.</p> <p>The two teams also worked to secure Basic Skills funding for training for the ODS/EDW systems. Both teams attended the trainings.</p> <p>Summary of Data Type: Criterion Not Met Summary of Data Status: Open</p>	<p>07/16/2011 - The collaboration already developed will be used to further secure ODS/EDW progress. In July 2011, the teams will meet to discuss the needs for further meetings/trainings/collaboration on the ODS/EDW trainings. The RIE team plans to advocate for creating a data dictionary, creating a system that is responsive to the RIE team's needs, creating a system that mirrors closely Banner/Argos data elements, and other items that will improve efficiency of operations. RIE is also going to ask to be included in the Banner/Argos discussions about changes to Data Tables and Blocks as these impact its operations extensively.</p> <p>It is clear that the Banner/Argos/ODS/EDW system is integrated and impacts many groups on campus, but what is unclear is who is the gatekeeper for those changes, who is the messenger and how does the message get sent. Further meetings with IT will provide these answers and probably many more questions.</p>

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
<p>RESOURCES: RIE will maintain adequate resources to ensure ongoing operational needs and achievement of goals.</p>	<p>Research & Institutional Effectiveness - (2010+) Grants - The RIE Office will continue to advocate for hiring researcher(s) who is/are specifically focused on working on grants.</p>	<p>Assessment Method: This is a simple strategic action. It will be measured based on it being accomplished. Assessment Method Category:</p>	<p>07/16/2011 - Discussions with V. Burley and A. Price and the director of RIE took place during 2010-11. The group decided that if once funded the grant required the use of</p>	<p>07/16/2011 - It is clear that those involved in grants and administration understand that the RIE offices does not have resources to help with grants once they are</p>

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	<p>Classification of Resources Requested: Short-Term Need</p> <p>Staffing Resources Required: Researchers attached to grants</p> <p>Is this a Basic Skills Initiative project?: No</p>	<p>Other</p> <p>Criterion: One or more researchers will be hired to work part-time/full-time on a permanent basis on grant funded projects.</p>	<p>RIE personnel that the grant would have those personnel costs already written into the grant. During 2010-11, a major grant was submitted and it included a part-time permanent Educational Research Assessment Analyst position. The outcome of the competition is not yet known.</p> <p>Summary of Data Type: Criterion Not Met</p> <p>Summary of Data Status: Closed</p>	<p>funded. There is a clear direction to see if the District could hire a researcher(s) for grant projects. The RIE office and in particular the director will continue to advocate for the aforementioned. Having a researcher dedicated to the current Title V grant has proven very efficient for that grant and its research projects.</p>
	<p>Research & Institutional Effectiveness - (2010+) ERAA position - Assess whether the action took place or not. RIE will continue to advocate for the hiring of a district-funded Educational Research Assessment Analyst (ERAA) to replace P. Chaplot who left the College in October, 2009 and O. Richardson who retired in June, 2011.</p> <p>Classification of Resources Requested: Short-Term Need</p> <p>Staffing Resources Required: Educational Research Assessment Analyst</p> <p>Is this a Basic Skills Initiative project?: No</p>	<p>Assessment Method: This is a simple strategic action. It will be measured based on it being accomplished.</p> <p>Assessment Method Category: Other</p> <p>Criterion: Hiring a district-funded Educational Research Assessment Analyst to help with student learning outcomes assessment college-wide.</p>	<p>06/01/2011 - A request to fill was put in for this position in November, 2009. Due to the budget situation, the position was not filled and was eventually eliminated. In June 2011 with the retirement of the Research Assistant, a request to fill was given to the District with the suggestion that an Educational Research Assessment Analyst be hired instead of a Research Assistant. RIE is awaiting the final recommendation.</p> <p>Summary of Data Type: Criterion Not Met</p> <p>Summary of Data Status: Open</p> <p>notes: The Academic Senate has a resolution that supports the hiring for this position.</p>	

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<p>INNOVATION: RIE will continually seek innovative solutions to meet the research needs of the college,</p>	<p>Research & Institutional Effectiveness - (2011+) RIE Reports</p>	<p>Assessment Method: Develop a public portfolio repository</p>		

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
as well as improve office efficiency.	<p>Make RIE reports more accessible for our employees.</p> <p>Classification of Resources Requested: None</p> <p>Is this a Basic Skills Initiative project?: No</p>	<p>for PDF research reports. Pilot test the repository internally within the RIE Department and then eventually externally to the campus.</p> <p>Assessment Method Category: Other</p> <p>Criterion: This strategic action will have been met upon completion of the repository and its rollout to the campus.</p> <hr/> <p>Assessment Method: Develop a protocol of making research reports more readable and user friendly through condensing the reports and creating data reports focused on the specific information needs of targeted groups.</p> <p>Assessment Method Category: Other</p> <p>Criterion: This is a simple strategic action, so we will assess whether the action took place or not. This strategic action will have been met upon the creation of at least 3 such user friendly reports from three different projects.</p>		
	<p>Research & Institutional Effectiveness - (2010+) Efficiency - RIE will examine how to improve efficiencies</p> <p>Classification of Resources Requested: None</p> <p>Is this a Basic Skills Initiative project?: No</p>	<p>Assessment Method: Engage in department discussions regarding what the team may have to stop/keep doing in the future and the roles that grants and professional experts play.</p> <p>Assessment Method Category: Other</p> <p>Criterion: This is a simple strategic action, so we will assess whether the action took place or not. This action will</p>	<p>07/16/2011 - Two staff meetings were held in 2010-2011 to discuss Human Resources' interpretation of the regulations on using professional experts. The team was warned about the changes that were needed in 2011-12 such as using experts less and having the District hire them on a permanent part-time basis instead. The department created the other Strategic Action with the Grants department to have</p>	<p>07/16/2011 - Results from this Strategic Action indicate the need to rely less on professional experts especially for long lengths of time. The basic skills projects no longer have a professional expert attached to them for 2011-12 - both due to decreased funding and associated decreased research need as well as this HR issue.</p>

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		<p>have been met if the meetings have taken place.</p> <hr/> <p>Assessment Method: Re-establish an ad hoc Mt. SAC Research User Group to assist the department by providing the pulse of what the campus perceives and needs about research and the research department.</p> <p>Criterion: This is a simple strategic action, so we will assess whether the action took place or not. This strategic action will have been met upon re-establishment of the ad hoc group.</p>	<p>a researcher attached to a funded grant.</p> <p>Summary of Data Type: Criterion Met</p> <p>Summary of Data Status: Closed</p>	

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<p>DIALOGUE: RIE will promote and facilitate purposeful college engagement in inclusive, informed, reflective and intentional dialogue about institutional quality and improvement based on reliable information and provides clear inquiry, meaningful interpretation, and broad communication.</p>				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
<p>MODEL: RIE will model and implement best practices in research to support the development of a campus-wide culture of inquiry.</p>				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
ASSESSMENT: RIE will support and facilitate the development of planning and assessment processes including student learning outcomes (SLOs), general education outcomes (GEOs), and administrative unit objectives (AUOs).				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
DATA INTEGRITY: RIE will collect/maintain/provide useful, objective, reliable and valid data in an understandable format to college stakeholders with extensive measures in data integrity.				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
ROLE: RIE will strengthen its role on campus through research, evaluation, and planning services to a variety of campus entities.				

Goal	SLO/AUO/SA	Means of Assessment & Criteria / Tasks	Summary of Data	Use of Results & Follow-Up
PROFESSIONAL DEVELOPMENT: RIE will participate in a continuing education opportunities related to institutional effectiveness and best research practices in the community and at large.				

