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:

11. Communication

Previous Year Accomplishments:
The RIE Department decided to approach this accomplishments section by listing our RIE goals, linking those goals to the college and instruction goals and then listing the major accomplishments under each goal.

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 provides clear inquiry, meaningful interpretation, and broad communication. (Linked to College Goal (CG) 11; Linked to Instruction Goal (I) 1)

- Communications
  * Spotlight Newsletters
  * Planning for Excellence Newsletter
  * RIE Newsletters
  * BSI Year-End Update
- Committee work (SLOC, GEC, BSSS, IEC, A&M, SEC, Title V, Matriculation & Assessment, SPAS, Student Equity) - active participants encouraging meaningful dialogue about pertinent issues.
- Provided updated data analyses to the committees for review and discussion. Participated in meaningful dialogue concerning the needs of diverse students.
- Updated a semi-yearly assessment of incoming freshman to SPAS and provided insight and future recommendations for institutional measures of student assessment.
- Motivate an assessment and inquiry process for faculty-driven research through supportive efforts to Faculty Inquiry Groups (FIGs).
- Development/Coordination of The SLO Spotlight newsletters for the SLO Committee.
- Prepared City Profiles for the President's Office to engage communication with district community.

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. (CG 2, 10; I2, 8, 10)

- Research for institutional effectiveness:
  * Supporting work related to college's strategic objectives.
*2007 to 2008 Final Report for Basic Skills Initiative Funded Project
*Coordinated and Completed National Postsecondary Student Aid Study (NPSAS) requested by the Department of Education.
*Transfer tracking through the National Student Clearinghouse database for WIN, TPI, Upward Bound Programs and Equity for All cohorts.

- Planning for institutional effectiveness:
  *Provided planning and PIE support to numerous departments/programs (History/Art History, Dance, Marketing and Communication, CalWORKs).
  *Serve on IEC and provide suggestions/recommendations to planning processes.
  *Provided assistance to President's Advisory Council on the accountability report for the college (ARCC/AB1417).
  *Worked with the President, administration and faculty on reviewing the Achieving the Dream Project and deciding its fit for Mt. SAC.
  *Provided more input to the Equity for All document.
  *Provided feedback to constituent groups about how the progress being made in participatory governance based on the college-wide survey.
  *Assisted the college and its consultant with data needs for the Educational Master Plan.
  *Worked with the faculty co-chair, the President and members of the self-study team to review and draft material needed for the accreditation 2010 self-study. Also participated as members of self-study teams. Coordination of logistics for the college's 2010 Accreditation Institutional Self-Study process and website.
  *External surveys such as Annual Survey of Colleges, ACT Institutional Data Questionnaire, etc. Coordinated and completed the annual ACCJC survey.
  *Blended the PIE process with the RIE Department's strategic objectives to better align the RIE Department with both the college and Instruction Department goals.

- Evaluation for institutional effectiveness:
  *Provided trainings on SLOs, AUOs, PIE, and most importantly, their value to the institution.
  *Provided a longitudinal analysis of student-athlete's rate-of-transfer to 4-year colleges by private, public and location.
  *Provided a cohort-tracking analysis of basic skills to collegiate level course completion by ethnicity.
  *Assessed effectiveness of faculty in-service developmental education program.
  *Working with the Instruction team to measure management effectiveness.
  *Conducted an online survey of potential future employers in the field of photography to evaluate the demand for a digital photo technician certificate program.
  *The Assessment of Written English (AWE) placement test Disproportionate Impact Study - this study was performed to fulfill the validation requirements for renewing the approval from the Chancellor's Office to use this placement test to place students into different levels writing courses.
  *Provide survey preparation and/or frequency analysis for numerous department/program-based survey projects (e.g., Teacher Prep, DSP&S, Family...
3. MODELS -- RIE will model and implement best practices in research to support the development of a campus-wide culture of inquiry. (CG 2, 3, 8, 10, 11; I8, I11, I4)

- Provided a variety of educational opportunities and trainings on campus about research, planning, and assessment through department and division trainings, Flex Day and New Faculty Seminar sessions, and the development of relevant resources. (PC)
  * Flex Day Presentations - SLOs, GEOs, Accreditation, e-PIE
  * Division trainings - Humanities and Social Sciences, Arts, Student Services (PC)
  * Department trainings - Respiratory Therapy, Agricultural Sciences, Family and Consumer Sciences, Chemistry, Technical Services, Purchasing, Business Division, DSP&S, Center of Excellence, Learning Resources, Humanities and Social Sciences Division, English, Literature and Journalism, Theater, Commercial and Entertainment Arts, Sociology/Philosophy, Foreign Languages (PC)
  * Working with faculty on SLOs which promote further inquiry, insight, and the development of academic presentations and publications. (Jennifer)
  * Work 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.
  * New Faculty Seminar - SLOs (PC)
  * Development of "A Guidebook to Student Learning Outcomes and Administrative Unit Objectives" including an Assessment Toolkit. (PC)
  * Update Glossary and Frequently Asked Questions for the SLO/AUO website (PC)
  * Title V Retreat
- Provided a variety of presentations and trainings off campus showcasing Mt. SAC's practices and experiences such as using TracDat to support planning and evaluation efforts, research methods, and institutionalization issues. (PC)
  * Provide external support to other colleges about their planning, program review, and documentation processes (Long Beach City College, Cypress College, West Hills College, Napa Valley College, Cerritos College, East Los Angeles College).
  * Presented at the Strengthening Student Success Conference 2008
    ** Data Management tools presentation showcasing Mt. SAC's implementation of TracDat as a planning tool
    ** Sustainability of Assessment Efforts such as student learning outcomes
  * Participate and present at CAMP Research Regional Researchers Meetings
  * Engage in professional development training for institutional researchers.
  * Presented "Logistic Regression for Institutional Research" to researchers at a CAMP meeting.
  * Presented "Database Shortcuts" to CAMP Research.
  * Presented roundtable session at CSCC on the Basic Skills Initiative at Mt. SAC.
  - Creating professional development opportunities for faculty, administrators and classified through work with The RP Group.
- Share experience of serving on Accreditation Site Visiting Teams at other colleges with Mt. SAC individuals and committees to assist with Mt. SAC's Accreditation visit in fall 2010.
- Reviewing and monitoring External Research Projects.
- Met with EOP&S' PASS Program's staff regarding data evaluation with an emphasis on maintaining data integrity.
- Model best practices of research to incoming staff at Mt. SAC who intern at the research office for master's programs.

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). (CG 1, 2, 3, 8; I8, I10)

- SLO/AUO Summary Project List:
  * RIE worked closely with the SLO Coordinator to provide SLO/AUO assistance to all departments for the PIEs, e-PIEs and 5-column models.
  * RIE provided consultation and research support for the 55 basic skills projects in 2007 to 2008 and 52 projects in 2008 to 2009 dealing with strategic actions, student learning outcomes and administrative unit objectives.
  * RIE has supported numerous projects through survey scanning and item analysis (include a couple of projects).
  * Provided additional assessment-related support to workshops geared toward developing General Education Outcomes.
- Work with the SLO Coordinator and other members across campus to create an SLO/AUO Guidebook.
- Worked with SLOC to create a revised glossary and frequently asked questions documents.
- Worked with GEOC to help with general education outcomes creation along with criteria for success and common rubric.
- Working with the state-wide Research and Planning group to support assessment efforts.
- Provided assistance to ESL CAP Test validation and state mandated Non-Credit Re-enrollment data for Continuing Education.

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. (CG2, 7, 10, 11; I7, 8, 9, 10)

- Data review and documentation of the DW after Rematerialization and new add-in fields.
- Routine enrollment and course data integrity checks on consistency between ICCIS and DW.
- Adult Education WASC Accreditation Project - prepared twenty three-year, Fall 2008 datasets for ten Continuing Education Programs of program students' demographics, enrollment trend, progress, and staff's demographic and perceptions. Also included in this project was a collaboration of conducting massive student and staff surveys involving IT, Printing Services, Continuing Education Programs, and the Research Office. Produced two surveys and provided survey frequency analyses.
- Student Services Program Review & Technical Assistance (Matriculation) Site Visit Self-Evaluation Project - Developed longitudinal data tables (2004-05 to 2006-07) including data discrepancies for CalWORKs, CARE, EOPS, DSP&S, and credit matriculation from Chancellor Office data.
- Teacher Preparation Institute Project - tracking program cohort and completers via transfer data, establishing pool of potential candidates for outreach purposes, and assisting local database integrity checking and training staff on data management.
- Updated Mt. SAC "FactBook" and provided annually-based descriptive data on student enrollment, successful course completion, geographic analysis, student perceptions (etc...) for a diverse student body.
- Partner with the Technology Resource Education Center (TERC) in creating, maintaining a database of their student users.
- Mentor and provide data management support to ASPIRE program to ensure clearer criteria-based delineations for student enrollment, success, retention and related outcomes.
- Collaborate with student-athlete programs to ensure that data regarding students’ academic standing is valid and reliable through triangulation methodology.
- Investigated CDCP rates shown on the 2009 ARCC report provided by the Chancellor's Office with college data.

6. ROLE -- RIE will strengthen its role on campus through research, evaluation, and planning services to a variety of campus entities. (College 1, 2, 3, 4, 7, 11 and Instruction I-1, I-8, I-9, I-10).

- Support of the SLO and GEO Committees through committee participation, professional development activities, and coordinator of the monthly SLO Spotlight newsletter.
- Support of the IE Committee through committee participation, ePIE planning upgrades, and professional development activities.
- Support of the Matriculation Committee and Basic Skills Committee through committee participation and research projects (e.g., AWE review, BSI funded research projects).
- Involvement with various departments/projects (e.g., Marketing, Title V, Mt. SAC Foundation, Grants, Mt. SAC and Adult Education Accreditations, Basic Skills initiative, Matriculation Site Visit) to secure data for college planning, resource development, and/or project compliance measures.
- Administration of national surveys (e.g., CCSSE, Employee Survey) at the college to assist with accreditation and planning efforts.
- Publishing and advertising RIE newsletters, RIE Research Tips, and the Mt. SAC Fact Book products.
- A Follow-up Study of the Clarus Marketing Project - the purpose of this study was to create profiles of Returning and Non-Returning first-time students by comparing their first term experiences and performances. The final report was presented to SP&S Committee.
- Motivate an assessment and inquiry process for faculty-driven research through supportive efforts to Faculty Inquiry Groups (FIGs).
- Provided key data to support grant applications for Title III & V, UCR-CCRAA, EERP.

7. PROFESSIONAL DEVELOPMENT -- RIE will participate as learners in a continuing education process. (C8; I4, 6)

- Professional Development Opportunities
  *CAMP Research - monthly meetings with institutional researchers from other colleges.
  *Working with ACCCA to support statewide management professional development needs.
  *RP Listserv - we are actively engaged in dialogue ... regarding updates, etc.
- Attended conferences directed at core research office responsibilities
  *Strengthening Student Success Conference: Basic Skills and Beyond
  *Retreat on Student Learning and Assessment
- Attended workshops through Professional and Organizational Development to gain important skills and insights
  *Team Building
*Conflict Resolution and Confrontation Management
*Disaster Preparedness
*Banner training
*Dealing with Change

8. INNOVATION -- RIE will continually seek innovative solutions to meet the research needs of the college, as well as improve office efficiency. (CG 2 ; I8 )

- Developed a Guidebook to SLOs and AUOs to help the campus develop and assess student learning and client experiences.
- Developed a method to electronically track student goal attainment for the Counseling department's Title V funded Student Success program.
- Developed "Research Plan of Action" (RPOA) protocol for Basic Skills funded programs that span across multiple years and/or that do not fit into a yearly BSI-PIE 5-column cycle in order to provide documentation and provide planning efforts for involved departments and entities.
- Provided demonstrations of and documents to support e-PIE and its use to other colleges. Demonstrated the use of SLOs and AUOs in the program review process and link to integrated planning and budget allocation.

9. RESOURCES -- RIE will maintain adequate resources to ensure ongoing operational needs and achievement of goals. (CG 1, 10 ; I3, 7, 9, 10 )

- Purchased the multi-useful Adobe Acrobat Professional for the entire department.
- Hired a second Educational Research Assessment Analyst.
- Continued with Basic Skills Program Manager.
- SPSS statistical software
- Purchased EndNote software
- N*5 qualitative analysis software

08-09 External Conditions:
- Ever-changing California Budget
- Accreditation changes/mandates:
  * Student learning outcomes required on all courses, programs and degrees/certificates
  * General education outcomes required on all Mt. SAC GE courses
  * Institutionalization of use of evidence and cyclical planning
- Grant monitoring (e.g., Basic Skills Initiative, Title V)
- Institutionalization of outcomes and assessment
- Accessibility issues - Section 508 compliance
- Institutional directives

08-09 Internal Conditions:
- Increasing participation in SLOs/GEOs on campus
- Increasing emphasis on planning and evaluation
- Institutional surveys
- Increasing SLO/GEO committee involvement plus ad hoc committee meetings
- Changing technological demands requiring changes to staff skill set
- The RIE Office will increase the accessibility of reports and diagrams that appear in the Fact Book.

| Type(s): | SA (Strategic Action) |
| Start Date: | 03/24/2009 |
| Status: | Actively Assessing |

**Training Resources Required:**
Accessibility training.

**Other Resources Required:**
IT feedback on implementation of appropriate and feasible accessibility processes.

**Means of Assessment & Criteria / Tasks**

**Assessment Method:**
This is a simple strategic action, so we will assess whether the action took place or not. The action will be the creation of at least three factbook documents using roll-over reader functions.

**Criterion:**
This roll-over reader function for three documents will be completed by September 1, 2009.

**Summary of Data**

04/03/2009 - To date, the Adobe software package was bought and installed on most machines. The director met with J. George to examine what was needed to accomplish this task. The director bought a book on 508 compliance. More work still needs to be done to complete this goal.

**Summary of Data Type:**
Criterion Not Met

**Summary of Data Status:**
Open

**notes:**
More will be done on this SA in 2009/10

### Surveys/Questionnaires Accessibility
- The RIE Office will increase the accessibility of its surveys/questionnaires.

| Type(s): | SA (Strategic Action) |
| Start Date: | 03/24/2009 |
| Status: | Actively Assessing |

**Equipment Resources Required:**
Section 508-compliant electronic survey/questionnaire development software

**Other Resources Required:**
DSP&S and IT feedback.

**Assessment Method:**
This is a simple strategic action, so we will assess whether the action took place or not. The RIE office will work with IT and Grace Hanson to evaluate its on-line and paper surveys and their accessibility.

**Assessment Method Category:**
Other

**Criterion:**
The evaluation of the online and paper surveys will be completed by September 1, 2009

04/03/2009 - During spring 2009, the team met with Grace Hanson and Vic Belinski to discuss on-line survey and web site accessibility issues. Grace is reviewing some suggested surveys (Survey Tracker, Survey Monkey, Adobe, etc.) and will provide us with a summary this summer of her findings. Vic offered to have the accreditation web page, that RIE helps maintain, be part of the pilot group for OMNI update - a web-based procedure that may help with accessibility of the web page issue.

In the mean time, for surveys/questionnaires, the RIE office has a statement from G. Hanson that goes on every survey and it states that students may contact the DSP&S office if they need their survey in different alternate form.

J. Tucker also found the following for us to review:

**Summary of Data Type:**
<table>
<thead>
<tr>
<th>SLO/AUO/SA</th>
<th>Means of Assessment &amp; Criteria / Tasks</th>
<th>Summary of Data</th>
<th>Action &amp; Follow-Up</th>
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<td><strong>notes:</strong></td>
<td>There will continue to be progress checks on this item with a due date of summer 2009.</td>
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<td><strong>notes:</strong></td>
<td>More will be done on this SA in 2009/10</td>
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</table>


**Type(s):**
SA (Strategic Action)

**Start Date:**
06/01/2007

**Status:**
Actively Assessing

**Assessment Method:**
As this is a simple SA, whether the task is completed or not will be measured. Mt. SAC web team will review usability of the web site for people with disabilities.

**Assessment Method Category:**
Other

**Criterion:**
By June 30, 2010, the RIE home page will be usable for those with readers.

04/03/2009 - During spring 2009, the team met with Grace Hanson and Vic Belinski to discuss on-line survey and web site accessibility issues. Vic offered to have the accreditation web page, that RIE helps maintain, be part of the pilot group for OMNI update - a web-based procedure that may help with accessibility of the web page issue.

**Summary of Data Type:**
Criterion Not Met

**Summary of Data Status:**
Open

**notes:**
More will be done on this SA in 2009/10

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**Type(s):**
SA (Strategic Action)

**Start Date:**
03/01/2006

**Status:**
Actively Assessing

**Assessment Method:**
All RIE employees will review the listing of departments/units/offices to whom they have provided services from April 1, 2008 to March 30, 2009. Staff will indicate which departments with whom they have collaborated on at least one project. A final tally will indicate the percentage of the campus to whom the RIE Office has provided research, planning, and evaluation services.

**Criterion:**
At least 45% of the campus will have worked with the RIE Office on at least one project.

04/01/2009 - Overall, the RIE Office has provided services to 58.33% (91 of 156) department/units/offices on campus. 57.39% of departments/units/offices in Instruction Services worked with the RIE Office on at least one project. An important note is the number of non-department/unit/office entities which are receiving RIE support. These include Academic Senate Committees and Councils, Operational Committees and Councils, and miscellaneous programs (e.g. Teacher Preparation Institute, Upward Bound, Title V, Technology Education Research Center, Marketing, Accreditation)

**Summary of Data Type:**
Criterion Met

**Summary of Data Status:**
Closed

04/03/2009 - Based on these findings, the RIE Director will continue to talk with teams across campus to understand why some areas are not using the RIE services with the understanding that the RIE office does not have the resources to help all.
<table>
<thead>
<tr>
<th>SLO/AUO/SA</th>
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<th>Summary of Data</th>
<th>Action &amp; Follow-Up</th>
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<tbody>
<tr>
<td>notes: Excel spreadsheet uploaded in &quot;Documents&quot; tab.</td>
<td><strong>Assessment Method:</strong> All dept employees will review the listing of departments that they've provided services from April 1, 2007 to April 30, 2008. Staff will count the number of projects per dept.  <strong>Criterion:</strong> At least 40% of the college depts will have worked with RIE at least once over this timeperiod.  <strong>Related Documents:</strong> RIEExposureAUO.xls</td>
<td><strong>Summary of Data Type:</strong> Criterion Met  <strong>Summary of Data Status:</strong> Closed  <strong>Related Documents:</strong> RIEExposureAUO.xls</td>
<td>04/30/2008 - Over a 13 month period, the findings indicated that RIE had worked with 46% of Mt. SAC units/offices. The results indicate that the services of the department are somewhat evenly distributed across the college. Clearly some areas are repeat users of RIE's services. As expected, the VP of Instruction's office had numerous projects. From a department perspective, Mathematics had the most number of requests followed by America Language. 04/30/2008 - The department will discuss these results at the next meeting to determine what actions, if any, are necessary.</td>
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</table>

<p>| Assessment Method: Online survey via SurveyTracker.  <strong>Assessment Method Category:</strong> Survey  <strong>Criterion:</strong> All members of the RIE Office will collaborate to conduct two surveys. Early in the Spring 2006 term, the first survey of the campus community will be conducted to establish a baseline on measures including users’ awareness, satisfaction, and use of existing research communications. After research communications (e.g., workshops, e-mail) have been shared by the RIE Office, a second survey with the same items will be conducted of the campus community during the Fall 2006 term. In the follow-up survey, there will be a statistically significant increase in the measures of awareness, usefulness, and frequency of use of RIE’s services. The survey will be conducted online through SurveyTracker, collected |</p>
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<th>SLO/AUO/SA</th>
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<td>through the support of IT. The results will be evaluated by the RIE Office during Spring 2007.</td>
<td>03/15/2007 - Results yielded significant results for three items (awareness of RIE website, frequency of use of focus groups and SLO/AUO support) <strong>Summary of Data Type:</strong> Criterion Not Met <strong>Summary of Data Status:</strong> Closed <strong>Related Documents:</strong> RIE-prepostwriteup.doc</td>
<td>03/15/2007 - Based on the findings, the RIE Office will: - improve the quality and relevance of its website, starting the brainstorming process in Summer 2007. - investigate other measures for increased awareness (e.g., single informational sheets for new employees, increase use of research request form for all ad hoc requests) <strong>Follow-Up:</strong> 03/28/2007 - Rerun same objective with modified means of assessment and criteria for success.</td>
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**Research & Institutional Effectiveness - (2008-2009) RIE-PIE Review - The RIE Office will use the PIE process to create department-level goals, the related major accomplishments and strategic actions.**

**Type(s):** SA (Strategic Action)  
**Start Date:** 03/23/2009  
**End Date:** 04/03/2009  
**Status:** SA Complete  
**Staffing Resources Required:** RIE Office staff  

**Assessment Method:** This is a simple strategic action, so we will assess whether the action took place or not. The RIE team will create a compilation document that includes the department-level goals, the major related accomplishments and strategic actions.  
**Assessment Method Category:** Other  

**Assessment Method Category:**  
**Criterion:** The document will be completed by April 3, 2009.  
**Criterion:**  

04/03/2009 - The related document as well as the items outlined in the accomplishments section and the new strategic actions demonstrate the the RIE office completed this task. **Summary of Data Type:** Criterion Met **Summary of Data Status:** Open  

04/03/2009 - Based on the final report, it is clear that the research office should re-visit this process for 2009/10 and decide how it might be improved upon.

**Related Documents:**  
See related document below "RIE Team Accomplishments 08 FINAL.doc"  
**Related Documents:**  
RIE Team Accomplishments 08
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<td><strong>Other Resources Required:</strong></td>
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</table>

**Means of Assessment & Criteria / Tasks**

**Assessment Method:**
This is a simple strategic action, so we will assess whether the action took place or not. The action is the advertisement for an ERAA.

**Assessment Method Category:**
Other

**Criterion:**
By the end of June 30, 2008, the advertisement for the ERAA position will be completed.

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**Action & Follow-Up**

04/03/2009 - The hiring process was completed in September, 2009 and the new ERAA began shortly thereafter.

04/03/2009 - The Office will continue to monitor the workload and determine if the new staffing model is sufficient.

---

<table>
<thead>
<tr>
<th>Research &amp; Institutional Effectiveness - (2006) Workshops. - The RIE team will offer at least five (5) professional development workshops on assessment during the 2005-06 academic year.</th>
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<td><strong>Type(s):</strong></td>
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**Means of Assessment & Criteria / Tasks**

**Assessment Method:**
Survey.

**Criterion:**
A survey will be conducted of all participants to measure their satisfaction, usefulness and application of the material presented. Satisfaction items will be on a five-point Likert scale; while other items will be dichotomous (Yes/No). Success will be that 80% of survey respondents will be satisfied with the workshop. In addition
a) 50% of participants will answer Yes they would recommend the workshop to a colleague.
b) 50% of participants will answer Yes they used something they learned from the workshop.

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02/27/2007 - The study was not large enough to be of value.
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<tr>
<th>SLO/AO/SA</th>
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