

# RESEARCH AND INSTITUTIONAL EFFECTIVENESS

2006-2007

## STRATEGIC & OPERATIONAL RESEARCH ACTION PLAN

Last updated: May 25, 2006

In order for the Research Department to be a productive member of the Mt. San Antonio College (Mt. SAC) team, there is a need to provide a plan for what research is conducted – both in the short and long term. The following outlines the Strategic Planning for the Research Department.

### STRATEGIC PLAN

The Strategic Plan is dynamic – it changes with the changing needs of the College based on internal and external drivers (e.g., California Budget). Comprising a Strategic Plan are the Vision and Mission of the Research Department (see below)

The **vision** of Research and Institutional Effectiveness Office is to support the **mission** of the college by providing accurate, timely, and reliable information to respond to the research needs of the various institutional constituencies. It will engage in and support processes for determining and documenting the effectiveness of programs and services and the institution as a whole in order to foster continuous quality improvement.

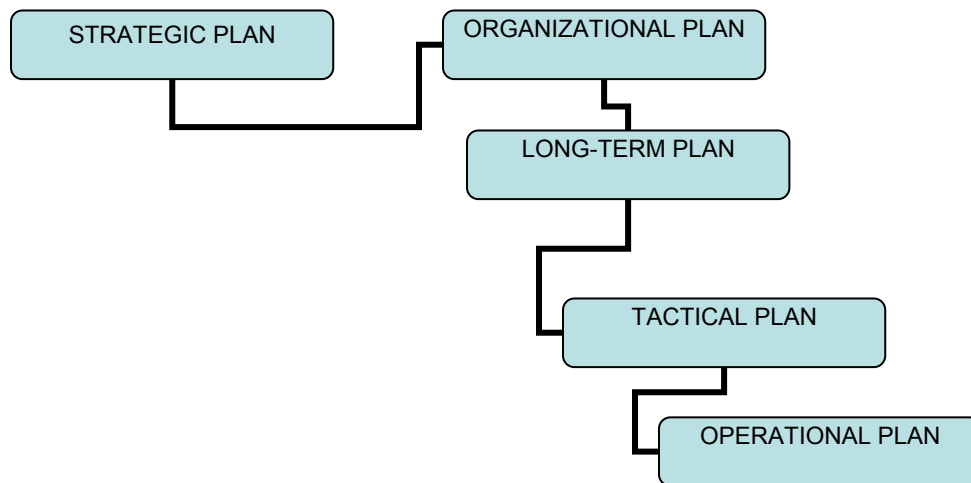
The **mission** of Research and Institutional Effectiveness Office is to meet the needs of the college by:

- 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

The Organizational Plan is composed of THREE sub-plans:

- ✓ Long-Term Plan
- ✓ Tactical Plan
- ✓ Operational Plan

The outcomes of each plan are evaluated and changes made for subsequent projects to improve achievement of outcomes.



The Organizational Planning process is a constant assessment of the changing issues and actions occurring at the College and subsequently those needed to occur in the Research Department, such as:

More targeted timelines for other actions can be found below in the Long-Term, Tactical and Operation Plans.

### **LONG-TERM PLAN**

The Long-Term Plan is created to examine the directions for the Research Department for five years or more from now.

1. Providing easier access to dynamic and static reports. [needed with new enterprise application system]
2. Streamlining and automating the dynamic and static reporting process. [needed with new enterprise application system]
3. Increasing number of trend reports. [needed with new enterprise application system]
4. Provide research support to Student Learning Outcomes such that technology, knowledge and skills of the College staff are used to their

maximum capacity to decrease duplication of effort and maximize efficiency. [in progress]

## **TACTICAL PLAN**

The Tactical Plan focuses two to three years down the road.

1. Tracking more special student populations. [needed with new enterprise application system]
  - a. Track students' post-transfer status, etc. (Accreditation Self Study 2004)
  - b. Track employer satisfaction. (Accreditation Self Study 2004)
  - c. Seek solutions for tracking student licensure examination scores. (Accreditation Self Study 2004)
2. Investigate the need/potential of off-site centers to comply with bond promise (Beyond our Campus, Part 1). Action: Evaluate effectiveness, monitor. [Research, Instruction Team, ongoing] (Enrollment Mgmt. Action Report, P—8<sup>th</sup> action step)
3. Providing substantial data reporting needs at the program/department level. [needed with new enterprise application system]
  - a. Develop improved methods of feedback from employers and industry. (Accreditation Self Study 2004)
  - b. Create projections for future needs through continued focus studies, research, and periodic assessments, and evaluations. (Accreditation Self Study 2004)
  - c. Work with Student Services to identify evaluation needs in order to strengthen the effectiveness measurement of existing services and determine the success rate of specific interventions. (Accreditation Self Study 2004)
  - d. Consult with the Student Equity Committee to conduct further studies on diversity issues and the effectiveness of planned activities that seek to promote diversity and appreciation of cultures. (Accreditation Self Study 2004; Student Equity Plan 2005)
4. Using predictive statistical modeling to assist programs/departments monitoring and predicting trends. [no progress]
5. Advocate for funding to support a user-friendly front-end reporting tool. (Accreditation Self Study 2004; IET Tactical & Strategic Plan—updated September 2004) [needed with new enterprise application system]

## OPERATIONAL PLAN

The Operational Plan focuses on those projects which need to be accomplished within the next year in order to assist Mt. SAC to achieve its mission and vision.

1. Working with IET to create a new data warehouse house system. (IET Tactical & Strategic Plan—updated September 2004) [in progress and needed with new enterprise application system]
2. **Develop guidelines for strategic enrollment planning – focused on serving existing student demand.** Action: Conduct workshops on interpretation and use of data and relationship to scheduling:
  - a. Instructional Managers to department, faculty [1<sup>st</sup> instructional managers among themselves and Sheryl and Barbara McNeice-Stallard] (Fall 2006 - Enrollment Mgmt. Action Report, O—2<sup>nd</sup> action step)
3. **Investigate the need/potential of off-site centers to comply with bond promise** (Beyond Our Campus, Part 1. Action: Identify the educational needs of the targeted communities. [HS Outreach, Instruction, Research, End of Fall 2005] (Enrollment Mgmt. Action Report, P—1<sup>st</sup> action step) Action: Develop research instruments (i.e., focus groups, surveys, etc.) [Research, End of Fall 2005] (Enrollment Mgmt. Action Report, P—3 action step)
4. Assessing trends in numerous other areas to determine and document the effectiveness of programs and services and the institution as a whole. [ongoing]
5. Provide assistance with campus surveys:
  - a. Expand surveys of graduates, employers, transfer institutions to determine how the College can support its graduates in increasing exam pass rates, employment rates, and transfer rates. (Accreditation Self Study 2004)
  - b. Re-distribute the governance survey (fall 2006) to determine perceptions of new governance processes. Before the governance survey is used again, the College needs to determine the appropriate population for distribution, make efforts to elicit stronger responses from the managers/administrators, and review the survey items to determine relevance. (Accreditation Self Study 2004) (Work with PAC on it)
  - c. Add survey questions to employee and student survey documents related to safety, security, and maintenance of a healthful learning environment. (Accreditation Self Study 2004)
  - d. Include in the next campus climate survey questions on faculty and staff satisfaction with their input into the planning process. (Accreditation Self Study 2004)
  - e. Consult with the Library on means of assessing validity/reliability of its internal survey. (Accreditation Self Study 2004)

- f. Coordinate the CIRP, CCSSE, etc. surveys.
- 6. Providing ongoing educational research workshops to the College employees. [ongoing]
- 7. Providing timely and accurate information to outside entities - including statutory and regulatory reporting, responses to guidebooks, etc. [ongoing]
- 8. Provide increased exposure of College staff to the Research Department, especially to the Educational Research Assessment Analyst. [ongoing]
- 9. Work with the SLOs Implementation Team to determine appropriate assessment for student learning outcomes in General Education areas. (Accreditation Self Study 2004)
- 10. Use various venues to share research data on campus. (Accreditation Self Study 2004)
  - a. Announce via campus e-mails when new documents are available on research web page (brief summary and link). (Accreditation Self Study 2004)
  - b. Each department and program will appoint a designated liaison to the Research Team for better access to data that is pertinent to their planning endeavors. (Accreditation Self Study 2004)

## **CONCLUSION**

The above Organizational Plan encompasses many facets of Mt. San Antonio College and its need for research and can be used as a guide for the major activities of the Research Department.