Unit Accountability Management Plan

Research and Planning

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2012-2015 Unit Plan

◈ Create Action Items

Mission Statement

The Mission of the Office of Institutional Effectiveness (OIE) is to provide the college with accurate and relevant data

and analysis to inform college-wide decision-making.

Overview/Summary

The Office of Institutional Effectiveness (OIE) is responsible for the research and planning needs of the college. As the research arm of the college the OIE provides data analysis and support for Program Review, program evaluation, academic research needs including outside research requests, and fulfilling all of the internal and external reporting requirements of the college.
The OIE also serves as the central coordinator of all planning activities at PCC. This includes providing data and training on planning at the Area, Unit and Departmental/Operational level.

Unit Outcomes
1. The OIE will provide relevant and accurate data for the program review and planning processes.
2. The OIE will maintain and review college policies and procedures as necessary.
3. The OIE will initiate and support research projects that support student learning and achievement.

Action/Solutions

CA- Pasadena City College Educational Master Plan Priorities (Copy 1)

C. Technology

Develop a training program for the online planning system

2 years ago the college introduced a new software to manage and store the planning and program review process (TaskStream). Academic Affairs has taken a lead role in developing a training program for program review and the OIE needs to take a lead role in a training for planning. With recent restructuring of the college and the planning structure this becomes even more important.

▼ **Action/Solution:** Develop a training program for online planning

Action details: Introduce the process, the software and the philosophy of planning through workshops, Pulse articles, individual training sessions

Implementation Plan (timeline): Implement Spring 2013 and continue until the entire campus is trained

Key/Responsible Personnel: Crystal Kollross

Budget Implications (what resources will be used?): current personnel

Budget request amount: $0.00

Priority: High

F. Institutional Effectiveness

F5. Implement alternative ways of defining and tracking student success outside of degrees,

▼ **Action/Solution:** Analysis and Communication of the CTE outcomes survey

Action details: Through a contract with the RP group the college is engaging in a survey of recent CTE certificate recipient to determine, job placement and satisfaction with their education at PCC.

certificates, and transfer.

Degrees, certificates and transfer will always be the benchmarks that define the college but other milestones need to be established and tracked that fully encompass the work of the college. OIE will work with Faculty and Deans to determine meaningful and realistic student benchmarks

Implementation Plan (timeline): We should receive the results of the CTE survey by Fall 2013. Analysis and reporting should take place within the next 6 months.

Key/Responsible Personnel: Dustin Tamashiro and Crystal Kollross

Budget Implications (what resources will be used?): None

Budget request amount: $0.00

Priority: Medium

▼ **Action/Solution:** Employment Tracking through Wage Tracker

Action details: Contact the EDD and arrange to send them a list of SSN's for tracking
Spencer Wong Spencer.Wong@edd.ca.gov from Patrick Perry
Andy Wong (andy.wong@edd.ca.gov).
Michael Boucher. His email is Michael.Boucher@edd.ca.gov

Implementation Plan (timeline): 6- 18 months

Key/Responsible Personnel: Crystal Kollross

Budget Implications (what resources will be used?): We were quoted just under $5K for 4 parameters (around 15K SSNs).
We will need to do this annually but not for 15k SSN's CCCCO said we could probably get it for around a $1000. Possibly use Grant funds initially and then institutionalize the dollars

Budget request amount: $3,000.00

Priority: High

▼ **Action/Solution:** Job placement tracking and licensure tracking

Action details: Accreditation requirements include the ability to report on job placement of students and licensure pass rates. Currently we do not have an effective way to do this and one needs to be developed.

Implementation Plan (timeline): Implement by Fall 2014

Key/Responsible Personnel: Dustin Tamashiro/Senior Research Analyst

Budget Implications (what resources will be used?): current personal but may require additional software support or the purchase of outside data.

Budget request amount: $0.00

Priority: Medium

▼ **Action/Solution:** Replace Scantron with a more effective and intuitive software

Action details: The College purchased a Scantron product for conducting class climate and other surveys to comply with requirements to provide student evaluations of faculty in online courses. The software and hardware has proved to be cumbersome and ineffective. Explore now software and hardware possibilities that would also reduce costs

Implementation Plan (timeline): 18 months

Key/Responsible Personnel: Director OIE

Budget Implications (what resources will be used?): will need additional funding to purchase a new software and hardware as well as annual maintenance contract.

Budget request amount: $150,000.00

Priority: High

Area Plan: Review all college policies and procedures

The Office of Institutional Effectiveness is responsible for coordinating and maintaining all college policies and procedures. The Board, administration and shared governance committees can develop, alter and/or review policies and procedures

▼ **Action/Solution:** Align College Policies and Procedures with CCLC Board Docs

Action details: CCLC offers a policy and procedure service that the college subscribes too that provides current model policies and procedures with legal citations. By aligning our policy and procedure numbering system with CCLC we will be able to efficiently identify policies/procedures updates and maintain compliance.

Implementation Plan (timeline): 18 months to 2 years

Key/Responsible Personnel: OIE and an outside consultant to be contracted

Budget Implications (what resources will be used?): Internal personnel and the personal service agreement with a consultant.

Budget request amount: $30,000.00

Priority: High

Supporting Attachments:
📎 PCC_CCLC_Policy_Conversion.xlsx (Excel Workbook (Open XML))

▼ **Action/Solution:** Create a new Policy and Procedure webpage

Action details: Work with the web office to create a new Board Policy (BP) and Administrative Procedures (AP) that clearly delineates the two and provides last updated dates to insure transparency and cyclical review of policies and procedures

Implementation Plan (timeline): 2 years +

Key/Responsible Personnel: Crystal Kollross and the web office

Budget Implications (what resources will be used?): none use existing personnel

Budget request amount: $0.00

Priority: High

Ensure that all decisions at the college are informed by appropriate data

Using data effectively requires: 1) accurate and available data 2) the ability to analyze and effectively use data in the decision-making process.

▼ **Action/Solution:** Report develoment within Lancer Point

Action details: Develop standard reports that can be easily accessed by Deans and other campus constituents to inform decision-making.

Implementation Plan (timeline): 12 months

Key/Responsible Personnel: Dustin Tamashiro, Crystal Kollross, John Barkman

Budget Implications (what resources will be used?): existing resources will be used

Budget request amount: $0.00

Priority: High

G. Enrollment Management

Enrollment Management Reports

Develop Enrollment Management Reports that are accessible to Deans and other campus constituency groups to facilitate student access to courses.

▼ **Action/Solution:** Develop new Enrollment Management Reports/Snapshots using Lancer Point

Action details: LancerPoint comes online in Summer 2013 and the college will need up-to-date reports built within the ODS. Some of these reports should be standing others will be adhoc.

Implementation Plan (timeline): 5 months

Key/Responsible Personnel: Dustin Tamashiro Crystal Kollross

Budget Implications (what resources will be used?): existing

Budget request amount: $0.00

Priority: High

I. Revenue Enhancement Strategies

Revise Facility Rental Policy

The colleges facility rental policy has not been reviewed and updated in several years. An effective rental policy would ensure that college costs are covered for all rentals, the campus facilities are open to outside rental, and that a viable revenue stream to supports student access and success is implemented.

▼ **Action/Solution:** Review the existing rental policy and procedure and update according to Title 5 and local statutes

Action details: The existing policy is very old and in in definitive need of revitalization. Use CCLC model policies and contact other CCC's on their procedures.

Implementation Plan (timeline): 8 months

Key/Responsible Personnel: Crystal Kollross

Budget Implications (what resources will be used?): non

Budget request amount: $0.00

Priority: Medium

Research and Program Evaluation

Program Evaluation Methodologies

Develop new program evaluation strategies and techniques

▼ **Action/Solution:** Hire an Evaluation Analyst

Action details: The addition of an an Evaluation Analysts to the office would provide support for qualitative as well as quantitative review of the various programs across campus. Particularity those that are new or grant funded.

Implementation Plan (timeline): 10 months

Key/Responsible Personnel: Dustin and Crystal

Budget Implications (what resources will be used?): salary and benefits but this should be either partially or fully funded by the various grants on campus

Budget request amount: $70,000.00

Priority: Medium

created with ⑤ taskstream

Action/Solution: Review current community college research journals for innovative program evaluation strategies

Action details: The college is introducing new learning strategies in English, Math, Design Tech, FYE, etc. The OIE is frequently asked to help evaluate these strategies. Research innovative ways to evaluate the effectiveness of the learning strategies being introduced.

Implementation Plan (timeline): 8 months

Key/Responsible Personnel: Dustin Tamashiro

Budget Implications (what resources will be used?): none

Budget request amount: $0.00

Priority: Medium

Process for on campus research by internal and external parties

Action/Solution: Develop and Implement an Institutional Research Advisory Group

Action details: Research on community college students is becoming more prevalent and needs to be adequately reviewed for FERPA protections, liability and purpose. Many CCCs are developing this type of internal advisory group to review research proposals and protect human subjects Robert Randall

Implementation Plan (timeline): 12 months

Key/Responsible Personnel: OIE

Budget Implications (what resources will be used?): non

Budget request amount: $0.00

Priority: High

Supporting Attachments:
COC IRB (Web Link)
http://www.canyons.edu/offices/IRB/
COC IRB Pamphlet (Microsoft Word)
SDCCD Checklist for External IRB applications (Adobe Acrobat Document)
SDCCD IRB site (Web Link)
http://research.sdccd.edu/index.cfm?action=irbreview

Institutional Planning

Ensure the college's planning process is integrated with program review and resource allocation.

Evaluation of Planning Processes

Action/Solution: Complete the Sub Change document for Health Sciences

Action details: With the final move of 50%+ of the courses for our major health sciences programs, nursing, rad tech and medical assisting moving to the CEC the college needs to complete and submit a sub change to ACCJC

Implementation Plan (timeline): Complete by Fall of 2013

Key/Responsible Personnel: OIE, Health Sciences Dean, Accreditation self study coordinator and liaison

created with taskstream

Budget Implications (what resources will be used?): non

Budget request amount: $0.00

Priority: High

▼ **Action/Solution:** Develop a new survey to review the planning process

Action details: The current survey does not include key components necessary to evaluate constituents understanding of the planning process and its integration with program review and resource allocations. This is critical for an effective process.

Implementation Plan (timeline): 6 months

Key/Responsible Personnel: Dustin Tamashiro, Crystal Kollross

Budget Implications (what resources will be used?): existing resources and TaskStream softwre

Budget request amount: $0.00

Priority: High

▼ **Action/Solution:** Hire 2 fulltime Research Analysts

Action details: Change 1/2 time analyst position to fulltime. And add one more fulltime analyst to handle the new CTE Trust grant coordination and analysis

Implementation Plan (timeline): 12 months

Key/Responsible Personnel: Crystal Kollross Salomon Davila

Budget Implications (what resources will be used?): additional institutional funds need to be identified for the 1/2 time to full time position. Coordinate with Salomon for the funding of the other position.

Budget request amount: $25,000.00

Priority: High

▼ **Action/Solution:** Hire a Senior Planning Analyst

Action details: The main functions of the OIE are institutional planning and research. The research end is well covered by the planning end needs additional and ongoing support in order to fully integrate the planning, program review and resource allocation processes

Implementation Plan (timeline): Fall 2013

Key/Responsible Personnel: Director OIE

Budget Implications (what resources will be used?): funding for position and benefits

Budget request amount: $100,000.00

Priority: Medium

◈ Track Action Items

Action/Solution Statuses

CA- Pasadena City College Educational Master Plan Priorities (Copy 1)

C. Technology

Develop a training program for the online planning system

2 years ago the college introduced a new software to manage and store the planning and program review process (TaskStream). Academic Affairs has taken a lead role in developing a training program for program review and the OIE needs to take a lead role in a training for planning. With recent restructuring of the college and the planning structure this becomes even more important.

▼ **Action/Solution:** Develop a training program for online planning

Action details: Introduce the process, the software and the philosophy of planning through workshops, Pulse articles, individual training sessions

Implementation Plan (timeline): Implement Spring 2013 and continue until the entire campus is trained

Key/Responsible Personnel: Crystal Kollross

Budget Implications (what resources will be used?): current personnel

Budget request amount: $0.00

Priority: High

Status for Develop a training program for online planning

Current Status: In Progress

Budget Status: Other

Additional information: In Spring 2013 worked with the Interim Dean of General Education and Program Review and the Faculty Accreditation Self-Study Coordinator to design and implement an integrated planning workshop for IEC, P&P and Brac.

Next Steps:

F. Institutional Effectiveness

F5. Implement alternative ways of defining and tracking student success outside of degrees, certificates, and transfer.

Degrees, certificates and transfer will always be the benchmarks that define the college but other milestones need to be established and tracked that fully encompass the work of the college. OIE will work with Faculty and Deans to determine meaningful and realistic student benchmarks

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Action details: Through a contract with the RP group the college is engaging in a survey of recent CTE certificate recipient to determine, job placement and satisfaction with their education at PCC.

Implementation Plan (timeline): We should receive the results of the CTE survey by Fall 2013. Analysis and reporting should take place within the next 6 months.

Key/Responsible Personnel: Dustin Tamashiro and Crystal Kollross

Budget Implications (what resources will be used?): None

Budget request amount: $0.00

Priority: Medium

Status for Analysis and Communication of the CTE outcomes survey

No Status Added

▼ **Action/Solution:** Employment Tracking through Wage Tracker

Action details: Contact the EDD and arrange to send them a list of SSN's for tracking
Spencer Wong Spencer.Wong@edd.ca.gov from Patrick Perry
Andy Wong (andy.wong@edd.ca.gov).
Michael Boucher. His email is Michael.Boucher@edd.ca.gov

Implementation Plan (timeline): 6- 18 months

Key/Responsible Personnel: Crystal Kollross

Budget Implications (what resources will be used?): We were quoted just under $5K for 4
parameters (around 15K SSNs).
We will need to do this annually but not for 15k SSN's CCCCO said we could probably get it for
around a $1000. Possibly use Grant funds initially and then institutionalize the dollars

Budget request amount: $3,000.00

Priority: High

Status for Employment Tracking through Wage Tracker

No Status Added

▼ **Action/Solution:** Job placement tracking and licensure tracking

Action details: Accreditation requirements include the ability to report on job placement of
students and licensure pass rates. Currently we do not have an effective way to do this and one
needs to be developed.

Implementation Plan (timeline): Implement by Fall 2014

Key/Responsible Personnel: Dustin Tamashiro/Senior Research Analyst

Budget Implications (what resources will be used?): current personal but may require
additional software support or the purchase of outside data.

Budget request amount: $0.00

Priority: Medium

Status for Job placement tracking and licensure tracking

No Status Added

▼ **Action/Solution:** Replace Scantron with a more effective and intuitive software

Action details: The College purchased a Scantron product for conducting class climate and other
surveys to comply with requirements to provide student evaluations of faculty in online courses.
The software and hardware has proved to be cumbersome and ineffective. Explore now software
and hardware possibilities that would also reduce costs

Implementation Plan (timeline): 18 months

Key/Responsible Personnel: Director OIE

Budget Implications (what resources will be used?): will need additional funding to purchase a new software and hardware as well as annual maintenance contract.

Budget request amount: $150,000.00

Priority: High

Status for Replace Scantron with a more effective and intuitive software

Current Status: Completed

Budget Status: Approved

Additional information: Scantron will be replaced with eXplorance Blue, online and paper module's of evaluations and surveys.

Next Steps: 1. Working with eXplorance to develop the timeline for implementation

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Area Plan: Review all college policies and procedures

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Action details: CCLC offers a policy and procedure service that the college subscribes too that provides current model policies and procedures with legal citations. By aligning our policy and procedure numbering system with CCLC we will be able to efficiently identify policies/procedures updates and maintain compliance.

Implementation Plan (timeline): 18 months to 2 years

Key/Responsible Personnel: OIE and an outside consultant to be contracted

Budget Implications (what resources will be used?): Internal personnel and the personal service agreement with a consultant.

Budget request amount: $30,000.00

Priority: High

Supporting Attachments:
📎 PCC_CCLC_Policy_Conversion.xlsx (Excel Workbook (Open XML))

Status for Align College Policies and Procedures with CCLC Board Docs

Current Status: In Progress

Budget Status: Approved

Additional information: Dr. Jane Wright has been Board approved as the external consultant to review, revise and align all of our Board Policies and Administrative Procedures. A timeline line for each chapter has been established and a review process approved by the President.

Next Steps: Working through the policies with the Board subcommittee.

▼ **Action/Solution:** Create a new Policy and Procedure webpage

Action details: Work with the web office to create a new Board Policy (BP) and Administrative

Procedures (AP) that clearly delineates the two and provides last updated dates to insure transparency and cyclical review of policies and procedures

Implementation Plan (timeline): 2 years +

Key/Responsible Personnel: Crystal Kollross and the web office

Budget Implications (what resources will be used?): none use existing personnel

Budget request amount: $0.00

Priority: High

Status for Create a new Policy and Procedure webpage

Current Status: In Progress

Budget Status: Other

Additional information: Webpage has been created as a shadow page to the current policy and procdure website. As policies and procedures are updated they are added to the new webpage and a link from the old webpage to the new webpage is generated.

Next Steps:

Ensure that all decisions at the college are informed by appropriate data

Using data effectively requires: 1) accurate and available data 2) the ability to analyze and effectively use data in the decision-making process.

Action/Solution: Report develoment within Lancer Point

Action details: Develop standard reports that can be easily accessed by Deans and other campus constituents to inform decision-making.

Implementation Plan (timeline): 12 months

Key/Responsible Personnel: Dustin Tamashiro, Crystal Kollross, John Barkman

Budget Implications (what resources will be used?): existing resources will be used

Budget request amount: $0.00

Priority: High

Status for Report develoment within Lancer Point

No Status Added

G. Enrollment Management

Enrollment Management Reports

Develop Enrollment Management Reports that are accessible to Deans and other campus constituency groups to facilitate student access to courses.

Action/Solution: Develop new Enrollment Management Reports/Snapshots using Lancer Point

Action details: LancerPoint comes online in Summer 2013 and the college will need up-to-date reports built within the ODS. Some of these reports should be standing others will be adhoc.

Implementation Plan (timeline): 5 months

Key/Responsible Personnel: Dustin Tamashiro Crystal Kollross

Budget Implications (what resources will be used?): existing

Budget request amount: $0.00

Priority: High

> **Status** for Develop new Enrollment Management Reports/Snapshots using Lancer Point

No Status Added

I. Revenue Enhancement Strategies

Revise Facility Rental Policy

The colleges facility rental policy has not been reviewed and updated in several years. An effective rental policy would ensure that college costs are covered for all rentals, the campus facilities are open to outside rental, and that a viable revenue stream to supports student access and success is implemented.

▼ **Action/Solution:** Review the existing rental policy and procedure and update according to Title 5 and local statutes

Action details: The existing policy is very old and in in definitive need of revitalization. Use CCLC model policies and contact other CCC's on their procedures.

Implementation Plan (timeline): 8 months

Key/Responsible Personnel: Crystal Kollross

Budget Implications (what resources will be used?): non

Budget request amount: $0.00

Priority: Medium

> **Status** for Review the existing rental policy and procedure and update according to Title 5 and local statutes

No Status Added

Research and Program Evaluation

Program Evaluation Methodologies

Develop new program evaluation strategies and techniques

▼ **Action/Solution:** Hire an Evaluation Analyst

Action details: The addition of an an Evaluation Analysts to the office would provide support for qualitative as well as quantitative review of the various programs across campus. Particularity those that are new or grant funded.

Implementation Plan (timeline): 10 months

Key/Responsible Personnel: Dustin and Crystal

Budget Implications (what resources will be used?): salary and benefits but this should be either partially or fully funded by the various grants on campus

Budget request amount: $70,000.00

Priority: Medium

> **Status** for Hire an Evaluation Analyst

Current Status: In Progress

Budget Status: Other

Additional information: Through the Title V grant in the TLC, Brock is providing me with a part time analyst to evaluate the FYP pathway.

Next Steps:

▼ **Action/Solution:** Review current community college research journals for innovative program evaluation strategies

Action details: The college is introducing new learning strategies in English, Math, Design Tech, FYE, etc. The OIE is frequently asked to help evaluate these strategies. Research innovative ways to evaluate the effectiveness of the learning strategies being introduced.

Implementation Plan (timeline): 8 months

Key/Responsible Personnel: Dustin Tamashiro

Budget Implications (what resources will be used?): none

Budget request amount: $0.00

Priority: Medium

Status for Review current community college research journals for innovative program evaluation strategies

No Status Added

Process for on campus research by internal and external parties

▼ **Action/Solution:** Develop and Implement an Institutional Research Advisory Group

Action details: Research on community college students is becoming more prevalent and needs to be adequately reviewed for FERPA protections, liability and purpose. Many CCCs are developing this type of internal advisory group to review research proposals and protect human subjects Robert Randall

Implementation Plan (timeline): 12 months

Key/Responsible Personnel: OIE

Budget Implications (what resources will be used?): non

Budget request amount: $0.00

Priority: High

Supporting Attachments:
COC IRB (Web Link)
http://www.canyons.edu/offices/IRB/
COC IRB Pamphlet (Microsoft Word)
SDCCD Checklist for External IRB applications (Adobe Acrobat Document)
SDCCD IRB site (Web Link)
http://research.sdccd.edu/index.cfm?action=irbreview

Status for Develop and Implement an Institutional Research Advisory Group

No Status Added

Institutional Planning
Ensure the college's planning process is integrated with program review and resource allocation.

Evaluation of Planning Processes

▼ **Action/Solution:** Complete the Sub Change document for Health Sciences

Action details: With the final move of 50%+ of the courses for our major health sciences programs, nursing, rad tech and medical assisting moving to the CEC the college needs to complete and submit a sub change to ACCJC

Implementation Plan (timeline): Complete by Fall of 2013

Key/Responsible Personnel: OIE, Health Sciences Dean, Accreditation self study coordinator and liaison

Budget Implications (what resources will be used?): non

Budget request amount: $0.00

Priority: High

Status for Complete the Sub Change document for Health Sciences

Current Status: Completed

Budget Status: Other

Additional information: Completed the Sub Change and submitted to AACJC for review

Next Steps:

▼ **Action/Solution:** Develop a new survey to review the planning process

Action details: The current survey does not include key components necessary to evaluate constituents understanding of the planning process and its integration with program review and resource allocations. This is critical for an effective process.

Implementation Plan (timeline): 6 months

Key/Responsible Personnel: Dustin Tamashiro, Crystal Kollross

Budget Implications (what resources will be used?): existing resources and TaskStream softwre

Budget request amount: $0.00

Priority: High

Status for Develop a new survey to review the planning process

No Status Added

▼ **Action/Solution:** Hire 2 fulltime Research Analysts

Action details: Change 1/2 time analyst position to fulltime. And add one more fulltime analyst to handle the new CTE Trust grant coordination and analysis

Implementation Plan (timeline): 12 months

Key/Responsible Personnel: Crystal Kollross Salomon Davila

Budget Implications (what resources will be used?): additional institutional funds need to be identified for the 1/2 time to full time position. Coordinate with Salomon for the funding of the other position.

Budget request amount: $25,000.00

Priority: High

Status for Hire 2 fulltime Research Analysts

No Status Added

▼ **Action/Solution:** Hire a Senior Planning Analyst

Action details: The main functions of the OIE are institutional planning and research. The research end is well covered by the planning end needs additional and ongoing support in order to fully integrate the planning, program review and resource allocation processes

Implementation Plan (timeline): Fall 2013

Key/Responsible Personnel: Director OIE

Budget Implications (what resources will be used?): funding for position and benefits

Budget request amount: $100,000.00

Priority: Medium

Status for Hire a Senior Planning Analyst

Current Status: Completed

Budget Status: Approved

Additional information: Instead of a Senior Planning Analyst. The position was changed to a Business Analyst Specialist or Argos Report writer because this was the greater need. The position has been flown, interviews have been completed and successful candidate has been identified. Board approval should be September 3, 2014

Next Steps: Add two fulltime Research Analysts to the staff of OIE

Status Summary

No text specified

Summary of Next Steps

created with taskstream

No text specified

◈ Create Improvement Actions (Program/Unit)

Action/Solutions

◈ Track Improvement Actions (Program/Unit)

Action/Solution Statuses

Status Summary

No text specified

Summary of Next Steps

No text specified

◈ Data Sets and Reference Materials