

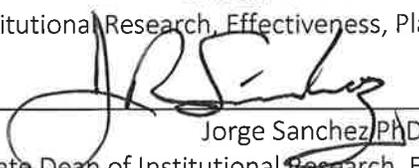


2014
Department Review

DEPARTMENT OF INSTITUTIONAL RESEARCH,
EFFECTIVENESS, PLANNING,
& GRANT DEVELOPMENT



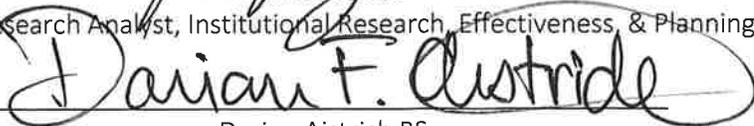
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Executive Summary

The Department of Institutional Research, Effectiveness, and Planning conducts analytical studies and provides information in support of institutional planning, policy formulation and decision making. In addition, the department provides leadership and support in institutional effectiveness and research related activities to members of the Coastline Community College community engaged in planning and evaluating the institution's success in accomplishing its mission. In addition, the department provides guidance to Coastline Community College policymakers on the effectiveness of the institution and future strategic direction; provides college wide leadership and coordination for planning and institutional effectiveness to collect and report information for decision-making and organizational development, and to provide responsive support for accreditation-related self-studies.

The Department of Institutional Grant Development provides leadership, coordination and development support of all grant applications and proposals in association with faculty, administrators and staff in order to advance the mission, vision and strategic plans of Coastline Community College.

The assessment of the departments employed quantitative and qualitative strategies with an emphasis on outcome-based performance measures. The findings identified that 100% of the goals established in the previous comprehensive department reviews had been met or re-engineered. The results of the comprehensive review yielded 16 new goals/action plans as mean to maintain relevance and support a progressive and innovative edge across the department.

- 1.1 Increase opportunity to obtain indirect costs from federal grants
- 2.1 Effectively implement and manage a real-time decision making analytics system
- 2.2 Expand the capability of data comprehension, usage and distribution of data in planning through the development of an innovate institutional review and planning operational processes
- 2.3 Expand the capability of data collection, analysis and distribution for SSSP
- 2.4 Establish a liaison for grant development and administration
- 2.5 Support grant operations and oversight
- 2.6 Support organization, evidence and record processes and systems
- 2.7 Advance accreditation knowledge
- 2.8 Develop a stronger research network
- 2.9 Facilitate the collection and distribution of surveys and analysis
- 2.10 Explore machine learning and data science
- 2.11 Expand institutional research skill sets
- 2.12 Strengthen grant development capabilities
- 3.1 Relocate the department to a centralized location
- 3.2 Identify locations for future grant operations
- 4.1 Centralize campus surveying
- 4.2 Maintain software for data reporting
- 4.3 Expand operational capability
- 4.4 Develop an electronic document repository
- 4.5 Strengthen institutional presences and transparency
- 4.6 Strengthen accreditation support and transparency of the development process

Section 1: Departmental Planning:

1.1 Department Overview

INSTITUTIONAL RESEARCH, EFFECTIVENESS, AND PLANNING

The Mission: To continuously build and support a culture of inquiry, evidence and data driven decisions through the provision of institutional research studies, effectiveness enhancing methodologies and innovative strategic planning approaches to advance institutional and student performance.

The Department of Institutional Research, Effectiveness, Planning conducts analytical studies and provides information in support of institutional planning, policy formulation and decision making. In addition, the department provides leadership and support in institutional effectiveness and research related activities to members of the Coastline Community College community engaged in planning and evaluating the institution's success in accomplishing its mission. In addition, the department provides guidance to Coastline Community College policymakers on the effectiveness of the institution and future strategic direction; provides college wide leadership and coordination for planning and institutional effectiveness to collect and report information for decision-making and organizational development, and to provide responsive support for accreditation-related self-studies.

The department assists academic and non-academic program reviews; coordinates ongoing evaluation for the purpose of improving the quality of the college's instructional programs and ensuring that outcomes achieved are consistent with the mission and goals of the institution. The focus of academic assessment is on student learning, outcome assessment activities that are teaching and learning centered outcomes and includes the review of all academic programs that award a degree or certificate as well as classroom-based assessment and research. The following bullets outline the services provided by the department

- External reporting: The department serves as the point of contact for reports and surveys requested from government agencies and commercial interests, including the U.S. Department of Education IPEDS reports and state mandated reports (MIS, 320).
- Internal information access: The department provides data for grants and statistical information to internal offices and departments. Information provided also includes not only the statistics themselves but the definitions and methodology used in their measurement.
- Analysis of existing data: The department collates and maintains data available on campus and provides relevant analysis of this data as required. Provides analytical information on topics that include enrollment management, student learning outcome assessment, student equity and success, resource allocation, and program assessment.
- Advanced analyses: Where the need is demonstrated, the department utilizes industry recognized statistical methods and procedures to provide evidence in support of the decision making process.
- Survey research: The department system-wide and college surveys. Promotes a comprehensive program of survey research that provides timely, appropriate, and useful information.

- Team-based research: The department members serve on all of the major campus committees and work as part of the team to help identify problems, develop relevant research, and disseminate the results to stakeholders in easily understandable and actionable reports.
- Planning assessment: The department leads the initiative for data driven decisions (DDD) across the campus with the evaluation of the planning cycle from budget allocation calculations, planning wing document assessment and update, Educational Master Plan (EMP) assessment and update, and annual governance assessment.
- Accreditation support: The department provides information for the annual reports to the ACCJC, the department provides SLO reports and the environmental scan for the major accreditation documents. The department supports accreditation follow-up process by tracking recommendation progress and working directly with the Accreditation Liaison Officer (ALO) and the Planning Institutional Effectiveness and Accreditation Committee (PIEAC).

INSTITUTIONAL GRANT DEVELOPMENT

Mission: To generate additional funding for the colleges' services, programs, and facilities to benefit students, staff, and the community through successful grant development.

The Department of Institutional Grant Development provides leadership, coordination and development support of all grant applications and proposals in association with faculty, administrators and staff in order to advance the mission, vision and strategic plans of Coastline Community College.

The department's approach is shifting from aligning and determining ideas to meet the specifications of grant opportunities to a method of identify grants that best support the plans of the college. These plans will emerge from the program review documents, thus, having support from the faculty and staff members as these documents provide a 'needs assessments' that aligns with the college's strategic goals and plans.

Recently the department has improved the grant proposal idea and concept form by instituting an electronic process which allows for potential grant ideas and concepts to be filtered through the institutional grant team more efficiently to provide easier access to initiate the process.

Over the past five years the department has applied for or started applications/proposals for an estimated 115 opportunities (This is a conservative number and generally excluded foundation proposals), which yielded \$8,279,486.

Grants Received:

- July 1, 2009 – June 30, 2010 = \$677,242
- July 1, 2010 – June 30, 2011 = \$1,013,599
- July 1, 2011 – June 30, 2012 = \$1,161,341
- July 1, 2012 – June 30, 2013 = \$4,902,967 (This includes the OC One-Stop contract of \$3,191,762)
- July 1, 2013 – June 30, 2014 = \$524,337
- Total grant funding received July 1, 2009 – June 30, 2014 = \$8,279,486

1.2 Department Assessment

In fall 2014, a survey was distributed to Coastline employees to obtain information on awareness and satisfaction with the departmental services, interactions and performance. The survey yielded 69 usable responses. The findings of the survey indicated there was a low awareness (38%) regarding the knowledge of the *Research Request Form*. Similar, the findings within interaction found 54% of participants have not utilized the services of the department. However, of the participants that have utilized the services (average of 32) there was a high rate of satisfaction (> 80%) across all metrics of interaction as outlined in Table 1.

Table 1 *Campus Interaction*

Interaction	N	Satisfied	Dissatisfied
Consultation	26	85%	15%
Ability to meet your requested deadline	30	80%	20%
Accuracy of information	34	82%	18%
Presentation of information	34	91%	9%
Professionalism	34	91%	9%

Consistent with the level of satisfaction with interaction, the findings indicated a high rate in overall satisfaction with the department and the services provides. Figure 1 shows an 86% rate of satisfaction.

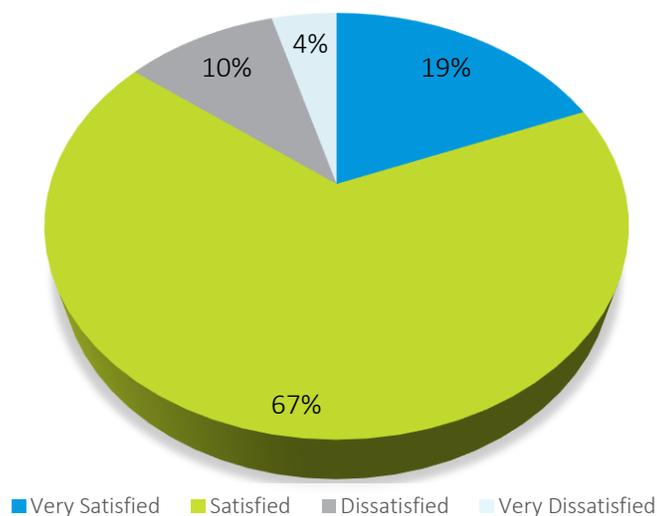


Figure 1 Overall Satisfaction

The participants were given the opportunity to provide constructive and complementary feedback regarding the department. A frequency analysis of the responses showed there was a lack of awareness of the services provided and reports created. Another emerging theme showed a high rate of positive feedback regarding the work of the department with suggestion of providing a venue to sharing the work that was easily accessible.

1.3 Progress on Previous Goals

Institutional Research

1. *Automate the Program Review reporting process by developing an online form-based report-development process.*

Status: In-progress (revitalized)

Outcome: The new staff members of the department is working on the development of Program + (a program review software) to be released in 2015.

2. *Complete development of a five-year strategic plan for identifying, assessing, and tracking student learning outcomes.*

Status: Completed/Ongoing

Outcome: Strategic plan was developed and implemented as the planning source for the college.

3. *Pursue with ISD programmers integration of SLO assessment and tracking within Seaport.*

Status: Completed

Outcome: SLO system was developed in Seaport and effectively used to collect SLO data.

4. *Implement Program Review, SLO, and DSR plans identified in the 2006-07 Self-Study Report.*

Status: Completed/Ongoing

Outcome: The structure was reflected in the 2013 Accreditation Report as being integrated at the college to support planning.

5. *Develop and implement an annual evaluation of the Program Review and DSR processes.*

Status: Completed

Outcome: Annual updates have been integrated and used in the planning process.

Planning and Development (Institutional Effectiveness and Planning and Institutional Grant Development)

1. *Complete by December 2010, a Master Plan expanded to 2015 and possibly institute a mechanism for tracking progress of the priorities and initiatives.*

Status: Completed

Outcome: Master plan was developed and used as a planning resource.

2. *Submit by August 2010, two Title III proposals and two proposals to the State Chancellor's Office.*

Status: Completed/Ongoing

Outcome: Two Title III proposals were submitted.

- May 27, 2010 California Virtual Campus (CVC) proposal submitted to the State Chancellor's Office. (No funding received)
- Discipline/Industry Collaborative for Business Education. (\$300,000 received)
- May 18, 2010 – Business Education Statewide Advisory Committee renewed submitted to the State Chancellor's Office. (\$38,000)

3. *Co-sponsor with elected officials at least five events each year.*

Status: Completed

Outcome: The following events were planned, hosted and co-sponsored.

- November 8, 2008 – First Annual Vietnamese Educational Diabetes Seminar Health and Resource Fair (From Head to Toe Educational Conference) – Co-sponsored with the American Diabetes Association and Congresswoman Loretta Sanchez.
- July 18, 2009 - Congresswoman Loretta Sanchez Health Care Reform Town Hall – CCC hosted and co-sponsored with the Office of Congresswoman Loretta Sanchez.
- August 6, 2009 - US Census Bureau Town Hall – CCC hosted and co-sponsored with the Office of Congresswoman Loretta Sanchez.
- November 2, 2009 - Second Annual Educational Vietnamese Diabetes Seminar and Health Fair – CCC host and co-sponsored with the American Diabetes Association - Orange County Chapter and the Office of Congresswoman Loretta Sanchez.
- January 9, 2010 - 1st Time Home Buyers Seminar – CCC hosted and co-sponsored with the Office of Congresswoman Loretta Sanchez and the Office of State Senator Lou Correa.
- May 8, 2010 - Central County Health Care Expo – CCC hosted and co-sponsored with Supervisor Janet Nguyen, chair of the Orange County Board of Supervisors.
- June 12, 2010 - Children's Book Festival – CCC hosted and co-sponsored with the Office of State Senator Lou Correa.
- August 13-15, 2010 - Vietnamese Language Instructors Training Conference – CCC hosted and co-sponsored with the Office of State Senator Lou Correa and the Association of the Vietnamese Language and Culture School of Southern California.
- October 12, 2010 - Health Care Reform Information Session – CCC hosted and co-sponsored with the Office of Congresswoman Loretta Sanchez.

- October 21, 2010 - Jobs Fair – CCC hosted and co-sponsored with the Office of Congresswoman Loretta Sanchez.
- November 6, 2010 - Third Annual Vietnamese Educational Diabetes Seminar and Health Fair – CCC hosted and co-sponsored with the American Diabetes Association - Orange County Chapter, the Office of Congresswoman Loretta Sanchez, and the Office of State Senator Lou Correa.

4. *Facilitate better relations with the staff at the college and the staff of various elected officials offices.*

Status: Completed

Outcome: The following events were planned, hosted and co-sponsored.

- Establishment of the Coastline Legislative Advocacy Task Force in 2008/09 and run through 2009/2010.
- Establishment of the Coast District Government Relations Team.
- October 28, 2009 Visit with Senator Correa
- January 23-25, 2010 - Community College League of California 2010 Annual Legislative Conference
- March in March
- Various visits to local congressional offices to meet with staff and elected officials

5. *Write a monthly electronic publication of college, local, state, and federal activities and issues that could impact Coastline's constituencies.*

Status: Completed

Outcome: Government Relations Alerts developed and disseminated at CCC. However, Government Relation and Advocacy activities were turned over to the Marketing and Public Relations Department around 2011.

1.4 Administrative Unit Outcomes/ Service Area Outcomes

In order to strengthen operations at the Department of Institutional Research, Effectiveness, Planning and Grant Development, the department modified the following (AUOs/SAOs) during 2014-2015:

AUO/SAO 1: Foster a culture of inquiry, evidence and planning

FINDING: The 2013-2014 assessment found that 100% outcomes were assessed and implemented in 2014-2015 program and departmental review documents.

STATUS: Met

ACTION: Provide more information and training campus wide on outcome utilization through program and planning processes. This will provide evidence in the accreditation to closing the loop on plans.

FINDING: In 2014-2015 an online research request collection tool was developed and a baseline of data will be reported in June 2015.

STATUS: Not Assessed

ACTION: Collect data for comparative analysis

FINDING: In 2013-2014 assessment showed that the department completed all reports on-time.

STATUS: Met

ACTION: Create a reporting calendar

FINDING: In 2014-2015 the department began to develop research notes to highlight significant research studies at the college.

STATUS: Partially Completed

ACTION: Assess at the end of the 2014-2015 year

FINDING: In 2013-2014 assessment showed that the college completed 90% of program and department reviews on-time.

STATUS: Not Met

ACTION: Hire a position to assist in the development and integration of an electronic streamlined review process

AUO/SAO 2: Support a culture of grants

FINDING: The department submitted 9 grants in 2013-2014 which met the established target.

STATUS: Met

ACTION: Increase departmental support to provide grant oversight by hiring a grant assistant.

1.5 External Compliance

Institutional Research, Effectiveness, and Planning

The department completes an annual report for the ACCJC which reflects a review of data, outcomes assessment, and institutional set standards to meet accreditation reporting compliance. Currently, there is a need to advance the departments capabilities to understand the mandates from accreditation, which may require participation at ACCJC webinars and/or conferences. Therefore, in order to maintain relevance the department needs to have travel funds made available to participate on an annual basis.

Additionally, the department provides data collection and analysis for the MIS and 320 state accountability reports. These reports are used by the state to determine the campuses apportionment and funding. In order to effectively complete the MIS, 320 and IPEDs reporting, the team should participate in conferences and webinars to keep abreast on new information pertaining to data reporting. Additionally, to better review and assess the data the department needs to ensure that the statistical software maintains relevancy.

Institutional Grant Development

Based on the funding agency, after the performance period of the grant all records and files related to the award must be kept for three to five years. Additional compliance mandates relate to specific grants as certain granting agencies require annual or term-based reporting. In support of a culture of grants, the institution should have a federally negotiated indirect cost rate agreement when applying for federal grants. To best position the college to be awarded federal grants, the department/college needs to establish an indirect cost rate agreement with a federal agency.

1.6 Goals/Recommendations

Goal 1.1 Increase opportunity to obtain indirect costs from federal grants

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

Obtaining the federal indirect rate will allow for Coastline College to obtain in-direct coast from federal grants. (CCC Goal(s): 4, 6)

Recommendation for goal achievement

To acquire an indirect cost rate, Coastline must obtain a federal grant that allows for indirect costs to be charged. A temporary provisional rate is granted for 90-days allowing the institution to obtain an official rate. Contract with an external consultant to negotiate and obtain a federal indirect rate (\$6,000).

Section 2: Human Resource Planning

2.1 Department Staffing

The current organizational structure of the department is outlined in following organizational chart

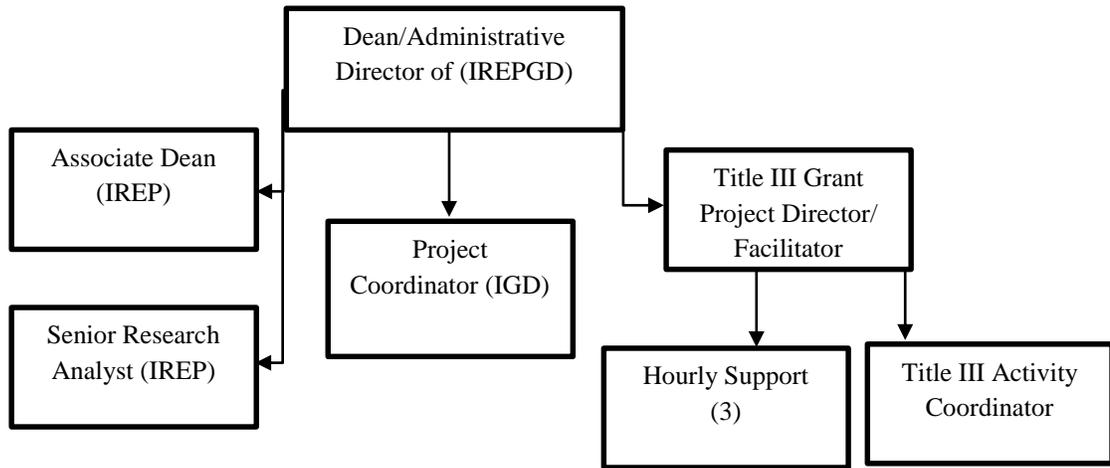


Table 2.1 Institutional Research, Effectiveness, Planning, and Grant Development Staffing Plan

Year	Administrator	Management	Faculty	Classified	Hourly
2014-2015 (present)	Dean (IEPRGD) Associate Dean (IREP)	Title III Director Director of Data Analytics Director of Grant Development	None	Senior Research Analyst (IREP) Project Coordinator (IGD) Activity Coordinator (Title III)	Activity Assistant (Title III) Activity Assistant (Title III) Clerical Assistant (Title III)
2017-2018 (3-year)	Dean (IEPRGD) Associate Dean (IREP)	*Director (Title III) *Director (Grant a) Director of Innovation and Data Analytics	None	Senior Research Analyst (IREP) Senior Research Analyst (IREP) Research Assistant (IREP) Research Analyst (SSSP) Project Coordinator (IGD) Clerical Assistant (IREPGD) *Activity Coordinator (Title III) *Research Assistant (Title III) *Activity Coordinator (Grant a) *Research Assistant (Grant a)	*Activity Assistant (Title III) *Clerical Assistant (Title III) *Activity Assistant (Grant a) *Clerical Assistant (Grant a)
2019-2020 (5-year)	Dean (IEPRGD) Associate Dean (IREP)	*Director (Title III) *Director (Title V) *Director (Grant a) Director of Data Analytics Director of Grant Development Director of Innovation and Data Analytics	None	Senior Research Analyst (IREP) Senior Research Analyst (IREP) Research Assistant (IREP) Research Analyst (SSSP) Project Coordinator (IGD) Clerical Assistant (IREPGD) *Activity Coordinator (Title III) *Research Assistant (Title III) *Activity Coordinator (Title V) *Research Assistant (Title V) *Activity Coordinator (Grant a) *Research Assistant (Grant a)	*Activity Assistant (Title III) *Clerical Assistant (Title III) *Activity Assistant (Title V) *Clerical Assistant (Title V) *Activity Assistant (Grant a) *Clerical Assistant (Grant a)

*Staffing Plan is predicated based on anticipated grants

The departments work in tandem to support all entities of the institution through provision of different data and projects to facilitate the strategic planning and progress of a culture of evidence at Coastline College. Table 2.1 outlines the progressive growth in the department as the grants department begins to emerge with the awarding of grants which is anticipated to yield growth in the research and grant offices as per every large (i.e. multi-million dollar) grant received will warrant a director (1 FTE), activities coordinator (1 FTE), research analyst (1 FTE), activity assistant (0.5 FTE), clerical assistant (0.5 FTE). These positions will be contingent on grant funding and will not be absorbed by the district.

Institutional Research, Effectiveness, and Planning

In order to effectively utilize the invested tools such as Civitas and EAB, it will be imperative that the college invests in a lead over these data-driven action systems and initiatives. The Director of Innovation and Analytics (DA) would be chiefly responsible for championing the use of data-driven decision-making throughout Coastline, overseeing post-campaign ROI analysis of marketing investments to continuously evolve the college's strategic student acquisition and retention strategies, making strategic recommendations based on business goals of how to best optimize creative output as well as internal processes, and maintaining a dashboard for the college and its departments to track the effectiveness of marketing. The DA will support the Marketing Department with insights for strategic planning purposes, informing media and marketing plans, and bolstering budget creation and campaign development with deep insight. This pivotal role will be responsible for ensuring that analytics flow in and through the marketing unit and carries itself out to all the departments and across the entire institution. Additionally, the DA will support the Institutional Effectiveness Department by synthesizing how trends and data impacts the business of higher education at Coastline. The DA will sit at the leading edge of analytics-driven marketing, drive innovation in delivering utility for the college, and ensure that analytics and insights are a key differentiator for Coastline.

Based on the 2014 accreditation follow-up, an emphasis has been made on the re-engineering the process. This was outlined in AUO/SAO 1 assessment to ensure Program and Departmental Review is completed on a consistent schedule. There needs to be an adequate amount of resources allocated to the planning process. The department has begun to develop a cloud-based system to simplify the Program and Departmental Review process for non-instructional departments and will need to have another Senior Research Analyst (1 FTE) to support this initiative of training and integration to the overall Program Review and Department Review process within the next year.

The demand for data to support the daily decision making and mid-term and long-term program and department planning processes requires time and dedication from the department. Also, the department carries focus on mandated reporting and ad hoc requests. Recent operational shifts will require the department to encumber more work as the surveying process will be shifting from eight accounts to four, which will be housed in a centralized location to streamline the mixed method inquiry process. Additional research assistant (1 FTE) will be needed to support the tracking, collection and reporting processes.

The demand of the SSSP statewide mandate requires that all activities effectively utilize data in the assessment and evaluation of the plans to support the matriculation processes. In order to effectively address this requirement, it would be imperative that the department hires an additional research analyst (1 FTE).

To support the overall operations of the entire department, it would be imperative to hire a clerical assistant (1 FTE) to ensure internal and external processes are being completed, efficiency in scheduling and organization of records across all entities.

Institutional Grant Development

The grant department is seeking to become a proactive entity to support a culture of grants at the college through the identification, pursuit and attaining of federal and state grants. The college is in support of this strategy with its recent decision to centralize grants to this one department. With the emergence of grant opportunities, the department lacks the capability to enable its true potential on the basis of its current staffing. Thus, hindering the forward progression to effectively obtain the level of success it is seeking. Primarily the Projects Coordinator (Grants) is split between the grants department (0.25 FTE) and the Title III office (0.75 FTE) as the Title III Activity Coordinator. It is recommended to open a position to focus solely on grant development and administration. In addition, the office needs to hire additional support for the operation in the administration and oversight of the grants to ensure benchmarks are being met.

As the demands to increase the productivity of the department increases, there is an apparent need as identified in AUO/SAO 2 to support the operation and facilitation of grant development and oversight to the campus. Therefore, the department should hire a grant development assistant.

2.2 Professional Development

The department members participate with a range of professional groups and serve on different statewide committees. In 2014, the Dean and Associate Dean lead and participated in the statewide initiative for the development of predictive analytics through the Educational Planning Initiative Portal and The Research and Planning (RP) Group. Additionally, the team has been recognized for their development of the cloud-based SLO reporting system. The department members' participation across the state and innovative ideas has afforded them the capability to publish and participated in statewide and national level presentations. The institution encourages the staff to participate and present at conferences, specifically CDMA employee group, which provides funding for management and administrators to subsidize conference costs.

Institutional Research, Effectiveness, and Planning

There is an apparent need to advance the departments capabilities to understand the mandates from accreditation, which may require participation at ACCJC webinars and/or conferences. Therefore, in order to maintain relevance the department needs to have travel funds made available to participate on an annual basis.

The department staff participate as members of the statewide RP Group. This includes attending annual conferences, interacting and sharing information on online listserv systems. Additionally, the staff participates in the local Orange County CAMP Research Group. Additionally, the team would like to expand into becoming member of the Association for Institutional Research (AIR).

There is an emerging trend across higher education industry to focus on artificial intelligence and machine learning systems under the field of data science. In order to maintain relevance within the field it is suggested that the department leaders complete an online certification in Data Science.

As means to strengthen the department, it is suggested that the Senior Research Analyst participate and earn a post-masters certificate in Institutional Research from the online Humboldt State University program.

Institutional Grant Development

The department staff are members of the Council for Resource Development (CRD). It is strongly encouraged that the grant facilitator participates in the CRD webinar series and national conference (3-day national conference) as means for developing and strengthen skills and building a stronger network.

2.3 Goals/Recommendations

Goal 2.1 Effectively implement and manage a real-time decision making analytics system

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

Hiring a position that can focus the employment of Civitas and EAM to help increase student retention and persistence. (CCC Goal(s): 2, 3, 5)

Recommendation for Goal Achievement

Hire a Director of Innovation and Analytics (1 FTE). (\$120,000)

Goal 2.2 Expand the capability of data comprehension, usage and distribution of data in planning through the development of an innovate institutional review and planning operational processes

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

Hiring a position that can focus on the development of a centralized cloud-based review process would create a streamline marriage of assessment to planning. Develop a visualization system that allows staff and faculty the capability to review data through dashboard systems beyond the tabular data in Argos. To support information transparency and innovative progression, the institution needs to support research publishing at the campus. (CCC Goal(s): 3, 5)

Recommendation for Goal Achievement

Hire a Senior Research Analyst position (1 FTE). (\$94,000)

Goal 2.3 Expand the capability of data collection, analysis and distribution for SSSP

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

Support the SSSP and development of surveying and data collection and analysis. (CCC Goal(s): 3, 5)

Recommendation for Goal Achievement

Hire a Research Analyst position (1 FTE). (\$80,000)

Goal 2.4 Establish a liaison for grant development and administration

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will support the centralization of the grant development process and management. (CCC Goal(s): 3, 4, 6)

Recommendation for Goal Achievement

Hire a Director of Grants Development (1 FTE). (\$120,000)

Goal 2.5 Support grant operations and oversight

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will support the operations of grant development process and management. (CCC Goal(s): 3, 4, 6)

Recommendation for Goal Achievement

Hire a Grant Assistant (1 FTE). (\$70,000)

Goal 2.6 Support organization, evidence and record processes and systems

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will support the organization and operational effectiveness of the department. (CCC Goal(s): 3, 4, 6)

Recommendation for Goal Achievement

Hire a clerical assistant (1 FTE). (\$60,000)

Goal 2.7 Advance accreditation knowledge

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

By obtaining new information regarding accreditation regulations, the department will better be able to provide guidance and insight for sustainability and report development for the accrediting body. (CCC Goal(s): 4, 5)

Recommendation for goal achievement

Increase travel budget to attend annual ACCJC conferences or meetings. (\$1,000)

Goal 2.8 Develop a stronger research network

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The development of new partnerships will allow for better interactions, information sharing and innovation to develop. (CCC Goal(s): 3, 4, 5)

Recommendation for Goal Achievement

Join the statewide associations The RP Group, CAIR, AIR and participate at national conventions. (\$3,000)

Goal 2.9 Facilitate the collection and distribution of surveys and analysis

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will support the collection of survey data for the entire campus to drive evidence-based planning. (CCC Goal(s): 5, 6)

Recommendation for Goal Achievement

Hire a research assistant (1 FTE). (\$50,000)

Goal 2.10 Explore machine learning and data science

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will increase the capabilities of the department to produce machine learning and predictive analytic supports for the campus. (CCC Goal(s): 3, 5, 6)

Recommendation for Goal Achievement

Complete the Data Science Certificate from John Hopkins University (\$500 each or \$1000 total)

Goal 2.11 Expand institutional research skill sets

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will increase the capabilities of the department staff in the alignment of research, effectiveness and planning strategies across the department. (CCC Goal(s): 5)

Recommendation for Goal Achievement

Pay the tuition for Senior Research Analyst to complete a graduate certificate in institutional research from Humboldt State University. (\$5,000)

Goal 2.12 Strengthen grant development capabilities

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will increase the capabilities of the department staff to best facilitate the development process through the continuous maintenance of an annual membership and attendance to the national conference for Council for Resource Development (CRD). (CCC Goal(s): 3, 5)

Recommendation for Goal Achievement

Maintain CRD membership and provide professional development fund for travel and participation at the annual CRD conference. (\$3,000)

Section 3: Facilities Planning

3.1 Facility Assessment

The current location of the department is spread out across the second floor of the College Center. Each staff member has a separate office in close proximity to the dean which allows for frequent interaction.

In order to support a more cohesive work environment, it would be essential to centralize a department location. This would allow for increased interaction and collaboration between the staff members. Additionally, a centralized location would allow administrators, faculty and staff members the opportunity to better access the department to receive in-person consultation and interaction with the department.

In preparation for departmental expansion with the foreseen growth of grants and staff associated with the support of the grants, the department needs to determine a large enough location to house additional managers, facilitators and researchers. Therefore, aligning with the Vision 2020 Facilities Master Plan with a focus on the Coastline Community College Center specified need of reorganizing the space for greater efficiency and function.

Institutional Research, Effectiveness, and Planning

Based on the anticipated growth that is outlined the staffing plan, by 2020 there could potentially be eight classified positions supporting the department and grants with research and planning in addition to the Associate Dean and Dean. In order to effectively accommodate for the positions, there needs to be a centralized location identified.

Institutional Grant Development

Based on the anticipated growth of major multi-million dollar grants, there is an anticipated need to determine a location to house the grant operations and personnel. The estimated projected growth was increasing by two major grants which would yield four positions or 3.0 FTES per grant. Thus, suggesting that two additional grants offices are identified to ensure that grant operations are efficient.

3.2 Goals/Recommendations

Goal 3.1 Relocate the department to a centralized location

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The move will provide a more centralized approach to consultation and interaction by creating a central hub for administrators, faculty and staff member to access research, assessment, planning, accreditation, and grant consultation. (CCC Goal(s): 3, 5, 6)

Recommendation for goal achievement

The department will need to work with the facilities planning team to identify a location and move the department. (30,000)

Goal 3.2 Identify locations for future grant operations

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The move will provide a more centralized ensure effective grant operations for future endeavors. (CCC Goal(s): 6)

Recommendation for goal achievement

The department will need to work with the facilities planning team to identify a location and move the department. (20,000 per office)

Section 4: Technology Planning

4.1 Technology Assessment

The department has recently upgraded all the desktop computers with the pass of bond Measure M with exception of the grant development that has a desktop upgrade in 2012 with Title III funds. The department uses a broad range of online tools and software to complete data collection, aggregation, analysis and presentation. Other technology utilized by the department is laptops which the department has borrowed from the college Technology Department and personal devices (tablets) as means to maintain high productivity.

Institutional Research, Effectiveness, and Planning

The college currently uses a paper process to record instructional and non-instructional program and department reviews. The department is seeking to shift the process to a cloud-based system which allows multiple user interaction and allow for increased access and stronger, more secured reports. This process would require for a user-friendly systems to be developed on a SQL database to allow for effective storage and data querying.

The mandate of being in meeting across campus and at the district has warranted the department to temporarily borrow laptops and use personal mobile devices and tablets to work outside of the office. Though the technology is sufficient, it is on a borrowed basis and the personal devices may not carry the same caliber or degree of capability warranted by the demands of the work environment. Thus, prompting the department to seek out alternative method of increasing efficiency.

The department provides data collection and analysis for the MIS and 320 statewide reports. These reports are used by the state to determine the campuses apportionment and funding. In order to effectively complete the MIS, 320 and IPEDs reporting, the department needs to ensure that the statistical software maintains relevancy.

Currently, the Title III grant is paying for multiple licenses of the surveying tool for the department, which will need to be absorbed as an ongoing cost to the college. Therefore, the department needs to establish a survey request protocol to ensure the college is still being served efficiently and purchase one survey tool for the centralization of surveying.

To remain proactive in the tracking of accreditation documentation and tracking of the response to the recommendations, it is suggested that the office invests time into developing the Accreditation SharePoint by standard and from follow-up reports is developed and maintained to ensure accurate evidence and version control.

Institutional Grant Development

The grant department is shifting operations to become very proactive in seeking funding opportunities that best align with the institutional goals and plans. Therefore the need to have access to relevant databases and maintain a repository of current and future grants is key to leading an exceptional department. Thus, there is a needs to explore an effective cloud-based system to handle the new projects and provide means to be able to collective access and share records. The grant development department will also utilize the proposed maintenance functions of Banner for logging and tracking grant awards.

4.2 Goals/Recommendations

Goal 4.1 Centralize campus surveying

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will allow the department to be the centralized location for survey development, distribution and analysis. (CCC Goal(s): 3, 5)

Recommendation for goal achievement

Purchase one reoccurring annual subscription of Survey Monkey. (\$2,500)

Goal 4.2 Maintain software for data reporting

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

Maintaining the software will allow for data to be analyzed and presented in a timely and professional manner. Thus, supporting the culture of inquiry and data driven decision making. (CCC Goal(s): 3, 5)

Recommendation for goal achievement

Renew two SPSS software licenses annually. (\$2,000)

Goal 4.3 Expand operational capability

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

The mobility to access campus data and conduct assessments away from a physical location will provide the department the technological capabilities to work across different locations. Thus, increasing institutional effectiveness. (CCC Goal(s): 3, 5)

Recommendation for goal achievement

Purchase four Microsoft Surface Pro laptops (newest version). (\$6,000)

Goal 4.4 *Develop an electronic document repository*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will streamline the grant information and record keeping process and support institutional effectiveness and operations to better access previous grants for future grant opportunities and annual reporting. (CCC Goal(s): 5)

Recommendation for goal achievement

Hire two federally funded student workers. (No cost)

Goal 4.5 *Strengthen institutional presences and transparency*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will provide the stakeholders of the college easier access to standard and ad-hoc information and reports to foster data driven decision making. (CCC Goal(s): 5, 6)

Recommendation for goal achievement

Develop a new web page and SharePoint site. (No cost)

Goal 4.6 *Strengthen accreditation support and transparency of the development process*

How will the goal support the mission, vision, goals or CCC Scorecard KPIs of the campus?

This will provide the stakeholders of the college easier access to standard and ad-hoc information and reports to foster data driven decision making. (CCC Goal(s): 5)

Recommendation for goal achievement

Develop new web pages for each accreditation standard and for follow-up on SharePoint. (No cost)

Section 5: Comprehensive Planning Recommendations

5.1 Goals

- 1.1 Increase opportunity to obtain indirect costs from federal grants
- 2.1 Effectively implement and manage a real-time decision making analytics system
- 2.2 Expand the capability of data comprehension, usage and distribution of data in planning through the development of an innovate institutional review and planning operational processes
- 2.3 Expand the capability of data collection, analysis and distribution for SSSP
- 2.4 Establish a liaison for grant development and administration
- 2.5 Support grant operations and oversight
- 2.6 Support organization, evidence and record processes and systems
- 2.7 Advance accreditation knowledge
- 2.8 Develop a stronger research network
- 2.9 Facilitate the collection and distribution of surveys and analysis
- 2.10 Explore machine learning and data science
- 2.11 Expand institutional research skill sets
- 2.12 Strengthen grant development capabilities

- 3.1 Relocate the department to a centralized location
- 3.2 Identify locations for future grant operations

- 4.1 Centralize campus surveying
- 4.2 Maintain software for data reporting
- 4.3 Expand operational capability
- 4.4 Develop an electronic document repository
- 4.5 Strengthen institutional presences and transparency
- 4.6 Strengthen accreditation support and transparency of the development process\

5.2 Goal/Action Plan and Resource Request Prioritization

Goal	Action Plan	Inst. Goals	Type of Resource	Resource needs, if any	Dept. Priority	Approx. Cost
2.1	Effectively implement and manage a real-time decision making analytics system	2, 3, 5	Staffing	Director of Innovation and Analytics	1	120,000
2.2	Expand the capability of data comprehension, usage and distribution of data in planning through the development of an innovate institutional review and planning operational processes	3, 5	Staffing	Senior Research Analyst (1 FTE)	2	94,000
2.3	Establish a liaison for grant development and administration	3, 5	Staffing	Grant Director (1 FTE)	3	120,000
2.2	Expand the capability of data collection, analysis and distribution for SSSP	3, 5	Staffing	Research Analyst (1 FTE)	4	80,000
4.6	Strengthen accreditation support and transparency of the development process	5, 6	Technology	SharePoint sites per accreditation standard	5	0
2.7	Develop a stronger research network	3, 4, 5	Professional Dev.	Join the statewide associations and participate at national conventions	6	3,000
4.2	Maintain software for data reporting	3, 5	Technology	SPSS upgrade (2)	7	2,000
4.1	Centralize campus surveying	3, 5	Technology	Survey Monkey subscription	8	2,500
4.5	Strengthen institutional presences and transparency	5, 6	Technology	Develop a new web page and SharePoint site	9	0
1.1	Increase opportunity to obtain indirect costs from federal grants	4, 6	Admin.	Obtain a federal indirect rate	10	6,000
2.9	Explore machine learning and data science	3, 5, 6	Professional Dev.	Complete Data Science Certificate	11	1,000
2.8	Facilitate the collection and distribution of surveys and analysis	5, 6	Staffing	Research Assistant (1 FTE)	12	60,000
2.4	Support grant operations and oversight	3, 4, 6	Staffing	Grant Assistant (1 FTE)	13	50,000
2.11	Strengthen grant development capabilities	3, 5	Professional Dev.	CRD membership and provide professional development fund for travel and participation at the annual CRD conference	14	3,000
4.3	Expand operational capability	3, 5	Technology	Microsoft Surface Pro laptops	15	6,000
2.6	Advance accreditation knowledge	4, 5	Professional Dev.	Attend the annual ACCJC conferences or meetings	16	1,000
2.5	Support organization, evidence and record processes and systems	3, 4, 6	Staffing	Clerical Assistant (1 FTE)	17	60,000
3.1	Relocate the department to a centralized location.	3, 5, 6	Facilities	Reorganizing the dept. location	18	30,000
4.4	Develop an electronic document repository	5	Technology	Federally funded student workers (2)	19	0
2.1	Expand institutional research skill sets	5	Professional Dev.	Pay the tuition for Senior Research Analyst to complete a graduate certificate in institutional research from HSU	20	5,000
3.2	Identify locations for future grant operations	6	Facilities	Identify new locations for housing new grant operations	21	20,000