



2020-21

Annual Department Review

Institutional Effectiveness (Research, Analytics,
Planning, Accessibility, and Grant Development)

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Section 1: Department Planning

Internal Analysis

Over the past five years, the Department of IE has seen expansion in the areas of faculty evaluation, SLOs, college-wide planning, equity research, CTE reporting, qualitative research, and providing data-related training to colleagues. During the year, the department members have met to discuss major projects and collaborate on ways to support the use of data in informed decision-making. This strategy has resulted in the completion of over 90 major projects and over 900 ad-hoc requests annually. In addition, the department has published many new documents, which include the Annual Planning Report, Program and Department Review Summaries, Reflection in Planning Report, College KPI Scorecard, and Progress on the Educational Master Plan.

The Department of IE has adopted an approach to identify grants to align with and support the plans of the College. By utilizing internal data, initiatives from program and department review, and College strategic plans, the department can gain internal buy-in and motivation for proposal development and project implementation.

From July 1, 2019 to June 30, 2020 the Department of IE has conducted over 230 surveys, which encompass more than 200 surveys of teaching and learning (faculty evaluation), more than 10 manager evaluation surveys, and 30 student and employee surveys. In addition, the department has completed an estimated 600 ad-hoc data requests/research projects/presentations, published more than 2 articles, hosted seven college-wide planning events, supported the development of accreditation reports (Follow-up, Mid-term and Institutional Self-Evaluation Report), supported the development of the Vision 2025 Educational Master Plan and Enrollment Management Plan. The Department of IE has instituted new grant concept proposal development tools and provided support to the development of competitive grant applications with equating to approximately \$9 million.

The grant development process has been updated since the last comprehensive review by adding increased collaboration between the faculty, classified professionals, directors, deans and vice presidents. The review process has shifted from a committee-based process of a few weeks to a one to two-week turnaround based on the schedule of President's Cabinet. The focus of the process is to increase stakeholder buy-in, transparency and leadership support.

The Grant Department serves as a liaison to the district office related to grant operations (e.g., fiscal, human resources), partnerships, and grants submissions. The department also works closely with the district to verify budgets for expenditure reports and certifications related to the various grant reporting schedules. The districts' decision to do quarterly budget expenditure deadlines has hindered the department's ability to effectively make budget modifications or reconcile budgets. This has resulted in thousands of grant dollars being returned to the program offices.

The department adopted a set of guiding principles:

The Department of Institutional Effectiveness has adopted, adapted, and affirms the following overarching principles from the Association of Institutional Research (AIR) regarding the use of data to facilitate insights and improve decision making. These principles guide us as we promote the use of data, analytics, information, and evidence to improve student success and institutional effectiveness.

We act with integrity:

- We recognize the consequences of our work. The analytic algorithms and applications we build and/or implement, as well as the policy decisions incorporating information we analyze and disseminate, impact people and situations.
- We acknowledge that the individuals whose information we use have rights, derived from both legal and ethical principles that can cross national borders.
- We make intentional efforts to protect their information from misuse or use that could cause them harm. We protect privacy and maintain confidentiality when collecting, compiling, analyzing, and disseminating information.
- We act as responsible data stewards. We secure the data and information over which we have control, following generally accepted guidelines and professional standards for physical and electronic security and data sharing.
- We provide accurate and contextualized information. We do not knowingly or intentionally mislead the consumers of our information.
- We deliver information and analyses appropriate to the questions being asked, to the quality of the data available, and to the context in which the questions are asked.
- We seek to be fair and transparent, minimizing our own personal biases in our research assumptions, methodologies, and conclusions.
- We avoid conflicts of interest, and disclose them when unavoidable, particularly with third parties and vendors. We act in the best interests of our institutions, students, and stakeholders.
- We strive to make our work accessible to those who need data, information, and analysis to generate insight and make decisions.
- We share knowledge of the Institutional Effectiveness field and its application so we may facilitate insights and promote common understanding to our stakeholders.

We value lifelong learning and the enhancement of our field. We draw on and contribute to relevant and emerging scholarship and educate ourselves on developing trends. We utilize those methods and techniques for which we have, or can obtain, appropriate knowledge and capabilities.

Survey Results

Employee Survey Results

This year's data shows that 70.9% have utilized the services from the Department of Institutional Effectiveness within this last year. This is up from 56.9% in 2019 and 32.1% in 2015. The Department has a high satisfaction level, with 97.1% of respondents indicating that they are satisfied with the services provided by the department.

Institutional Effectiveness Services

Service	Satisfied	Dissatisfied	Respondents
Research and Data Requests	100.0%	0.0%	76
Data Dashboards	100.0%	0.0%	79
Coast Reports/Data Cube	97.1%	2.9%	70
Surveys	96.7%	3.3%	92
Reports (e.g. Fast Facts, annual Student Equity data, Scorecard, survey results)	100.0%	0.0%	82
Data Training Activities	98.7%	1.3%	75
Student Learning Outcomes Reporting (SLO Cloud)	96.4%	3.6%	83
Student Learning Outcomes (SLO) Training	95.0%	5.0%	80
Program Student Learning Outcomes (PSLO) Post Graduation Assessments	92.3%	7.7%	65
Program and Department Review Development Process	96.3%	3.7%	81
Program and Department Review Training	97.1%	2.9%	70
Planning (Vision 2025 Educational Master Plan, KPIs)	97.4%	2.6%	76
Resource Allocation Process (Wing Planning Councils, PIEAC)	98.6%	1.4%	69
Planning Events (e.g., College-wide Planning Summit)	97.4%	2.6%	78
Accreditation	100.0%	0.0%	81
Grant Development Process	96.8%	3.2%	62
Grant Communication	95.6%	4.4%	65
Grant Operational Support and Reporting	96.9%	3.1%	65
Accessibility and Usability Resources	93.0%	7.0%	86
Accessibility and Usability Training	93.1%	6.9%	87

As shown in the table above, most of respondents are satisfied with each of the Department of Institutional Effectiveness service categories. The following list is the overall satisfaction for each area:

- Research and Analytics 98.7%
- Grants 97.9%
- Planning 97.8%
- Outcomes Assessment 94.7%
- Accessibility 93.1%

Participants were also indicated interest in training related to data coaching (31), grant development (43), and accessibility (52).

Qualitative Feedback

The overall perception of those who have utilized the services provided by the department is that the department runs efficiently, is very responsive to requests, and is supportive to departments and programs.

Service Area Outcome(s)

Service Area Outcomes (S.A.O.s)

S.A.O.	Assessment Measure	Target
Foster a culture of inquiry, evidence, planning, and innovation	The number of research projects, data, SLO, and training activities and planning events	Six per year
	On-time reporting and updating of data reports	Complete the MIS, 320, ACCJC annual report, data dashboards, program review data, SAO survey, KPIs, governance survey, EMP progress report, and student equity plan by established deadlines
	The research, analytics, and planning calendar is followed and all items are completed	100% of on-time completion of planning events
	Service satisfaction survey	90% satisfaction
Support innovative endeavors through the identification and securing of grant funding	Count of completed grant proposals	Complete six grant proposals annually
	Count of awarded grant proposals	Two grant proposals annually awarded
	Service satisfaction survey	90% satisfaction

S.A.O. 1. Foster a culture of inquiry, evidence, planning, and innovation

In 2019-20

- All reports and dashboards were developed or updated on-time
- Two college-wide planning events were held
- 23 data-related training events were hosted
- Department satisfaction rate was 97.8%

To continue meeting the SAO, there is a need to have dedicated support to outcomes and program and department review data.

S.A.O. 2. Support innovative endeavors through the identification and securing of grant funding

In 2019-20

- Coastline submitted 10 + grant proposals
- Coastline was awarded \$4.0+ million in competitive grants
- Department satisfaction rate was 97.9%

To continue to maintain a high-level of satisfaction and meet required reporting deadlines, there is need for fiscal support and continued partnership with the Fiscal Services Department.

Progress on Initiative(s)

Progress on Forward Strategies

Initiative(s)	Status	Progress Status Description	Outcome(s)
Establish a grant division infrastructure, which effectively supports the full spectrum of grant operations from development, implementation, oversight, reporting, and invoicing.	In-Progress	A plan is in place but there was no funding provided	
Solidify technical support operations team for outcome assessment, program and department review, grant reporting, and accreditation.	In-Progress	A plan is in place but there was no funding provided	
Explore the field of applied data science and machine learning and its applicability to Institutional Effectiveness.	Completed/ Ongoing	The Dean completed certificate programs in Data Science	There is greater awareness of data science opportunities and capabilities for the College

Response to Program and Department Review Committee Recommendation(s)

Progress on Recommendations

Recommendation(s)	Status	Response Summary
More focus on equity issues- better and more granular data on disproportionate impacted populations would be helpful.	Addressed	The majority of data dashboards were updated to include demographic variable to better identify equity gaps
In the future, expand on Institutional Effectiveness and Guided Pathways.	Addressed	More detail was added to the report
Need to seek information from students on a more regular basis and in many different mediums, surveys, focus groups, etc.	Addressed	The department conducted over 200 surveys in 2019-20
Look to add more researchers and consider embedded analysts to support departments	Addressed	The department is working more directly with department to build Argos reports. Videos were also made for the Deans and the department had Argos desktop applications installed on all educational manager desktops.
Explore alternatives for technology to support operations and efficiencies	Addressed	The department added a new data intake process for requests in grants, accessibility, and research.

Department Planning and Communication Strategies

The department meets monthly to discuss major projects and records all information in a task log. The task log is shared with administrators in the college to continue to build an understanding of the operations and progress of the Department of Institutional Effectiveness. The Department Review and other planning documents are distributed to the department employees to allow for review, input, collaboration, transparency, and gain support for the direction of the department.

Communication of all planning documents and reports are presented at All-College Meetings/Flex days; the Planning, Institutional Effectiveness, and Accreditation Committee (PIEAC); College Council; and constituent meetings. College-wide assessment is conducted annually to measure employee satisfaction with reports, data presentations, dashboards, and other communication.

Coastline Pathways

The Department of Institutional Effectiveness plays an instrumental role in Coastline Pathways through the provision of data support for various Pathways work groups and design teams to facilitate dialogue for change. The Dean of the department serves on the Core Planning Committee that oversees and advises Coastline Pathways. In addition, the department provides fiscal oversight and support for the IEPI grant and statewide pathways grant.

The Dean of Institutional Effectiveness serves on two pathway workgroups:

- **Adopt Learning Journey Messaging:** Communicate and facilitate adoption of common vocabulary related to students' learning journey including areas of interest, first year experience etc. in all college communications.
- **Adopt Holistic Student Support Platform:** Support adoption of platform to enable holistic student support throughout the student journey; create trainings, documentation, and 'road show's; establish regular meetings/showcases about the tool and its use; contribute to student resource hub.

Equity

To continue to build upon the work the college and progress made for diversity, equity, and inclusion (DEI) through Student Equity and Achievement and Coastline Pathways, there has been a recent focus to identify barriers cases by systemic racism and facilitate change. Coastline has held a series of open forums, meetings, film watch groups, and readings to build greater awareness of the environment in support for change. Recently, the Dean of the department has been requested to serve of the District DEI group to conduct a college-wide climate survey to understand the current environment.

The Dean also has been presenting Equity and Inclusion open forums meeting with the Director of Title IX and Student Equity. The focus is to build awareness of equity gaps and activities to facilitate change.

The majority of data dashboards were updated to include demographic variable to better identify equity gaps. The department also develop equity dashboard and an annual report for the District Board of Trustees.

Efficiency

The department has moved to an electronic request process for accessibility, grants, and data requests. The department has centralized practices with data standards, data dashboarding, surveys, and data collection processes.

Implications of Change

As data and its usage and understanding becomes more commonplace in the daily routines of college administrators, faculty, and classified staff, there is a need to continually produce reports, data dashboards, and plans to facilitate change. Additionally, with the growth of grants, the development of the next Educational Master Plan and the implementation of guided pathways will require added research resources to meet the need.

The grant division of the Department of IE continually oversees the operations of an estimated 30 grants and needs additional support to ensure budgets, reports, and invoicing are completed in a timely manner.

There is an increase for accessibility requests and a demand to ensure that the college is meeting and exceed needs of the college community and its stakeholders.

Section 2: Human Capital Planning

Staffing

Staffing Plan

Year	Administrator /Management	F/T Faculty	P/T Faculty	Classified	Hourly
Previous year	Dean of Department of IE & Associate Dean Research, Reporting, and Evaluation	SLO/ Program Review Coordinator (2)	Accreditation Coordinator	Senior Research Analyst; Grant Development Specialist	Senior Research Analyst
Current year	Dean of Department of IE	SLO/ Program Review Coordinator (2)	Accreditation Coordinator	Senior Research Analyst; Grant Development Specialist; Research Support Assistant	Interns (3)
1 year	Dean of Department of IE; Manager of Grants	SLO/ Program Review Coordinator (2)	Accreditation Coordinator	Senior Research Analyst; Grant Development Specialist; Research Analyst; Research Support Assistant; Accessibility Specialist	Interns (2)
2 years	Dean of Department of IE; Manager of Grants	SLO/ Program Review Coordinator (2)	Accreditation Coordinator	Senior Research Analyst; Grant Development Specialist; Research Analyst; Research Support Assistant.; Grant Assistant; Accessibility Specialist	Interns (2)
3 years	Dean of Department of IE; Manager of Grants	SLO/ Program Review Coordinator (2)	Accreditation Coordinator	Senior Research Analyst; Grant Development Specialist; Research Analyst; Research Support Assistant.; Grant Assistant; Accessibility Specialist	Interns (2)

The department has seen a major decline in FTE related to retirements and contracts ending. In response the department has created an internship program to help with entry-level work. In addition, the department has support from the President's Office thought the provision of a part-time administrative assistant who has done an amazing job with student surveys and qualitative analysis.

Currently, there is a need to provide technical support for data collection for program and department review and support the data visualization and dissemination for outcome data. From 2017 to 2020 the department was able to begin the initiative for focusing on SLOs and CTE with the hiring of an Institutional Effectiveness Analyst professional expert. There is a need for dedicated support as a research analyst.

In 2017-18, a Grant Development and Qualitative Research Assistant was hired. However, the individual was promoted to a full-time position outside of the college in summer 2018 and the position remains vacant. While grants continue to grow it is critical to provide operational grant support to help support the implementation of grant activities. The need for grants support is based on the growth of grant project oversight which grew from six in 2014-15 to 30 in 2019-20 without any additional support. In addition to the workload increasing five-fold, the department has taken on the responsibility of invoicing the program offices, which has typically resided in District Business Services. There is a need for a grant manager and grant accounting assistant positions to meet this need.

In addition, there is a need to scale the support of accessibility there is a need for a dedicated position to provide support to the college,

Professional Development

Professional Development

Name	2019-20	Outcome(s)
Aeron Zentner	AIR Forum PIER to PIER Webinars Pathways Equity Training IEPI Workshop	Increase understanding of new research strategies, data modeling techniques, tools, and processes to support more data-informed planning
Shanon Gonzalez	Data Coaching	Increased technical skills
Darian Aistrich	Data Coaching	Increased technical skills

The focus of professional development is to gain understanding and develop skills around enrollment management, dashboard development, pathways, SLOs, accreditation, equity, technical training development strategies, and new areas of research and planning. Therefore, it would lend itself that the department send all members to two or three seminars each around these subjects.

Section 3: Facilities Planning

Facility Assessment

Currently, the College Center Campus is going through new construction, which will aid in meeting the department's need of collaborative meeting spaces, in addition to adequate office space. In summer 2018, the department was moved to the College Annex building, while the college began to plan the development of the new College Center building.

Section 4: Technology Planning

Technology Assessment

The Department of IE was able to obtain new workstations and laptops for the grants division to help support the expansion. Additionally, the department continues to maintain licenses for Scantron, Tableau, SPSS, Piktochart, Grammarly, Adobe Suite, and Microsoft Suite. The team will be exploring Power BI and will look to utilize Slack for Coastline Pathways.

To establish a grant division infrastructure, which effectively supports the full spectrum of grant operations from development, implementation, oversight, reporting, and invoicing, the department will need to invest in technical hardware (e.g., computers, Surface Pro tablets) and software (e.g., NVivo, ATLAS.ti, MAXQDA).

To solidify a technical support operations team for outcome assessment, program and department review, grant reporting, and accreditation, the department will need to determine the infrastructure that will be used to house the accreditation information.

To complete professional development and formal education in the field of applied data science and machine learning, there is a need for data science software (e.g., Rapid Miner or R-Project/R-Commander).

Section 5: Ongoing/New Initiatives

Initiative 1: Establish a grant division infrastructure, which effectively supports the full spectrum of grant operations from development, implementation, oversight, reporting, and invoicing.

Describe how the initiative supports the college mission:

This initiative supports student success and institutional innovation through the provision of supplemental funding through grants to support new and innovative activities.

What college goal does the initiative support?

- Reduce all student equity gaps regarding access and achievement (Equity)
- Increase student completion and achievement outcomes (Achievement)
- Strengthen College collaboration, communication, continuous learning, and community engagement (Engagement)
- Further develop, adopt, and adapt innovative practices and technologies that advance student success and institutional effectiveness (Innovation & Effectiveness)

How does this initiative play a part in Coastline Pathways?

This supports the innovative ideas and endeavors of pathways by identifying and securing funding.

What evidence supports this initiative? Select all that apply

- X Service Area Outcome (SAO) assessment
- X Internal Research (Student achievement, department performance)
- External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

SAO 2 shows a need to maintain high level of satisfaction and to meet the target of submitting and managing new grants. The internal data shows the college increased from 6 grants to 30 from 2014-15 to 2019-20.

Recommended resource(s) needed for initiative achievement:

A grant manager and grant accounting assistant

What is the anticipated outcome of completing the initiative?

Increased funding, on-time implementation of grant activities and on-time reporting and invoicing of grants.

Provide a timeline and timeframe from initiative inception to completion.

Complete the planning process in spring 2021 and hire summer 2021

Initiative 2: Solidify technical support operations team for outcome assessment, program and department review, grant reporting, and accreditation.

Describe how the initiative supports the college mission:

The initiative supports the mission by identifying new insight that can be used to enhance programs and increase student success.

What college goal does the initiative support?

- Reduce all student equity gaps regarding access and achievement (Equity)
- Increase student completion and achievement outcomes (Achievement)
- Strengthen College collaboration, communication, continuous learning, and community engagement (Engagement)
- Further develop, adopt, and adapt innovative practices and technologies that advance student success and institutional effectiveness (Innovation & Effectiveness)

How does this initiative play a part in Coastline Pathways?

The initiative supports Coastline Pathways through the provision of data for the development of instruction, programs, and services for continuous improvement.

What evidence supports this initiative? Select all that apply

- Service Area Outcome (SAO) assessment
- Internal Research (Student achievement, department performance)
- External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

ACCJC recommendation for collecting evidence on SLOs and the transition to the new SLO Cloud will need a technical expert to put data into dashboard and program review.

Recommended resource(s) needed for initiative achievement:

Research Analyst

What is the anticipated outcome of completing the initiative?

Meeting the ACCJC standard for outcomes data, program and department review, and accreditation evidence

Provide a timeline and timeframe from initiative inception to completion.

Complete the planning process in spring 2021 and hire summer 2021

Section 6: Prioritization

List and prioritize initiative requests.

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Establish a grant division infrastructure, which effectively supports the full spectrum of grant operations from development, implementation, oversight, reporting, and invoicing.	Grant Accounting Assistant Grant Manager		Ongoing	No	SAOs, Internal Research	Innovation & Effectiveness	2021-22	1
Solidify technical support operations team for outcome assessment, program and department review, grant reporting, and accreditation.	Research Analyst		Ongoing	No	Internal Research	Innovation & Effectiveness	2021-22	2

Prioritization Glossary

Initiative: Provide a short description of the plan

Resource(s): Describe the resource(s) needed to support the completion of the initiative

Est. Cost: Estimated financial cost of the resource(s)

Funding Type: Specify if the resource request is one-time or ongoing

Health, Safety Compliance: Specify if the request relates to health or safety compliance issue(s)

Evidence: Specify what data type(s) supported the initiative (Internal research, external research, or learning outcomes)

College Goal: Specify what College goal the initiative aligns with

Complete By: Specify year of anticipated completion

Priority: Specify a numerical rank to the initiative