Comprehensive Program Review Report (Narrative)
College of the Sequoias
Program Review - Research, Planning & Institutional Effectiveness

Prepared by: Mehmet Dali Ozturk

What are the strengths of your area?:
The analysis of data is central to the College of the Sequoias Model for Integrated Planning and serves as an important tool in each of the District’s planning processes. To fulfill its mission, which is to provide research, planning, and assessment services to all segments of the College community, the Office of Research, Planning & Institutional Effectiveness provides leadership, guidance, and representation for generating sustainable, data-driven solutions/decisions to improve student learning and quality services throughout the District.

The Research office’s strengths are evidenced by the following core values, which guide its actions, work and relationships with the District’s internal and external constituents/stakeholders:

Core Values
• Team-oriented: Build, manage and nurture teams;
• Accountability: Take responsibility for our own actions;
• Integrity: Commit to open, honest and transparent decisions and relationships;
• Continuous Improvement: Commit to on-going assessment and evaluation;
• Innovation: Pursue innovations in data management systems that are critical to continuous improvement of quality;
• Solutions: Generate sustainable data-driven solutions to achieve excellence.

The COS Solutions and Innovations Workgroup, which was established in fall 2013, demonstrates these core values in action at the operational level:
• The Solutions and Innovations Workgroup was designed to increase the research capacity of the institution by coordinating District efforts in utilizing available data that can be used for research, assessment, and decision support services.
• The workgroup continued to assess the efficiency and effectiveness of the District’s COS Extended Information System (CEIS) in order to further decrease replication of requests and assure data integrity as it pertains to internal and external reporting.
• The workgroup identified and employed strategies that maintain data integrity which included standardization of operational definitions, coding procedures, and data accounting methods.
• The workgroup meets on an ongoing basis to identify issues with data use and reporting, analyze their implications, and generate solutions. These activities directly increase the District’s research capacity as well as improve efficiency and data validity.
• The workgroup’s regular meetings serve to coordinate the District’s efforts to employ data for research, assessment, and to support decision making.
• The workgroup developed the COS Data Reports Improvement Model which is a plan to improve quality and effective use of data.

What improvements are needed?:
District Objectives 2014-15 assessment data, analysis and reports need to be reviewed for accuracy, appropriateness and completeness.

Describe any external opportunities or challenges: Serving on critical district committees, councils, and work groups requires attending meetings across the planning cycle. This results in reduced ‘desk-time’ and ability to respond to time-sensitive tasks.

Integration of the Solutions and Innovations Workgroup related tasks/projects into the research office’s weekly agenda requires heavy workload management and prioritization.

Overall Outcome Achievement:
Between August 2013 and July 2014, 99 data requests were submitted through the data/research request form. All data request submissions received a response. Ninety six percent of the requests were provided with a product, a service, or consultation regarding their data needs. The other 4% resulted in the request being cancelled or overcome by events. Less-than-half of the requests (49%) were in support of Program Review or Program Information. Two-thirds of the requests (67%) asked for Data summary or Mini Report with Summary as a return product.

Between August 2013 and July 2014 ninety nine data requests were submitted through the data/research request form that exceeded the expected target of 50 requests. All data request submissions received a response. Ninety six percent of the requests were provided with a product, a service, or consultation regarding their data needs. The other 4% resulted in the request being cancelled or overcome by events (OBE). The response time has varied between 20 minutes to 30 days. The variation is due to the complexity of requests as well as the specified due date. Less-than-half of the requests (49%) were in support of Program Review or Program Information. Two-thirds of the requests (67%) asked for Data summary or Mini Report with Summary as a return product.

The complexity and depth of the Ad-Hoc data requests have increased over the last academic year. Spring 2013 was the first time the data request form was used. The most of the data requests processed were categorized into the following actions:
Students populations being identified (counts of students in a program, location, service, etc.) Feedback collection for workshops, summits, planning, and accreditation events.

During the Fall 2013 and Spring 2014 term, the categorization of the requests was much more in depth than in prior years:
- Prerequisite Impact Study (Social Sciences Division)
- Early Alert Study
- Preliminary Prerequisite Inquiry (BIOL and HW)
- Evaluation of Processes (DGS and various committee evaluations)
- Pre-Post SLO assessments (MATH, PSY and PHIL)
- Facilities Planning
- Faculty Growth Data
- Learning and Service Outcomes
- Consultation

Consultation calls/visits were a common occurrence with many requests. The office will improve data/research request submission process, which will include opportunities to better capture this service.

Overall, over the last academic year, the capacity to respond to data/research requests has increased as evidenced by the responses to both volume and complex nature of the Ad-Hoc data requests received (see evidence document). The College of the Sequoias Three-Year Research Agenda was created. The draft Agenda was completed in October; Reviewed by Research Advisory Group, and published on the R-PIE website in November.

All District Objectives were aligned/integrated with the research agenda items. The Research office integrated the District Objectives 2013-14 with The College of the Sequoias Three-Year Research Agenda, which is designed to support the District’s planning activities, outcomes and assessment cycle, grant requirements, mandated reporting requirements, Essential Learning Initiative, various research projects, accreditation needs, ad-hoc requests, and other requests that directly support the District mission.

Overall, all District Objectives were aligned/integrated with the research agenda items.

Changes based on outcome Consultation calls/visits were a common occurrence with many requests. The office will improve data/research request submission process, which will include opportunities to better capture this service. The office will develop and implement a data/research request submission process improvement plan, which will review and compare issues and areas identified for improvement and the solutions developed and successfully implemented. Overall, all District Objectives were aligned/integrated with the research agenda items.

Outcome cycle evaluation: This is an annual review with a single year outcome evaluation.

Action: Data/research request submission process improvement

Develop and implement a data/research request submission process improvement plan.

Start Date: 08/15/2014
Completion Date: 07/31/2015
Status: New Action

Identify related course/program outcomes: The Office of Research, Planning & Institutional Effectiveness will improve data/research request services.

Person(s) Responsible (Name and Position): Dali Ozturk, Director, Ryan B-S, Analyst-Office of Research, Planning & Institutional Effectiveness

Rationale (With supporting data): Over the last academic year, the capacity to respond to data/research requests has increased as evidenced by the responses to both volume and complex nature of the Ad-Hoc data requests received. Consultation calls/visits were a common occurrence with many requests. The office will improve data/research request submission process, which will include opportunities to better capture this service as well as other critical areas that support District Objectives.

Priority: High
Safety Issue: No
External Mandate: No
Action: Assessment of District Objectives 2014-15

Develop and implement a District Objectives 2014-15 assessment improvement plan.

**Implementation Timeline:** 2014 - 2015

- **Start Date:** 09/01/2014
- **Completion Date:** 06/15/2015
- **Status:** New Action

**Identify related course/program outcomes:**

**Person(s) Responsible (Name and Position):** Dali Ozturk, Director; Ryan B-S, Analyst, Office of Research, Planning & Institutional Effectiveness

**Rationale (With supporting data):**
The Research office integrated the District Objectives 2013-14 with The College of the Sequoias Three-Year Research Agenda, which is designed to support the District’s planning activities, outcomes and assessment cycle, grant requirements, mandated reporting requirements, Essential Learning Initiative, various research projects, accreditation needs, ad-hoc requests, and other requests that directly support the District mission.

*Overall, all District Objectives were aligned/integrated with the research agenda items.*

All District Objectives 2014-15 assessment data gathered, analyzed and reported need to be reviewed for accuracy, appropriateness and completeness.

**Priority:** High
**Safety Issue:** No
**External Mandate:** No

Action: Research Capacity

Further increase the District’s research capacity to provide data to guide institutional planning, resource allocation, program review, and decision making for institutional effectiveness; and achieve the next level of excellence in promoting culture of evidence at the District.

**Implementation Timeline:**
- 2014 - 2015
- 2015 - 2016

**Status:** New Action

**Person(s) Responsible (Name and Position):** Mehmet Ozturk

**Rationale (With supporting data):**
The analysis of data is central to the College of the Sequoias Model for Integrated Planning and serves as an important tool in each of the District’s planning processes. To fulfill its mission, which is to provide research, planning, and assessment services to all segments of the College community, the Office of Research, Planning & Institutional Effectiveness currently operates with a full-time director and a full-time research analyst. In addition, a part-time administrative assistant was recently assigned to the office.

A series of personnel and process decisions implemented in the past twelve months have increased the District’s research capacity. This increased capacity ensures the availability of appropriate data for use in institutional planning, resource allocation, program review and assessment, and decision-making for institutional effectiveness. Furthermore, analysis of a recent district-wide research/data needs survey results indicate that there exists a strong interest amongst the district faculty, staff and administrators in gaining knowledge, skills and information that yield to promotion of culture of evidence at the District (see evidence document).

The director, who is a direct report to the superintendent/president, provides leadership, support, guidance, and representation for generating sustainable, data-driven solutions to improve student learning and quality services throughout the District. The director and the research analyst serve on critical district committees, councils, and workgroups that require attending meetings across the planning cycle, resulting in reduced ‘desk-time’ and ability to respond to time-sensitive tasks (see evidence document). In addition, due to its unique/innovative structure, which is proven to be effective, the Solutions and Innovations Workgroup demands a significant amount of time and sustained effort (see evidence document). Therefore, integration of the Solutions and Innovations related tasks/projects into the research office’s regular weekly work agenda requires careful management of workload and competing priorities.

**Priority:** High
**Safety Issue:** No
**External Mandate:** No

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<td>Addition of a new research analyst position to the research office staff is highly recommended.</td>
<td>The analysis of data is central to the College of the Sequoias Model for Integrated Planning and serves as an important tool in each of the District’s planning processes. To fulfill its mission, which is to provide research, planning, and assessment services to all segments of the College community, the Office of Research, Planning &amp; Institutional Effectiveness currently operates with a full-time director and a full-time research analyst. In addition, a part-time administrative assistant was recently assigned to the office. A series of personnel and process decisions implemented in the past twelve months have increased the District’s research capacity. This increased capacity ensures the availability of appropriate data for use in institutional planning, resource allocation, program review and assessment, and decision-making for institutional effectiveness. Furthermore, analysis of a recent district-wide research/data needs survey results indicate that there exists a strong interest amongst the district faculty, staff and administrators in gaining knowledge, skills and information that yield to promotion of culture of evidence at the District (see evidence document). The director, who is a direct report to the superintendent/president, provides leadership, support, guidance, and representation for generating sustainable, data-driven solutions to improve student learning and quality services throughout the District. The director and the research analyst serve on critical dist</td>
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**Resource Type:**
Classified- New/Replacement

**Related Documents:**
EVIDENCE--R-PIE SAOs 2014-15 with justification.docx