Comprehensive Program Review Report

Program Review - Research, Planning & Institutional Effectiveness

Program Summary

2021-2022

Prepared by: Mehmet Dali Ozturk

What are the strengths of your area?: Data analysis 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. The mission of the Office of Research, Planning & Institutional Effectiveness is to provide research, planning, and assessment services to all segments of the College community. To fulfill this mission, the Office of Research, Planning & Institutional Effectiveness provides leadership, guidance, and representation for generating sustainable, data-driven solutions/decisions to improve equity, 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; and
• Equity Focus: Employ and promote an equity lens framework for data use and decision-making.

The Office of Research, Planning & Institutional Effectiveness helps meet the District's data and assessment needs by providing data management and visualization tools, and responding to dozens of ad-hoc data/research or consultation requests each year. Data/research request submissions are responded with a product, a service, or consultation, as appropriate. For example, the Research Office received 959 ad-hoc data or research requests over the past seven years (2014/15 to 2020/21), averaging 137 requests annually. Moreover, over the past three years (2018-19 to 2020-21) the Research Office received 420 requests, averaging 140 per year. In 2020-21, 155 requests were received. The top two most common requests were for consultations (44) and program information (24). With the deployment of District's Giant Dashboards, program review units now have access to substantially more aggregate and disaggregate data than in previous years. The Program Review and Planning Dashboard functions as a one-stop-shop for district's academic program planning needs. This dashboard contains metrics assessing faculty growth, success rates, unduplicated headcounts, census enrollments, excused withdrawal rates, program majors, awards, full-time equivalent students (FTES), full-time equivalent faculty (FTEF) and FTES/FTEF ratio. Users may disaggregate course success rates (including and excluding EWs), unduplicated headcounts, census enrollments, withdrawal rates, and excused withdrawal rates by more than 20 characteristics. The disaggregated data allows for better insight into equity gaps at the District, department, or course level.

What improvements are needed?: The Research Office identified areas for improvement based on its Overall SAO Achievement, District-wide feedback received, and an internal needs assessment (evidence: see SAO assessments).

Based on qualitative assessments of its operations including direct observations, discussions, focus groups, document reviews,

and the District-wide employee survey results, the Office of Research, Planning & Institutional Effectiveness may

• revise the data/research request process/form to improve user experience
• continue to promote disaggregated data use for data-informed decision-making.

Describe any external opportunities or challenges.: The Office of Research, Planning & Institutional Effectiveness faces four major challenges:
• Workload/Time Management
• Dependency to Others
• Increased Complexity and Depth of the Data Requests and Research Projects
• COVID-19 Environment

Workload/Time Management
The Research Office team serves on several District committees, councils, and workgroups that contribute to the District's continuous improvement efforts. The Dean, who directly reports to the Superintendent/President, provides leadership, support, guidance, and representation for generating sustainable, data-driven solutions/decisions to improve equity, student learning, and quality services throughout the District. The Dean serves on several critical District teams including but not limited to Senior Management Council, Deans Council, Management Council, Program Review Committee, Accreditation Workgroup, Institutional Planning and Effectiveness Committee (Co-chair), Solutions and Innovation Work Group (Co-chair), and Institutional Review Board (Co-chair).The research analysts also serve on select committees and workgroups including Equity and Diversity Action Committee, Integrated Planning and Effectiveness Committee, and Outcomes and Assessment Committee. They also participate on a variety of taskforces and workgroups, such as Strategic Plan, Meta-Majors, AB 705 & AB 1805, Student Equity, and Accreditation. Serving on critical District committees, councils, and workgroups requires attending meetings across the planning cycle and the participatory governance structure. This results in reduced 'desk/production-time' and ability to respond to time-sensitive tasks. The expanded scope of duties in both breadth and depth, including District-wide research, data analysis, data reports, data integration, research protocols, processes and effective use of research in decision-making, elevate the work of the Research Office to a higher level of responsibility.

Dependency to Others
In order to accomplish its mission, the Research Office relies and depends on several District offices/groups and partners including the Technology Services Department. The Solutions and Innovations Workgroup (SIG) has been instrumental in increasing the research capacity of our institution by coordinating the District's efforts in utilizing available data that can be effectively used for research, assessment, and decision support services. However, the integration of SIG related tasks/projects into the research office's work agenda requires heavy workload management and prioritization. In addition, addressing issues that are becoming increasingly complex and labor intensive has been challenging the working capacity of SIG, which includes members from the Technology Services Department. Tech Services independently manages its own workload and sets its own priorities that often are not aligned with SIG's workload and priorities. This situation poses a challenge to the following areas that impact the District' s research capacity:
• Timely execution of important data solutions developed by SIG
• Management/maintenance and improvement of data reporting systems (Argos, EIS, Tableau, Crystal, etc.)
• Changing business practices that impact accuracy of data systems.

Increased Complexity and Depth of the Data Requests and Research Projects
Although with the onset of Tableau software, some ad-hoc requests have been institutionalized, (such as AB 705 outcomes, program review metrics, faculty growth templates, award counts, and major counts), the complexity and depth of the ad-hoc data requests have increased over the last three academic years. In particular, the data requests submitted this year continued to require much more depth, discussion and explanation than years past, particular requests that included disaggregated and/or qualitative data analysis.

COVID-19 Environment
Due to COVID-19, some of the District's services continued to employ both remote and campus-based operations. This presented a challenge for the Research Office because some employees had difficulty securely accessing the research request form off campus. The Technology Services prioritized items that addressed COVID-19 issues. This created delays in the helpdesk tickets that were submitted by the Research Office. Additionally, COVID-19 resulted in an increased work load for the Research Office because time sensitive surveys identifying COS students' and employees needs, barriers, and challenges were developed and administered. The Research Office conducted quantitative and qualitative assessment of student and employee needs, and assisted in connecting students with needed resources such as technology, mental health services, and food supplies. This increase in workload impacted the Research Office's ability to respond to other tasks.

Overall SAO Achievement: Overall, the Office of Research, Planning and Institutional Effectiveness improved its research capacity as the office received increasing complex data/research requests, which resulted in the dissemination of transparent reports to multiple stakeholder groups. Additionally, the Research Office participated in and evaluated dozens of professional development trainings and workshops, which support continuous improvement efforts. The Research Office developed and distributed 13 Curious Giant correspondences, which promoted awareness and usage of data across the District. For the strategic plan assessment, the Research Office updated all data metrics and provided for the Annual Report on the Master Plan and End-of-Cycle Report, Strategic Plan 2018-21. The Research Office will begin construction on metrics for the 2021-25 Strategic Plan over the next year. This work assists the District in institutional planning activities.

- SAO #1: Provide Data/Research/Consultation and Survey Services (Culture of Evidence)

1. Research Capacity: Respond to Ad-Hoc Data/Research/Survey Requests
The Research Office received 959 ad-hoc data or research requests over the past seven years (2014/15 to 2020/21), averaging 137 requests annually. Moreover, over the past three years (2018-19 to 2020-21) the Research Office received 420 requests, averaging 140 per year. In 2020-21, 155 requests were received. The top two most common requests were for consultations (44) and program information (24). With the deployment of District's Giant Dashboards, program review units now have access to substantially more aggregate and disaggregate data than in previous years. The Program Review and Planning Dashboard functions as a one-stop-shop for district's academic program planning needs. This dashboard contains metrics assessing faculty growth, success rates, unduplicated headcounts, census enrollments, excused withdrawal rates, program majors, awards, full-time equivalent students (FTES), full-time equivalent faculty (FTEF) and FTES/FTEF ratio. Users may disaggregate course success rates (including and excluding EWs), unduplicated headcounts, census enrollments, withdrawal rates, and excused withdrawal rates by more than 20 characteristics. The disaggregated data allows for better insight into equity gaps at the District, department, or course level.

2. Equity Lens Framework for Data/Research/Surveys
Equity data has been promoted in all efforts made by the Research Office. There are now over 20 student groups in the Success and Enrollments tab for program review. The utility of these dashboards now pertains to many student services offices as well as their academic counterparts. Equity lenses were layered throughout the Motherlode Survey dashboard. All 15 reports produced by the Research Office in 2020-21 employed an equity lens framework and analysis. The Research Office will continue to employ equity lenses where applicable and respond to the dynamic needs of the institution.

3. The Giant Fact Book
The Giant Fact Book consists of 38 data sets, 34 of which are updated with current data. The 4 others are updated as data become available from an external data source. One new data table, which presents data on various equity groups, was added this year (Student Groups).

4. Report Publication on Website
Ten reports were created by the Research Office, all of which are published on the website for wider dissemination across the District. Some of the topics covered by these reports include AB705 Outcome Reports, Giant Questionnaire (GQ) Survey, Student Support Services Survey, and the Coronavirus Aid, Relief, and Economic Security (CARES) Survey.

5. User-Friendly Data Dashboards
The Program Review and Planning Dashboard (more than 3500 views as of end-of-August 2021) was enhanced in many ways, from layout to content. While the Research Office has not historically tracked views of the dashboard, the staff is starting to note the activity of dashboard views subsequent to Curious Giant campaigns and dashboard training events. Two new dashboards related to AB705 were built and released over the summer. The Research Office will be monitoring these new dashboards for use and utility the rest of the fall semester. It is anticipated to have over 250 views for each dashboard by the end of fall 2021.

6. Awareness Campaign (2020-21)
The Research Office developed the Curious Giant series to highlight data and communicate resources to District employees and to strengthen employees' awareness and data usage. One to two Curious Giant correspondences are released each month. They cover different points of data and/or topics. Each Curious Giant correspondence provides readers with a link to the cited data source and encourages them to explore other data within that source. In the 2020-21 year, 13 Curious Giant issues were shared with the District. Topics included students' and faculty members' online course experience prior to the COVID-19 pandemic, students' and employees' perspective of the District's support during the pandemic, students' and faculty members' technological challenges during the pandemic, and students' reasons for financial need during the pandemic, as well as course success rates for returning students, student athletes, and students who received access and ability services. Additionally, transfer level English and Math outcomes within their first year were highlighted for all first-time students, and English

outcomes for first-time students were further disaggregated by race/ethnicity as well as college generation status by placement status.

- SAO #2: Provide Support for Integrated Planning and Institutional Effectiveness (Planning Support)

7. Committee/Senate/Council/Taskforce Service
The Research Office team serves on several District committees, councils, and workgroups that contribute to the District's continuous improvement efforts. The research analysts are fixtures on three committees: Equity and Diversity Action Committee, Integrated Planning and Effectiveness Committee, and Outcomes and Assessment Committee. They also participate on a variety of taskforces and workgroups, such as Strategic Plan, Meta-Majors, and Accreditation. The Dean, who directly reports to the Superintendent/President, serves on several critical District committees, councils, and workgroups including but not limited to Senior Management Council, Deans Council, Management Council, Program Review Committee, Institutional Planning and Effectiveness Committee (Co-chair), Solutions and Innovation Work Group (Co-chair), and Institutional Review Board (Co-chair).

8. Governance Surveys, Training/Workshop Evaluations
Twenty two District Governance Senate surveys administered and reports distributed. Special aggregate Governance Reports were developed and distributed. Results from these comprehensive reports are used and shared at the Fall Convocation by the President, and at the District Governance and Academic Senates and at the Board of Trustees meetings by the Senate Chairs. The Giant Questionnaire (GQ) and Student Support Services Surveys were both administered in the Spring 2021 term, both of which are large scale District-wide surveys. Finally, 14 workshop/training events were also assessed in the spirit of continuous improvement.

9. The 2018-2021 Strategic Plan Assessments (2020-21)
The 2018-2021 Strategic Plan serves as the District's second three-year plan in support of the 2015-2025 College of the Sequoias Master Plan. This 2018-2021 Strategic Plan Assessments document provides a comprehensive assessment plan for each of the 10 District Objectives. It also includes details about the measurements, definitions, methodology, and data sources for each assessment. There are 24 measures (counts and percentages) specific to the district objectives. The Research Office updated all data metrics and provided for the Annual Report on the Master Plan and End-of-Cycle Report, Strategic Plan 2018-21. The Research Office will begin construction on metrics for the 2021-25 Strategic Plan over the next year. This work assists the District in institutional planning activities.

10. Research and Planning Agenda (2020-21)
The Office of Research, Planning and Institutional Effectiveness maintains a research agenda that is aligned with the District's four-year Strategic Plan, cyclic data requests, and mandated reporting requirements. The agenda purposefully identifies and prioritizes research and planning activities. These activities include institutional planning and resource allocation, program review, assessment, and decision-making for institutional effectiveness. All of the Research Agenda items have been aligned with the 2021-25 Strategic Plan and updated with relevant content. The agenda is designed to support the District's planning activities, outcomes and assessment cycle, grant requirements, mandated reporting requirements, basic skills initiatives, various research projects, accreditation needs, ad-hoc requests, and other requests that directly support the District mission. Each summer, the research agenda is reviewed, assessed and updated.

11. Professional Development/Training Activities (2020-21)
District departments, councils, and committees offered employees many trainings and workshops on various topics. The Research Office, upon request, administered the District's "Training/Workshop Evaluation Form" to assess these trainings/workshops.
To contribute to the District's continuous improvement efforts, the Research Office also participated in professional development/training activities, workshops, meetings, and webinars. Over the 2020/21 year, the Research Office team participated in 75 training events ranging from data analysis to mandated reporting. Some of the completed trainings include AB705 and AB1805 reporting requirements, Latinx Student Success, Student Equity, and student success metrics.

Impact on District Objectives/Unit Outcomes (Not Required): The Office of Research, Planning and Institutional Effectiveness provided and participated in several training activities and consultations over the course of the year.

Changes Based on SAO Achievement: Participation in Training/Professional Development Opportunities
Increasing availability, awareness and usage of disaggregated data and equity lens framework among District employees.

Outcome cycle evaluation: The Office of Research, Planning & Institutional Effectiveness regularly and continuously assesses its

outcomes, actions and activities that are aligned with the District's Strategic Plan Objectives, and its Research Agenda. The Research Office helps meet the District's data needs by responding to dozens of ad-hoc data or research requests each year. For example, the Research Office received 959 ad-hoc data or research requests over the past seven years (2014/15 to 2020/21), averaging 137 requests annually. Moreover, over the past three years (2018-19 to 2020-21), the Research Office received 420 requests, averaging 140 per year. In 2020-21, 155 requests were received. The top two most common requests were for consultations (44) and program information (24).

Action: Promotion of disaggregated data use for data-informed decision-making (2021-2022)

The Office of Research, Planning & Institutional Effectiveness will continue to promote disaggregated data use for data-informed decision-making.

Leave Blank:
Implementation Timeline: 2021 - 2022
Leave Blank:
Leave Blank:
Identify related course/program outcomes: District Objective 4.1 Increase the use of data for decision-making at the District and department/unit level
District Objective 3.1
District Objective 3.2
Person(s) Responsible (Name and Position): Dali Ozturk, Tyler Virden, Ryan Barry-Souza
Rationale (With supporting data): Based on qualitative assessments of its operations including direct observations, discussions, focus groups, document reviews, and the District-wide employee survey results, the Office of Research, Planning & Institutional Effectiveness may continue to promote disaggregated data use for data-informed decision-making. The disaggregated data allows for better insight into equity gaps at the District, department, or course level.
Priority: High
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2021-2025
District Objective 3.1 - Reduce equity gaps in course success rates across all departments by 40% from 2021-2025.
District Objective 3.2 - Increase the course success rate by 10% for each disproportionately impacted student group in their transfer level Quantitative Reasoning and English courses by the end of their first year from 2021-2025.
District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

Action: Revised Data/Research/Survey Request Process/Form (2021-2022)

The Office of Research, Planning & Institutional Effectiveness will launch a revised data/research/survey request process/form to improve user experience.

Leave Blank:
Implementation Timeline: 2021 - 2022
Leave Blank:
Leave Blank:
Identify related course/program outcomes: District Objective 4.1 Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

Person(s) Responsible (Name and Position): Dali Ozturk, Tyler Virden, Ryan Barry-Souza
Rationale (With supporting data): The Research Office identified areas for improvement based on its Overall SAO Achievement, District-wide feedback received, and an internal needs assessment (evidence: see SAO assessments).

Program Review - Research, Planning & Institutional Effectiveness

Based on qualitative assessments of its operations including direct observations, discussions, focus groups, document reviews, and the District-wide employee survey results, the Office of Research, Planning & Institutional Effectiveness may revise the data/research request process/form to improve user experience. The Research Office received feedback from various COS faculty and staff members regarding the COS Research Request forms. Based on feedback from these end users, the Research Office, in conjunction with Technology Services, developed a new draft COS Research Request form in 2020-21. The new form is significantly shorter and more straightforward for all types of research requests, and new question display logic was implemented to ensure questions are only asked if they apply to the request type. This new form was developed to promote easier access to data for all COS faculty and staff members, while still obtaining the needed information to adequately fulfil and prioritize requests. Although the new draft form has been developed, the Technology Services was unable to launch it, as scheduled. The Technology Services prioritized items that addressed COVID-19 issues. This created delay in the launch of the revised form. A new action is proposed to launch and use the new form in 2021-22.

Priority: High
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

Action: Transfer outcomes (2020-21)

 The Office of Research, Planning & Institutional Effectiveness may obtain, analyze, and disseminate comprehensive, and meaningful transfer outcome data.
Leave Blank:
Implementation Timeline: 2020 - 2021
Leave Blank:
Leave Blank:
Identify related course/program outcomes: District Objective 2.2 Increase the number of students who transfer to a four-year institution by 10 percent over three years.

District Objective 4.1 Increase the use of data for decision-making at the District and department/unit level
Person(s) Responsible (Name and Position): Ryan Barry-Souza, Tyler Virden, and Dali Ozturk
Rationale (With supporting data): The Research Office identified areas for improvement based on its Overall SAO Achievement, District-wide feedback received, and an internal needs assessment (evidence: see SAO assessments). Based on feedback from various stakeholders on the need for meaningful transfer outcomes data, the Office of Research, Planning & Institutional Effectiveness may obtain, analyze, and disseminate comprehensive, and meaningful transfer outcome data.
Priority: High
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2020 - 2021   09/22/2021
Status: Action Completed
The Research Office receives transfer inquiries regarding student graduates, program majors, courses, and support services. To fulfill these inquiries, the research office acquired subsequent enrollment files through the Clearinghouse. However, upon closer inspection, the data is quite complex and challenging to analyze given a large array of student behavior. Students can be

concurrently enrolled at both a 4-yr and 2-yr college, students take summer school courses at 2-yr colleges for financial reasons while still enrolled in primary terms at 4-yr colleges. Students sometimes arrive at COS having already earned a Bachelor's degree or higher, only to return for a different career path (typically CTE). After evaluating the Clearinghouse data and available data sources, the following recommendation is being made.

•   Use existing CSU, UC, and Chancellor's Office data to compute and report annual transfer volume.
•   Use Clearinghouse submissions for specific inquiries about student transfers (subsequent enrollments) and transfer details (Degree and Degree Major)

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years
District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level

Action: Data/research request process/form (2020-21)

The Office of Research, Planning & Institutional Effectiveness will revise the data/research request process/form to improve user experience

Leave Blank:
Implementation Timeline: 2020 - 2021
Leave Blank:
Leave Blank:
Identify related course/program outcomes: District Objective 4.1 Increase the use of data for decision-making at the District and department/unit level

Person(s) Responsible (Name and Position): Dali Ozturk, Tyler Virden, Ryan Barry-Souza
Rationale (With supporting data): The Research Office identified areas for improvement based on its Overall SAO Achievement, District-wide feedback received, and an internal needs assessment (evidence: see SAO assessments).

Based on qualitative assessments of its operations including direct observations, discussions, focus groups, and document reviews, the Office of Research, Planning & Institutional Effectiveness may revise the data/research request process/form to improve user experience.

Priority: High
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2020 - 2021   09/22/2021
Status: Action Completed
The Research Office received feedback from various COS faculty and staff members regarding the COS Research Request forms. Most comments indicated that the form was too long and convoluted. Based on feedback from these end users, the Research Office, in conjunction with technology services, developed a new COS Research Request form. The new form is significantly shorter and more straightforward for all types of research requests, and new question display logic was implemented to ensure questions are only asked if they apply to the request type. This new form was developed to promote easier access to data for all COS faculty and staff members, while still obtaining the needed information to adequately fulfil and prioritize requests. Although

the new form has been developed, the Technology Services was unable to launch it as scheduled. The Technology Services prioritized items that addressed COVID-19 issues. This created delay in the launch of the revised form. A new action is proposed to launch and use the new form in 2021-22.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021
District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level