Report of IPRE Office Goal Attainment 2013-2018

Goal 1. Steward effective institutional planning toward fulfilling college mission and meeting strategic priorities and goals.

Objective 1A: Design, implement, evaluate and improve a comprehensive annual integrated planning process.

IPRE designed and developed a Model for Integrated Planning and Sustainable Continuous Quality Improvement at the start of implementation of Strategic Plan 2013-2018, with the purpose of informing and impacting all key institutional processes and decisions. This Spring (2018), IPRE reviewed the model and proposed an improved, less complicated, but more integrated model for the next Strategic Plan 2019-2024.

IPRE also leads the Program Planning and Assessment (PPA) process, developing an annually updated inventory of programs requiring submission of a PPA report, an annually updated process timeline, a document that delineates budget development and funding decision processes, and PPA templates for both instructional and non-instructional programs. IPRE coordinates the PPA process, keeping track of inventory of reports, reviewing, and making modifications as needed to the process for improvement.

This objective has been achieved.

Examples of Key Evidence

1A.1. Integrated Planning Model – Current
1A.3. Timeline for 2018 PPA Process
1A.4. Budget Development and Funding Decision Processes
1A.5. Proposed Revision of PPA Process
1A.6. Integrated Planning Model – Proposed

Objective 1B: Coordinate the development, increased integration, implementation and assessment of long term institutional plans.

IPRE assisted in the development of the Integrated Plan (BSI, SEP, and SSSP), and coordinates the development and implementation of the Guided Pathways Work Plan.

IPRE coordinates increased integration and assessment of long-term institutional plans by working closely with leads to ensure that long-term plans are assessed annually. IPRE maintains an inventory of all long-term institutional plans and tracks assessment report submission.
IPRE also works to increase integration of all the long-term plans by revising the integrated planning model to have all the long-term plans integrated under the umbrella of the Strategic Plan; helping to develop the Integrated Plan (BSI, SEP, SSSP) and the Guided Pathways Work Plan to be completely aligned with the core student success outcomes in the next Strategic Plan 2019-24; and researching different integrated software tools that will improve the integration of all the long-term plans with one another as well as with other institutional plans.

This objective has been achieved, except that the coordination of implementation of all long-term plans goes beyond the authority of the office. However, integrated planning software can help improve the coordination of long-term plans by providing analytics and reporting capabilities.

Examples of Key Evidence

1B.1. Alignment of Long Term Plans with Strategic Plan - May 2016
1B.2. Inventory of Annual Assessment of Long Term Plans (Summer 2015, 2016, 2017)
1B.3. Integrated Planning - Continuous Improvement 2010 - 2018 Revised 4-16-18
1B.4. Strategic Integrated Planning Map
1B.5. Rationale for Integrated Planning Software 7-14-17

Goal 2. Strengthen institutional effectiveness toward ongoing, documented performance measurement against college mission and strategic priorities and goals.

Objective 2A: Create a comprehensive institutional plan to systematically cultivate continuous improvement throughout the college.

IPRE developed a Continuous Improvement Plan 2013-2018 for the overall purpose of cultivating institutional effectiveness through the development, implementation, and assessment of purposefully designed processes of continuous development. It lays out 1) the 30 key Continuous Improvement (CI) Processes; 2) Components of Continuous Improvement; 3) Categorization of Continuous Improvement Processes into Evaluation Cycles; 4) Alignment of Continuous Improvement Processes with Strategic Plan Goals; and 5) Evaluation of Continuous Improvement Plan.

This objective has been achieved.

Key Evidence

2A. Continuous Improvement Plan 2013-2018 7-1-14

Objective 2B: Coordinate specification and execution of a wide array of processes that collectively enhance organizational learning and student success.
IPRE coordinates the development and execution of the Handbook of Continuous Improvement Processes, which comprises 30 processes categorized into 5 groups: A) organizational effectiveness; B) effectiveness of strategic planning; C) effectiveness of strategic operations; D) processes for employee hiring & job classification; E) performance evaluation procedures. In addition, the Framework for Evaluation of Continuous Improvement Process Implementation was developed in Summer 2015 to provide a clearer understanding of the entire evaluation process. Each CI process implementation has been evaluated on a regular basis with its evaluation cycle ranging from annually to every 6 years. After careful review, currently IPRE is proposing 5 new CI processes that are aligned with the Strategic Plan 2019-2024 goals and that will collectively enhance organization learning and student success.

**This objective has been achieved.**

Examples of Key Evidence

2B.1. Evaluation of CI Process Implementation-Reports due Summer 2018
2B.2. Handbook of Continuous Improvement Processes 2013-2018 11-14-14
2B.3. Master Inventory of Continuous Improvement Processes - Revised 12-1-14
2B.4. Evaluation of CI Process Implementation by Evaluation Cycle including Final Review
2B.5. Proposed CI Processes for 2019-2024 Strategic Planning Cycle

**Objective 2C: Inventory and ensure submission of key external reports on timely basis.**

IPRE developed a Procedure & Timeline for Updating Inventory of Key External Reports and coordinates the Annual Update of Inventory of Key External Reports. Although the inventory consists of Report Due Date & Date Report Submitted to the external agencies, IPRE does not track whether the reports are actually submitted. It is the responsibility of each division to ensure that the external reports are submitted on a timely basis.

**This objective is partially met: ensuring the timely submission of external reports goes beyond the authority of the IPRE Office.**

Examples of Key Evidence

2C.1. Procedure & Timeline for Updating Inventory of Key External Reports
2C.2. Updated Inventory of Key External Reports 2017-2018
Goal 3. To encourage and support data driven decisions across the college.

Objective 3A: Ensure the quality and integrity of institutional data for analysis, planning, decision making, policy making, reporting, and other purposes.

IPRE Office’s Institutional Research Function has built the infrastructure of the operations of the data and research traffic requests. IR works conjointly with Information Technology Director, VP and Programmers to assure the understanding and familiarization with the Hartnell Data Enterprises. IR has led the Data Analytics and Reporting Team, which has facilitated the engineering of data tools. IR has paved the ground for a culture of inquiry, establishing the minimum expectations of contents when reporting data (3A.1) with the elaboration of a Protocol for Reporting Institutional Data.

IR has collaborated with IT to vet the outputs generated by the data tools designed in Cognos, making sure that any data extraction is compared from its root to assure quality of data. Even though there are detected issues on data vetting, the IR Function continues working with IT and consultants to assure the quality of the data and reports provided (See 3A.2).

Additionally, the IR Director and Institutional Data Analyst have developed a guideline to approach any new data/research request (See 3A.3), which allows an internal quality control and leverage of sql coding and best practices to approach to the data.

IR has also put together a comprehensive list of 14 external links in its website; each with a large number of metrics and data. Datamart is listed there and this has 34 stapled reports developed by the Chancellor’s office (See 3A.4).

Ensuring quality and integrity of institutional data is an ongoing process and the IR Function is contributing for the analysis, planning and decision making. College stakeholders are now more enable to access data, generate questions and report according to their purposes. The IR function attempts to guide requesters on the right approach when requesting data (See 3A.5).

This objective has been achieved for the timeframe analyzed.

Examples of Key Evidence

3A.1. Protocol for Reporting Institutional Data
3A.2. Database usage/ Vetting approach (from IR)
3A.3. Data Request Internal Approach
3A.4 Relevant Links for External Data Resources
3A.5 Data-Research Request types
Objective 3B: Survey data and data reporting needs for each college division, and develop data reporting tools accordingly.

The IR Function has been able to provide support on data and survey needs. The Function has received and processed a total of 194 projects in the last two academic years, with a completion rate of 74%. The number of projects per division varies, but Academic Affairs leads the requests with 76 out of 194 projects (See 3B.1).

The completed projects have been in a variety of areas, but most of them have focused on data extraction, rather than comprehensive research questions. The majority are from internal parties requests. This volume of projects in a short time of time indicates how the college is growing to a culture of inquiry.

Data tools have been developed to the easy access of data (See 3C.2)

The IR Function has conducted a total of 13 surveys in two academic years, the surveys have been for specific target audiences and have retrieved a rich set of information and findings. Some surveys have been standardized and others done in house, but for all the data handling and analysis have been conducted internally at Hartnell IR (See 3B.3).

This objective has been achieved for the timeframe analyzed.

Examples of Key Evidence
3B.1. Number of IR Projects In Transit
3B.2. List of Completed Data/Research
3B.3. List of Surveys Completed

Objective 3C: Design and/or provide access to, and training when required in, self-service research and data gathering, analysis and reporting tools.

The IR Function has been able to provide access and training to users for in service data tools. It also has provided support with survey elaboration, data analysis and interpretation, Program Planning and Assessment, Strong Workforce, Perkins among others. On Spring 2018, a total of 12 sessions were held with 28 participants. There was also many 1-1 appointments to go over the data. The session also provided detailed instructions on how to access the data (See 3C.1 & 3C.4).

The website is revamped including all tools, visualizations, and data element dictionaries (See 3C.2 and 3C.3).

The DED were put in the R Drive for easy access to all stakeholders. They would evolve to the website once they are checked for accessibility (See 3C5,3C6,3C7 & 3C8).
This objective has been achieved for the timeframe analyzed.

Examples of Key Evidence

3C.1. PPA Hands-On Session Instructions
3C.2. Tools Access
3C.3. Data Element Dictionaries Access
3C.4. Access Hartnell Data Analytics Reporting Tools
3C.5. DED Enrollment Retention, Success
3C.6. DED Cohort Progression Tool
3C.7. Programs Awards Tool
3C.8. Subject Analysis Tool