

**SBCCD DISTRICT PROGRAM REVIEW**  
**Two-Year Program Update**

**Program or Service Area:** Office of Research, Planning, and Institutional Effectiveness

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**Productivity**

Explain how your program defines and measures satisfaction and productivity. What do these measures reveal about your program over a three-year period?

- Average time to respond to requests for service
- Average time to respond to complaints
- Results of user satisfaction surveys
- Results of employee satisfaction/staff morale surveys
- Additional identified benchmarks of excellence for the department, and department standing relative to these benchmarks of excellence

**Productivity Data**

Research Requests: Currently most requests for research/data either come through email or during meetings, such as Chancellor's Cabinet, and most response times range from 1 to 2 days. The Office of Research, Planning and Institutional Effectiveness (ORPIE) has recently launched an online Research Request form and has been encouraging its use. With the online form, it will be easier to track the types of requests received along with response times.

Planning and Program Review Satisfaction: ORPIE oversees the district's Planning and Program Review processes. Questions addressing this were included in the 2017-18 District Employee Climate Survey. Responses of Very Satisfied or Satisfied for "The annual process of prioritizing objectives at the District Offices is open and honest" were 55.7%, for "planning and decision-making processes at the district level are open and easy to understand" were 54.5%, and for "I am satisfied with the planning & decision-making processes at the district level" were 52.3%.

**Analysis of Productivity Data**

Research Requests: Now that the new link is in place and being used, it will be easier to track request types and response times. This will also allow ORPIE to foresee certain, repeated requests for data and prepare accordingly.

Planning and Program Review Satisfaction: ORPIE would like to see the Very Satisfied/Satisfied responses to the Climate Survey responses related to district Planning and Program Review increase to at least 70%. With this in mind, a 2018-2022 District Program Review Plan was approved this year with a new process taking place starting summer 2018 allowing for a clearer and more transparent process, which will hopefully see increased satisfaction.

## Staffing

List the number of full and part-time employees in your area.

Classification	Number Full-Time	Number Part-Time, Contract or Prof. Experts	Vacancies
Managers	1		
Faculty			
Classified Staff	1		1
Professional Experts			
<b>Total</b>	2		1

## Analysis of Staffing Levels

What does the current staffing level data suggest about your program area? Is there a need for more employees? Is there a need for greater efficiency? Is there a need for redistribution of workload or staff? Include any data that is relevant to your program, including any staffing needs for compliance with state, local, and federal regulations.

ORPIE is a relatively new office at the district. In prior iterations, it only existed as an Executive Director, who was responsible for all district research needs along with district planning and accreditation responsibilities. Now that the office is comprised of an Executive Director and two Research Analysts, the Executive Director is able to provide more focus on district planning and accreditation, which includes chairing the District Support Services Planning and Program Review Committee and the new Districtwide Institutional Effectiveness Committee, while also serving as a member of Chancellor's Cabinet and the District Enrollment Management Committee. The Research Analysts are able to focus their attention on district research and survey needs under the lead of the Executive Director. One of the district's research analysts resigned effective June 28, leaving a vacancy. As of this writing, the process to fill this position has been started. At this moment in time, and with this vacancy filled, the staffing of ORPIE is sufficient for current needs.

## Trends

What are the new or continuing trends affecting your program and how will these trends impact program planning?

One trend that always affects college and district research offices is mandatory reporting, such as MIS, IPEDS, and Title V eligibility. ORPIE has already started working with the college research offices to help streamline these mandatory reporting processes that not only involve college input but also input from other district service areas, including budget, fiscal, and TESS. Equally important, the research offices are also working on identifying other processes that can be streamlined to help improve the efficiency and effectiveness of research, planning, and institutional effectiveness district-wide. This includes the implementation of a new data warehouse, currently in phase two of development, which will allow for much faster access to and reporting of data. Mandatory reporting is often tied to state initiatives, such as SSSP and Basic Skills. Aware of the many initiative/performance metrics at play, including that the understanding, tracking, responding to, and reporting of these various metrics have been difficult at best, the State Chancellor's Office has been working on a Metric Simplification Initiative, releasing its first White Paper January 2018 and its second White Paper May 2018. It is yet to be seen what will come from this initiative and how it will impact college and district research offices.

## Opportunities and Challenges

What are the opportunities and challenges presented by the new or continuing trends identified above? Provide any additional data or new information regarding planning for the department. In what way does your planning address these opportunities and challenges?

Mandatory reporting requires that the campus and district research offices work together corroboratively, as there is often a district component to the data being submitted. This allows for the sharing of ideas and methodologies. A major strength in this area is the knowledge base that all three offices possess and the willingness that everyone has brought forward to share and collaborate.

One challenge is time regarding how long some research requests can take to complete due to the size of the requested data, which can be tens of thousands of pieces of data pulled from multiple sources. This should be much improved when the new data warehouse project goes live in August. Another challenge is not knowing what new state mandates may be coming requiring further research, reporting, or planning. One recent example of this is the state's funding formula, which has gone through major changes since January and has become far more complex and data focused. Through professional memberships and conference attendance, it is hoped that ORPIE can stay informed of upcoming changes occurring at the state level.

## Three-to-Five Year Vision

Describe your program, as you would like it to be in three-to-five years.

ORPIE will facilitate the San Bernardino Community College District in becoming a Learning Organization, which is the ultimate institutional effectiveness outcome. A Learning Organization is one that grows and adapts through ongoing innovation tuned to current, emerging, and future needs. Further, it celebrates a culture of wonder instead of blame, where data-supported intelligence can be agreed upon so people can focus on being successful rather than focusing on who is right. Toward this direction, ORPIE is working with the college research offices to help improve the efficiency of overall research functions so that the research offices have time to do more research and provide additional evidence to help inform decision-making district-wide. This includes the standardization of terminology, calculations, and documentation.

## Goals and Objectives

Please complete for as many Goals and Outcomes as your program has.

### Goal #1

Continue to Update and Refine the SBCCD KPI Dashboard

### Objectives for Goal #1

A Key Performance Indicator (KPI) Dashboard has been established by ORPIE with Goals coming from the District Strategic Directions found in the 2017-2022 Districtwide Support Service Strategic Plan. Once data is available, the dashboard will be updated to include 2017-18 numbers and, where applicable, interactive dashboards will be developed for select KPIs that will include both campus and equity data. Until these dashboards are in place, the current PDFs have been reformatted to include campus and equity data, where applicable. The Board will be updated on progress monthly starting in September.

### Goal #2

Increase the original research produced by the Office of Research, Planning, and Institutional Effectiveness

### Objectives for Goal #2

In 2017-28, ORPIE produced several original Research Briefs, including a look at the rise of Associate Degrees of Transfer offered by both campuses since 2012 and an analysis of the capture rate of high school graduates in the district's service area. ORPIE would like to see the amount of original research it produces increase and be used by the campuses and district for planning purposes. The district should also be hiring a district director of grants this year who ORPIE will work closely with in providing data for both grant applications and follow-up reports for awarded grants.

### Goal #3

Increase awareness of the district's Office of Research, Planning, and Institutional Effectiveness

### Objectives for Goal #3

Through comments in the 2017-18 District Employee Climate Survey, it became clear that either employees were confusing the district research office with campus research offices or that they did not know that district research existed. With this in mind, ORPIE will work on strategies in the coming year to bring awareness to the work that it does, including the promotion of its website and inclusion in existing district materials.

## Goals and Objectives (Continued)

Please complete for as many Goals and Outcomes as your program has.

### Goal #4

Stay informed of the latest developments, research methods and innovations in the field of Research, Planning and Institutional Effectiveness through Conference and Workshop Attendance

### Objectives for Goal #4

Important Research, Planning and Institutional Effectiveness conferences and workshops include those sponsored by the RP Group, the Society for College and University Planning, and the California Association for Institutional Research (CAIR). These include the RP Group's Strengthening Student Success Conference and CAIR's upcoming annual conference, Institutional Research for Public Good. As the Executive Director of ORPIE is also the district's Accreditation Liaison Officer, attendance at the 2019 ACCJC Conference is also of critical importance.

### Goal #5

Stay informed of the latest developments, research methods and innovations in the field of Research, Planning and Institutional Effectiveness through Professional Memberships

### Objectives for Goal #5

ORPIE intends to begin annual memberships with the RP Group and the Society of College and University Planners (SCUP). Through professional and leadership development, technical assistance, research, and evaluation services, the RP Group strengthens the ability of California Community Colleges to discover and undertake high-quality research, planning, and assessments that improve evidence-based decision making, institutional effectiveness, and success for all students. SCUP is a community of higher education leaders responsible for the integration of planning on their campuses and provides viewpoints from leaders from around the world but primarily within North America.

### Goal #6

### Objectives for Goal #6