

# Department Plan

## Long Beach City College

### Admin - IE (Goals)

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**Mission:** The Office of Institutional Effectiveness (IE) strives to support student success by providing leadership and coordination of Accreditation efforts, institutional planning, program planning and review, and institutional research. The Office of IE serves to promote excellence in student learning, educational practices and quality of service by establishing and maintaining a campus culture of self evaluation and improvement at all levels of the institution.

**Description:** Accreditation - The Office of IE is responsible for ensuring that accreditation standards and policies are met and adhered to by LBCC. IE also oversees the development, review, approval and submission processes for all reports and associated evidence required by ACCJC. These include annual reports, the comprehensive self study report, the midterm report, and any progress or follow-up reports that may be required by ACCJC as a result of Commission actions made to LBCC. The IE office is also responsible for coordinating the development of any needed Substantive Change proposals and submitting these to ACCJC according to appropriate guidelines.

Student Success Plan Evaluation - The research and evaluation required to fulfill the LBCC Student Success Plan is carried out by the Office of IE. This also includes regular facilitated discussion of evaluation findings to constituent college groups, to academic and executive leadership, and to the Board of Trustees.

Planning and Review - The Office of IE oversees the college planning process and maintains a website showing all college planning committees and the activities and outcomes that result from committees and task forces that are formed in response to institutional needs identified by the College Planning Committee. The Office also supports the work of the College Planning Committee to develop the college's Educational Master Plan (EMP) at each five-year interval and to evaluate the college's progress toward achieving the goals identified in the EMP. The office of IE oversees the process of program planning and review and supports the student support services and administrative units of the college to complete their plans and reviews. As part of this effort, the office develops and distributes reports to the instructional departments and schools on access, efficiency and effectiveness at their respective levels. The configuration, refinement and administration of the web-based tool for the college's program planning and review, TracDat, is handled by the Office of IE.

Data for program review is generated from an intranet-based reporting tool, Data Depot, which was developed and maintained by IE research analysts. Training on this tool is also provided by IE, thereby supporting the tool as a self-service resource to departments and individual faculty, administrators and staff.

The Office of IE administers and supports the college's institution-wide survey tool, Survey Gizmo, which is web-based and ADA compliant. A research analyst of IE assists faculty, administration and staff with the development of surveys and report generation using this tool.

The Office of IE, as part of its work to support the college's program planning and review process, provides leadership and support for the assessment of service unit outcomes and, in collaboration with the ASLO Subcommittee, the assessment of student learning outcomes at the course, program, degree and institutional levels.

The Office of IE provides data to executive leadership on 320 apportionment reporting outcomes and target FTES.

IE responds to a variety of requests for data from the Executive Committee. Many of the grants that fund projects and programs of the college require data reporting. The Office of IE supports these grant reporting requirements.

#### **Primary Functions - LAC:** Accreditation

Planning (Institutional and program-levels; TracDat implementation and refinement)

Internal reporting and research

Evaluation of LBCC Student Success Plan

Data for California Leadership Alliance for Student Success (CLASS) Initiative

Development, maintenance and training on the data reporting tool, Data Depot

Enrollment Management data reporting on student retention, milestone progress, GPA, and completions.

Geographic Information Systems

Insight, The Data Warehouse (development, maintenance and user training to support reporting on institutional effectiveness)

Research projects to support educational and student support programs and services.

External data reporting requirements to IPEDS, ACCJC, and 320 apportionment (in collaboration with Admissions and Records)

Planning

Program Review & Outcomes Assessment

#### **Primary Functions - PCC:** IE is in the process of providing more detailed, comprehensive and regularly distributed reports that inform the emerging strategic plan for the Pacific Coast Campus. These reports will track student enrollments, FTES,

course offerings in terms of general education, vocational and basic skills, in addition to other variables identified as critical to the development and implementation of that plan.

**Internal Conditions (see In February 2009, the college was placed on warning by ACCJC. IE was a key contributor to the program review Help for list):** and SLO assessment recommendations given by ACCJC. The Board of Trustees responded to the warning letter by requiring monthly updates on progress on implementing the college's plan to address the recommendations by the Associate Dean of IE. In addition, the required Follow-Up report due October 15, 2009 was completed and submitted by IE. Based on the Follow-Up report and the evaluation visiting team's follow-up report, the Commission lifted the college's warning status. The next ACCJC requirement is to submit a Midterm report by October 2011.

The Office must move into the new South Quad building late fall 2009. Implementation of the new program review process and TracDat; training on the new process and tool; refinement of the tool's configuration and report output will continue to require nearly 100% effort from the office's planning analyst.

The Data Warehouse and Cognos refinement and expansion project will significantly impact the research systems analysts. They are core members of the project team.

The Student Success Plan evaluation was initially supported by a consultant who was funded by VTEA and Title V-Basic Skills grants from April 2010 through April 2010. In order to continue this evaluation work with special attention to the evaluation of the Student Success Plan and of VTEA-funded CTE programs, another researcher was hired October 2011 under a one-year contract. The evaluation plan is very robust and requires coordinated research efforts of research staff, interns from other parts of the college, and stakeholders identified in the Student Success Plan. Reporting requirements, along with those complementary analyses that will fulfill the CLASS Initiative, are frequent (monthly) and at the highest level (Executive Committee and Board of Trustees). Significant effort from the IE office are required during the 2010-11 year when the college develops its 2011-2016 Educational Master Plan. The Assoc. Dean of IE is the co-chair of the EMP Oversight Task Force and the Planning Analyst is responsible for the reporting the results of the community survey administered as part of the external scanning process used to inform the new EMP. The Planning Analyst is also primarily responsible for developing the planning assumptions gleaned from a variety of external documents, reports and data bases.

Data needed to inform the administration, the public and faculty and staff on the effectiveness of the Long Beach Promise will be generated and reported from the IE Office, in collaboration with the research offices of LBUSD and CSULB.

In November 2009 the office's Research Analyst II resigned. Since this time the Research Analyst I has been backfilling the duties of this position. The research capacity for the office will need to be brought to its previous level and beyond, however, in order for the office to maintain the level of service it had been providing in order to deliver on the reporting required for the Student Success initiative evaluation. In addition, with the development of SLOs for nearly all courses and the continued development of assessment plans for those SLOs, the research office will be called upon to support assessment activities for both the instructional and noninstructional areas of the college. The office's current staffing will not support this anticipated increase demand for research support.

**External Condition- Regulatory/Legislative** Changes in IPEDS student ethnicity reporting require IE to contribute to a plan for transitioning the reporting elements to accommodate this change.

**Changes:** The unresolved debate between CCA and ACCJC regarding the inclusion of SLOs in faculty evaluations has made the resolution of the accreditation recommendation on this issue more time-consuming and difficult than it would otherwise be.

**External Condition- Grants Available:** The Office of Grants is in the process of writing several grants for the current and upcoming years. For the NSF STEM grant, input for the evaluative component of the grant required input from researchers of IE.

The Title V- Cooperative grant was concluded Oct. 2009.

**External Condition- Accreditation Recommendations:** The Associate Dean of IE also serves as the college's Accreditation Liaison Officer and the co-chair of the college work group, Process Oversight Group, charged to oversee implementation of the plan that extends to 2012 when the college is expected to reach "proficiency" on all aspects of institutional effectiveness (planning, program review and student learning outcomes).

**External Condition- Community Outreach/Partnership:** Participation in CLASS initiative.

Member of CalPASS, need to work more closely with CSULB to obtain more data on transfer students.

Research analysts partner with members of the Research and Planning Group of California Community Colleges.

**External Conditions- Other :** National and state policy and funding increasingly rely on outcomes-based results. This trend will continue to place increasing demands on the Office of IE to generate outcomes data. In addition, the California Community Colleges shared governance system places considerable emphasis on cross-constituent group communication, much of which concerns the measures and results that college's use to evaluate their own effectiveness. The communication requires facilitation that is best provided by the Office of IE, which requires additional time and resources.

**Describe how your dept. supports student learning:** The Office of IE supports student learning in a number of ways and at multiple levels. At the highest level, the Office of IE supports the collaborative development of the college's Educational Master Plan which serves to direct the strategic efforts of the college to offer and support curricular offerings and support services that meet students' varied needs. The review of the progress the college makes in supporting student needs, as documented in its EMP goals, is supported by the Office of IE and the data on measures of student success are

also generated and reported by IE. The program planning and review process is designed to promote collaborative and reflective dialog among department faculty and between faculty and school deans that leads to ongoing evaluation and refinement of the teaching and learning processes that ultimately lead to enhanced student learning and improved measures of student success.

**Staff :** The office consists of an Associate Dean, one Research Systems Analyst, one Research Analyst, and a Planning Analyst. For additional help on special projects, i.e., Accreditation and Outcomes Assessment, the Office has hired LTEs and research consultants.

**Names & Titles of Program** Eva Bagg, Associate Dean

**Review Participants:** Daniel J. Berumen, Research Analyst II  
Janice Miller, Research Systems Analyst II  
Maria Narvaez, Planning Analyst

**2009-2010** successful accreditation visit & progress report resulting in warning status lifted and reaffirmation for

**Accomplishments:** accreditation.

Supported first-year implementation of the new program planning and review process and is leading efforts to refine the process during its second year.

### **Goal: Business Intelligence and Data Warehouse**

Support the processes of program review and institutional effectiveness assessment by improving access to and analysis of relevant data in the college's data warehouse and PeopleSoft system.

**Year:** 2009 - 2010

2010 - 2011

2011 - 2012

**Start Date:** 08/14/2009

**Goal Status:** In Progress

**Goal Priority:** High

**Rationale:** The office has historically relied on cumbersome, time-consuming and error-prone processes of manually exporting data into Access to generate reports needed by the executive committee and school deans to develop target FTES and costs at the school and academic organization levels. This data is often not ready until after the class schedule is developed, thereby, minimizing its effectiveness in developing the most efficient class schedule.

**Strategies:** Partner with Phytorian to refine and expand the data warehouse and Cognos Enterprise Planning and Business Intelligence tools.

**Responsible Parties:** Research System Analyst, Research Analyst and Program Analyst

**Campus supported by this** Both

**goal:**

**Other Area impacted by this** ACIT

**goal:**

**Other Area(s) impacted by** all areas with Business Analysts

**this goal:**

**Level of Support Needed:** School or VP

### **Related Resources Needed**

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\* Contract with Phytorian

**Description:** Phytorian consultants needed to refine and expand the current data warehouse and support the development of a suite of Cognos business intelligence reporting tools and reports.

**Inter-Level/ VP Level Group** Approved & Funded

**Decision:**

**Fiscal Year:** 2010 - 2011

**Duration:** One-time

**Estimated Cost:** 180000.0000

**Type of Resource** Other

**Requested:**

**Justification for Resource** Increasing demands for data to inform enrollment management decisions and to provided information on

**Request:** institutional effectiveness and student success can be effectively met through the use of a data warehouse and set of robust reporting tools.

This project funded by VTEA and Title V Basic Skills grants.

**Department Code:** 999999 Other (describe above)

**Requested Funding Source:** VTEA

### **Goal: Enrollment Management**

Educate college community and provide enrollment management analysis of past performance, make sound decisions in the present, and attain future outcomes critical to the health and vitality of the institution.

**Year:** 2009 - 2010

2010 - 2011

2011 - 2012

**Start Date:** 08/14/2009

**Goal Status:** Dropped

**Goal Priority:** High

**Rationale:** External review of the college made the judgment that too much knowledge about data structure and reporting was embedded in too few people on campus. Executive leadership has acknowledged this risk, and is committed to expanding the data generation and reporting capabilities at the college.

**Strategies:** A significant training component will be built into the Phytorian project so that deans, vice presidents, business analysts, in addition to a core team of programmers and research systems analysts, are trained on the use of the new tools and equipped to conduct basic trouble-shooting processes.

**Responsible Parties:** Research Systems Analysts

**Campus supported by this** Both

**goal:**

**Other Area impacted by this** ACIT

**goal:**

**Other Area(s) impacted by** Deans and Department Heads

**this goal:**

**Level of Support Needed:** Department

### Goal: Institutional Effectiveness

The office of IE will lead the development of institutional measures of effectiveness (including EMP goals and objectives and key performance indicators) and will develop, maintain and train on the use of tools that systematically collect and display the college's progress toward achieving those measures.

**Year:** 2009 - 2010

2010 - 2011

2011 - 2012

**Start Date:** 08/14/2009

**Goal Status:** In Progress

**Goal Priority:** High

**Rationale:** Accreditation standards expect that college's engage in a process of systematic evaluation of its institutional effectiveness (Standard IB). In addition to conducting review at the program level, the college must have a process that ensures evaluation at the institutional level. Although the college is in the process of developing a new Educational Master Plan (to be completed by fall 2011), the infrastructure to assess progress towards achieving goals of the new plan must be put in place so that evaluation can proceed with a first year snapshot in 2012. conduct substantive dialog concerning student learning outcomes results and student success data to inform its self evaluation and plans for ongoing improvement. This means the faculty, administration and staff will need to know how to access such information and understand what the data means in the larger context of institutional dialog about how to improve student success.

**Strategies:** The new planning and review process will be communicated to all staff using workshops, a program review website and In the Loop announcements. Established planning committees will be coordinated by the EMP Oversight Task Force to develop the new EMP goals.

Draft goals and measurable objectives will be vetted with college constituent groups and refined as needed. Once the EMP goals and objectives are approved by the CPC, reports and dashboards will be refined and developed (where appropriate) to inform the annual evaluation of the college's performance against the established EMP goals.

Flex Day activities and staff professional development workshops/presentations will continue to include presentations on data and the use of data to improve service processes and student learning.

**Responsible Parties:** Associate Dean, Research Systems Analyst, Planning Analyst and Research Analyst II

**Campus supported by this** Both

**goal:**

**Other Area impacted by this** Other

**goal:**

**Other Area(s) impacted by** Non-Faculty/Staff Professional Development

**this goal:**

**Level of Support Needed:** Department

### Related Resources Needed

\* Consultant support for program growth targets

**Description:** Cambridge West, already utilized to support development of the 2020 Facilities Master Plan, is needed to assist with updating program enrollment targets to inform the new Educational Master Plan as well as to update the Facilities Master Plan with data that extends beyond the fall 2006 baseline provided in that initial planning document.

**Inter-Level/ VP Level Group** Approved & Funded

**Decision:**

**Fiscal Year:** 2010 - 2011

**Duration:** One-time

**Estimated Cost:** 35720.0000

**Type of Resource** Other

**Requested:**

**Justification for Resource** The college is required to regularly update its Educational Master Plan. This plan should include program

**Request:** enrollment projections and should be integrated with facilities planning to accommodate program changes.

**Department Code:** 661300 IE

**Requested Funding Source:** General Fund

## Goal: Success Evaluation

The office of IE will evaluate student success using a more systematic and integrated method.

**Year:** 2009 - 2010

2010 - 2011

2011 - 2012

**Start Date:** 08/14/2009

**Goal Status:** In Progress

**Goal Priority:** High

**Rationale:** Since there are numerous departments and programs that contribute to student success, evaluation for each of these areas could be unmanageable. Also, an integrated approach to evaluation should enhance the college's view of its services in a more holistic way, rather than based on separate department offerings. This is more aligned with the experience of the student. All aspects of the student experience contribute toward ultimate student success.

**Strategies:** Develop an evaluation plan that considers all student success plan strategies and the integration of those strategies that culminate in a qualitative understanding of student(s) experience(s) and standard quantitative outcome measures that can be tracked over time.

**Responsible Parties:** Research Analysts

**Campus supported by this** Both

**goal:**

**Other Area impacted by this** Faculty Professional Development

**goal:**

## Related Resources Needed

\* CCSSE and SENSE

**Description:** Community College Survey of Student Engagement and Survey of Entering Student Engagement. Administrative and report development support from CCCSE

**Inter-Level/ VP Level Group** NEW for Fiscal Yr 2011-2012

**Decision:**

**Fiscal Year:** 2011 - 2012

**Duration:** On-going

**Estimated Cost:** 20080.0000

**Type of Resource** Other

**Requested:**

**Justification for Resource** Data from student responses to these surveys will inform the college on how students experience Long Beach

**Request:** City College, both in and out of the classroom. Administered over time, it will provide the college with data to help gauge the impact of its Student Success strategies on student behaviors and their experience. Data from the surveys can also be used by Student Support Services and administrative areas in support of their SLO and SUO assessment efforts (a part of program review). Collecting and using data through administration of these surveys also fulfills a key planning agenda from the LBCC 2008 Self Study and supports fulfillment of numerous accreditation standards.

Since this would become an ongoing cost, the request is that the amount be built into the IE budget.

**Department Code:** 999999 Other (describe above)

**Requested Funding Source:** Other

\* Research Consultant

**Description:** A researcher with high level skills in research methodologies and project management is needed to continue to advance with the evaluation of the Student Success Plan.  
A contract for services for one year is requested. These services will be paid from the IE budget since an unfilled Research Analyst position still exists (the formal Research Analyst I was hired to fill the vacant Research Analyst II position, leaving the Research Analyst I position vacant effective October 2010.)

**Inter-Level/ VP Level Group** Approved & Funded

**Decision:**

**Fiscal Year:** 2010 - 2011

**Duration:** One-time

**Estimated Cost:** 75000.0000

**Type of Resource** Other

**Requested:**

**Justification for Resource** High level skill and knowledge is required to effectively continue the evaluation of the Student Success

**Request:** evaluation. Evaluative data is required to assist the college in determining the strategies and interventions that prove most effective in promoting student learning and success. This information is critical for meaningful return on investment analyses.

**Department Code:** 661300 IE

**Requested Funding Source:** General Fund

### Goal: SLO/SUO Assessment

The office of IE will enhance the college's capacity to assess SLO/SUOs at all levels.

**Year:** 2009 - 2010

2010 - 2011

2011 - 2012

**Start Date:** 08/14/2009

**Goal Status:** In Progress

**Goal Priority:** High

**Rationale:** The ASLO Subcommittee Chair and members of the accreditation Process Oversight Group have identified SLO and SUO assessment professional development a high priority in order for the college to meet "proficiency" against the ACCJC rubric for student learning outcomes by 2012.

**Strategies:** Partner with the ASLO Subcommittee to identify specific assessment training and support needs. Develop training, survey instruments and statistical analyses as needed by departments and offices to ensure high quality SLO and SUO assessments.

**Responsible Parties:** Research Analysts

**Campus supported by this** Both

**goal:**

**Other Area impacted by this** Faculty Professional Development

**goal:**

### Related Resources Needed

\* staff

**Description:** Fill vacant Research Analyst II position or restructure research area to meet assessment needs as well as support data collection and reporting and Student Success Plan evaluation work.

**Inter-Level/ VP Level Group** Approved & Funded

**Decision:**

**Fiscal Year:** 2010 - 2011

**Duration:** On-going

**Estimated Cost:** 0.0000

**Type of Resource** Personnel

**Requested:**

**Justification for Resource** Position required to maintain current research demands and to deliver on new demands.

**Request:**

**Department Code:** 661300 IE

**Requested Funding Source:** General Fund