Manager PIE Report



**Manager PIE Report**

Research & Institutional Effectiveness Division Manager

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undefined

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

DIALOGUE: RIE will promote and facilitate purposeful college engagement in inclusive, informed, reflective and intentional dialogue about institutional quality and improvement based on reliable information and provide clear inquiry, meaningful interpretation, and broad communication.

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* Ongoing/Multi-Year Goal: X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: The new Title V Grant is titled, "Creating an Equity-minded Campus Culture to Improve Student Outcomes" and it runs from 2019 to -2024. The grant is providing opportunities for faculty to be data coaches and coordinators. This extra level of knowledge and expertise along with the newly hired Senior Research Analyst (July 2020) will help the RIE department increase its dialogue across the campus. It is expected that the view of data coaching will also have a solid view from the lens of equity, diversity, and inclusion.

**Reporting Year**

2019-20

**% Completed**

25

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

Report Directly on Goal: RIE continues to provide many opportunities for dialogue across campus, within committees/groups, and related to specific projects. Data Coaching and collaborative inquiry are standard practices within the RIE Team that allows others to take ownership of their data and be part of the process from start to finish. While the RIE Team is excellent at working with those who request their services (either via pre-decided funded projects (e.g., Student Equity, Grants) or ad hoc research requests), there is still a need to advise the broader campus as to what the RIE does and the important findings from specific projects. This work will be developed via the web page re-design, branded communications, and specialized-focus on projects (e.g., Student Equity).

**Reporting Year**

2018-19

**% Completed**

25

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

RIE continues to be asked to be at the table for major endeavors. There is clear improved use of data across the campus demonstrating a data-informed culture of institutional effectiveness. This can be seen in the data, both qualitative and quantitative, that are used to support actions. Evidence is noted in committee and department minutes as well as major documents such as for accreditation.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

50

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

INSTITUTIONAL EFFECTIVENESS: RIE will promote and facilitate timely, integrated, ongoing and systematic research, planning and evaluation of the college/s mission, goals and institutional effectiveness based on reliable information and provide clear inquiry, meaningful interpretation, and broad communication.

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* Ongoing/Multi-Year Goal: X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: The College continues to support RIE Team in its endeavors whether it be funding permanent research positions, funding operational resources (supplies, software), or inviting the RIE Team to be at the table for major events (Multiple Measures and AB 705). RIE Team members are considered invaluable members of groups and committees. Their input and insights are valued by the College and sometimes sought before major decisions are made. The College supports Data Coaching (Title V Grant Funded 2019-2024) and Data Visualization (Power BI Dashboards in PIE and beyond) which indicates that the RIE Team has a pulse on the needs of the College. The RIE Team's Institutional Effectiveness Goal is one that will never end.

**Reporting Year**

2019-20

**% Completed**

75

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

Report Directly on Goal: The College continues to support RIE Team in its endeavors whether it be funding permanent research positions, funding operational resources (supplies, software), or inviting the RIE Team to be at the table for major events (Multiple Measures and AB 705). RIE Team members are considered invaluable members of groups and committees. Their input and insights are valued by the College and sometimes sought before major decisions are made.   
  
Future endeavors of the College to support Data Coaching (Title V Grant Submission) and Data Visualization (Power BI Dashboards in PIE (TracDat)) are clear indicators that the RIE Team has a pulse on the needs of the College. The RIE Team's Institutional Effectiveness Goal is one that will never end.

**Reporting Year**

2018-19

**% Completed**

50

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

Institutional Effectiveness is what we do every day. RIE is excellent at this job. There is clear ability for employees to be able to understand the research that is being completed on their programs/services and to be able to use it for decision making. There is a need to make complex data presentations more user friendly and to engage stakeholders in discussions about higher-level methodologies.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

50

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

MANDATES: RIE will the support the college by fulfilling data requested from federal and state agencies, accreditation bodies, and grant offices.

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* Ongoing/Multi-Year Goal: X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: This is a goal that the Research Team achieves each year. The Team continues to support the mandates required of us such as the COVID-19 essential projects, federal reporting (e.g., IPEDS), state reporting (e.g. Student Equity and Achievement Program), accreditation reports (e.g., Annual, Midterm), grant research reports (e.g., Title V, Arise) and grant submissions (e.g., Title III/V Eligibility).

**Reporting Year**

2019-20

**% Completed**

100

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

We do this goal as needed, when needed, and never miss a deadline.

**Reporting Year**

2018-19

**% Completed**

100

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

We do this goal as needed, when needed, and never miss a deadline. RIE could improve upon this by creating timeline of yearly projects that are known and managing the workload accordingly.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

75

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

ASSESSMENT: RIE will support and facilitate the evolution of Institutional Level Outcomes (ILOs), course level outcomes, and program level outcomes. A RIE representative will attend meetings to offer training and support to faculty, staff, and administrators concerning resources such as how to connect SLOs and AUOs with PLOs and ILOs. Also provide feedback to a random group of courses by identifying strengths along with areas for growth.

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* Ongoing/Multi-Year Goal: X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: Every year, the Research Department supports the work of the College on its student learning outcomes assessment. This includes one researcher working with the Faculty Outcomes Coordinator and the Associate Dean, Arts as well as the Outcomes Committee. There are numerous projects that the researcher conducts for the group as well as guides the group in the procedural steps. When there is a change in members, the researcher becomes the historian to inform the new members of what has historically been their role in the process and how the researcher may help them in the future.

**Reporting Year**

2019-20

**% Completed**

75

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

Report Directly on Goal: RIE continues to provide support to the ongoing outcomes assessment process. In 2018-19, this support was lower as the key RIE Team member was on leave for a bit. There continues to be a need for the College to re-examine its Outcomes Assessment process and how it aligns with Guided Pathways, Student Equity, and PIE. RIE looks forward to providing more support and guidance to the process as it relates to administrative unit objectives (AUOs) and competency-based outcomes.

**Reporting Year**

2018-19

**% Completed**

50

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

RIE provides part of a permanent researcher's time to support this work of the Outcomes Coordinator and the Outcomes Committee. This researcher is considered a key member of the team and also sits on the Institutional Effectiveness Committee to provide outcomes support to PIE. Outcomes assessment efforts for courses and programs is exceptional. There is a need to support outcomes assessment at units/departments across the campus for PIE for 2018-19.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

75

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

DATA INTEGRITY: RIE will collect/maintain/provide useful, objective, reliable and valid data in an understandable format to college stakeholders with extensive measures in data integrity.

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* Ongoing/Multi-Year Goal: X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: This is an ongoing goal for the RIE Team. Information Technology and the Research Team. We are working toward improving the Research Teams' access to data extractions (aka queries) via the new data warehouse standardized data views. When the College is able to re-start the hiring process for  
the Data Engineer and the person is hired, the successful candidate will help to ensure that the data warehouse is up-to-date and will also help build more consistent data views for the Research Team and for others across the campus. From an operations point-of-view, the Data Engineer will also help ensure that data sent to the Chancellor's Office is validated in a more systematic manner with many across the campus.

**Reporting Year**

2019-20

**% Completed**

50

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

Report Directly on Goal: RIE continues to work with IT to ensure its data security is on target. RIE also works with IT when outside entities are requesting data transfers (e.g., WestEd) via projects already agreed upon by administration and already approved by the Director of RIE.  
  
The efficiencies of the RIE team will be improved once more standardized data views/blocks are approved by the three (3) Senior Research Analysts. The addition, from IT, of a Data Engineer will also help to ensure that the Data Warehouse is up-to-date and will also help build more consistent data views for RIE.

**Reporting Year**

2018-19

**% Completed**

25

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

The data that RIE collects is reliable and valid. There are issues, at times, with the data warehouse and with queries based on the data warehouse. These issues and the complexity of managing a data warehouse are why RIE and IT agreed to recommend hiring a Data Engineering to manage this work. In 2018-19, RIE and IT will work closely to help with the aforementioned, but both agree that a person dedicated to this work is what is needed at this time. This would free up the researchers' time to focus more on research than sleuthing data warehouse problems.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

75

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

PROFESSIONAL DEVELOPMENT: RIE will participate as learners in a continuing education process. RIE will also provide data coaching opportunities for employees so they may learn more about data available to them and learn more about how to interpret and use data. (updated July 2019)

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* 7. Professional, Team, and Organizational Development : X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: The needs of the RIE team for professional development are varied. The support provided the team is exceptionally helpful. There remains a need for a more consistent, predictable level of support to improve efficiencies and increase opportunities.

**Reporting Year**

2019-20

**% Completed**

25

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

Report Directly on Goal: The needs of the RIE team for professional development are varied. The support provided the team is helpful. A more consistent, predictable level of support is needed to improve efficiencies and increase opportunities. There is a great need to support the College via an Informed for Action Day & Data Coaching. It will provide an opportunity for 80-100 employees to attend conference sessions on campus to engage in the following: (1) research being conducted on campus by our employees and others for their doctorate/master, (2) research being conducted on campus by our employees to improve programs and services, and (3) research and evaluation tools (Qualtrics).

**Reporting Year**

2018-19

**% Completed**

25

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

RIE is doing an excellent job taking advantage of professional development opportunities locally, state-wide, and nationally. The team are presenting at conferences to demonstrate Mt. SAC's work as well as attending and bringing back the wealth of expertise to the campus. For example, it is through this work that RIE improved its Power BI skills to help with data in PIE. RIE is also using its own team to learn from each other. Part of this learning will be an analysis of a researcher's typical workflow so that RIE can create standardized processes and appropriate on boarding for new employees.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

50

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

ROLE ON CAMPUS: RIE will strengthen its role on campus through research, evaluation, and planning services to a variety of campus entities.

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* Ongoing/Multi-Year Goal: X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: Research Team's role on campus continues to improve in breadth and depth. The team members are voting members on committees and are critical members of teams working on specific research projects such as Student Equity and Achievement Program, enrollment management, AB 705, COVID-19, student learning outcomes assessment, program review data dashboards, Guided Pathways, collegewide projects (e.g., campus safety, sexual harassment), grants, and key performance indicators to mention a few. They bring to the conversations a wide perspective of the campus that helps in conversations about measuring the impact of interventions. They are asked to co-present at local, state, and national conferences and are sought out by other colleges for their expertise.

**Reporting Year**

2019-20

**% Completed**

75

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

RIE continues to have a strong role on campus and be a key member of many teams and committees. This role will be further strengthened in 2019-20 via the many other projects and processes ongoing and proposed in this RIE PIE.

**Reporting Year**

2018-19

**% Completed**

50

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

RIE has a strong working relationship with most of the campus community. RIE's invitations to committees, work groups, and department events is allowing the team to strengthen its role even more on campus.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

75

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

INNOVATION: RIE will continually seek innovative solutions to meet the research needs of the college, as well as improve office efficiency.

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* Ongoing/Multi-Year Goal: X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: The RIE Team uses innovation in many ways. For example, the team leverages each other’s skill sets to provide efficient services to its clients. Leveraging databases and data queries as well as research methodologies provides for incredible efficiencies and innovation. The creation of new data dashboards for program review (aka PIE) provides for innovative views of the data for faculty engagement. To capture student voices, the Research Team created an innovative methodology to allow students to write/draw and share their academic pathways. These pathways are being used by Studio 13 to create a composite for web use.

**Reporting Year**

2019-20

**% Completed**

50

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

The RIE Team uses innovation in many ways. We economize our professional development. We join with IT to leverage each others' skills for training purposes. We work with faculty and committees to think through and take action on innovative projects (e.g., Cohort Tracking).   
  
Innovation is an ongoing, cyclical process for RIE that will always be a main part of how we do our support to and leadership for the College.

**Reporting Year**

2018-19

**% Completed**

50

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

The beauty of research and of having so many researchers with a variety of expertise is that there is always more than one idea on how to interpret a request and how to gather data to answer the request. This variety and the ability of the team to think critically and to constructively support each other allows RIE to be innovative in its work. For example, in analyzing the data required for the new funding formula, without a methodology guide, RIE was still able to take a best guess on the possible methodology and provided validated data to fiscal for their predictions.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

75

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

RESOURCE ALLOCATION: This Goal is two fold: (1) RIE will maintain adequate resources to ensure ongoing operational needs and achievement of goals and (2) RIE will continue to look for evidence that it's reports provide teams with data-driven decision making opportunities to support their aligned subsequent resource requests. (updated July 2017)

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* Ongoing/Multi-Year Goal: X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: Overall, the College is doing a great job at supporting the Research Team with its resource needs. Given the limited monies available, the RIE Team appreciates that our highest needs are being met and/or addressed. The highest need now is for office space that is functional for the work that the team members need to accomplish. This requires large work surfaces, large computer monitors, functional lighting, secure areas, and quiet locations to be efficient. We believe that this can be accomplished with the new Campus Store Building. The Research Team has been at several meetings with the Instruction, Facilities, and Consultants to discuss the size, design, and layout. The Research Team also reviewed many furniture options. Based on this work, attached to this goal is an infographics of the results of an internal survey of the Research Team. The survey results indicate the preferences of the team for their work environment. These results were shared with the VP of Instruction and Facilities manager.

**Reporting Year**

2019-20

**% Completed**

25

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

Report Directly on Goal: Overall, the College is doing a great job at supporting the RIE with its resource needs. Given the limited monies available, the RIE Team appreciates that our highest needs are being met and/or addressed. The highest need now is for office space that is functional for the work that the team members need to accomplish. This requires large work surfaces, large computer monitors, large storage areas, functional lighting, secure areas, and quiet locations to be efficient.

**Reporting Year**

2018-19

**% Completed**

25

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

RIE continues to advocate for its best interests to support the current and future work of the College. It is with great honor that RIE is able to secure resources from the District as well as other budget sources. Unfortunately, there seems to always be a need for resources, especially office supplies, hardware/software, and conference and travel.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

50

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

CULTURAL CHANGE: Through our activities, RIE will support Cultural Change that improve student achievement and student support services and programs.

**Goal Status**

Active

**Goal Year**

2017-18, 2018-19, 2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* 3. Infrastructural Support for Instruction: X

Updates on Goals

**Date of Analysis**

09/05/2020

**Results/Analysis of Progress**

Report Directly on Goal: The Research Team will continue to be part of groups learning more about and implementing actions to address the inequity in student achievement. Part of this work involves providing the data to tell this story. This work continues with presentations to the Board of Trustees and in other venues such as program review. The Team has new opportunities for impact by having researchers focused strongly on Student Equity and Achievement Program as well as the new Title V grant, "Creating an Equity-minded Campus Culture to Improve Student Outcomes".

**Reporting Year**

2019-20

**% Completed**

25

Updates on Goals

**Date of Analysis**

07/15/2019

**Results/Analysis of Progress**

RIE is on the cutting edge of Cultural Change across the College. RIE is at many places, at many levels of discussions. We are a key member of teams providing input to change processes and research/evaluation protocols. As such, we provide a cross-sectional lens to Cultural Change and we strongly advocate for and support student equity.   
  
There is continued need to train the RIE team on all matters related to equity. The RIE Retreat and RIE Team meetings were used for this training. These will also be used in the next year for this training.

**Reporting Year**

2018-19

**% Completed**

25

Updates on Goals

**Date of Analysis**

07/15/2018

**Results/Analysis of Progress**

RIE's work helped to support the culture change seen with outcomes assessment and basic skills. There is a need to continue this effort always, but more immediately for Guided Pathways. RIE will a have two or more researchers working on Guided Pathways to help the College use qualitative and quantitative research to improve our business processes and student learning outcomes for students' success. The same culture change is also anticipated for student equity research; there are already 2 full-time and 4 part-time researchers working on this effort. RIE will have a lot of work to do to support these two efforts for 2018-19 and beyond.   
  
There is always a need to check-in on this goal and to improve upon it.

**Reporting Year**

2017-18

**% Completed**

50

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

Educational Research Assessment Analyst (2020): Educational Research Assessment Analysts (ERAA) will  
progress to the Senior Research Analyst (SRA) positions or comparable higher-level positions.

**Goal Status**

Active

**Goal Year**

2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* 7. Professional, Team, and Organizational Development : X

Division Goals

**Goal Name**

Ongoing/Multi-Year Goal

**Division Goals**

Advancement Opportunities (2020): Explore Senior Research Analysts' and Administrative Specialist III's advancement opportunities and related professional development needs.

**Goal Status**

Active

**Goal Year**

2019-20, 2020-21, 2021-22

**Mapping**

Instruction Office: VP Analysis & Summary: (X - Highlight Selected)

* 7. Professional, Team, and Organizational Development : X