



Student Services and Administrative/Operational Annual Program Review and Planning Update Form Fall 2023

BACKGROUND:

Program review is an integral part of the campus planning process. As programs and areas monitor their progress on the current comprehensive four-year program review, changes in need and scope can be expected. This Annual PR Update form is designed to outline and request modifications to the current program review that occur between comprehensive four-year review cycles, as needed.

Examples of a requested change include new information such as action plans, outcomes modifications, personnel changes, technology needs, and capital expenditures requirements. As programs and areas monitor their progress on the previous comprehensive four-year program review, the form provides the basis to suggest a change in plans and processes to improve student success and institutional effectiveness.

DIRECTIONS:

This form shall be completed annually by **all** student services programs and administrative/operational offices.


- Programs or offices must submit their Annual Program Review Update form to their manager or dean by 5pm, Monday, November 27, 2023.
- Managers or deans will forward the completed form to the Program Review and Planning Committee Chairs by 5pm, Monday, December 4, 2023.
- Questions or concerns?
 - Committee contacts:
 - Co-chairs Mary Bogan (mbogan@fullcoll.edu) and Bridget Kominek (bkominek@fullcoll.edu)
 - Manager and classified professional representatives on the [Program Review and Planning Committee](#)
 - [Office of Institutional Effectiveness](#)

SUBMISSION:

Program: OIE Division: President's Office Date: 12/6/2023



We have reviewed our most recent self-study and **have identified** significant changes that necessitate additional resource requests, which are attached in our submission. (*Complete parts 1 and 2*)

Principal Author Signature: 
Date: 12/6/23

Printed Name: Daniel Berumen

Manager or dean Signature: *Cynthia Olivo*
Date: 12.6.23

Printed Name: Cynthia Olivo

Part 1: Review of Data

List the outcomes from your Fall 2022 self-study. Which outcomes has your program assessed in the last year and/or which do you plan to assess in the coming year? What changes, if any, have been made to your program or outcomes as a result of outcomes assessment?

OIE maintained its outcomes from the previous cycle:

1. The Office of Institutional Effectiveness will respond to internal and external research requests in a timely manner, with, if necessary, a scheduled time for consultation and discussion of the request, an estimated time of project completion, and documentation of the request
2. Personnel from OIE will be available as resource members, upon request, for consultation time in association with the original request and its formulation, and for consultation time after completion of the request for analysis and evaluation of the research results.

OIE met several times over the summer term to once again reflect on how well it met its outcomes during the previous cycle (2018-2022). The team reviewed data collected in its research request database on the number and types of projects it has completed. The team discussed successes and challenges around meeting demand from the College community. The team also discussed changes in local and state policies that would require additional support from OIE in the upcoming year.

Based on those discussion, OIE implemented changes to its processes to meet its stated outcomes during this new program review cycle:

1. OIE Director and staff committed to requiring all requests to be submitted through its research request form (bit.ly/OIERequest)
2. A Senior Research Analyst was assigned to monitor the request form and the IE@fullcoll.edu account. They were tasked with working with the director to assign incoming projects and do follow-ups to make sure projects were completed by the requester's deadline.
3. OIE moved away from a "dedicated researcher" model in which areas were assigned a researcher to process all their requests and questions. Given the number of programs that submit requests to OIE, it was not feasible to provide an equal level of support for all programs with this model.
4. An administrative assistant was transferred to OIE. They are being tasked with helping the researchers schedule consultations and follow-ups. They will also be responsible for making sure the research request database is kept up to date.

At the completion of the 2023-2024 year, OIE will do a formal assessment to evaluate whether the above changes improved the office's ability to meet its stated outcomes. Part of this assessment will include an OIE user survey that will be administered in January and June of 2024.

Part 2: Additional Resource Request Reasoning and Support

For each request, complete steps A, B, and C.

Step A: Briefly describe the request.

OIE would like to request that the College invest in funding and hiring a [Business Analyst 1](#) position that would be housed in OIE. This Business Analyst would be hired to support the Office of Instruction, the Dean of Enrollment Services, and the Director of Campus Communications in implementing effective and data-driven enrollment management activities at the College. An enrollment management plan is necessary to address losses in enrollment and the subsequent effect it will have on our state funding allocations.

(OIE works closely with the Program Review and Planning Committee and the OIE Director is the co-chair of the Planning and Budget Steering Committee. OIE is aware that permanent positions fall outside of the scope of our current processes. That said, given that current planning and resource allocation practices essentially require positions to be listed in a program's Program Review, it is adding this request here)

Step B: Answer the following questions:

1. Is it imperative that this resource request be processed now rather than during the next comprehensive program review? Why?

In its Fall 2022 comprehensive self-study OIE described how an increase in the number of requests managed by OIE staff had increased from about 80 request per term in the 2018 self-study to 111 by 2022, despite having one vacant analyst position in 2022. OIE developed several strategic action plans to address this increase in demand without requesting an additional analyst position.

Since it submitted its Fall 2022 comprehensive self-study the following have occurred:

- Almost half of the disaggregated outcomes listed by Student Services in their Program Review Self Studies listed OIE as a primary data source. Many others will collect their data through surveys and Banner forms, which OIE will inevitably be asked to support.
- The statewide [Vision 2030 reporting requirements](#) for 2024-2025 were introduced. This will replace previous reporting done by about 10 programs at the college. The new reporting requirements require these programs to collect student level data on all their activities. The OIE Director was made campus lead of this project. There is currently no system in place to *systematically* collect this type of student level data.
- In Fall 2023, the College successfully received a statewide Asian Pacific Islander and Desi American (APIDA) grant and a statewide Mathematics, Engineering, Science Achievement (MESA) grant. It has also won a federal Asian American Native American Pacific Islander Serving Institution (AANAPISI) Title 3 grant. It has also applied for a federal Postsecondary Students Success Grant (PSSG) and a National Science Foundation (NSF) grant. The College's Drone Program also applied and received a regional K-16 Collaborative Grant. All of these grants contain comprehensive evaluation and data collection requirements that will require significant OIE human resources.
- The College's new President was hired and has made increasing enrollment a strategic priority. Since the spring term, OIE has supported programs receiving Enrollment and Re-Engagement Funds, the College's new Welcome Center, and its summer, fall, and now winter targeted online advertising campaigns. OIE is currently being tasked by Institutional Integrity Committee (IIC) faculty to create a new enrollment management suite of dashboards.

OIE's director and staff have assessed the time commitment that these new tasks will require, and do not feel that current staffing levels will allow us to meet our stated outcomes as planned in our comprehensive review.

2. How will this additional resource allocation specifically enhance your program's services, activities, processes, etc. to continue or improve student learning and achievement?

- **Is the resource request personnel-related? If so, please provide evidence to justify the requested positions such as retirements, program or office growth, or increased demand.**

A Business Analyst (BA) differs from a Research Analyst (RA) in that their primary job duties do not include planning and evaluation. They are primarily focused on data collection and extraction. Typically, folks in these position have educational backgrounds in information technology and know multiple programming languages. The RA's were educated and trained primarily in psychological, educational, and health *research*. As in: identifying a problem, evaluating the literature, creating a hypothesis, designing a study/conceptual framework, and *then* collecting and analyzing data. They have learned on the job how to do relational database management and SQL programming in order to meet College needs. But a BA will help us increase our effectiveness through the creation of more complex processes and codes.

Critically, the BA position will help manage the increased load that will result in the changes listed in question one. In particular, the changes to state reporting and the focus on enrollment management are not one off-request that can simply be assigned to an available RA. For example, [Vision 2030](#) includes increased student level reporting requirements for year round programs; DSS, EOPS, CalWORKS, Veterans, Transfer Center, Strong Workforce, MESA, Dual Enrollment, and Student Equity. Since we do not have a system in place already, someone will need to work with each program to setup data collection activities, be available to troubleshoot technical issues, be available to provide data validation, and then help complete all of the annual state reports correctly.

Similarly, now that the district offers a Winter intersession, is considering changes to the academic calendar, and is expanding the length of fall/spring registration windows, there will essentially be no down period for course scheduling and outreach/advertising. OIE has already heard from multiple faculty department leads that they need access to more data to support course scheduling, and the Institutional Integrity Committee has made that request to OIE directly.

A dedicated BA will help manage these critical college function while allowing OIE to maintain the current level of services that it provides to all programs on campus.

3. How will this additional resource allocation help you serve the college mission or strategic initiatives, and/or your program's goals for improvement, as stated in your last program review?

Meeting the current College mission requires that the college maintain its accreditation and good standing with federal and state government agencies. OIE is critical in these practices! For example, it develops and publishes reports required by ACCJC, including reports on Institution Set Standards, Institutional Effectiveness, and the Collegewide Strategic Plan. It does regular federal reporting required to keep the College eligible for grants and student financial aid, including Title V eligibility reporting and Integrated Postsecondary Education Data System reporting.

While OIE will always prioritize those activities, this additional resource will help OIE maintain services that it currently provides the College community above and beyond those required needs.

As noted, this position will help address upcoming requirements for state reporting and enrollment management initiatives. Despite OIE's mission being tied to research and evaluation, it regularly supports program outreach and messaging. For example, OIE regularly provides curated contact and outreach lists for the President's Office, Campus Communications, Grads2Be, the Outreach Office, Dual Enrollment, the Promise Program, the Law Pathways, the Honors Program, Academic Support Centers, Associated Students, Umoja, the LGBTQI2S+

Program, Paralegal Program, Math Tutoring Center, Veterans Resource Center, the STEM Learning Community, and many others.

A dedicated staff person to help make this work more efficient will allow more programs to gain access to these reports and hopefully increase enrollment in such a way that the College will not require significant budget cuts once “hold harmless” funding supports are lifted in two years.

Step C: Complete this chart with details of the request:

Type of Resource	Requested Dollar Amount	Potential Funding Source It is only necessary to list potential funding forces if you are aware of specific grants/program funds appropriate to the request, such as Strong Workforce.
Personnel	\$150,000 (ongoing)	
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount:	\$150,000 (ongoing)	