



IMPERIAL VALLEY COLLEGE

PROGRAM REVIEW

NON-ACADEMIC PROGRAMS

DATE: 2/13/2013

DEPARTMENT/PROGRAM: Office of Institutional Research

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AREA DEAN/DIRECTOR: n/a	
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IMPERIAL VALLEY COLLEGE

MISSION STATEMENT

The mission of Imperial Valley College is to foster excellence in education that challenges students of every background to develop their intellect, character, and abilities; to assist students in achieving their educational and career goals; and to be responsive to the greater community.

Institutional Goals

Educational Master Plan 2012-15

Approved by Board of Trustees May 16, 2012

Goal One (Institutional Mission and Effectiveness): The College will maintain programs and services that focus on the mission of the college supported by data-driven assessments to measure student learning and student success.

Obj	Objectives for EMP Goal 1
1.1	Develop systems and procedures that establish the mission of the college as the central mechanism for planning and decision making.
1.2	Develop an institutional score card to assess student learning that drives integrated planning and resource allocation.
1.3	Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.
1.4	Develop systems that are inclusive, cyclical, and understood by all stakeholders.

Goal Two (Student Learning Programs and Services): The College will maintain instructional programs and services which support student success and the attainment of student educational goals.

Obj	Objectives for EMP Goal 2
2.1	Ensure that all instructional programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.2	Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.
2.3	Ensure that all Student Services programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.4	Ensure that all Student Services programs engage in a process of sustainable continuous quality improvement by annual review of Service Area Outcomes, annual Program Review, and Comprehensive Program Review every three years.
2.5	Ensure that the Library meets as closely as possible the "Standards of Practice for California Community College Library Faculty and Programs" of the Academic Senate for California Community Colleges.
2.6	Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.

Goal Three (Resources): The College will develop and manage human, technological, physical, and financial resources to effectively support the college mission and the campus learning environment.

Obj	Objectives for EMP Goal 3
3.1	Develop and implement a resource allocation plan that leads to fiscal stability.
3.2	Implement a robust technological infrastructure and the enterprise software to support the college process.
3.3	Build new facilities and modernize existing ones as prioritized in the facility master plan.
3.4	Design and commit to a long-term professional development plan.
3.5	Raise the health awareness of faculty, staff, and students.

Goal Four (Leadership and Governance): The Board of Trustees and the Superintendent/President will establish policies that assure the quality, integrity, and effectiveness of student learning programs and services, and the financial stability of the institution.

Obj	Objectives for EMP Goal 4
4.1	Review all Board policies annually to ensure that they are consistent with the College mission statement, that they address the quality, integrity, and effectiveness of student learning programs and services, and that they guard the financial stability of the institution.
4.2	Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.
4.3	Ensure that the Board of Trustees is informed and involved in the accreditation process.
4.4	Ensure that processes for the evaluation of the Board of Trustees and the Superintendent/President are clearly defined, implemented, and publicized.
4.5	Establish a governance structure, processes, and practices that guarantee that the governing board, administration, faculty, staff, and students will be involved in the decision making process.



IMPERIAL VALLEY COLLEGE
PROGRAM REVIEW
NON-ACADEMIC PROGRAMS
OFFICE OF INSTITUTIONAL RESEARCH

I. PROGRAM/DEPARTMENT DISCRPTION (include Vision; Mission; Services-
Functions; Funding Sources Statement)

Vision: To collect and disseminate meaningful data so the college faculty and staff is able to make meaningful data driven decisions.

Mission Statement: The primary purpose of the Office of Institutional Research is to support the on-going evaluating, planning, policy and decision-making efforts throughout the District by providing data and analytical support on our student, program, staff. The Office of Institutional Research also provides information that is mandated by external agencies and legislative bodies and serves as a primary source for information on institutional effectiveness at Imperial Valley College.

Services Functions: The Office of Institutional Research services the needs of faculty, administrators, staff as well as external agencies.

Funding Sources Statement: This position is funded 100% out of general funds.

II. SERVICE AREA OUTCOMES (identify outcomes; methods, implementation of
assessment process; results; decisions & recommendations)

Since this was developed as a temporary faculty position, the way the data was analyzed and disseminated needed to be updates....

The Office of Institutional Research is an office in transition. The former SAOs had not been assessed. The SAOs have been revised and will be undergoing assessment this spring and next fall.

The previous outcomes were as follows:

1. Outcome #1: Administrators, faculty, and staff understand the importance of using data to make decisions than two years ago.
2. Outcome #2: IVC Employee can easily access data for decision making than two years ago
3. Outcome #3: Administrators, faculty, and staff will better understand how to interpret data and to make informed decisions than two years ago.

The revised SAOs are as follows:

1. Develop a website for the Office of Institutional Research at Imperial Valley College. Included in the website will be the mission statement of the Office of Institutional Research, Service Area Outcomes, links to ongoing research projects and a link to request for data.
2. Create a research agenda for the college; including but not limited to comprehensive data analysis that identifies trends, student outcomes, and areas of growth as well as concern. This information shall be disseminated throughout the college and to appropriate committees.
3. Create a Fact Book of information about the college in four-year spans.

Administrators, faculty and staff understand the importance of using data to make decisions as the college has undergone an outside critique of fiscal management. The Office of Institutional Research is suggesting different strategies that change the way data is analyzed and disseminated throughout the college. The Office will help the college identify measurable outcomes and benchmarking toward progress.

The Office of Institutional Research will create a website that allows data and reports to be disseminated and transparent. Included in the website will include (but not limited to): Fact Book, Program Review, Research Request Form, Student Learning Outcomes and Assessment, Accountability & Student Outcomes, Online Resources.

- III. **DATA** (use data pertinent to your program/department; include qualitative and quantitative data; survey-evaluation results; and other relevant data to assess program/department effectiveness)

The revised outcomes will begin assessment in Spring 2013. The Office of Institutional Research needed time to develop a rapport with faculty, staff and administrators. The Office has received verbal and electronic positive feedback from faculty about the data provided.

- IV. **ANALYSIS** (evaluate the strengths, challenges, opportunities and needs of your program/department provide thorough interpretation of data and complexity of analysis)

The overarching goal of the Office of Institutional Research is to provide meaningful data for the institution. In order for students to make progress towards completion of education or vocation goals, the college needs to identify targets for improvement and change. The Office will work with administrators and faculty to identify benchmarks and measurable outcomes pertinent towards progress and growth of the institution.

- V. **FINDINGS & FUTURE DIRECTION** (summarize findings and indicate how the findings have shaped decision making; areas of concern are addressed; provide recommendations for future direction of your program/department and address applicable needs (funding, facilities, staffing technology, professional development, marketing.)

The Office of Institutional Research requests that the position of Institutional Research become a non-temporary position. Productivity needs to be maximized with limited staff to meet the institutional needs of research and analysis.

The Office of Institutional Research requests continued funding for conferences. Many ideas of changes that are in the process of being implemented were learned through attending conferences. Also, in order to perform statistical analysis, the college should consider purchasing statistical software.

- VI. **PROCESS IMPROVEMENT OPPORTUNITIES** (Identify three processes for improvement in terms of: 1) Work efficiency, 2) Cost reductions, and 3) Contributions to student enrollment and/or success. Identify one or more institutional goals supported by each process.)

1. Work closely with IT department to write programs to automate processes, such as Annual Program Review.
2. Currently, the office has minimal resources and there are not costs to reduce.
3. The Office can provide data, benchmarks and measurable outcomes to programs, administration and departments.

Providing data to help target groups will assist the college in fostering educational excellence.

**PROGRAM REVIEW FOR NON-ACADEMIC PROGRAMS
PROCESS IMPROVEMENT OPPORTUNITIES**

PURPOSE: For all IVC programs to engage in continuous process improvements, efficiency evaluation, and implementation of steps to facilitate increased student enrollments and student success.

GOALS: Each process within the departments will be reviewed in terms of: 1) Work efficiency, 2) Potential cost reductions, and 3) Potential contributions for increasing enrollment and/or student success.

DEPARTMENT: Office of Institutional Research
<i>Opportunities for:</i>
PROCESS #1: Work closely with IT
Work efficiencies: Write programs to automate data minimizes busy work.
Cost reductions: More time allocated to analysis
Contributions to student enrollment &/or success: Analysis will allow finding to target specific groups of students.
Supports Institutional Goal and Objectives: Supports student success.
PROCESS #2: Purchase statistical software
Work efficiencies: Enables IR to perform statistical analysis
Cost reductions: More efficient ways to perform analysis.
Contributions to student enrollment &/or success: Ability to target specific groups of students
Supports Institutional Goal and Objectives: Contributes to student success
PROCESS #3: The Office can provide data, benchmarks and measurable outcomes to programs, administration and departments.
Work efficiencies:
Cost reductions:
Contributions to student enrollment &/or success: Identify areas of greater demand and the data provides useful numbers to determine the health of programs.
Supports Institutional Goal and Objectives: Supports student success