**Suggested Plan for Evolution of Institutional Research in Year 2 at MJC**

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## Overview

During the 2015-2016 academic year, the Office of Research and Planning had its first year of development at MJC after several years of no central Institutional Research office. The emphasis during the first year was in building foundational and institutional capacity in data reporting and analysis, along with building a comprehensive (first iteration) website for containing and disseminating the Office's reports, data analyses, and demonstration of available services. As of the end of year 1, the IR Office has 2.0 FTE staff, a Director and a Research Analyst. A substantial array of data products have been developed in key data reporting areas, serving a variety of stakeholder data requests.

For a detailed overview of the foundation, scope of services, and focus of the MJC Office of Research and Planning, at the present time, please visit http://www.mjc.edu/general/research.

## Evolution of IR in Year 2

During its second (2016-17) year, the Institutional Research Office needs to evolve considerably in order to optimize its overall value to key stakeholders of the MJC campus community. Key to accomplishing this successful evolution in 2016-17 is adopting an action-planning framework for shifting the Office's role from being a "service" office to an overall agent of transformative change through data for the entire institution. That is, the IR Office must not only embrace the culture of evidence as its purpose for existence—it must also advocate campus-wide for strategic use of data, empirical evidence, and institutional analysis as key ingredients of an overall plan for institutional success during the year of Accreditation (2017).

Development of this evolving action plan has been guided by recommendations from the Association for Institutional Research (AIR) and the recent *Statement of Aspirational Practice* which proposes a new model of Institutional Research functions at colleges and universities throughout the U.S. (for reference to the full statement, see https://www.airweb.org/Resources/ImprovingAndTransformingPostsecondaryEducation/Pages/Statements-of-Aspirational-Practice-for-Institutional-Research.aspx), attached.

## Elements and Objectives of IR Action Plan for MJC

In Year 2, several large-scale issues at MJC will need strategic focus by the Institutional Research Office staff. These include but are not limited to:

(1) Strengthening student success and addressing equity gaps in student academic progress
(2) Accreditation planning and key data reporting to support Accreditation data needs

(3) Emphasis on key performance measures and the Institutional Effectiveness Partnership Initiative (IEPI) aspirations data, presenting periodic progress reports

(4) Utilization and development of the CTE Data Unlocked project and Strong Workforce data metrics availability for strengthening our CTE programs and enabling creation of new CTE programs at MJC

(5) Conducting and coordinating the 2017 updated Community College Survey of Student Engagement (CCSSE), the Survey of Online Student Engagement (SOSE), as well as development and administration/analysis of campus climate assessment surveys for MJC faculty and staff, during winter and spring 2017

(6) Organizing program review and learning outcomes assessment (Academic and Student Services), with a focus on program prioritization and quality assessment

(7) Basic skills student progress reporting and analysis (emphasis on improving student achievement and momentum from basic skills to college-level Math and English)

(8) Monitoring and reporting on progress in our existing Basic Skills Initiative Plan, our Student Equity Plan, our Education Master Plan, and data-relevant contributions to overall Strategic Planning at MJC

The Institutional Research Office will emphasize the measurement and promotion of student success as an overarching core goal for all of its activities.

Among the goals of the IR Office for 2016-17 are the following:

(1) Substantial streamlining of the Research and Planning website in accordance with best practices in IR website development, including reduction of the quantity of "simple tables" and increased emphasis on analytic reporting in key areas (e.g. enrollment, student success, student equity, program review, learning outcomes, basic skills, CTE programs, transfer reporting, student achievement)

(2) Outreach of IR products through presentation and consulting to various institutional stakeholder committees (e.g. frequent progress reports and data updates) and visible presence of IR as a functional catalyst for institutional improvement and promotion of campus-wide data literacy; special emphasis on College Council, SSSP, Deans' Cabinet, Academic Senate

(3) Strong contribution to Accreditation steering committee data needs as it develops plans and goals for utilizing data (MJC, CCSSE, etc.) for development of the 2017 Accreditation Self-Study

(4) Development and promulgation of periodic "research briefs" (2 pages maximum) disseminated via email and website which feature essential data findings and patterns related to student success, equity, basic skills, program review, student transfer, and CTE programs

(5) Emphasis on strengthening our survey reporting capacity to enhance the usefulness of CCSSE for promoting continuous quality improvement at MJC

(6) Stronger consultation with MJC executive team and Deans to further promote IR data reporting services and assist strategic decision-making at institutional levels

(7) Strengthened professional emphasis on the IR Office serving the four "Cs": Collaborating, Communicating, Consulting and Coaching

## Philosophical Elements for Accomplishing an Effective Research and Planning Agenda for MJC

**The following items are essential considerations for the continued evolution of the Office of Research and Planning during the 2016-17 academic year and beyond. Institutional Research at MJC needs to:**

(1) Be guided by a balance between institutional strategic priorities and state-level (Chancellor's Office) goals
(2) Focus on leading, building and strengthening institutional capacity in core data reporting and analytic areas to all major stakeholder groups (including Accreditation bodies)
(3) Be culturally sensitive and equity-minded in analyzing and reporting demographic data on student enrollment, success and student outcomes from a race/ethnicity, first-generation, gender diversity frame of reference
(4) Emphasize building a culture of empirical evidence in the name of continuous quality improvement in academic programs and services, including academic program prioritization
(5) Strive to be the campus reference standard source for all aspects of data analysis, reporting, and consultation
(6) Focus on deepened understanding of the unique and overlapping needs of various students in CTE, Basic Skills, Academic Transfer, and Community Education programs
(7) Strive for promoting greater information transparency across MJC
(8) Be sensitive to essential campus-based priorities such as Accreditation data reporting for upcoming 2017 report
(9) Strengthen the use of environmental scans and labor market data reporting to support career development trends
(10) Promote the importance of including student voices (i.e. qualitative perspectives) and student satisfaction assessment as a cornerstone for reporting program and service effectiveness
(11) Be grounded in institutional strategic planning priorities, using Initiative reports such as the Basic Skills Initiative, Student Success and Equity Plan, IEPI and KPI Framework annual reports and Strong Workforce reporting framework to monitor our progress in continuous improvement
(12) Make a strong commitment to communicating and providing data in a pro-active reporting framework in order to strengthen the effective utilization of data metrics at every area of instruction and student services
(13) Support the development of data reporting in dynamic dashboard as well as pdf and excel table formats
(14) Provide an "educator" role in promoting the emphasis of enterprise-level surveys such as CCSSE for examining benchmarks for institutional effectiveness (see http://www.mjc.edu/general/research/ccssemjcbenchmarkstrends0615.pdf)
(15) Strive, through strategic communication networks, to heighten campus awareness of core data and research initiatives and elevate the overall level of data and research literacy at MJC
(16) Include narrative, interpretive analysis (i.e. descriptive) accompanying data reporting, in order to strengthen understanding of IR and make it more informative
(17) Support and nurture the appropriate uses of institutional surveys and the MJC Institutional Review Board (IRB)
(18) Foster a strong institutional commitment to critical evaluation of academic and student services program review, measurement and frequent reporting of learning outcomes data
(19) Develop a high-level prevalence at all MJC governance committees and decision-making bodies through periodic presentations on key trends in data analysis
(20) Be informed by research and reporting best practices across all college and university Institutional Research offices and professional organizations (RP Group, CAIR, AIR, AERA)
(21) Promote the reference uses of scholarly academic research from appropriate sources to inform, shape and improve research questions that guide Institutional Research analysis, moving beyond "data for data's sake" research
(22) Remain vital and networked through participation in IR professional development conferences and discussion networks at state and national levels (including ATD)
(23) Optimize use of online resources to widen the dissemination of data reporting products and findings
(24) Reference: http://www.airweb.org/Resources/ImprovingAndTransformingPostsecondaryEducation/Documents/A-New-Vision-for-Institutional-Research.pdf (A New Vision for Institutional Research, from www.airweb.org)