

**2019-20 Administrative Leadership Unit Review of  
Planning, Research, and Institutional Effectiveness Office**

**I.A. Profile: Unit Purpose**

What is the purpose of the unit and how does it contribute to the mission of Skyline College?

**Narrative**

As noted on the PRIE Web site, the Office of Planning, Research and Institutional Effectiveness (PRIE) at Skyline College provides leadership in planning, research and assessment to help better understand our students, programs, and community in order to carry out a rigorous institutional effectiveness agenda that focuses on student equity, success, and achievement. Guided by the Mission – Vision – Values of Skyline College, PRIE works collaboratively with the college community to support continuous institutional improvement and data-informed decision-making.

**I.B. Profile: Programs**

Which programs or functions are contained within the unit?

**Narrative**

The unit is responsible for the following areas:

- Institutional Planning
- Institutional Research
- Institutional Effectiveness
- Institutional Accreditation

The functions of the unit include, but are not limited to, the following representative items:

- Develop, administer, and communicate the strategic goals, objectives, and strategies of the College, and ensure their integration with resource allocation.
- Develop, administer, and communicate the research agenda for the College to support initiatives that contributes to student learning, success, and achievement.
- Develop, coordinate, and maintain reporting systems that provide timely and accurate information to support decision-making.
- Coordinate effectively with multiple constituencies, at both the College and the District, to ensure Skyline's strategic goals are realized.

**I.C. Profile: Service Area Outcomes**

List the current service area outcomes for the unit.

**Narrative**

The previously established service area outcomes for the unit are:

- Faculty, staff, students, and administrators will be able to participate in an integrated planning process focused on improving student equity, success, and achievement.
- Faculty, staff, students, and administrators will be able to access research conducted by the PRIE Office focused on improving student outcomes through robust program evaluation.
- In support of institutional effectiveness, faculty and staff will receive guidance and support in the development and implementation of assessment strategies dedicated to better understand the impact of current practice on student learning.

## II.A. Analysis: Unit Effectiveness

Review data related to the administrative unit and assess the unit’s effectiveness at meeting its described purpose. Data should include, but is not limited to, the CPRs/APPs submitted within the last year by programs within the administrative unit.

Describe the unit’s effectiveness including identification of achievements and/or areas in which further effort is needed. Comment on progress made towards previously established unit objectives.

### Narrative

In reviewing the unit’s effectiveness during the past year, PRIE has a clear commitment to continuous improvement which is demonstrated through achievements such as:

- Conducting the CCSSE/SENSE and utilizing survey results to foster improvement in student success and classroom methodologies (see Skyline Shines articles)
- Implementing a new strategic planning technology solution in conjunction with the Institutional Effectiveness Partnership Initiative with the goal of further strengthening the integration of planning and resource allocation
- Recommending updates to the metrics of the Balance Scorecard through the Institutional Effectiveness Committee (IEC)
- Building a variety of SAP reports to serve institutional and departmental needs while working within the constraints of the existing data warehouse
- Hosting a town hall to review the results of assessing the ISLOs for Wellness, Communication, and Critical Thinking

PRIE has been effective in making progress towards previously established objectives. The one area in which further effort is needed is the development of a new college strategic plan. The development was intentionally deferred due to the vacant PRIE dean position.

Objective from Prior Year	Status	Comments
Continue to build out the report inventory to further develop a comprehensive research and reporting infrastructure to support the needs of the College. Provide ongoing training to PRIE staff on the functionality of the reporting platform.	Ongoing	Significant progress was made on building out a report inventory in SAP Business Objects to support the needs of the institution and its programs. A binder of sample reports was compiled to showcase the work and assist in conversations about additional reporting needs. PRIE staff participated in training during an on-site visit by the institution’s reporting consultant in Fall 2016.
Evaluate, revise, and communicate an integrated planning and resource allocation structure and process that	In Progress	SPOL implementation incorporates both the College and District strategic plans. SPOL training included communication of the new technology-enabled planning

support the mission of Skyline College and aligns the College with the revised District Strategic Plan.		process as well as strengthened connection between planning and resource allocation. A draft version of a new integrated planning guide which includes the IPRAC model adopted in 2015-16 has been developed and is currently under review.
Develop a comprehensive research agenda for the College that supports the innovative programs and services of Skyline, with a focus on promoting student learning, success, equity, and achievement	Ongoing	The college is currently undergoing a redesign effort related to the Skyline College Promise and guided pathways. The research agenda is evolving based on redesign efforts and institutional priorities.
Develop a robust Skyline College Strategic Plan.	Deferred to 2017-2018	This item was intentionally deferred due to the vacant dean position during Spring 2017.
Implement a software solution for the management of Accreditation evidence and the APP, CPR, ALUR, and Strategic Plan processes.	Complete	Strategic Planning Online (SPOL) software was implemented in 2016-17. Software is in use for APP and ALUR development and utilizes the existing Strategic Plan to link planning and resource allocation. Use of SPOL for CPR will be launched in Fall 2018.
Provide leadership for the development and submission of the Accreditation Mid-term report.	Complete	Report submitted October 2016

## II.B. Analysis: Progress on Outcomes

Describe the progress on service area outcomes, conclusions drawn, and expected use of results.

### Narrative

**Outcome 1: Faculty, staff, students, and administrators will be able to participate in an integrated planning process focused on improving student equity, success, and achievement.**

Skyline College's existing integrated planning process was strengthened during the 2016-17 academic year through the implementation of an online planning system which closely links planning and resource allocation cycles. Utilizing grant funding from the Institutional Effectiveness Partnership Initiative (IEPI), PRIE implemented a new technology known as SPOL (Strategic Planning Online). SPOL provides the framework for integrating the components of a systematic planning process through three modules:

- Program Review & Accreditation Module – This module includes the descriptive narrative and assessment written for CPR, APP, ALUR, and the accreditation self-evaluation (self-study).
- Planning Module – This module allows programs to develop annual action plans (objectives) and resource requests. Each objective is linked to one or more goals from the College and/or District strategic plans.
- Budget Review – This module prompts administrators to review and recommend resource requests for funding during the annual budgeting process. At the end of the review, funded amounts are recorded on the original request providing a clear view of resources requested and allocated for planned activities

Faculty, staff, and administrators were trained to use the APP and ALUR sections of SPOL in Spring 2017. CPR and Accreditation components will be launched in the next two phases of implementation.

Additionally, PRIE worked with faculty from the Curriculum Committee during the 2016-17 academic year to refine the existing program review process and create better alignment across the program review vehicles of CPR, APP, and ALUR. The dialogue included a focus on how prompts and data review could best support improvements in student equity, success, and achievement. The resulting APP and ALUR drafts are currently being piloted in SPOL and the CPR draft will be launched in Fall 2017.

**Outcome 2: Faculty, staff, students, and administrators will be able to access research conducted by the PRIE Office focused on improving student outcomes through robust program evaluation.**

Access to research is both easily accessible and continually improving. The PRIE Office maintains a publicly-accessible web page of instructional program data at <http://www.skylinecollege.edu/prie/programdata.php>. This is the starting point for program review processes and includes college-wide metrics for comparison purposes. A similar standard program review report is being developed for the student service programs. Programs can also request custom research through the online request form available at <http://www.skylinecollege.edu/prie/request.php>. Requests submitted through this form are routed to all PRIE employees to provide a coordinated response.

PRIE licenses SAP Business Objects and contracts with an external consultant for support including custom report development. During the 2016-17 academic year, a wide variety of reports were developed including several which were tailored to the operational and evaluation needs of specific programs. Ongoing SAP report development is the cornerstone of cultivating a robust program evaluation environment which is both data-informed and inquiring.

**Outcome 3: In support of institutional effectiveness, faculty and staff will receive guidance and support in the development and implementation of assessment strategies dedicated to better understand the impact of current practice on student learning.**

PRIE is fortunate to employ a full-time faculty Institutional Effectiveness Coordinator whose role enables achievement of this outcome. This position provides faculty and staff with regular guidance and support in the development and implementation of assessment strategies. During the 2016-17 year, multiple trainings and activities were provided to strengthen PSLO and ISLO assessment and use of results. A web site of information including assessment cycles is maintained at <http://www.skylinecollege.edu/sloac/index.php>. The Institutional Effectiveness Coordinator chairs the Institutional Effectiveness Committee (IEC) which also plays a significant role in analyzing institutional level student learning outcomes (ISLOs) and facilitating the sharing of best practices for student learning outcome assessment methodologies. One example of both the role of PRIE and the involvement of IEC was the Fall 2016 Town Hall on Assessing the ISLOs for Wellness, Communication, and Critical Thinking. Please see minutes for further details of the group participation and activities.

## **II.C. Analysis: Unit Environment**

Describe key factors and changes impacting the unit such as college initiatives, industry needs, regulatory changes, state mandates, grant requirements, personnel changes, demand for classes/services, and other issues.

### **Narrative**

The first factor which impacted PRIE in 2016-17 was the reassignment of the dean to the role of interim vice-president of instruction. While the dean position was filled on an interim basis from August – January, it has been vacant for several months and is currently being recruited on an interim basis. Once recruited, PRIE will benefit from a temporary leadership presence on campus until such time as a permanent dean restores leadership continuity.

The second factor is the rapid pace at which new strategic initiatives and grant-funded projects have been introduced in recent years. While PRIE employees are fully supportive and share the excitement around these initiatives, the PRIE Office has been increasingly stretched to meet the needs of these initiatives while still maintaining the institution's routine accountability reporting and systematic research/planning cycles. Additionally, the recent launch of a baccalaureate degree program has added a new level of complexity to planning and research processes and accreditation functions.

The third factor which impacts PRIE is the limitations of the existing district data warehouse. PRIE has acquired SAP Business Objects as a sophisticated business intelligence solution, but is often unable to leverage this tool because collected data is not readily available for research purposes. PRIE has recommended alternatives and is hopeful that this situation will be remedied in the near future.



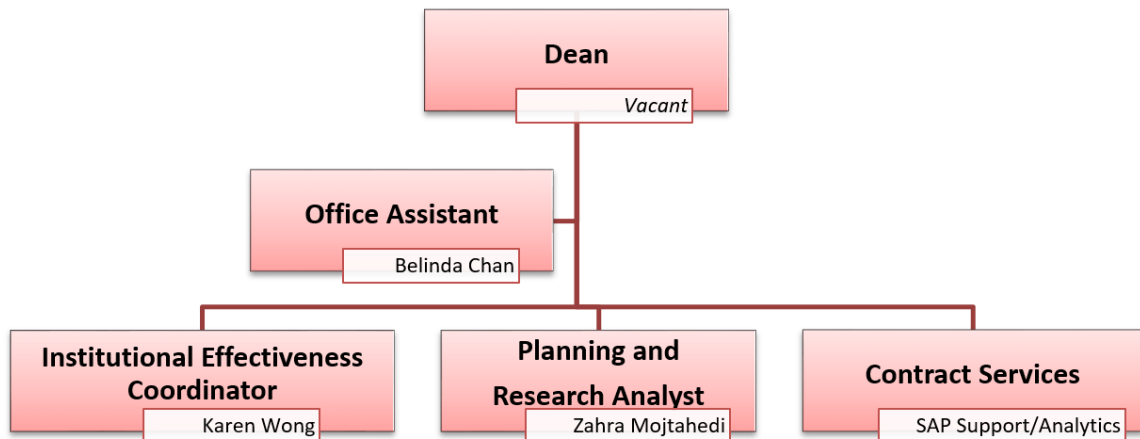
## II.D. Analysis: Unit Personnel

Describe the current staffing structure of the unit and how it aligns with achieving the purpose of the unit. Attach the current organizational chart (an image of the org chart can be inserted in the box). Provide staffing FTE by category (FT/PT faculty, permanent staff, temporary staff, student workers, administrators).

HINT: To display the information in a table, it is easiest to create the table in Word and paste into the narrative box.

### Narrative

The existing staffing of the PRIE Office is 4.0 FTE plus contracted services. The Dean of PRIE position is currently vacant due to the reassignment of the dean to the role of Interim Vice-President of Instruction. As of June 2017, the position is being recruited on an interim basis and will hopefully be filled before the fall semester begins. The organizational structure is as follows:



### Existing Staffing FTE:

FT/PT Faculty: 1.0

Permanent Staff: 2.0

Temporary Staff: 0

Student Workers: 0

Administrators: 1.0 (currently vacant)

The current staffing structure is increasingly stretched by the evolving needs of Skyline College, increased accountability reporting, and the number of strategic initiatives which are underway. While the impact of any single initiative is small, the combined effect of initiatives is daunting. Initiatives such as the Skyline Promise, ASAP Replication/Guided Pathways, Summer Scholars Institute, CTE Strong Workforce, new Baccalaureate Degree program as well as a variety of grant-funded activities have increased workload while also requiring highly specialized knowledge and reassignment of existing employees to these projects. Similarly, the implementation of technology, both by PRIE and across the campus, has increased effectiveness but is also requiring a much higher level



of PRIE support. PRIE is now providing system administration (e.g., annual setup and maintaining user accounts) and training for multiple systems such as SPOL, TracDat, and SAP Business Objects. PRIE is also regularly working with various programs to improve and better utilize data in various systems ranging from CCCApply to Canvas to department-specific software. This role is expected to increase as the District moves forward with the recommendations of the Technology Task Force.

### III.A. Reflection: Considering Key Findings

Consider the previous analysis, identify unit strengths, challenges, opportunities, concerns, and areas in which further research is needed. Describe how the conclusions drawn can be used to improve the unit's effectiveness in order to promote student learning and achievement.

#### **Narrative**

One of the greatest strengths of the unit is the PRIE employees. Belinda Chan, Zahra Mojtahedi, and Karen Wong provide consistently professional and high-quality efforts to support the institution. The team consistently looks toward continuous improvement within their respective roles, as a department, and holistically in institutional processes.

The challenges are primarily in the areas of data warehouse limitations and PRIE staffing. Unit effectiveness would be significantly enhanced by addressing these two challenges. Because PRIE supports the entire institution, solutions which bolster staffing and data access would allow PRIE to better serve all programs and thereby promote student learning and achievement. In particular, enrollment management analysis could be substantially improved through implementation of an operational data store or other expanded data warehousing solution.

As mentioned previously, staffing concerns include the temporary impact of dean reassignment and the need to reconfigure staffing to create sufficient capacity to support institutional initiatives. Because of the expanding role that the PRIE office is taking, it is recommended to reclassify one position and increase staffing by 1.0 FTE.

- Recommendation 1: Reclassify the Staff Assistant to Administrative Assistant

The role of the PRIE Staff Assistant has become increasingly complex and should be reclassified to reflect the current duties. This position is now serving as SPOL administrator maintaining all user accounts, planning units, and other configuration as well as being the primary point of contact with the vendor. Daily tasks require a high level of technical proficiency in a variety of systems including SPOL, SAP Business Objects, Hyperion, and Novi Survey as well as general office software applications. In addition, the position provides college-wide support by serving as the recorder for multiple committees (SPARC, IEC, AOC) and the institution's IRB process. The staff assistant regularly interacts with vendors/consultants and often provides direct support and coordination to faculty related to SPOL, research requests, and institutional effectiveness activities. The position supports a member of Cabinet and works independently to resolve issues that arise in the course of work. A review of the job duties indicates that this position encompasses typical duties which are much closer to those of an Administrative Assistant than of a Staff Assistant.

- Recommendation 2: Create a new position of Senior Planning and Research Analyst

In order to better serve college needs and expectations, it is recommended that staffing be supplemented by 1.0 FTE. The intent of the new position is not to simply add staffing to handle workload, but rather to expand expertise and project management capacity to support strategic initiatives.

There is a significant gap in the current structure between the Dean position and the existing Planning and Research Analyst position. A new position is necessary to provide the expected level of support and should be designed to bridge this gap with a more advanced level of expertise. The proposed position is a Senior Planning and Research Analyst which would be differentiated from the existing position by significant project management responsibilities, higher-level technical expertise, as well as the ability to function as a liaison with external agencies, vendors, and consultants.

### **III.B. Reflection: Synergy**

Based on the CPRs/APPs for programs within the unit, identify any potential areas of synergy across unit and program activities that may not be easily recognized from within individual programs.

#### **Narrative**

Because the unit is stand-alone, there are no CPR/APPs from which to identify areas of potential synergy. However, there is potential for PRIE to be instrumental in creating greater synergy in terms of data usage. As the district and college explore new technology solutions (e.g., scheduling and student success software), the PRIE office will need to research and determine how these emerging data sources can best be utilized to inform institutional effectiveness and how the resulting data can be incorporated into SAP reporting.

### **III.C. Reflection: Aspirations**

Describe the aspirations of the unit. What is the preferred future of the unit? What long-term results does the unit want to achieve? Strategically thinking about the next 2-5 years, how can resources be leveraged and programs work together to achieve those long-term results?

#### **Narrative**

The Office of Planning, Research, and Institutional Effectiveness (PRIE) aspires to be fully engaged in Skyline College's efforts to remain on the forefront of community college endeavors to advance student equity, success, and achievement. This aspiration will be achieved by taking non-traditional and highly strategic approaches which enable institutional efforts and encourage deeper understanding. An example of this approach was demonstrated in 2016-17 when the PRIE Office utilized GIS mapping to inform student equity efforts. The collaborative mapping project was designed to facilitate greater understanding of Skyline College's demographics and the intersection with the demographics of its local feeder high schools. Maps were shared with the college community through poster sessions and other guided presentations.

#### **IV.A. Strategy for Unit Enhancement: Action Plan and Resource Requests**

Based on the reflection, develop an annual action plan with related resource requests. No narrative response will be entered in this section, but the objectives you create will be printed automatically in the ALUR report under this item.

- (1) To begin, click on PLANNING at the top of the page, then CREATE A NEW OBJECTIVE. To view previously created objectives, click PLANNING at the top of the page, then VIEW MY OBJECTIVE.
- (2) IMPORTANT! Make sure to associate each objective to this standard in the ALUR and link each objective to one or more institutional goals.

Need help? Contact the PRIE Office for further instructions.

#### **Narrative**