

Institutional Research Department

ASP for Academic Year 2025-2026

November 2024

Description Of Section

Connection to College Mission

The mission of Cerro Coso's Office of Institutional Research (OIR) is to provide comprehensive data analysis to enhance institutional effectiveness and promote student success. We strive to be the first choice for data and research needs, offering reliable and timely insights to inform strategic initiatives and drive positive outcomes across the institution. OIR is dedicated to advancing the institution's mission to improve the life of every student it serves by prioritizing equity and supporting attainment of educational goals.

OIR fosters a culture of inquiry and collaboration, grounded in integrity and guided by Cerro Coso's values to educate, innovate, include and serve.

The program mission/function of Institutional Research directly supports Cerro Coso's mission of empowering students, enriching communities, and facilitating lifelong learning by providing comprehensive data analysis and evidence-based decision-making support which contributes to the college's efforts to empower students through informed educational opportunities, enrich communities by promoting data-driven initiatives, and facilitate lifelong learning through continuous improvement.

Review And Planning

Performance and Equity Gaps Still to be Addressed

Progress

Over the past year, OIR has made notable progress in addressing operational and performance gaps. Key accomplishments include:

1. The first draft of the IR Program Review (PR) has been completed and is currently under review by the IR team with submission to Program Review Committee by the end of Fall 2024. This document serves as a foundational baseline and will evolve into a Processes & Procedures manual.
2. A customer service survey was launched, showing that OIR is meeting its goal of being the college's first choice for data (results are shared under *Equity Gaps – Satisfaction*). Further, the College Planning survey revealed that many at the college are unfamiliar with how data is used in planning, highlighting a communication opportunity.

Question Selector

Q5.7 COLLEGE PLANNING: Research and data are incorporated into college planning and decision-making.

Disaggregation Selector

All



Question Selector

Q4.4 MISSION AND STRATEGIC GOALS: I am familiar with the current strategic goals and objectives.

Disaggregation Selector

All



3. The support request form was revamped to gather better information and to help align requests with the college's mission and priorities. Recent implementation of Power Automate/Workflows allows requests to be populated into Microsoft Planner where each request and other work can be tracked and assigned.
4. Microsoft Planner has been integrated into OIR's workflow, improving task tracking, workload management, and project completion. This tool allows better visibility of project status, team member workloads, and project timelines.
5. OIR has increased its communication efforts, including regular contributions to the Coyote Howler and a successful relaunch of the Progress Report. The new reporting calendar, part of the Institutional Planning Handbook, ensures consistent and timely communication on data and trends across the college. These efforts are laying the groundwork for continued improvement in OIR's operations, efficiency, and impact.

Still to be Addressed

While OIR has made progress, several areas still need attention:

1. **Documentation of Processes:** The Program Review (PR) doesn't fully document OIR's detailed processes, procedures, and protocols. This will be an ongoing effort, with a focus on tracking the status, work, and outcomes of individual projects. The OIR Project Management plan will be key to supporting this.
2. **Training for Support Requests:** Although the support request form has been improved, there's a need to create training on how to submit effective requests. This training would include examples of well-constructed requests and define key terms, aiming to streamline the process for users. This would also address the gap in the OIR Satisfaction Survey for "The process for requesting support from OIR was clear."
3. **Awareness of Data in Planning:** As mentioned above, results from the College Planning survey show that many at the college are unaware of how data is used in planning. OIR aims to improve visibility through better communication, but there's still a gap in how widely OIR's work is recognized across the college.
4. **IR Website and Dashboards:** Progress on the IR website has stalled due to the broader challenges with the college's new website and an undefined vision for the site. Additionally, while some dashboards are under development, they are not yet ready for deployment.

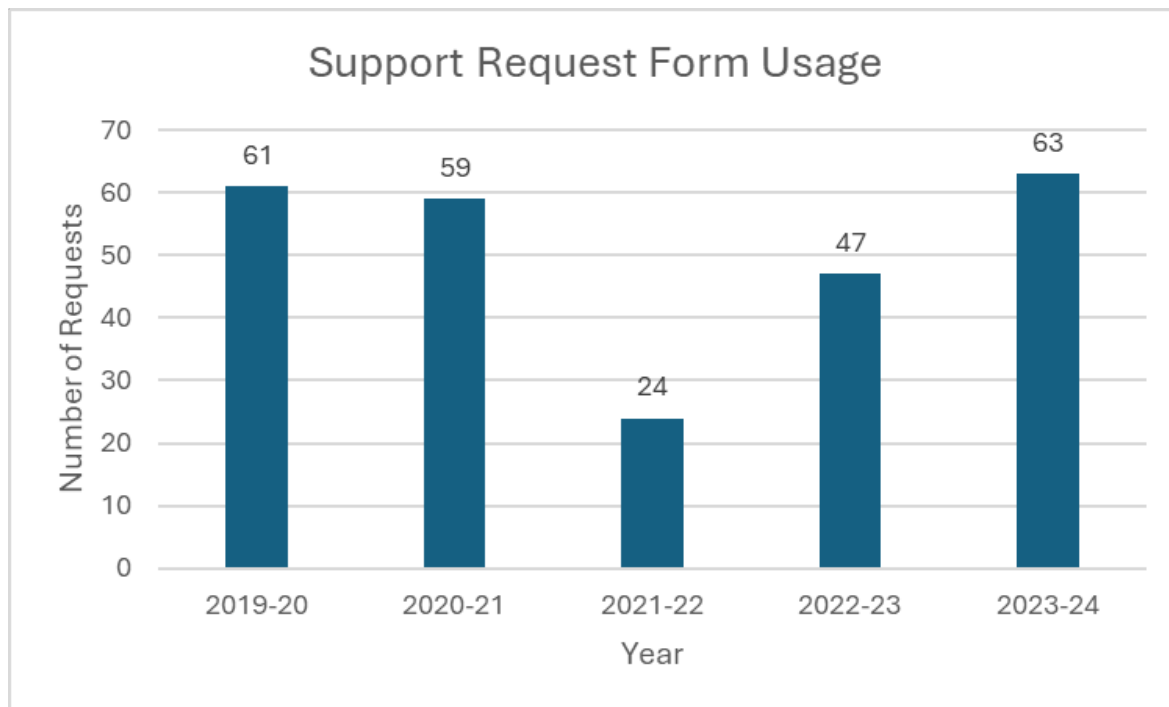
These areas will be a focus for the coming year to improve OIR's efficiency and visibility.

Equity Gaps

Based on the submitted AUPs, there are a few common themes across the college that OIR or DIRT can support:

1. **Student Support and Success:** Conversion rates of GED students to college students, completion rates of core counseling services, analysis of aid distributions and the impacts of all of these things on retention, persistence, and award completion are just a few examples.
2. **Data Accuracy and Processing:** Helping A&R identify errors as part of the Transfer Articulation Project, required data elements for VAR, and survey support for evaluating new processes and the impact on student experience
3. **Demographic Analysis and Outreach:** Continue developing profiles and analysis of a variety of student groups so that student support services can provide targeted support and track those student groups through to successful completion of their goals.
4. **Program Development and Evaluation:** Ongoing. Of course, there are the regular items like Program Review and refining annual planning supports and actionable data, but this also includes supporting new programs like labor market data for radiology assistant certification, correlation analysis for preparedness and success, new ADT development, and support for applications like ABA.

Usage:



In 2021-22, the previous OIR director and research analyst left the college. The office remained empty for at least 6 months. This explains the very sharp drop in requests in 2021-22. With the new director coming on board mid-2022 and the research analyst coming on board early-2023, the capacity of the office finally was returned to the levels seen in late 2021. With the reclamation in staffing as well as increased knowledge and skills of the office came an increase in the number of requests received through the Support Request Form. By July 2024, the usage of the Support Request Form had returned to at least the levels seen prior to the departure of the previous staff.

While most service recipients have begun consistently utilizing the Support Request Form, OIR occasionally receives ad hoc requests through other mechanisms, such as office drop ins, email, Teams messages, and hallway conversations as well as through our participation on committees such as SEAC and the newly created Enrollment Management Committee.

At this level, OIR is at capacity for requests for the year. In order to increase capacity, OIR requires additional staffing. Our most immediate need is a department assistant who will help with processing, tracking, and communicating progress on requests received through the Support Request Form, scheduling and coordinating consultations and follow ups with requestors, and supporting coordination of projects, among other duties. This would immediately relieve the director of certain non-managerial, non-supervisory tasks giving more bandwidth to focus on institutional priorities.

We are also asking for a second institutional research analyst. A second analyst will increase efficiency and capacity of the office, bring their own unique set of knowledge and skills that will ideally lead to a more holistic range of services, and ensure workloads are more effectively managed to avoid burnout. Additionally, the director will be able to be relieved of some of the analyst work currently being done to ensure needs across the college are met, which will allow for increased focus on broader institutional priorities as well as keeping the office as a whole directed toward our mission.

In an effort to bring more student voice into research, planning, and decision-making, as well as a slight increase in capacity and capabilities of the office, OIR would also like to add 2 student workers or fellows to the office. For our IR office, adding student workers is not just a way to distribute the workload, but also an opportunity to directly involve students in the research process. This involvement provides students with a unique opportunity to influence how data is collected, analyzed, and used in institutional decision-making. It fosters a deeper connection to the college's mission of supporting student success, while empowering students to become active participants in shaping their educational environment.

Satisfaction:

In Spring 2024, OIR distributed our first customer satisfaction survey. The results are shown below:

Requesting Support

Disagree

Neither agree nor disagree

Agree

Strongly agree

The process for requesting support from OIR was clear.



The support request form was easy to complete.



My IR request was acknowledged in a timely manner.



During The Request

Neither agree nor disagree

Agree

Strongly agree

Communication with OIR was easy and consistent throughout my request



OIR collaborated with me to help me get the exact data that I needed



Upon Receiving The Results

Neither agree nor disagree

Agree

Strongly agree

The results were as accurate as possible.



OIR helped me understand the results and answered any questions that I had.



The results of my request supported my decision-making and goals.



The deliverables (tables, lists, excel files, static reports, dashboard, presentation) were easy to read and understand.



The request was completed in a timely manner.



Overall Satisfaction

■ Agree

■ Strongly agree

I would recommend OIR to a colleague needing research support

23.53%

76.47%

OIR is my first choice for data, research and survey support.

41.18%

58.82%

Overall, I was satisfied with the customer service of the IR office

17.65%

82.35%

From these results, we can see that, in general, OIR is providing services that users are satisfied with. We have room to grow in making the process for requesting support clear, consistently communicating throughout the project, and helping to ensure that the request and results will enhance decision-making and goals. While 100% of respondents said that they agreed or strongly agreed that OIR is their first choice for data, research, and survey support, we would like to see the proportion of "strongly agreed" responses grow.

Last Year's Initiatives

No prior year initiatives to report on.

Initiatives for Next Academic Year

Continue efforts to increase efficiency in OIR by formalizing functions, agendas, workflows, processes and procedures for the office.

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

1. Continue implementing Microsoft Planner and other applications to organize and monitor current projects and on-going requests.
2. Draft a processes & procedures manual.
3. Develop annual agenda.
4. Develop a communication plan.
5. Build out the IR website, including repositories for dashboards, reports, presentations, etc and resources that can be used by the college community.

Early Observational Data, or "Lead" Measure(s):

- Program Review is complete
- Major policies and procedures of OIR that need to be documented are identified.
- Initial meeting with the Public Information Office to develop communication plan and IR website.
- Implementation of the reporting calendar.

Does the department request help developing these instruments?

Yes

Institutional Performance Data, or "Lag" Measure(s):

- IR website is fully operational
- The major policies and procedures identified in the "early measures" are written, vetted, and easy to locate.
- Annual research agenda is easily located, implemented, and a process to update is developed

Person Responsible:

Director of IR

Unit gap or institutional goals addressed:

It addresses a 2- or 5- year program review strategy, Other. Explain below

It increases the effectiveness of the office and ensures its ability to continue to provide support to the college even in times of turnover.

Effectively use qualitative research methods to elevate student voice in college decision-making, improving the inclusivity and responsiveness of institutional priorities.

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

1. Assess current needs and resources
2. Develop foundational knowledge in Qualitative Research
3. Apply qualitative research methods to increase student voice
4. Build capacity for ongoing qualitative research
5. Institutionalize qualitative research.

Early Observational Data, or "Lead" Measure(s):

- Each member of the OIR research staff has completed some kind of training and it was documented.
- Foundational knowledge is applied to analyze open comments on surveys.
- Tools are identified.

Does the department request help developing these instruments?

No

Institutional Performance Data, or "Lag" Measure(s):

- College-wide processes and procedures are developed about conducting qualitative research.
- OIR is the choice for qualitative research
- Student voice is effectively integrated into planning, decision-making, research.

Person Responsible:

OIR Team

Unit gap or institutional goals addressed:

It addresses a Strategic Plan goal or objective (reminder to the right), It addresses a 2- or 5- year program review strategy, Other. Explain below

It will directly increase student voice.

Develop and deploy a showcase of what OIR can do for units/departments

Is this part of a multiyear initiative?

Specific Action Steps to be Taken:

1. Hold annual retreat in June 2025 with invitations extended to CC staff
2. Hold flex-day presentations to increase visibility of OIR to CC and teach how to request and utilize data
3. Include recent work completed by OIR on the IR Webpage.

Early Observational Data, or "Lead" Measure(s):

- Annual retreat in Summer 2025 with additional units/departments in attendance. (Summer 2024 retreat had about 5 other units/departments in attendance.)
- Meet with PIO office to develop strategies for increasing visibility of office across college. (Note: This is interwoven with the need for development of communication plan/IR Website.)
- Present at flex day with a component dedicated to advertising IR services.

Does the department request help developing these instruments?

Yes

Institutional Performance Data, or "Lag" Measure(s):

- Survey results show increased agreement that data is used in planning and decision-making
- Survey results show increased strong agreement that OIR is the first choice for research, data, survey support at the college.
- Annual retreat is institutionalized.

Person Responsible:

Unit gap or institutional goals addressed:

It addresses a Strategic Plan goal or objective (reminder to the right), It addresses a 2- or 5- year program review strategy

Investigate data liaison programs used by other colleges and how they can be modified to suit the needs and culture of CCCC.

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

1. Investigate website of other colleges to gain insight in how data liaison programs are administered.
2. Develop data liaison pilot program at CC

Early Observational Data, or "Lead" Measure(s):

- Develop a data liaison program plan

Does the department request help developing these instruments?

Yes

Institutional Performance Data, or "Lag" Measure(s):

- Implement the data liaison program

Person Responsible:

Director of IR

Unit gap or institutional goals addressed:

It addresses a 2- or 5- year program review strategy, Other. Explain below

Another mechanism by which OIR can increase capacity while also bridging distance between research and other departments/units. It will also increase collegewide knowledge of data and its use at the college. It will also increase the knowledge of what OIR can do for different departments/units.

Resource Needs

Facilities

- Repair holes and repaint IR Office.
- One more small whiteboard for the meeting space

The Office of Institutional Research (OIR) is requesting maintenance to repair and repaint damaged walls within the office. The damage includes holes from previously mounted camera monitors and general wear and tear. This request is essential for creating a more functional and aesthetically pleasing workspace, as the current condition of the office is often described as "sad" by visitors.

Research supports that office aesthetics significantly impact productivity, motivation, and employee well-being (Scrima, 2022), and improving the office environment will boost morale, which in turn enhances performance and supports the office's ability to meet the needs of the college.

In addition, the request includes adding a small whiteboard in the meeting space to foster collaboration and brainstorming, particularly during qualitative research activities. The meeting space serves as a distraction-free zone for focused work, and the whiteboard will help organize thoughts, identify themes, and document insights. This addition will further support the office's innovative and effective approach to research and will contribute to achieving the college's mission of improving student success in a comfortable and supportive environment.

Information Technology

- Regular updates to key software
- ATLAS.ti licenses: \$357/user/year
- Support DIRT's request to expanded access and functionality of Tableau

Additionally, we support the following plans from district IR:

- Centralized and MIS-aligned data sources.
- Documenting business processes and practices to improve data governance, removing silos for MIS-shared knowledge and improving the retention of institutional knowledge

The Office of Institutional Research (OIR) is requesting continued support from IT to update as necessary key software that are essential for enhancing data analysis capabilities and streamlining workflows.

As OIR expands its capacity to conduct qualitative research, we will require more advanced qualitative analysis tools. While free and open-source options exist, their functionality is limited and does not meet the needs of more complex research tasks. A dedicated investment in this type of tool would significantly speed up coding and analysis processes—allowing us to complete tasks in hours that would otherwise take months and would ensure access to a tool that is critical for handling growing qualitative data demands efficiently.

Related, we ask the college support the district IR office's request to significantly expand access to Tableau to improve data accessibility, democratize reporting, and enable more self-service data options across the institution. Additionally, the AVC of IRR is interested in adding modules to our current Tableau functions that will not only increase the functionality of Tableau but also provide the opportunity to explore AI-driven insights, and potentially replace outdated systems like Cognos, which will improve efficiency and innovation in data analysis.

These technology supports are not just important; they are essential for OIR's ability to support the college's decision-making, strategic planning, and commitment to student success. It will enable the office to scale operations, handle more complex research tasks, and ultimately provide better, faster insights for the college community.

Marketing

- Develop and maintain user-friendly IR website
- Comprehensive communication plan

OIR is requesting support from marketing to develop and maintain a user-friendly IR website, which will serve as a centralized hub for dashboards, reports, presentations, and other key resources. This website will enhance transparency, accessibility, and engagement with the college community by providing easily navigable access to critical data and information. Regular maintenance and content updates will ensure the site remains relevant, accurate, and user-centric, supporting the OIR's goal of increasing data democratization and promoting informed decision-making across the institution.

In addition, OIR seeks support for the development of a comprehensive communication plan designed to increase the visibility of the office, its services, and its significant contributions to institutional success. The plan will focus on raising awareness about how OIR's data and research support the college's mission, assist in strategic planning, and contribute to student success. By enhancing communication and promoting the office's impact, OIR will foster stronger collaboration with other departments, increase the utilization of institutional data, and help to bridge the gap between the office's work and the broader college community.

This investment is crucial for making OIR's work more visible and accessible to stakeholders, ensuring that the office is not only a resource for data, but a vital partner in the college's ongoing efforts to improve educational outcomes.

Professional Development

- \$12,00 for conference attendance
- \$2,000 for workshops and courses
- \$1,000 for retreat expenses

Additionally, support DIRT: Offering PD to all research team for skill development and personal development.

OIR is requesting funding to support several professional development initiatives aimed at improving our capacity to meet the college's strategic goals and enhance student outcomes. Since OIR staff members do not follow a formal training path, we rely on self-directed learning, networking, and attending conferences to fill knowledge gaps and stay up-to-date on tools and methodologies in areas such as statistics, data security, and research design.

Key Initiatives:

- *Qualitative Research Training:* To improve our ability to tell student stories through qualitative research, we plan to invest in training focused on qualitative methods, including workshops, courses, and conferences. This will help us strengthen our data analysis and narrative reporting, making it more connected to students' lived experiences.
- *Annual Retreat Expansion:* We aim to expand our annual retreat to foster greater collaboration across campus. By inviting more staff and faculty, we'll raise awareness of OIR's services, strengthen relationships, and train others on how to effectively request data support.
- *Data Liaison Program:* We will develop a data liaison program to establish direct communication with faculty, staff, and

management. This will help increase data utilization and improve campus-wide collaboration. We will research best practices from other institutions to tailor the program to our needs and create training materials for data liaisons.

- *Visibility and Outreach:* OIR will continue to increase its visibility by offering presentations at faculty flex days and other professional development opportunities. We will tailor our presentations to the specific needs of faculty and staff, aligning them with college priorities and enhancing institutional effectiveness.

Conference Attendance & Training:

Regular Conferences:

We plan to send at least one OIR team member to the following conferences each year:

- Strengthening Student Success (Fall)
- California Association of Institutional Researchers (Fall)
- RP Conference (Spring)

These conferences typically cost around \$2,500 each (including registration, travel, and lodging). With 2 team members attending two conferences each, the total cost will be about \$10,000 annually.

Tableau Conference: We also plan to send a team member to the Tableau Conference for deeper insights into data visualization. While this conference is more expensive than the regular conferences we attend, it has recently been held in California, which cuts significantly down on the cost. Further, the return on investment to the skills and knowledge the office can attend by supporting this travel will lead to better visualizations that are easier to get to the heart of the story that the data is telling. This will replace one of the other conferences for the year. This is likely only an occasional request, not ongoing like the regular conferences and the workshops/courses.

Workshops and Courses:

Each team member will also attend courses or workshops to address specific knowledge gaps including developing qualitative research skills, costing about \$600 per person. We are requesting \$1,200 annually for these professional development opportunities.

Annual Retreat:

We will continue our Annual Retreat for internal professional development and collaboration with other campus units. We are requesting \$1,000 to cover meals for 10 participants over a three-day retreat (up from \$800 in the previous year).

These initiatives will enhance OIR's impact, improve the quality of our data services, and help us better support the college community.

Other Needs

- Student workers (or similar)

Student workers are becoming increasingly integral to the operations of IR offices at California community colleges, playing a key role in student-centered research as well as providing a direct avenue for student involvement in institutional decision-making. Given the growing demand for data-driven decisions and the continuous evolution of IR practices, adding student workers to the OIR office will significantly improve efficiency, increase capacity, and provide students with hands-on experience in research and data analysis. This initiative not only supports the office's operational needs but also aligns with Cerro Coso's commitment to increasing student voice in institutional processes, enhancing educational outcomes, and contributing to the college's mission, vision, and values.

At California community colleges, IR offices are tasked with gathering, analyzing, and presenting data that informs institutional priorities. The workload associated with these responsibilities is substantial and often outpaces the capacity of small teams. In response to this, student workers are utilized in various IR roles, including data entry, report generation, survey administration, and qualitative research assistance.

For our IR office, adding student workers is not just a way to distribute the workload, but also an opportunity to directly involve students in the research process. This involvement provides students with a unique opportunity to influence how data is

collected, analyzed, and used in institutional decision-making. It fosters a deeper connection to the college's mission of supporting student success, while empowering students to become active participants in shaping their educational environment.

Student workers will play a key role in ensuring that the IR office can keep up with the growing demand for data, both in terms of quantity and complexity. Specifically, student workers can assist with:

- **Data Collection and Entry:** Supporting routine data collection, such as administering surveys, interviewing students, and managing raw data. Their assistance in this area frees up staff to focus on more advanced analytical tasks. Importantly, including students in this phase of the process ensures that their perspectives are incorporated into the data gathering and reporting process, increasing the relevancy of the data collected.
- **Survey and Qualitative Research Support:** As OIR increases its focus on qualitative research to better tell students' stories, student workers will assist in developing research projects, coding and organizing qualitative data, and conducting literature reviews. Their participation allows for a more student-centered approach to research and ensures that the voice of the student body is well-represented in the findings.
- **Data Visualization and Reporting:** As OIR continues to expand its data visualization efforts, student workers can assist with connecting the data in dashboards to the students the data is representing, preparing reports, and testing the functionality of interactive tools like Tableau. By involving students in creating visualizations, OIR can ensure that these tools are accessible, easy to understand, and meet the needs of both internal and external stakeholders, including students. This directly aligns with Cerro Coso's mission to make data more accessible and actionable for the college community.
- **Operational Support:** Including students in the operations of the office allows them to witness firsthand how data supports decision-making at an institutional level, deepening their understanding of the importance of data in shaping academic policies and outcomes.

Additionally, we support the following plans from district IR:

- Documenting business processes and practices to improve data governance, removing silos for MIS shared knowledge and improving the retention of institutional knowledge

Staffing Requests Not Already Listed In Unit Plans

1000 Category - Certificated Positions

2000 Category - Classified Staff

Department Assistant III

Location:

No Location Specified

Salary Grade:

38

Number of Months:

12

Number of Hours per Week:

at least 19, up to 40

Salary Amount:

Justification:

The Institutional Research (IR) office plays a key role in data-driven decision-making at Cerro Coso, supporting student

success, accreditation, long-term planning, and institutional effectiveness. Currently, the office is staffed by just one Research Analyst and the Director of Institutional Research, both responsible for complex data analysis and reporting. As demand for data grows, the administrative burden on these two staff members has become unsustainable.

The addition of a Department Assistant III is essential to support the office's growing needs and ensure the smooth operation of day-to-day tasks. This position would handle critical administrative duties, such as scheduling, managing communications, tracking data requests, and coordinating projects, allowing the Research Analyst and Director to focus on data analysis and strategic reporting.

The work of this position cannot be reassigned to current staff due to the following reasons:

Workload Overload: The Research Analyst and Director are already fully engaged in high-level data analysis and reporting. Adding administrative tasks would reduce their focus on their core responsibilities, compromising the quality of their work.

Specialized Skills: Scheduling, communication management, and data request organization require specialized administrative skills. While the Director and Research Analyst excel in data analysis, they lack the administrative expertise and time to manage these tasks effectively.

Inefficiency: Assigning administrative duties to current staff would cause inefficiencies and distract them from their primary tasks, leading to delays, rushed work, and missed deadlines. Without this position, the IR office's ability to meet the growing needs of the college will be severely impacted:

Delayed Reporting: Without administrative support, timely data reports will be delayed, affecting key decisions related to student success, strategic planning, and accreditation.

Increased Workload and Burnout: The continued overload on the Research Analyst and Director risks burnout and decreases job satisfaction, which could compromise the quality of their work and the college's data-driven decision-making.

Reduced Service: Without a Department Assistant III, the office will struggle to support key college initiatives, diminishing its impact on institutional planning, equity work, and accreditation.

Currently, there is no temporary employee handling these administrative duties. They are informally shared between the Research Analyst and Director, but this ad hoc approach is inefficient and results in missed opportunities for streamlined operations.

At present, administrative tasks are managed as follows:

Scheduling and Coordination: Both staff members manage their own schedules and coordinate with each other as well as other departments.

Tracking Data Requests: Data requests are tracked manually and inconsistently by the Research Analyst and Director, mostly because of a lack of bandwidth keep better track of projects. This leads to delays and inconsistent follow-ups.

Project Coordination: The Research Analyst and Director oversee long-term projects, such as accreditation and strategic planning. Without dedicated administrative support, these projects risk missing key deadlines.

The addition of a Department Assistant III will improve the efficiency and effectiveness of the IR office by:

Increasing Efficiency: The new position will handle administrative tasks, allowing the Research Analyst and Director to focus on their core responsibilities and improve the timeliness and quality of reports.

Supporting Project Coordination: The position will manage project tracking, ensure deadlines are met, and coordinate across departments, improving the office's ability to meet its objectives.

Enhancing Service Delivery: With administrative tasks handled by the new position, the Research Analyst and Director will have more capacity to support institutional planning, accreditation, and other strategic initiatives.

This position is not a luxury but a necessity to ensure the Institutional Research office can meet the college's growing demands. Filling this role will enable the office to continue delivering high-quality data insights and support strategic initiatives that align with the college's mission to foster student success and continuous improvement.

Research Analyst

Location:

No Location Specified

Salary Grade:

50

Number of Months:

12

Number of Hours per Week:

40

Salary Amount:

Justification:

The IR Office plays a critical role in supporting data-driven decision-making, student success initiatives, accreditation, and long-term planning. The office is currently staffed by one Institutional Research Analyst (IR Analyst) and the Director of Institutional Research. As the college's data demands have grown, the workload on the existing staff has become unsustainable. The addition of a second Institutional Research Analyst is essential to maintain the quality, efficiency, and timeliness of institutional research while allowing the Director to focus on strategic leadership and broader goals for the office.

The work of the second IR Analyst cannot be reassigned to the current staff due to workload overload and the distinct roles and responsibilities each position requires:

1. **Workload Overload:** Both the IR Analyst and the Director are already fully engaged in critical tasks. The IR Analyst is responsible for data collection, analysis, and report preparation, while the Director provides strategic oversight, leads the annual research agenda, and supports institutional planning. Adding additional analyst duties to either role would compromise the quality of their work and divert attention from their core responsibilities.
2. **Specialized Skills and Time Constraints:** The IR Analyst possesses specialized skills in data analysis, survey design, and statistical methods, but their workload is already extensive. The Director has a leadership role that requires focus on high-level tasks such as collaboration, consultation, and strategic planning. If the Director were to take on additional analytical duties, it would severely hinder their ability to provide necessary oversight and guidance.
3. **Efficiency and Focus:** If additional responsibilities were shifted to the current staff, it would disrupt the office's workflow and efficiency. The IR Analyst would be pulled away from data analysis and reporting, while the Director would be distracted from providing strategic leadership and consultation. This would result in delays, lower-quality outputs, and missed opportunities to meet the growing needs of the college.

Without a second IR Analyst, the IR Office will struggle to meet the increasing demands for data analysis, which will have significant consequences for the college:

- **Delayed Reporting and Data Access:** The IR Office is the primary source for institutional data. Without additional staffing, reporting will be delayed, and decision-makers will lack timely access to critical information needed for initiatives such as accreditation, program evaluation, and student success.
- **Increased Workload and Risk of Burnout:** The IR Analyst and Director are already overburdened. Without additional support, this will increase the risk of burnout, lower morale, and reduce productivity, ultimately undermining the effectiveness of the IR Office and the quality of research and reporting.
- **Reduced Service to the College Community:** The IR Office supports various departments and initiatives with data insights. A shortage of staff would limit the office's ability to respond to requests for data and analysis, resulting in slower response times and missed opportunities to collaborate on strategic initiatives.
- **Failure to Meet Strategic Goals:** The college has set ambitious goals related to student success, accreditation, and program evaluation. Without adequate staff, the IR Office will struggle to assess progress, meet accreditation requirements, and conduct the necessary research to support these goals.

Currently, the IR Analyst and Director are managing a growing number of tasks informally, with both staff members balancing multiple responsibilities:

The IR Analyst is responsible for data collection, statistical analysis, report generation, and survey administration.

The Director oversees the strategic direction of the office, provides consultation, and integrates research findings into institutional planning. In addition, the Director is often required to step in as a secondary analyst to ensure that deadlines are met and key tasks are completed.

This division of labor is not sustainable. The Director's leadership role is compromised when they must also handle technical data analysis, and the IR Analyst cannot keep up with the increasing volume of work.

The addition of a second IR Analyst will provide the following benefits:

- **Increased Efficiency:** With a second analyst, the workload will be more evenly distributed, allowing the IR Analysts to focus on data analysis, reporting, and survey management, while the Director can concentrate on strategic oversight and leadership.
- **Timely and Accurate Data:** A second analyst will ensure that reports are delivered on time and data is consistently accurate, enabling better decision-making across the college.
- **Enhanced Service Delivery:** With additional staffing, the IR Office can better meet the demands of faculty, administration, and other departments, enhancing support for student success, accreditation, and institutional effectiveness.
- **Focused Leadership:** The Director will be able to devote more time to overseeing the research agenda, providing consultation, and ensuring the office's work aligns with the college's strategic goals, rather than being pulled into day-to-day data analysis.

The addition of a second Institutional Research Analyst is essential for the continued success of the IR Office and the college as a whole. This position will help manage the increasing demands for data analysis, reporting, and institutional planning, ensuring that the college's data needs are met in a timely and effective manner. It will also allow the Director to focus on high-level strategic initiatives, improving the leadership and direction of the IR Office.

By filling this position, the IR Office will be better equipped to support the college's strategic goals, enhance data-driven decision-making, and continue fostering student success and institutional improvement.

Section Plan Budget Worksheet for Institutional Research - FY25

Fund	Org Description	Account Description	Program Title	Activity	Location	2024	2024	2025	2026	Notes	Increase?	If requesting increase of %5 or more		Relevance?	Operational Efficiency?
						Adopted Budget	Actual Expenses	Adopted Budget	Request			In planning document	Data?		
GU001	Institutional Research	Non-Inst Supplies & Materials	Other Gen Institutional Support Srv		CI	\$1,000.00	\$41.72	\$1,000.00	\$1,000.00		no				
GU001	Institutional Research	Employee Travel	Other Gen Institutional Support Srv		CI	\$10,000.00	\$7,346.53	\$10,000.00	\$12,000.00	The increase would allow one member of OIR to attend Tableau Conference	yes	Section	See Section Plan for details		See Section Plan for details. Increased skills, learned tips and tricks, which will allow for more efficient and effective dashboarding skills.
GU001	Institutional Research	Employee Travel OO	Other Gen Institutional Support Srv		CI	\$2,000.00	\$1,091.72	\$2,000.00	\$2,000.00		no				See Section Plan for details. Tableau dashboards, increased functionality of Tableau.
GU001	Institutional Research	(Local) Online Training/Webinar	Other Gen Institutional Support Srv		CI	\$ -	\$565.00		\$2,000.00	Allows for each team member to pursue PD opportunities that support their own development and growth as well as develop skills that are essential to increasing the capabilities and efficiencies of the office	yes	Section	See Section Plan for details		See Section Plan for details. Will allow us to receive necessary training in identified areas where the office and/or staff have gaps
GU001	Institutional Research	Food/Meetings	Other Gen Institutional Support Srv		CI	\$800.00	\$187.08	\$800.00	\$1,000.00	Increase the number of units/staff invited to participate in annual retreat	yes	Section	See Section Plan for details		See section plan. Showcase OIR capabilities. Improved collaboration and relationship building with units/departments served by OIR, which allows us to better meet their needs.
GU001	Institutional Research	Software Licensing/Maintenance Svcs	Other Gen Institutional Support Srv		CI	\$2,700.00	\$234.00	\$3,300.00	\$2,700.00	See Resource Requests. Also would support at least one ATLAS.ii license for the office which would support the office goal of providing qualitative research.	no				See Section Plan for details. Better operational efficiency by increasing the office's base of knowledge, allowing for OIR to providebetter and additional services than current capabilities.

Resource Requests					description/explanation	In planning document	Data?	Relevance?	Operational Efficiency?
Type of request	1 time or ongoing?	Requested amount							
Other	ongoing	\$600			For 2025, the \$600 increase was to pay for the RP Group membership. It was determined that this should actually come from 5300 rather than 5650				
Facilities	1 time	\$600			Repair holes in the walls of IR office and paint walls.			Section	