Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Integrated planning throughout the district, total district service and better use of existing resources, i.e. staffing and organization alignment of district and college research resources to effectively meet institution research and reporting needs.	1. Establish district level research staffing plan (Status #2) 2. Implement district level research staffing plan (Status #2)	1 & 2 Chancellor Vice Chancellor, Educational Services & Institutional Effectiveness Districtwide Institutional Research Group	1. Jan. 2017 2. Spring 2017	a. Populate the District Functional Map and Shared Governance Model (Status #1) b. Develop a staffing plan to hire district Institutional Research and Effectiveness personnel, based on analysis of options and needs, including: (Status #2-5) • Hire staff and/or contractor(s) (Status #2 a & b) • Establish districtwide data warehouse (Status #5) • Management of data and technology interface (Status #5) c. Staffing plan reviewed by the District Budget and Resource Allocation Advisory Committee (DBRAAC) for fiscal impact and recommendation (Status #3b) d. Implement the staffing plan. (Status #2) e. Develop and schedule implementation of a process for periodically evaluating the effectiveness of the staffing plan and improving it as needed. (Status #4)	a. The District Functional Map and Shared Governance Model is enacted (Status #1&4) b. Publication and dissemination of the plan. (Status #3) c. DBRAAC review is completed (Status #3b). d. Hiring of required personnel to support districtwide research effort (Status #2) e. Annual report on evaluation findings and any improvements implemented (Status #4)	1. District Functional Map and Shared Governance Model template was previously developed in 2015. a. Functional Map updated with input from colleges on 12/5/16. b. Functional Map on the Accreditation Liaison meeting agenda for 02/24/17 c. Functional Map consolidated 3/8/17 2. Research Staffing Plan established and implemented: a. District Research Assistant Hired b. District Executive Director of Research and Institutional Effectiveness position description developed and posted; input on position responsibilities gathered from campus constituents on 12/15/16; anticipated hiring to be completed March/April 2017. 3. Staffing Plan dissemination a. Update at Institutional Research mtg on 12/08/16 & 1/17/17; Vice President mtg on 12/9/16; Workforce/Economic Development (WED) Deans Work Group on 1/19/17; DSPC mtg on 1/13/17. b. In reviewing the HR process, it was decided that DBRAAC review was not necessary and that DBRAAC will continue to provide financial information to inform hiring. 4. District Integrated Planning-Institutional Research completed on 01/17/17 5. Data warehouse contracted with ZogoTech in February 2017; Initial startup meeting with Institutional Research Group occurred on 1/19/17.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
B. Establish a districtwide research agenda that supports and coordinates with college research agendas.	1. Establish and implement districtwide research plan (Status #2-4)	1 Districtwide Institutional Research Group District Institutional Research and Effectiveness personnel	Spring 2017	a. Formalize existing monthly districtwide Institutional Research meetings to create, effect, and document strategies to align research resources (Status #2&3) b. Through ongoing monthly districtwide Institutional Research staff and district data key personnel meetings: (Status #2) • Finalize districtwide research plan (Districtwide research calendar to be finalized as part of Focus Area "C") • Coordinate research plan with integrated planning, and in particular statewide initiative plans involving both the district and college research (See area A above) • Implement the research plan. c. Formalize structure for communication and feedback regarding data and research (Status #4) d. Develop and schedule implementation of a process for periodically evaluating the effectiveness of the research plan and improving it as needed. (Status #4)	a. Existing monthly districtwide IR working group is established as a committee (see Responsible Person under Areas of Focus C, D, E) (Status #2) b. Districtwide research plan finalized, aligned with required data planning structures and processes, and implemented (Status #2) c. Structure for communication and feedback formalized and disseminated (Status #2) d. Annual report on evaluation findings and any improvements implemented (Status #2)	1. Districtwide IR committee has established a working group for discussing common research elements in the last 6 months. 2. Districtwide IR working group is on hold for being established as a committee until Executive Director of Research and Institutional Effectiveness is hired – in accordance with our governance process. 3. IR working group charge statement completed on 1/20/17 4. Executive Director will focus on this area—to be reviewed in April 2017
C. Establish districtwide metrics, both qualitative and quantitative, to evaluate institutional effectiveness.	1. Establish districtwide research calendar (Status #1a) 2. Enact regularized program of research at all campus locations (Status #5)	1 & 2 Districtwide Institutional Research Committee District Institutional Research and Effectiveness personnel	Spring 2017	a. Through ongoing monthly Institutional Research staff and district Institutional Research and Effectiveness personnel meetings: • Define and formalize districtwide metrics (Status #2) • Finalize districtwide research calendar/plan (Status #1a) • Enact assessment/evaluative work based on research plan and research calendar (before the implementation of software solutions) (Status #3)	• Clearly delineated research objectives for district and campuses. (Status #4) • Implemented districtwide research calendar/plan (Status #1a) • Enacted districtwide assessment/evaluative work in accordance with calendar schedule (Status #5)	1. Districtwide IR committee has established a research calendar with updates for at least the last 6 months; this is a regular agenda item for this body. a. Calendar updated at IR meeting on 10/13/16 2. Districtwide metrics established: Key Performance Indicators developed and established by IR Directors on 11/7/16 3. SMART Assessment form established on 12/6/16 for enacting assessment/evaluative work. 4. District Strategic Plan written and formally adopted by the board in February 2017. 5. Executive Director will focus on this area—to be reviewed in April 2017
D. Develop a data information storage and reporting system that will coordinate and align with the colleges while making information	1. Align data inputs and outputs by all campus locations (Status #1-3) 2. Ensure availability and clarity of data analysis (Status #1-2) 3. Make data resources available to campus constituents as needed (Status #2)	1, 2, 3 Districtwide Institutional Research Committee District Institutional Research and	Ongoing	a. Create standardized SQL report prompts for use in data retrieval (Status #3) b. Through ongoing monthly Institutional Research staff and district Institutional Research and Effectiveness personnel meetings:	• Standardized SQL report prompts created (Status #3) (Communication and feedback to be established as part of Focus Area "B")	1. Districtwide IR committee has discussed data definition standards regularly since Dec. 2015 a) Definitions reviewed at IR meetings on 9/8/16, 10/13/16, 12/8/16 and 1/17/17; Definitions will be published with the institution of data warehouse.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:

accessible to constituents.		Effectiveness personnel
		
		AVC of Enrollment Management, Admissions, Records, and IS
				• Review and standardize data definitions (Status #1a)
				• Establish districtwide data warehouse (Status #2)
				• Establish data security procedures and governance policies (Status #2)
				• Contextualize and communicate data analysis results to campus constituents (Status #4)
					• Data definitions reviewed, standardized, and published. (Status #1a)
					• Districtwide data warehouse instituted. (Status #2)
					• Data security procedures and governance policies published. (Status #2)
					• Data reporting and contextualization published in formats available to campus constituents. (Status #4)
						2. Districtwide IR committee has discussed data warehouse options since April 2016
						  a) *See Update in Area A, Status #5*
						  b) **Institutional Research Resources** document established for IR use as a map for locating data resources on 3/9/17 IR Group MTG
						3. Standardized SQL queries work started on 10/20/16 when Strategic Plan Environmental Scan data was being prepared; follow up discussion on common queries occurred on 12/08/16, 2/1/17; follow up IR agenda item to continue development of commonly used queries on 3/9/17.
						4. Executive Director will focus on this area—to be reviewed in April 2017

E. Evaluate research tools such as data warehouse, data sets, and reports to meet end-user demands.	1. Review potential research tools such as data warehouse, data sets, and reports (Status #1&2) 2. Provide for ongoing evaluation and improvement of current research tools such as data warehouse, data sets, and reports (Status #3&#4)	1, 2, 3 Districtwide Institutional Research Committee District Institutional Research and Effectiveness personnel AVC of Enrollment Management, Admissions, Records, and IS	Ongoing	1. Through ongoing monthly Institutional Research staff and district Institutional Research and Effectiveness personnel meetings: (Status #2) • Discuss and evaluate districtwide data management solutions • Refine existing end-user demands and associated reports • Establish data set parameters • Establish districtwide data warehouse (see also Area D) b. Formalize structure for communication and feedback regarding data and research (Status #4) c. d. Develop and implement a process for periodically evaluating the effectiveness of the research tools and improving them as needed. (Status #4)	• Documentation in districtwide IR committee of ongoing planning regarding the evaluation of data parameters, and refinement of data management solutions (Status #2) • Districtwide data warehouse instituted (Status #2) • Structure for communication and feedback formalized and disseminated (Status #4) • Annual report on evaluation findings and any improvements implemented (Status #4)	1. AVC of Enrollment Management, Admissions, Records, and IS has invited the first vendor for an initial data warehouse presentation on September 1, 2016 2. *See Area D, status updates #1 through #4.* 3. *See Area A, Status #5* 4. Executive Director will focus on this area—to be reviewed in April 2017

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
F. Evaluate skills and knowledge of current staff related to SQL, statistical analysis, reporting services, data mining, and predictive analytics.	1. Identify data-related professional development needs (Status #3) 2. Establish training goals related to data use (Status #3) 3. Establish and implement a training calendar (Status #2)	1, 2, 3 District Institutional Research and Effectiveness personnel AVC of Enrollment Management, Admissions, Records, and IS	1 Spring 2017 2 & 3 Ongoing	a. Identify data-related professional development needs for district and campus staff (Status #2 & #3) b. Formulate data-related professional development training goals based on identified needs (Status #3) c. Build professional development calendar based on identified needs (Status #2 & #3) d. Implement trainings, evaluate them regularly, and improve them as needed (Status #2 & #3)	• Data-related professional development needs and goals identified (Status #2 & #3) • Training calendar established (Status #2 & #3) • Professional development trainings implemented, evaluated, and improved as needed (Status #2 & #3)	1. AVC of Enrollment, Management, Admissions, Records, and IS has scheduled SQL training for all researchers on September 16th and Tableau training will be scheduled in October 2016 2. SQL training implemented for all Institutional Researchers, Coordinators and Directors on 9/16/16; Tableau trainings calendar established and first training implemented in Summer 2016, next training on 02/10/17; upcoming trainings to be scheduled. 　a) Training resources compiled in ***Institutional Research Resources*** document established on 3/9/17 IR Group MTG; and will be under ongoing updates at future IR group meetings 3. Executive Director will focus on this area—to be reviewed in April 2017 　a) Admissions & Records and Enrollment Manager Interim Dean in the process of reviewing data security trainings/providers (i.e. FERPA) to implement in April-May 2017.

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus	Applicable Objective(s)	Description of Resource Needed	Cost of Resource
A. Integrated planning throughout the district, total district service and better use of existing resources, i.e. staffing and organization alignment of district and college research resources to effectively meet institution research and reporting needs.	**Objective 2** Implement district level research staffing plan	**Action Step "d"** Implement the staffing plan: Hire district Institutional Research and Effectiveness personnel	$85,000
D. Develop a data information storage and reporting system that will coordinate and align with the colleges while making information accessible to constituents. E. Evaluate research tools such as data warehouse, data sets, and reports to meet end-user demands.	**Objective 2** Ensure availability and clarity of data analysis **Objective 3** Make data resources available to campus constituents as needed **Objective 1** Review potential research tools such as data warehouse, data sets, and reports **Objective 2** Provide for ongoing evaluation and improvement of current research tools such as data warehouse, data sets, and reports	**Action Step "a"** Establish districtwide data warehouse • Purchase software • Associated software implementation contractor costs **Action Step "a"** Establish districtwide data warehouse • Purchase software • Associated software implementation contractor costs	$65,000

Applicable Area(s) of Focus	Applicable Objective(s)	Description of Resource Needed	Cost of Resource
F. Evaluate skills and knowledge of current staff related to SQL, statistical analysis, reporting services, data mining, and predictive analytics.	**Objective 1** Identify data-related professional development needs **Objective 2** Establish training goals related to data use **Objective 3** Establish and implement a training calendar	**Action Step "a"** Identify data-related professional development needs for district and campus staff **Action Step "b"** Formulate data-related professional development training goals based on identified needs **Action Step "c"** Build professional development calendar based on identified needs **Action Step "d"** Implement trainings, evaluate them regularly, and improve them as needed • Personnel costs associated with internal or external trainers for identified professional development needs • Materials and licensing fees associated with professional development training • Travel costs associated with professional development training	$50,000
Total IEPI Resource Request			$200,000

Approval			Collegial Consultation with the Academic Senate	
Chief Executive Officer			**Academic Senate President**	
Name: **Dr. Paul Parnell**, Chancellor			Name: **Dr. Wendell Stephenson** (Fresno City College)	
Signature:	Date:		Signature:	Date:
			Name: **Elizabeth Romero** (Clovis Community College)	
			Signature:	Date:
			Name: **Stephanie Curry** (Reedley Community College)	
			Signature:	Date: