

Intended Outcomes

Department: Office of Institutional Research and Effectiveness

Intended Outcome: 1

OIRE will develop the best available data to support decisions of the College community.

Intended Outcome: 2

OIRE will communicate effectively with its stakeholders.

Intended Outcome: 3

OIRE will be both responsive and proactive.

Intended Outcome: 4

OIRE will support planning and evaluation at STCC.

Intended Outcome: 5

OIRE will act in an ethical manner.

Intended Outcome: 6

OIRE will support accreditation.

Performance Indicators

Department: Office of Institutional Research and Effectiveness

Outcome: 1 OIRE will develop the best available data to support decisions of the College community.

Performance Indicator:	A Data will be as accurate as possible.
Performance Standard	No archived database will contain errors identifiable through descriptives generation or cross-checking against known databases.
Fall Activity Plan	All OIRE data entry will be checked for errors before acceptance as archived data in the OIRE server. Data received from other sources will be cleaned to the greatest extent possible in the absence of the original sources before being archived. Documentation of archival work will be maintained as projects in the OIRE Project Log.
Spring Activity Plan	All OIRE data entry will be checked for errors before acceptance as archived data in the OIRE server. Data received from other sources will be cleaned to the greatest extent possible in the absence of the original sources before being archived. Documentation of archival work will be maintained as projects in the OIRE Project Log.
Summer Activity Plan	All OIRE data entry will be checked for errors before acceptance as archived data in the OIRE server. Data received from other sources will be cleaned to the greatest extent possible in the absence of the original sources before being archived. Documentation of archival work will be maintained as projects in the OIRE Project Log.
Data Sources: (Most recent available unless otherwise noted)	Surveys and forms; Admissions; IS (SIS, HRS, FRS); Continuing Ed & Workforce Development; Instruction and Student Development Svcs. assorted external sources of data
Supporting Units:	Admissions & Records, IS, Human Resources, Instruction, Student Development, Comptroller, Cont Ed & Partnership

Performance Indicator:	B Data generated internally will be as complete as possible.
Performance Standard	Less than 5% of requests for information will be unfillable due to lack of data that it is within OIRE's control to obtain.
Fall Activity Plan	OIRE will begin working toward revising its processes, taking into consideration client comments and observations of the staff. Ongoing requests for service will be tracked and analysis done to identify needed information currently and regularly available to OIRE that is not captured, cleaned and archived for use in meeting the College's needs. Follow-up will be conducted to capture the requisite data.
Spring Activity Plan	OIRE will educate clients about the new processes being used and pilot the processes. Ongoing requests for service will be tracked and analysis done to identify needed information currently and regularly available to OIRE that is not captured, cleaned and archived for use in meeting the College's needs. Follow-up will be conducted to capture the requisite data.
Summer Activity Plan	OIRE will fix any gaps identified in the revised processes and prepare for full implementation in Fall 2000. Ongoing requests for service will be tracked and analysis done to identify needed information currently and regularly available to OIRE that is not captured, cleaned and archived for use in meeting the College's needs. Follow-up will be conducted to capture the requisite data.
Data Sources: (Most recent available unless otherwise noted)	OIRE archives; intra-institutional and external sources of data; Project log and request forms; client comments and behaviors
Supporting Units:	Admissions & Records, IS, Human Resources, Comptroller, Cont Ed & Partnership, VPs

Performance Indicators

Department: Office of Institutional Research and Effectiveness

Outcome: 1 OIRE will develop the best available data to support decisions of the College community.

Performance Indicator: C	Data will be manageable.
Performance Standard	Archived databases will be maintained in protected files on the OIRE server with read-only access to copied files available to OIRE staff.
Fall Activity Plan	Applications Specialist will continue to capture, clean and archive needed data and to make a copy of the cleaned original of those data available for use within OIRE.
Spring Activity Plan	Applications Specialist will continue to capture, clean and archive needed data and to make a copy of the cleaned original of those data available for use within OIRE.
Summer Activity Plan	Applications Specialist will continue to capture, clean and archive needed data and to make a copy of the cleaned original of those data available for use within OIRE.
Data Sources: (Most recent available unless otherwise noted)	
Supporting Units:	OIRE archives; intra-institutional and external sources of data; Project log and request forms Admissions & Records, IS, Human Resources, Comptroller, Cont Ed & Partnership

Performance Indicator: D	Data will be "thick" enough to allow exploration of complex relationships.
Performance Standard	In all appropriate instances, databases will be designed and maintained to be relational.
Fall Activity Plan	Identification of further linkages required to facilitate the work of OIRE will be pursued and databases amended to make linkages possible.
Spring Activity Plan	Identification of further linkages required to facilitate the work of OIRE will be pursued and databases amended to make linkages possible.
Summer Activity Plan	Identification of further linkages required to facilitate the work of OIRE will be pursued and databases amended to make linkages possible.
Data Sources: (Most recent available unless otherwise noted)	OIRE archives; intra-institutional and external sources of data;
Supporting Units:	Admissions & Records, IS, Human Resources, Comptroller, Cont Ed & Partnership

Performance Indicators

Department: **Office of Institutional Research and Effectiveness**

Intended Outcome #1, cont.: OIRE will develop the best available data to support decisions of the College community.
Outcome: 1 Cont.

Performance Indicator:	E	Data will be secured.
Performance Standard		No data will be inappropriately accessed by users outside OIRE.
Fall Activity Plan		The OIRE server and all computers within the Office will be password protected, made invisible to the STCC network as far as possible, and hard copies of data will be secured.
Spring Activity Plan		The OIRE server and all computers within the Office will be password protected, made invisible to the STCC network as far as possible, and hard copies of data will be secured.
Summer Activity Plan		The OIRE server and all computers within the Office will be password protected, made invisible to the STCC network as far as possible, and hard copies of data will be secured.
Data Sources: (Most recent available unless otherwise noted)		OIRE staff
Supporting Units:		

Performance Indicator:	F	Internally developed data will be as current as possible.
Performance Standard		All internally generated data will be usable within one month of its receipt in OIRE.
Fall Activity Plan		Train work studies to do data entry and do basic cleaning of data. Purchase high speed scanner and software to improve data entry.
Spring Activity Plan		Implement nonprofessional help as much as possible to facilitate data entry and cleaning and encourage use of machine readable forms to facilitate data capture and analysis.
Summer Activity Plan		Implement nonprofessional help as much as possible to facilitate data entry and cleaning and encourage use of machine readable forms to facilitate data capture and analysis.
Data Sources: (Most recent available unless otherwise noted)		OIRE records and staff
Supporting Units:		

Performance Indicator:	G	Externally-developed data will be as current as possible.
Performance Standard		Less than 10% of all reports generated from externally generated data will be identified as not being from the most current data.
Fall Activity Plan		Continuous environmental scanning for new releases or changes in release dates for data from external sources.
Spring Activity Plan		Continuous environmental scanning for new releases or changes in release dates for data from external sources.
Summer Activity Plan		Continuous environmental scanning for new releases or changes in release dates for data from external sources.
Data Sources: (Most recent available unless otherwise noted)		Net; governmental agencies; other colleges and universities; NCES, NCHEMS, etc.
Supporting Units:		

Performance Indicator:	H	Documentary research will be facilitated.
Performance Standard		An in-house collection of appropriate institutional documents will be developed and maintained.
Fall Activity Plan		Develop institutional awareness of need to preserve documents.
Spring Activity Plan		Identify gaps in current OIRE collection and fill.
Summer Activity Plan		Collect new documents as they are published.
Data Sources: (Most recent available unless otherwise noted)		All official documents
Supporting Units:		All offices, departments and programs

Performance Indicators

Department: Office of Institutional Research and Effectiveness

Outcome: 2 OIRE will communicate effectively with its stakeholders.

Performance Indicator: A	Required reports to external agencies will be satisfactory.
Performance Standard	Less than 10% of reports submitted to external agencies will generate requests for follow-up to correct/amend reports.
Fall Activity Plan	
Spring Activity Plan	Continue to refine data collection, analysis and reporting processes. Continue implementation of Biennial IR & IE Activities schedules.
Summer Activity Plan	Continue to refine data collection, analysis and reporting processes. Continue implementation of Biennial IR & IE Activities schedules.
Data Sources: (Most recent available unless otherwise noted)	Internal records and feedback from recipients of reports
Supporting Units:	Developmental Studies, President's Office, Human Resources, Comptroller, NAH, Technology, & any other internal recipients of feedback from external sources

Performance Indicator: B	Internal reports and documents will be readily interpretable by users.
Performance Standard	Less than 5% of recipients of internal reports and documents will request assistance in interpreting or using the material developed by OIRE.
Fall Activity Plan	Elicit feedback from clients about areas of difficulty. Continue process of conceptualizing output as having to be intuitive to the naïve or near-naïve user with little time to devote to coming to understand reports.
Spring Activity Plan	Identify specific sorts of interpretation problems. Address through changes in reporting formats, workshops for data users. May also need to identify specific users having identifiable problems and implement individual processes to address.
Summer Activity Plan	Identify specific sorts of interpretation problems. Address through changes in reporting formats, workshops for data users. May also need to identify specific users having identifiable problems and implement individual processes to address.
Data Sources: (Most recent available unless otherwise noted)	OIRE's quality assurance forms; personal experience; anecdotal evidence
Supporting Units:	All clients

Performance Indicator: C	Internal clients of OIRE will understand how to access the services of the Office.
Performance Standard	Less than 5% of requests for service will be made outside established channels.
Fall Activity Plan	Reconceptualize some of OIRE's processes and materials. Complete development of a Client Handbook and gain approval for its distribution.
Spring Activity Plan	Distribute and Implement Client Handbook, including new procedures and forms.
Summer Activity Plan	Conduct workshops with Administrators and Executives about new procedures and forms.
Data Sources: (Most recent available unless otherwise noted)	Project log; QAS forms; personal experience; anecdotal evidence
Supporting Units:	All clients

Performance Indicator: D	Internal clients of OIRE will have reasonable expectations of the Office.
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Performance Indicators

Department: **Office of Institutional Research and Effectiveness**

Outcome: 2 OIRE will communicate effectively with its stakeholders.

Performance Standard	Less than 5% of requests for service will be inappropriate or impossible to fulfill.
Fall Activity Plan	Increase client understanding through one-to-one and small group discussions, newsletters, and Client Handbook. Work with "problem" clients to develop groundrules for making requests.
Spring Activity Plan	Increase client understanding through one-to-one and small group discussions, newsletters, and Client Handbook. Work with "problem" clients to develop groundrules for making requests.
Summer Activity Plan	Increase client understanding through one-to-one and small group discussions, newsletters, and Client Handbook. Work with "problem" clients to develop groundrules for making requests.
Data Sources: (Most recent available unless otherwise noted)	Project log; QAS forms; personal experience; anecdotal evidence
Supporting Units:	All clients

Performance Indicators

Department: Office of Institutional Research and Effectiveness

Outcome: 2 C2 continued: OIRE will communicate effectively with its stakeholders.

Performance Indicator: E	Communication will be timely.
Performance Standard	Less than 5% of all products of OIRE will be later than agreed-upon timelines when clients do not make changes in original requests for service.
Fall Activity Plan	Track completion date of products and analyze the degree to which they are late and the reasons for lateness. Address these. Work with "problem" clients to address reasons why changes in service requests causes delays in product. Identify bottlenecks for data and information flow within STCC.
Spring Activity Plan	Work with other offices and departments to adjust information and data bottlenecks.
Summer Activity Plan	Work with other offices and departments to adjust information and data bottlenecks.
Data Sources: (Most recent available unless otherwise noted)	Project log; QAS forms; personal experience; anecdotal evidence
Supporting Units:	Other internal offices and departments, as identified during the process

Performance Indicator: F	Internal clients of OIRE will be informed about the results of IR and IE work by OIRE.
Performance Standard	No more than 10% of all documents distributed annually by OIRE will be the result of a second production run necessitated by omissions in original distribution lists.
Fall Activity Plan	For every piece of work released from OIRE, consideration will be given to implications of the product and both line and staff organization to which it may be relevant. If in doubt, OIRE will tend to over-inform rather than under-inform. We will also seek approval to put things online, with or without password protection. Revising our Project Request/Log/QAS System will facilitate informing clients.
Spring Activity Plan	Continue efforts to make as much of the information generated from OIRE available to the general College community as possible
Summer Activity Plan	Continue efforts to make as much of the information generated from OIRE available to the general College community as possible
Data Sources: (Most recent available unless otherwise noted)	Project log; QAS forms; personal experience; anecdotal evidence
Supporting Units:	President's Office, various ITS offices, others?

Performance Indicator: G	The external community of STCC will have awareness of College information resulting from the work of OIRE.
Performance Standard	At least half of the documents published as a result of the work of Public Relations and Marketing will contain information resulting from the work of OIRE.
Fall Activity Plan	Everything of remotely general interest will be copied to that office for consideration of distribution through press releases. Review STCC clippings and publications for OIRE generated information.
Spring Activity Plan	Everything of remotely general interest will be copied to that office for consideration of distribution through press releases. Review STCC clippings and publications for OIRE generated information.
Summer Activity Plan	Everything of remotely general interest will be copied to that office for consideration of distribution through press releases. Review STCC clippings and publications for OIRE generated information.

Performance Indicators

Department: **Office of Institutional Research and Effectiveness**

Outcome: 2 C2 continued: OIRE will communicate effectively with its stakeholders.

Data Sources: (Most recent available unless otherwise noted)	Review STCC clippings and publications to see how often OIRE-provided info is used
Supporting Units:	Public Relations & Marketing

Performance Indicator: H	Research methodology and analyses will be appropriate and accurate.
Performance Standard	Less than 2% of reports will require substantive revision due to flawed methodologies or analysis.
Fall Activity Plan	OIRE will continue internal review and discussion, as well as external, at all phases of work to ensure that the best identifiable practices are used.
Spring Activity Plan	Send OIRE staff to conferences, workshops, etc., to improve professional skills.
Summer Activity Plan	Send OIRE staff to conferences, workshops, etc., to improve professional skills.
Data Sources: (Most recent available unless otherwise noted)	Reports from staff; use of new techniques in work; QAS forms
Supporting Units:	VP ITS

Performance Indicators

Department: Office of Institutional Research and Effectiveness

Outcome: 3 OIRE will be both responsive and proactive.

Performance Indicator: A	Requests for services will be met.
Performance Standard	Less than 5% of requests for service will not be met if conditions 1 B,C, & D, above, are met.
Fall Activity Plan	As OIRE comes closer to being current in its work load, we anticipate that it can be more responsive to client requests. This fall, initial implementation of routinized reports should be a good first step in becoming both current and proactive.
Spring Activity Plan	Continue progress toward being current in workload.
Summer Activity Plan	Get completely current in workload.
Data Sources: (Most recent available unless otherwise noted)	Project log; QAS forms; personal experience; anecdotal evidence
Supporting Units:	VP ITS

Performance Indicator: B	OIRE will produce routine and standard reports on a term- or annual basis that anticipate requests for information.
Performance Standard	The number of ad hoc requests for reports will decrease by 10% this year.
Fall Activity Plan	Release of Student Flow Model, Graduate Student and Employer Follow-Ups, Grade Distribution Report
Spring Activity Plan	Continue to develop routine reports and continue to issue and distribute those begun in the Fall.
Summer Activity Plan	Continue to develop, produce and distribute standard reports.
Data Sources: (Most recent available unless otherwise noted)	Project log; QAS forms; personal experience; anecdotal evidence
Supporting Units:	Internal Clients

Performance Indicator: C	OIRE will serve as the de facto Institutional Review Board for all research conducted at STCC.
Performance Standard	No instances of unapproved research at STCC will be identified.
Fall Activity Plan	Notify the college community of this function of OIRE and begin to follow-up on instances of unevaluated research.
Spring Activity Plan	Continue the work of the Fall, becoming a bit more intrusive about the need for review.
Summer Activity Plan	Conduct workshops with administrators and executives about the functions of an IRB.
Data Sources: (Most recent available unless otherwise noted)	IRB Forms compared with identified research work
Supporting Units:	All offices and departments

Performance Indicator: D	OIRE will serve in a consultative and/or facilitative role for individuals and groups planning to conduct research at STCC.
Performance Standard	The number of requests for consultation or facilitation of intra-institutional research will increase by 10% over that of the 1999-98 year.
Fall Activity Plan	Increase the College community's awareness of these functions through interpersonal networking, newsletters, committee work, etc.

Performance Indicators

Department: **Office of Institutional Research and Effectiveness**

Outcome: 3 OIRE will be both responsive and proactive.

Spring Activity Plan	Increase the College community's awareness of these functions through interpersonal networking, newsletters, committee work, etc.
Summer Activity Plan	Increase the College community's awareness of these functions through interpersonal networking, newsletters, committee work, etc.
Data Sources: (Most recent available unless otherwise noted)	Project log; QAS forms; personal experience; anecdotal evidence
Supporting Units:	All offices and departments

Performance Indicators

Department: **Office of Institutional Research and Effectiveness**

Outcome: 4 OIRE will support planning and evaluation at STCC.

Performance Indicator:	A	The annual IE cycle will proceed as planned.
Performance Standard		100% of STCC departments and programs will complete all phases of the 1999-2000 IE cycle.
Fall Activity Plan		IE Plan records; Project log; QAS forms; personal experience; anecdotal evidence
Spring Activity Plan		IE Plan records; Project log; QAS forms; personal experience; anecdotal evidence
Summer Activity Plan		IE Plan records; Project log; QAS forms; personal experience; anecdotal evidence
Data Sources: (Most recent available unless otherwise noted)		IE Plan records; Project log; QAS forms; personal experience; anecdotal evidence
Supporting Units:		All offices and departments

Performance Indicator:	B	Long-term planning will proceed as planned.
Performance Standard		100% of STCC offices and departments will receive copies of their current 5-year plans to use in developing staffing and budget plans for 2000-2001.
Fall Activity Plan		Update 5-year plans, based on Fall activities, and send copies to administrators for their use.
Spring Activity Plan		Help all units integrate budget, personnel, operational plans, IE Plans, and 5-year plans.
Summer Activity Plan		Continue to help all units integrate budget, personnel, operational plans, IE Plans, and 5-year plans.
Data Sources: (Most recent available unless otherwise noted)		Planning document comparison & review of practice
Supporting Units:		All offices and departments

Performance Indicator:	C	
Performance Standard		100% of STCC offices and departments will update their 5-year plans, adding a new 5th year.
Fall Activity Plan		Director will update plans through Fall from existing information.
Spring Activity Plan		All plans updated prior to April 1, 2000.
Summer Activity Plan		
Data Sources: (Most recent available unless otherwise noted)		5-Year plan books
Supporting Units:		All offices and departments

Performance Indicator:	D	Process- and outcome evaluation will be initiated through OIRE in 1999-2000.
Performance Standard		A plan for managing this work will be developed and approved College-wide.
Fall Activity Plan		Initiate discussions of reorganization of office responsibilities, needed staffing, etc., to undertake these roles.
Spring Activity Plan		Work on College community buy-in of the desirability of this work being carried out through OIRE.
Summer Activity Plan		Initial planning for 2000-01 academic year

Performance Indicators

Department: **Office of Institutional Research and Effectiveness**

Outcome: 4 OIRE will support planning and evaluation at STCC.

Data Sources: (Most recent available unless otherwise noted)	Notes of meetings, approved proposals
Supporting Units:	All offices and departments