#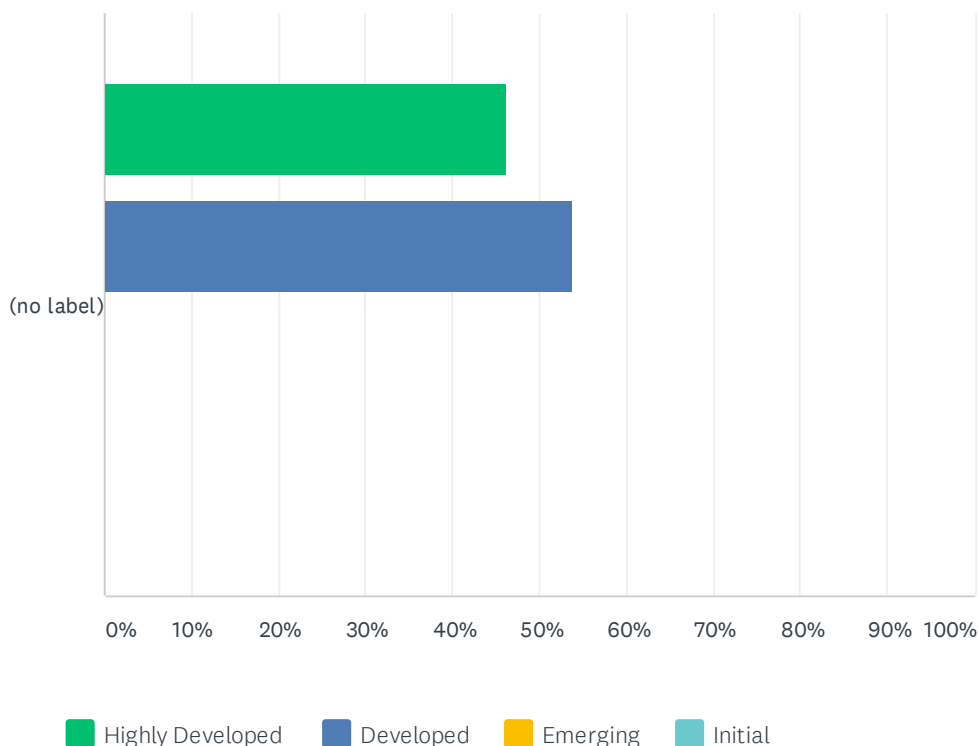 Q1 SUPPORT OF THE COLLEGE MISSIONHighly Developed: Exhibits ongoing and systematic evidence of mission achievement.Developed: Exhibits evidence that planning guides program and services selection that supports the college's mission.Emerging: Evidence that planning intermittently informs some selection of services to support the college's mission.Initial: Minimal evidence that plans inform selection the of services to support the college's mission.

Answered: 13   Skipped: 0

🟩 Highly Developed   🟦 Developed   🟨 Emerging   🟦 Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	46.15% 6	53.85% 7	0.00% 0	0.00% 0	13	3.46

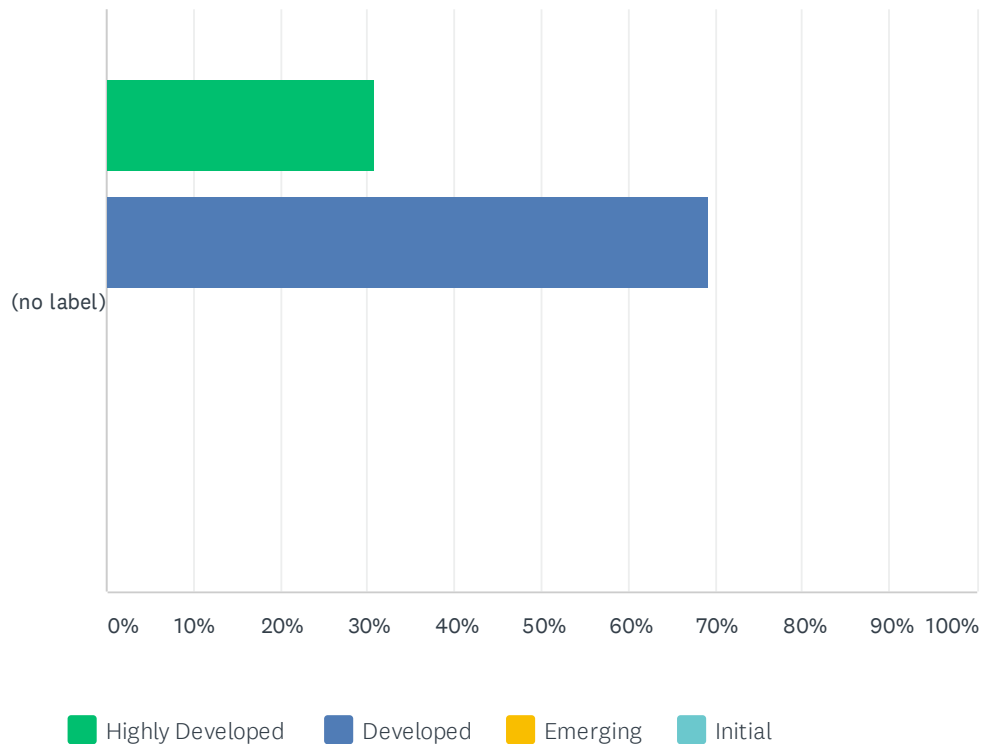| #	FEEDBACK:	DATE
1	IR is an important part of KCC fulfilling its mission in all strategic areas.	11/6/2020 12:22 PM
2	The IR department has been able to provide information and metrics that help other departments achieve the college mission goals.	11/6/2020 9:26 AM
3	Access to the well-analyzed data provided by the Institutional Research Department is critical to the effective work accomplished by KCC administrators, faculty and staff on behalf of our students and community.	10/27/2020 10:10 AM
4	clear goals and targets	10/26/2020 1:06 PM
5	The institution would have no ability to identify if we fulfilled our mission without IR. This department is integral in assisting with identification of strength, challenges and in planning resources to fulfill our mission.	10/23/2020 1:55 PM

Q2 ACCOMPLISHMENTS IN ACHIEVING STRATEGIC GOALSHighly Developed: Exhibits ongoing and systematic evidence of goal achievement.Developed: Exhibits evidence that planning guides services selection that supports goal achievement.Emerging: Evidence that planning intermittently informs some selection of services to support the goal achievement.Initial: Minimal evidence that plans inform selection of services to support goal achievement.
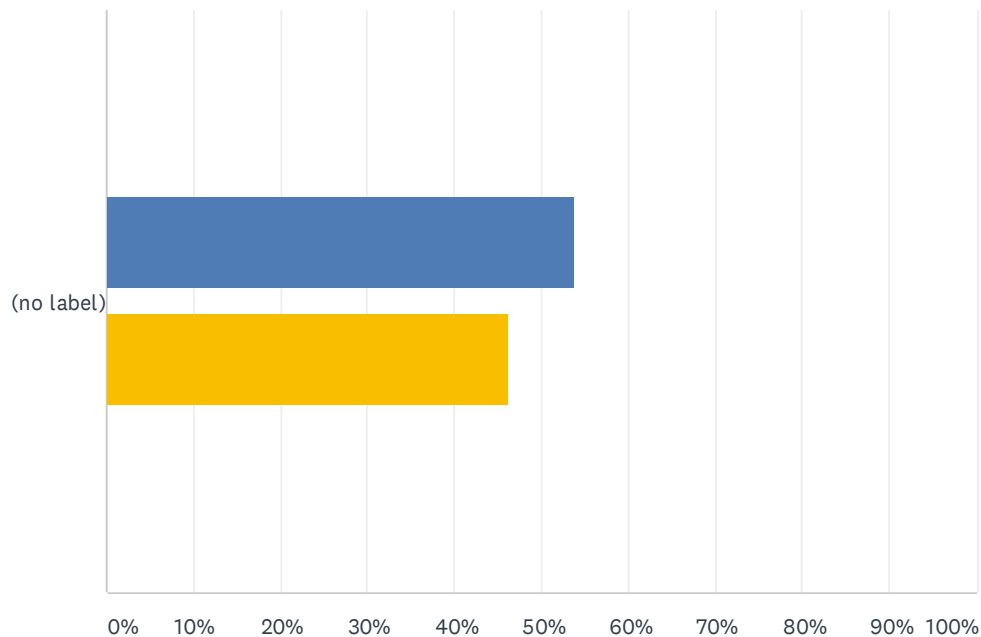
Answered: 13   Skipped: 0

Highly Developed   Developed   Emerging   Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	30.77% 4	69.23% 9	0.00% 0	0.00% 0	13	3.31

#	FEEDBACK:	DATE
1	Making regular progress on strategic goals.	11/6/2020 12:22 PM
2	For the most part IR has been working towards their goals. A lot of factors interrupted their work and should be taken into consideration.	11/6/2020 9:26 AM
3	progress notes are getting out of date.	11/2/2020 11:47 AM
4	The department sets the bar high and successfully achieves goals far beyond the scope of day-to-day responsibilities.	10/27/2020 10:10 AM
5	successes identified, with further plans suggested	10/26/2020 1:06 PM
6	Appreciate this is always a work in progress, always striving for improvements.	10/23/2020 1:55 PM

Q3 PERSONNEL SUMMARYHighly Developed: Employs a sufficient number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect duties, responsibilities and authority of the position. Developed: Employs an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position. Emerging: Has a plan to employ an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position. Initial: Staffing is insufficient to meet the needs of the program.

Answered: 13   Skipped: 0

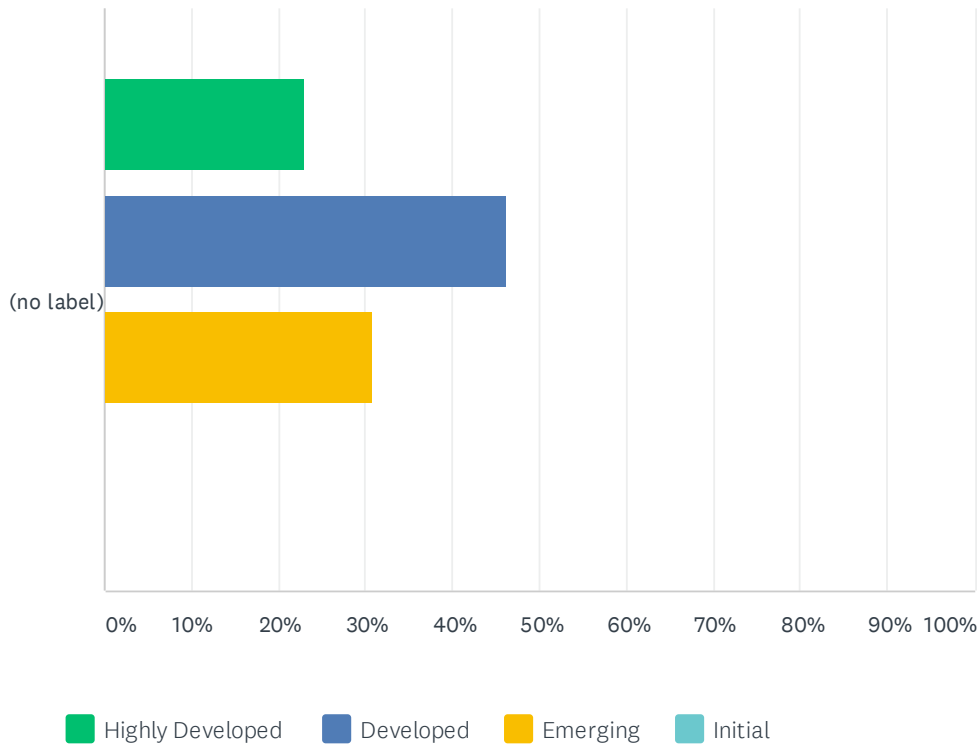Highly Developed   Developed   Emerging   Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	53.85% 7	46.15% 6	0.00% 0	13	2.54

#	OTHER (PLEASE SPECIFY)	DATE
1	Developed but in need of a full time focused Institutional Researcher to manage the department (of two).	11/6/2020 12:22 PM
2	Normally employs sufficient staff. Currently, IR is also performing interim VPSS duties	11/6/2020 9:51 AM
3	Due to unforeseen circumstance, IR has been reduce from a department of 2 to a department of 1.5? But still are able to meet the needs of other departments.	11/6/2020 9:26 AM
4	I'm aware the balancing act has been tough and this was a team of 2 doing the work of many more PRIOR to the Director taking on an additional role. That said, the continuing level of responsiveness and support (i.e. for grant info requests) has been impressive and appreciated.	11/4/2020 1:09 PM
5	The reassignment of half the department is a bit problematic.	11/4/2020 9:24 AM
6	3C Short staffing, might address what the plan is and options are now and in 6 months	11/2/2020 11:47 AM
7	It would serve the college's strategic goals and mission for this critical department to be fully staffed with highly qualified personnel.	10/27/2020 10:10 AM
8	Bill has two major job positions, which limits his time for IR. It would be best to fill the VP position to let Bill to focus on his IR role (when budgets allow)	10/26/2020 1:06 PM
9	Prior to this year I would say this was highly developed, however, now we need a solid plan for ensuring adequate staffing in the IR department so that their good work can continue without stretching department staff too thin.	10/23/2020 1:55 PM
10	Developed, but could use an additional staff member to help with the work load.	10/22/2020 11:49 AM

Q4 STAFF DEVELOPMENTHighly Developed: Exhibits ongoing and systematic support of professional development opportunities. Developed: Exhibits support of regular professional development opportunities.Emerging: Evidence of intermittent professional development opportunities.Initial: Minimal evidence of professional development opportunities.

Answered: 13   Skipped: 0

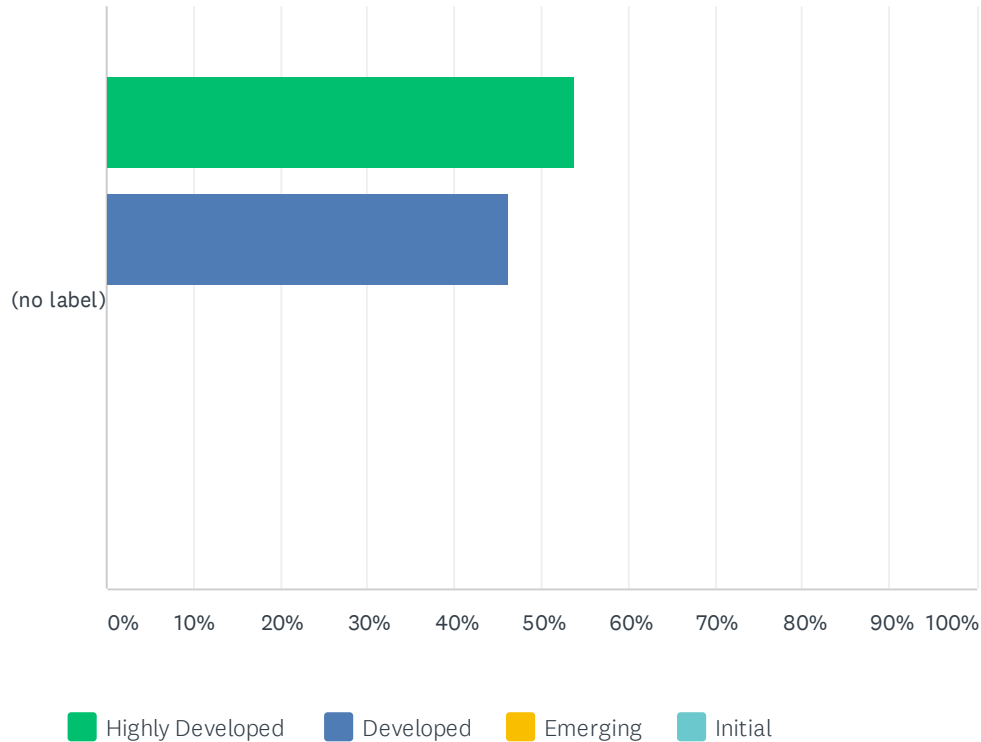Highly Developed   Developed   Emerging   Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	23.08% 3	46.15% 6	30.77% 4	0.00% 0	13	2.92

Non-Instructional Department Review: Institutional Research

#	FEEDBACK:	DATE
1	It is working.	11/6/2020 12:22 PM
2	Need to include a professional development plan for the data base report writer	11/6/2020 9:51 AM
3	The Institutional Researcher has attended many professional developments, but the assistant has not. This is probably due to Covid 19. However, I imagine there are a lot of online professional development opportunities the assistant can benefit from.	11/6/2020 9:26 AM
4	Appreciating prior institutional investments in conference attendance and the current Covid19 limitations, it may still benefit the department to identify specific future opportunities and learning goals (are there new data collection technologies to investigate? are there certifications so secure based on learning/experience? Is there a goal around collection and reporting standards? Are there training standards in place at other Community Colleges that could be reviewed/adapted?)	11/4/2020 1:09 PM
5	Since there are two positions in this department, breaking out the development activities of each would have been useful to understanding how this is being met.	11/4/2020 9:24 AM
6	Requests for professional development have all been awarded, and staff attend regular annual conferences.	10/26/2020 1:06 PM
7	I do not note professional development by all members of the IR team.	10/23/2020 1:55 PM

Q5 FACILITIES AND EQUIPMENTHighly Developed: Facilities and resources meet current and future needs of the college.Developed: Facilities and resources meet current needs of the collegeEmerging: Evidence of a plan to have facilities and resources meet current and future needs of the college.Initial: Minimal evidence that facilities and resources meet current and future needs of the college.
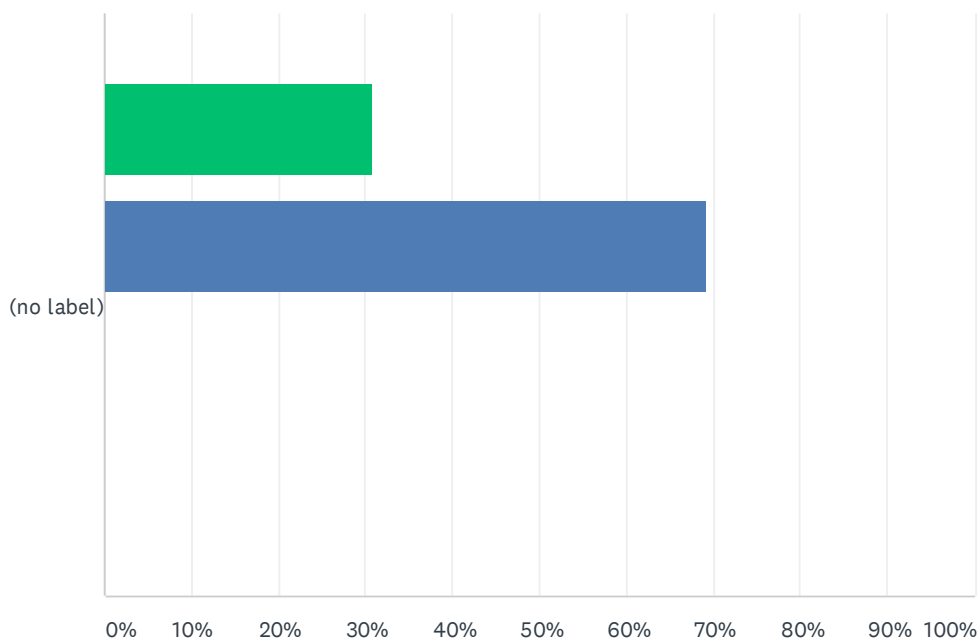
Answered: 13   Skipped: 0

Highly Developed   Developed   Emerging   Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	53.85% 7	46.15% 6	0.00% 0	0.00% 0	13	3.54

#	FEEDBACK:	DATE
1	Have what they need for the time being.	11/6/2020 12:22 PM
2	Staff have 2 computers, which they say is sufficient to do their work.	10/26/2020 1:06 PM
3	Great use of the current equipment and services from the IS department.	10/22/2020 11:49 AM

Q6 BUDGETHighly Developed: Financial resources meet current needs and are projected to meet future needs.Developed: Financial resources meet current needs. Emerging: Evidence of a plan to acquire financial resources to meet current needs.Initial: Minimal evidence that financial resources meet current needs.
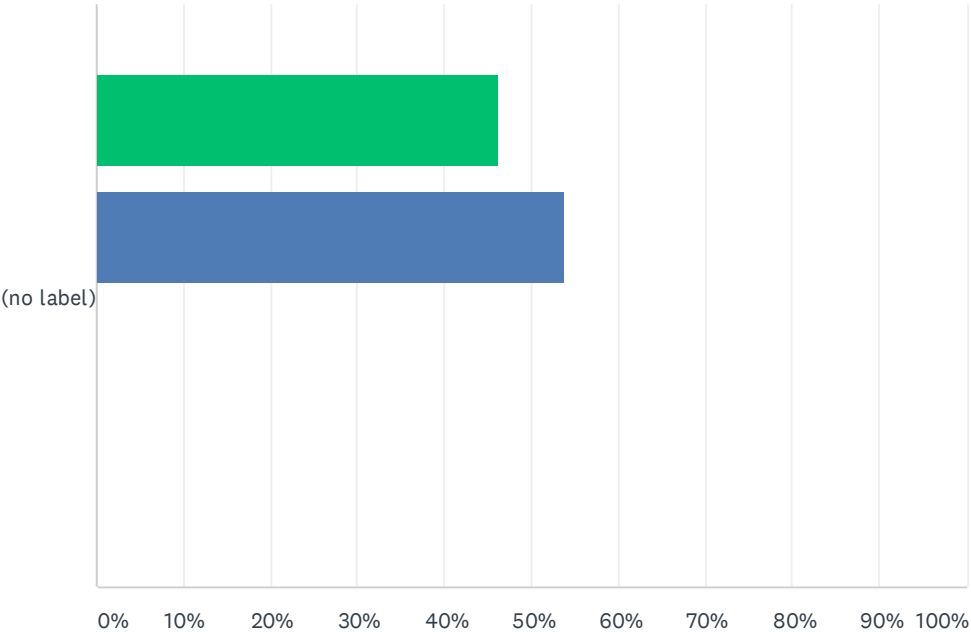
Answered: 13   Skipped: 0

Highly Developed   Developed   Emerging   Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	30.77% 4	69.23% 9	0.00% 0	0.00% 0	13	3.31

#	FEEDBACK:	DATE
1	Seems to be appropriate and there is flexibility when needed.	11/6/2020 12:22 PM
2	I worry some that the realized "savings" associated with the position restructure may not be recoverable in future budgeting if more challenges to institutional funding are to come.	11/4/2020 1:09 PM
3	Id what contracted services are	11/2/2020 11:47 AM
4	The budget is reported to be sufficient for this department, but outside resourced have to be found for special projects.	10/26/2020 1:06 PM
5	Cost savings related to the IR director's wage currently coded to Student Services, will need to be fully funded in the IR department in the future.	10/23/2020 1:55 PM

Q7 STRENGTHS AND WEAKNESSESHighly Developed: Strengths and weaknesses are described accurately and thoroughly.Developed: Most strengths and weaknesses are described accurately and thoroughly.Emerging: Some strengths and weaknesses are described accurately and thoroughly.Initial: Minimal evidence that strengths and weaknesses are described accurately and thoroughly.

Answered: 13   Skipped: 0

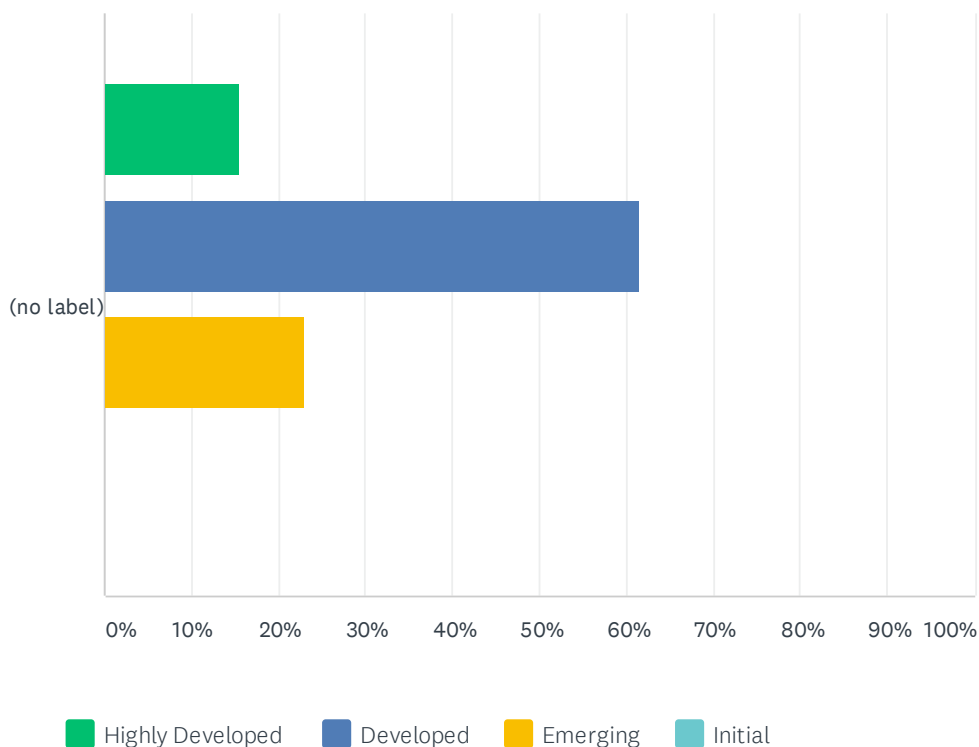

Highly Developed ■ Developed ■ Emerging ■ Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	46.15% 6	53.85% 7	0.00% 0	0.00% 0	13	3.46

#	FEEDBACK:	DATE
1	The department has a clear view of strengths and weaknesses.	11/6/2020 12:22 PM
2	The amount of reports created for the institution was quite large. Is there a need for all these reports? How much information is being duplicated?	11/6/2020 9:26 AM
3	Staff qualifications and skill sets are a tremendous asset for this department. I'm in agreement on assessment of weaknesses being in sheer volume of reporting options, though there are clear attempts to categorize/coordinate. 2 items from my personal wish list would be adding a "totals" section to certain reports and finding a way to generate more "presentational" reporting for certain dynamics (as opposed to cutting and pasting with SNIP). For example, in the Enrollment Summary by CMA for WI2021, adding the Un Duplicated Headcount for 15+Credits, Community Ed, Distance Ed, Face to Face, M Class, Oregon Promise (presuming distinct, non overlapping enrollment) would be helpful.	11/4/2020 1:09 PM
4		11/4/2020 9:24 AM
5	This department was a revolving door before Bill took over. He has made this into an effective department. It is critical to provide data for outside agencies. I agree that he dept has high customer service. Archiving and filing of reports sounds like an interesting task.	11/2/2020 11:47 AM
6	The stated weakness in the inventory of reports shows an honest awareness of a compounding problem in need of a campus-based archival solution.	10/27/2020 10:10 AM
7	Bill and Brad sound like a great team. Their skills complement each other, and they have enough KCC experience to give insight into the data needs of the institution and staff. Their weakness is they have done too much in the area of reports! They feel the need to streamline down to key reports and review those that may be outdated.	10/26/2020 1:06 PM
8	KCC is very fortunate to have such a dedicated and well rounded IR team. Their work drives decision making at the institutional level.	10/23/2020 1:55 PM
	FEEDBACK:	

Q8 NEW GOALS AND PLANHighly Developed: Multiyear planning process with evidence of use of assessment data in planning.Developed: Multiyear planning process with some assessment data.Emerging: Short-term planning process recently implemented.Initial: Minimal evidence of planning process.
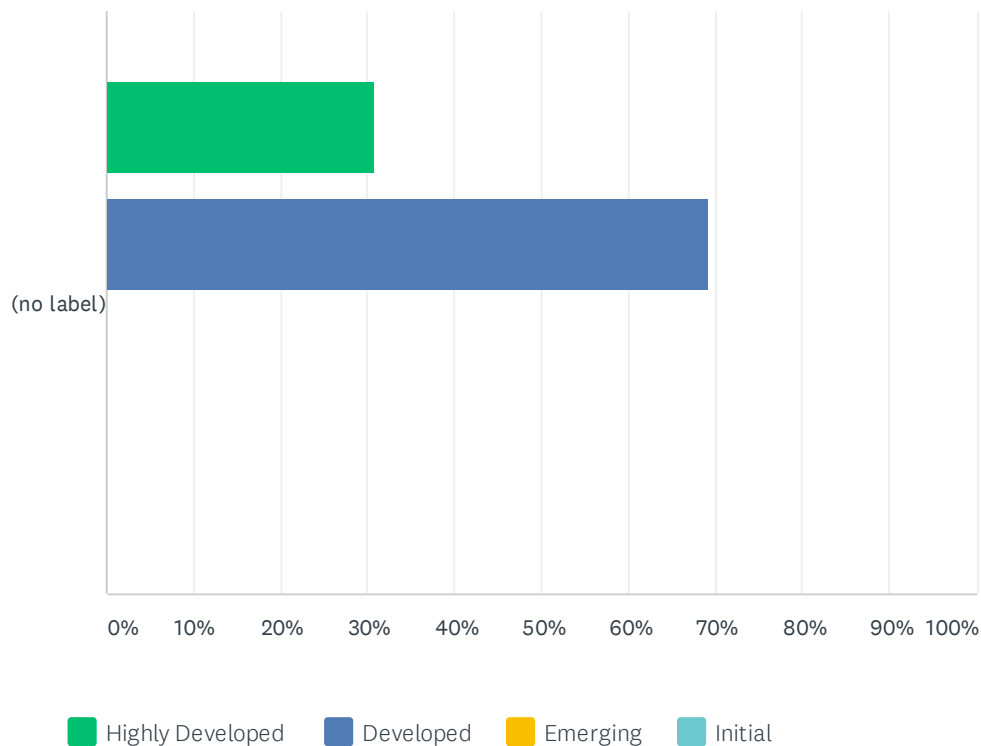
Answered: 13   Skipped: 0

Legend: Highly Developed, Developed, Emerging, Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	15.38% 2	61.54% 8	23.08% 3	0.00% 0	13	2.92

#	FEEDBACK:	DATE
1	The goals set for the department are aligned with KCC's goals and mission with an eye to improving the supportive nature of IR.	11/6/2020 12:22 PM
2	Look forward to continue to develop and enhance reporting that ties in grant funded program impacts to student outcomes for additional clarity in resource office narratives.	11/4/2020 1:09 PM
3	Maybe some additional depth to department plans.	11/2/2020 11:47 AM
4	As the department returns to full staffing, it would be beneficial to develop an agile and sustainable solution for the problem surrounding the growing inventory of valid and invalid reports on SharePoint (as described in Department Weaknesses).	10/27/2020 10:10 AM
5	The new goal of organizing the Learning Outcomes into a database will give guidance to the teaching faculty in assessment review and revision. They did identify a weakness of too many reports, so it might be a further goal to review and reduce these reports.	10/26/2020 1:06 PM
6	The report does not elaborate on any new goals but rather a continuation of existing goals, but without timelines, measures of evaluation and processes for implementation.	10/23/2020 1:55 PM

Q9 OVERALL PROGRAM EVALUATIONHighly Developed: Evidence of ongoing systematic use of planning in selection of programs and services.Developed: Program exhibits evidence that planning guides program and services selection that supports the college.Emerging: There is evidence that planning intermittently informs some selection of services to support the college.Initial: Minimal evidence that plans inform selection the of services to support the college's mission.
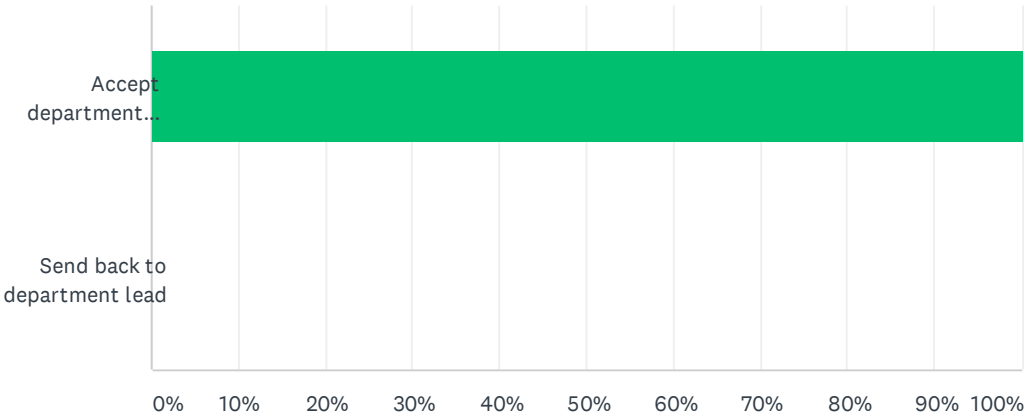
Answered: 13   Skipped: 0

🟩 Highly Developed   🟦 Developed   🟨 Emerging   🟦 Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	30.77% 4	69.23% 9	0.00% 0	0.00% 0	13	3.31

#	FEEDBACK:	DATE
1	Doing very good work.	11/6/2020 12:22 PM
2	Great team. Does a lot with what they have. This work is critical to KCC.	11/4/2020 1:09 PM
3	Solid department that supports KCC mission and needs. This is due solely to Bill. Concerned that dept is short staffed for a year and may have turnover.	11/2/2020 11:47 AM
4	The evaluation provided thoughtful insight of the critical work accomplished by the Institutional Research Department.	10/27/2020 10:10 AM
5	This team of two have done outstanding work in data collection, review and management. The Data Day they prepare is a massive effort and proves to be very insightful for staff to the overall KCC progress.	10/26/2020 1:06 PM

Q10 Should this non-instructional department review be accepted by CIIC or sent back to the department lead for further work?

Answered: 13   Skipped: 0

ANSWER CHOICES	RESPONSES	
Accept department review document	100.00%	13
Send back to department lead	0.00%	0
TOTAL		13

Q11 Please highlight the strengths of the department.

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	The department has the advantage of the basic structure and support from the former department head.	11/19/2020 8:45 AM
2	The ability of the department to respond in a reliable and consistent manner to all of the requests from across the institution for data and statistical analysis.	11/13/2020 3:53 PM
3	Very mission and customer service focus. The talent and background of the staff/	11/6/2020 12:22 PM
4	Experience, established reporting processes	11/6/2020 9:51 AM
5	Great customer service. Knowledgeable personnel.	11/6/2020 9:26 AM
6	Strength in skill sets, knowledge, and customer service	11/4/2020 1:09 PM
7	The two people assigned to this department are able to do a great deal of work given their complementary skill sets.	11/4/2020 9:24 AM
8	Bill has brought stability and reliability to this area.	11/2/2020 11:47 AM
9	Focus on "customer service" Expertise in the field of data management High achievement standards Prioritizes continual growth and improvement	10/27/2020 10:10 AM
10	Extremely useful reports are are prepared by request. Data crucial to grant funding is researched and provided to writers. Data summit day and Go Figure are useful insights into how KCC compares with Oregon colleges, and generally instills pride to be part of this organization.	10/26/2020 1:06 PM
11	Dedicated and well rounded IR team. Provisions of data to guide decision making at the institution. Customer service minded individuals on the IR team.	10/23/2020 1:55 PM
12	The current team structure appears to be working to fill on members' strength when a weakness is found in another member.	10/22/2020 11:49 AM
13	Quality data collection and presentations for staff and faculty.	10/21/2020 4:49 PM

Q12 Please outline weaknesses of the department.

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	Experience. This will be gained with time in that position.	11/19/2020 8:45 AM
2	Right now, the department needs a leader at the helm and to guide the work of the department. Bill Jennings is doing great, but can't always be managing two major efforts at KCC.	11/13/2020 3:53 PM
3	Having the Institutional Researcher wearing two (big) hats.	11/6/2020 12:22 PM
4	succession planning, old IR reports need to be removed from the report bank	11/6/2020 9:51 AM
5	Too many reports (611) Can they be whittled down?	11/6/2020 9:26 AM
6	capacity is currently stretched, there may be some opportunities for "streamlining" certain reporting.	11/4/2020 1:09 PM
7	The vast amount of information they manage is problematic, particularly now that one person has been reassigned.	11/4/2020 9:24 AM
8	In a state of flux staff wise.	11/2/2020 11:47 AM
9	Department, and thereby the college, would benefit from being 100% staffed.	10/27/2020 10:10 AM
10	Bill is doing two jobs and it puts a lot of pressure on him. KCC administration must be careful not to burn out such a valuable employee.	10/26/2020 1:06 PM
11	Inadequate staffing currently with unknown plan for assuring consistency and funding for a fully staffed department.	10/23/2020 1:55 PM
12	This department could benefit from adding another part or fulltime member to help with the work load.	10/22/2020 11:49 AM
13	report inventory and temporary understaffing	10/21/2020 4:49 PM

Q13 Please make recommendations for department improvement.

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	Reaching out to departments to find out what their need are. Developing strategies for each department.	11/19/2020 8:45 AM
2	I agree there needs to a cataloging system for all that IR has in terms of information and reports. I also think that a catalog would then be available to staff. It could be part of on-boarding faculty, trains for employees. Also, maybe Marsha Richmond could add some insight on how to make it accessible and user-friendly. Maybe a professional training opportunity within KCC to make some staff/faculty operational resources on what IR has available to their area... Find a way to break IR out of the silo a bit.	11/13/2020 3:53 PM
3	Keep doing the good work.	11/6/2020 12:22 PM
4	Need a professional development plan for the data base report writer	11/6/2020 9:51 AM
5	Other than what was stated above, I feel the department is doing well and I appreciate their efforts to help all departments get the information they need.	11/6/2020 9:26 AM
6	Another case of a department that maximizes their efforts through leveraging what they have to work with. Assigning metrics to Prof. Development Goals, and establishing a timeline/plan for a resolution to the current evolving infrastructure may have value.	11/4/2020 1:09 PM
7	Departmental tasks have grown to the point where it's probably time to draw some boundaries around which reports are maintained and what work belongs in this department and what should happen elsewhere.	11/4/2020 9:24 AM
8	It going to be tough to replace Bill if he doesn't come back to this position .	11/2/2020 11:47 AM
9	Administration should consider options for returning department to 100% staffing, as it is feasible.	10/27/2020 10:10 AM
10	As budget cuts have prevented hiring the VP of student services position, as much as possible, duties might be delegated to limit the amount of work he is responsible for.	10/26/2020 1:06 PM
11	Determination of mid to long range plans for utilization of the IR director. Mr. Jennings would be very hard to replace as the IR director. Almost no other candidate would have his knowledge of the history of our institution.	10/23/2020 1:55 PM
12	Keep developing on this trajectory you are on. Great job!	10/22/2020 11:49 AM
13	Improve report inventory and staffing issues	10/21/2020 4:49 PM

Q14 Please enter your name.

Answered: 13   Skipped: 0

#	RESPONSES	DATE
1	Tracy Heap	11/19/2020 8:45 AM
2	Jo W. Cochran	11/13/2020 3:53 PM
3	Charles Massie	11/6/2020 12:22 PM
4	Jamie Jennings	11/6/2020 9:51 AM
5	Edis	11/6/2020 9:26 AM
6	Peter Lawson	11/4/2020 1:09 PM
7	Jeanne LaHaie	11/4/2020 9:24 AM
8	Mike S Homfeldt	11/2/2020 11:47 AM
9	Holly Owens	10/27/2020 10:10 AM
10	Janice Silvestri	10/26/2020 1:06 PM
11	Allison Sansom	10/23/2020 1:55 PM
12	Ian Kautzman	10/22/2020 11:49 AM
13	Rick Ball	10/21/2020 4:49 PM