Recommendation #2
Establishing an Institutional Research Department
Action Plan

The Charge: Recommendation #2

Vision: Establish an Institutional Research Department using a “Knowledge Network” model that connects people to people and people to data across all levels of the college and campus community. An Institutional Research Department using a “Knowledge Network” model is an essential component to CCC’s broader vision of creating knowledge based decision-making and Strategic Enrollment Management. The “Knowledge Network” concept supports a continuous cycle approach to strategic and stable enrollment, informed marketing efforts, internal and external reporting, institutional effectiveness and assessment, and other college wide projects. A “Knowledge Network” approach to institutional research is human centered with strong IT support and an oversight/advisory committee that has wide representation to promote transparency, help set priorities, and foster open and informed communication with all members of our college community and external partners. The “Knowledge Network” will support the entire college, support the idea of transparency, and support the concept that data is not proprietary to any one person or one office. Therefore, the cluster committee recommends that the Institutional Research Office be independent and interconnected to the President's Office.

Rational: Strategic enrollment planning and informed college decision-making depends on reliable, valid, and objective information flows across all stakeholder areas. A comprehensive series of data gathering activities and needs assessment are critical to the implementation and success of a "Knowledge Network". Because of the potential capacity of a "Knowledge Network" and to honor Clackamas’s level of shared governance it is also important to include an oversight/advisory committee in its development to promote transparency and help identify priorities. The oversight/advisory committee will help direct the IR office in its evaluation and assessment of current data, data gathering, reporting, and knowledge needs resulting in an ongoing assessment of resources (i.e., software/data interface capabilities). By establishing an Institutional Research department that utilizes a “Knowledge Network” model, it will recognize and value the capacity of individuals, departments, divisions, and outside stakeholders, and provide space that unites and facilitates the sharing of data, information, and knowledge across all stakeholder areas.

A three-phase implementation strategy is recommended:

Phase 1: Short term (Fall - Winter 2008)

Seek approval for the “Knowledge Network” Model concept and begin the following work:

- Assessing data gathering/reporting and knowledge needs that will result in a recommendation regarding what additional resources are needed. This should become an on-going process.

- Assessing information and data needs across the institution. The assessment will provide important information for the development of a project scope document and institutional awareness of existing resources and institutional data needs.

- Assessing information and data currently available across the institution. This information will begin to identify data strengths and weaknesses across the institution.
• Identifying overlapping needs and data gaps. The findings will provide the advisory group important information to inform and advise the scope document and the time line, and identify CCC’s data strengths and weaknesses.

The above tasks are designed to be on-going and help inform the oversight/advisory committee of institutional data needs, technology needs, and additional other resource needs.

In the interim continue to use existing campus resources to support recommendation #12 and other SEM recommendations

Phase 2: Medium – Long Term (Winter 2008 – Fall 2009)

Pending approval of the a “Knowledge Network” a “Knowledge Network” Advisory Group be created and tasked with the development of a project scope document, roles, realistic timeline and assess the organizational placement of the “Knowledge Network”, its staffing, and oversight.

In winter 2008, Clackamas will begin to lay the foundation for a “Knowledge Network” by:
• assessing current and future data needs,
• identifying data pockets that exist across campus,
• identifying data gaps,
• creating campus wide data definitions and reporting standards,
• assessing technology systems needs,
• beginning the budgeting process and developing leadership position with support staff,
• developing a “Knowledge Network” policy, operations policy, and practice guidelines,
• using and analyzing current data and resources to support enrollment goals, campus wide decision-making, and support for other SEM recommendations.

Phase 3: Full approval and implementation of a “Knowledge Network” (Fall 2010).

The nature of the implementation strategy has assessment and measurements imbedded in all three phases. Assessment and measurements will be made explicit and shared with all stakeholders using current methods; i.e., college council, president’s council, VP meeting, faculty senate, etc.
CCC’s Knowledge Network would be supported by a College-wide office that facilitates the interface between data, people, and community, and serves internal stakeholders at all levels within the College.