

College of the Redwoods, California. CR, founded in 1964, is a public, comprehensive community college in northern California, serving four remote, rural counties. In the 2001-2002 academic year, the college served 12,763 credit students and over 4,500 individuals through its non-credit courses.

Contact Person: Cathy M. Dickerson E-mail: cathy-dickerson@redwoods.edu
Phone: (707) 476-4514 Fax: (707) 476-4404

Activity: *Strengthening Decision-Making for Academic Programs, Institutional Management, and Fiscal Planning by Integrating Data and Research* –\$1,325,259 over five years.

CR will create and integrate a comprehensive institutional research (IR) function to improve college decision-making and resource allocation and to strengthen academic programs, institutional management, and fiscal stability. The IR function will create a culture of evidence by identifying and collecting relevant data; designing and conducting pertinent research; articulating and disseminating significant findings; and training and assessing faculty and administration in data-based decision-making.

Successfully completing the single activity proposed for Title III support will result in a college that expects data and research to support institutional decisions, core operations, and budget allocations. An integrated IR function will ensure that program and service innovations are tested and supported by evidence. The IR function will also strengthen college decision-making, program review processes, and planning efforts so that the development of student support and administrative services are data-driven. Additionally, the IR function will improve resource allocation and budget development, ensuring that scarce human and fiscal resources are targeted to appropriate activities and that long-range planning is maximized through the use of multiple budget scenarios.

Sample of key measures: 1.) The percentage of faculty and administrators who report that they use institutional data to plan and evaluate programs, strategies, and activities will increase to 70-75% from 20-25%. 2.) The percentage of general education sections canceled due to under-enrollment will decrease by a total of 15%. 3.) The percentage of developmental course sections added to the schedule following its publication will decrease by a total of 45%. 4.) 8% of institutional discretionary spending will be reallocated to support specific, data-supported activities.

The five-year activity budget (\$1,325,259) accounts for 80.25% of the total request. 82% (\$1,085,950) of the activity budget supports salary and benefits for institutional research personnel and a full-time Activity Director. 7% (\$94K) will pay for necessary equipment and supplies. Training costs comprise 2.81% (\$36.5K) of the activity budget. Travel accounts for approximately 1.3% (\$17,875). Finally, the allocation to endowment is 7% (\$90K) of the total activity request.

Project management and evaluation: \$316,370 over five years constitutes 19.75% of the total request. 80% (\$253K) supports salary and benefits for a half-time project coordinator. About 6.9% (\$21.8K) supports in-district travel and travel to Title III conferences. The formative and summative evaluation, including external consultants, and associated communication and reproduction expenses, account for 9.2% (\$29K) of the project management budget.