

Dealing with Multiplicity and Complexity to Sustain Simplicity in Institutional Research Management

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Professor, Economics

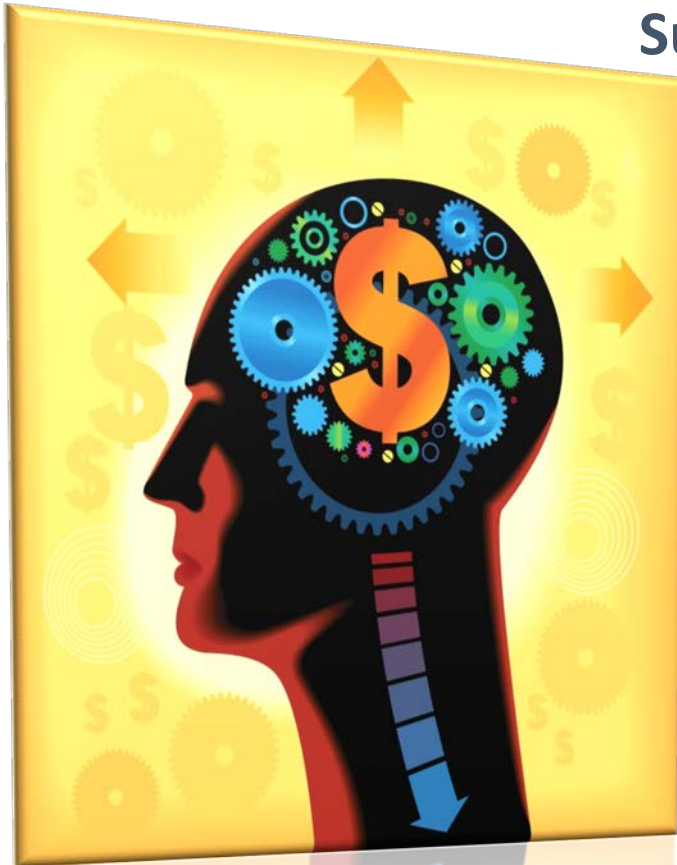
Co-chair, Institutional Review Board

The California Association for Institutional Research (CAIR)

41st Annual Conference

November 16-18, 2016

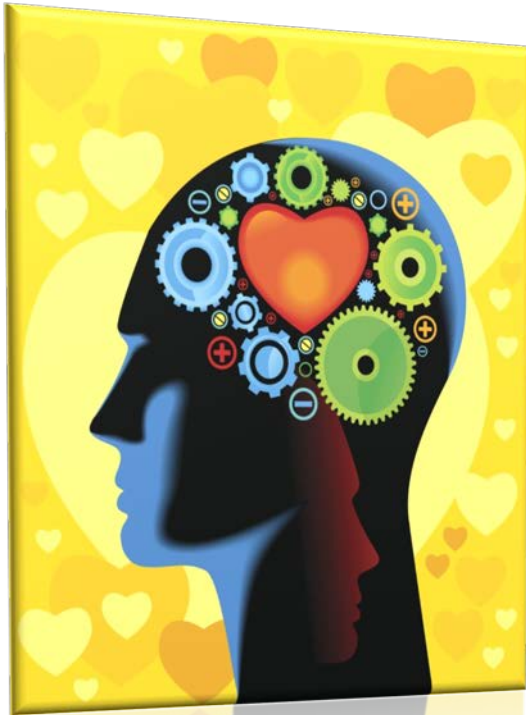
The Millennium Biltmore Hotel, Los Angeles



Dealing with Multiplicity and Complexity

The objectives of this presentation are to:

- Share innovative ideas and experiences with effective strategies in managing data/public information/internal and external research requests that involve multiple entities/offices that provide oversight and service.
- Discuss and demonstrate dynamics of developing processes, protocols, tools and improvement models that directly impact the institutional effectiveness in these areas.
- Stimulate audience participation, engagement and feedback.



Res.
Comp.

Grants

IRB

Multiplicity & Complexity

Comm.
Adv.
Grp.

Public
Info

Student
Research

Found.

IT

Dept.

VP Acad.

STEM
Prog.

Dean

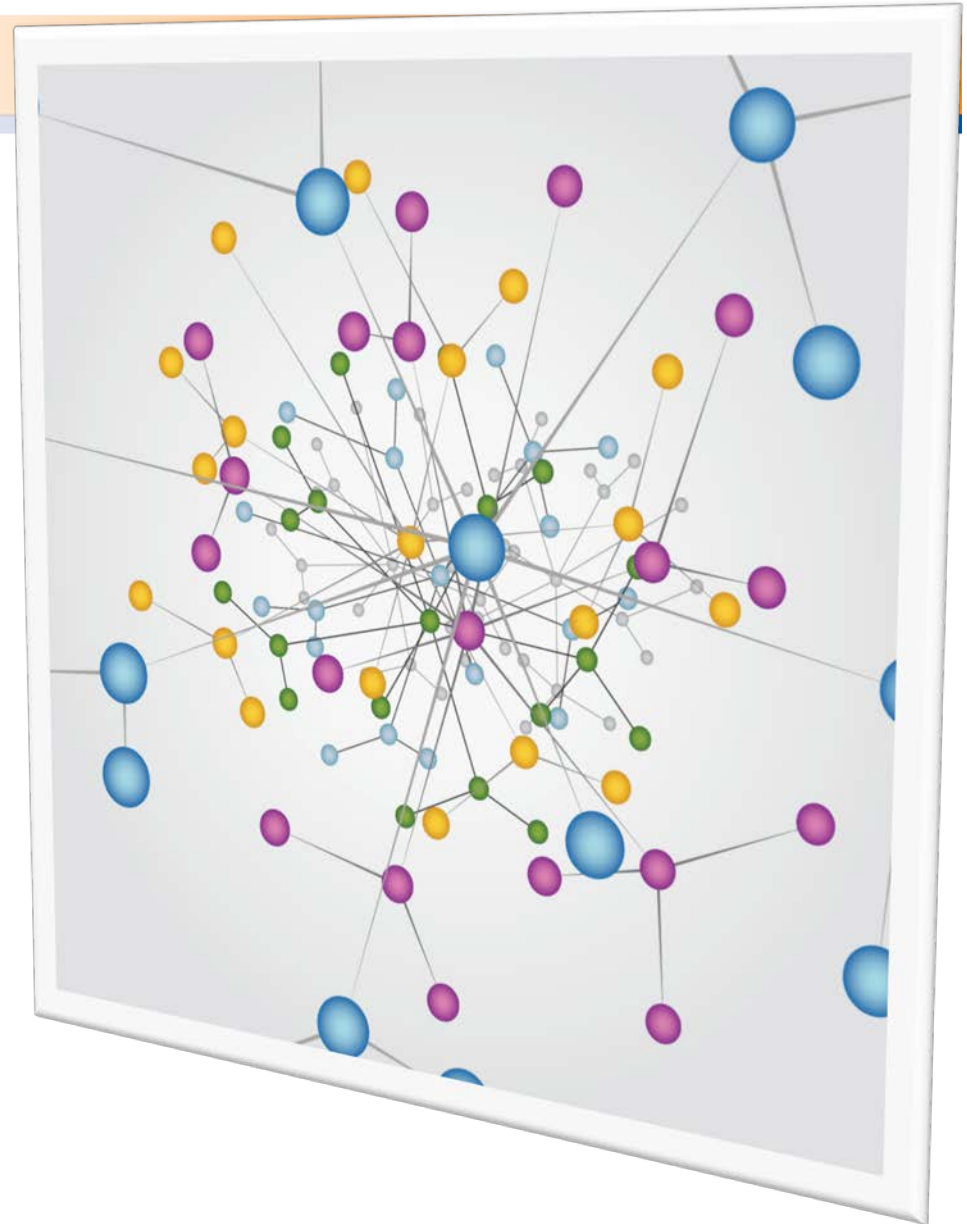
Course

Division

IR



Complicated vs Complex





The Jungle – full of
the unexpected

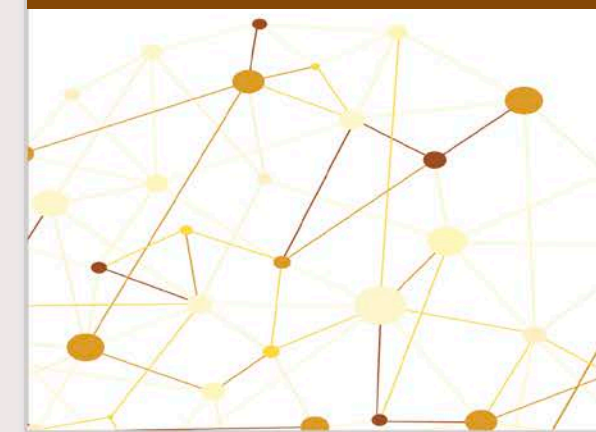


Complexity



Structural mitosis

accumulation of gradual changes in reporting relationships, new units/programs, organizational configurations, etc.



Product proliferation
creation of new offerings/services/features



Institutional Complexity*



Process evolution

response to new regulation/mandates, new leadership, etc.



Managerial habits

exacerbation of problems created by structural mitosis, product proliferation, & process evolution. e.g. information requests

Finding “Simple” Solutions



We cannot solve our problems with the **same thinking** we used when we created them.

Everything should be made as **simple** as possible, **but no simpler.**

~ Albert Einstein

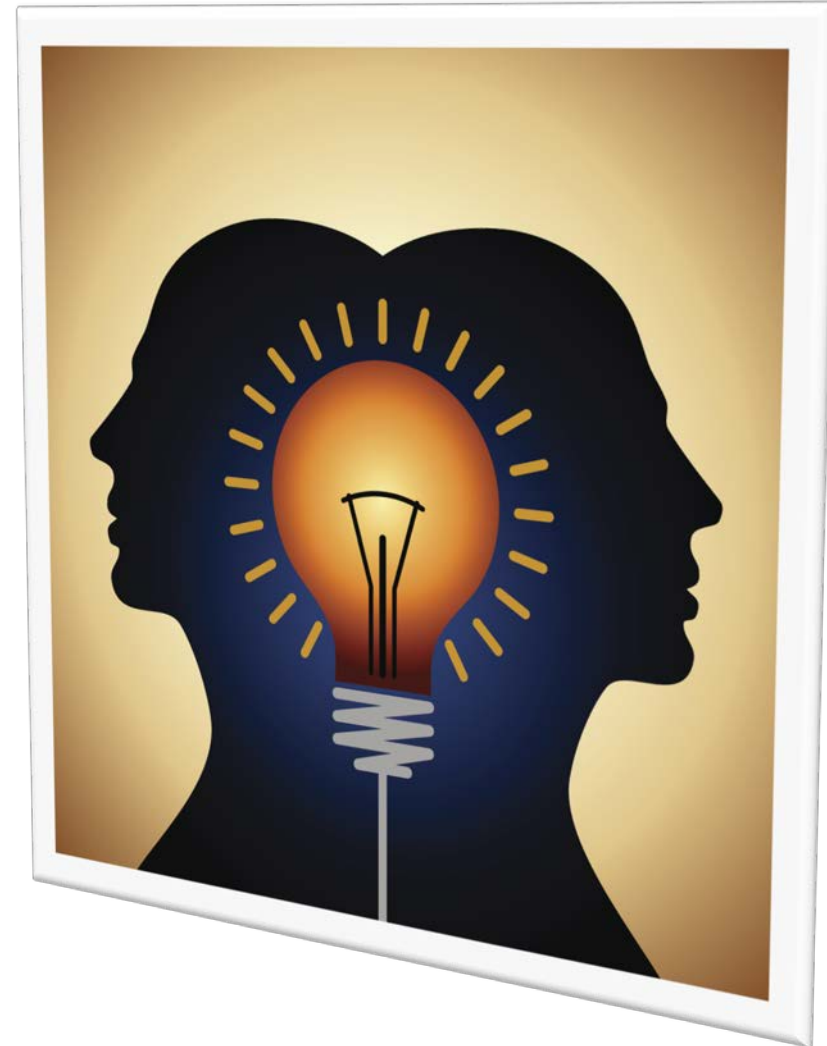
Finding “Simple” Solutions

Issue

Research JUNGLE!

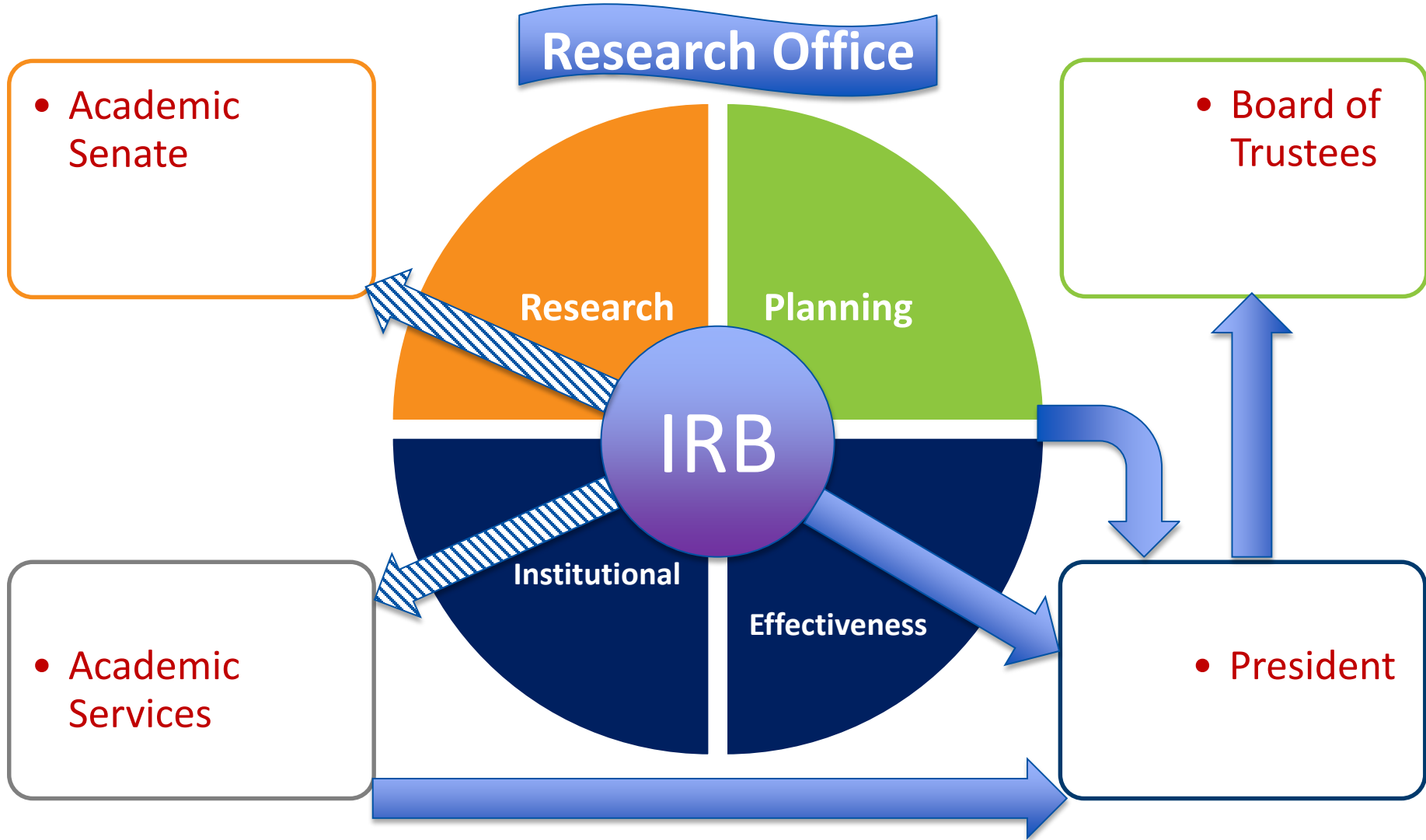
Structural Solutions

- Rationalize reporting relationships (i.e. IRB management)
- Reduce the number of levels in the hierarchy (delaying- e.g. Research Advisory, Solutions Group)





COS IRB Reporting Structure

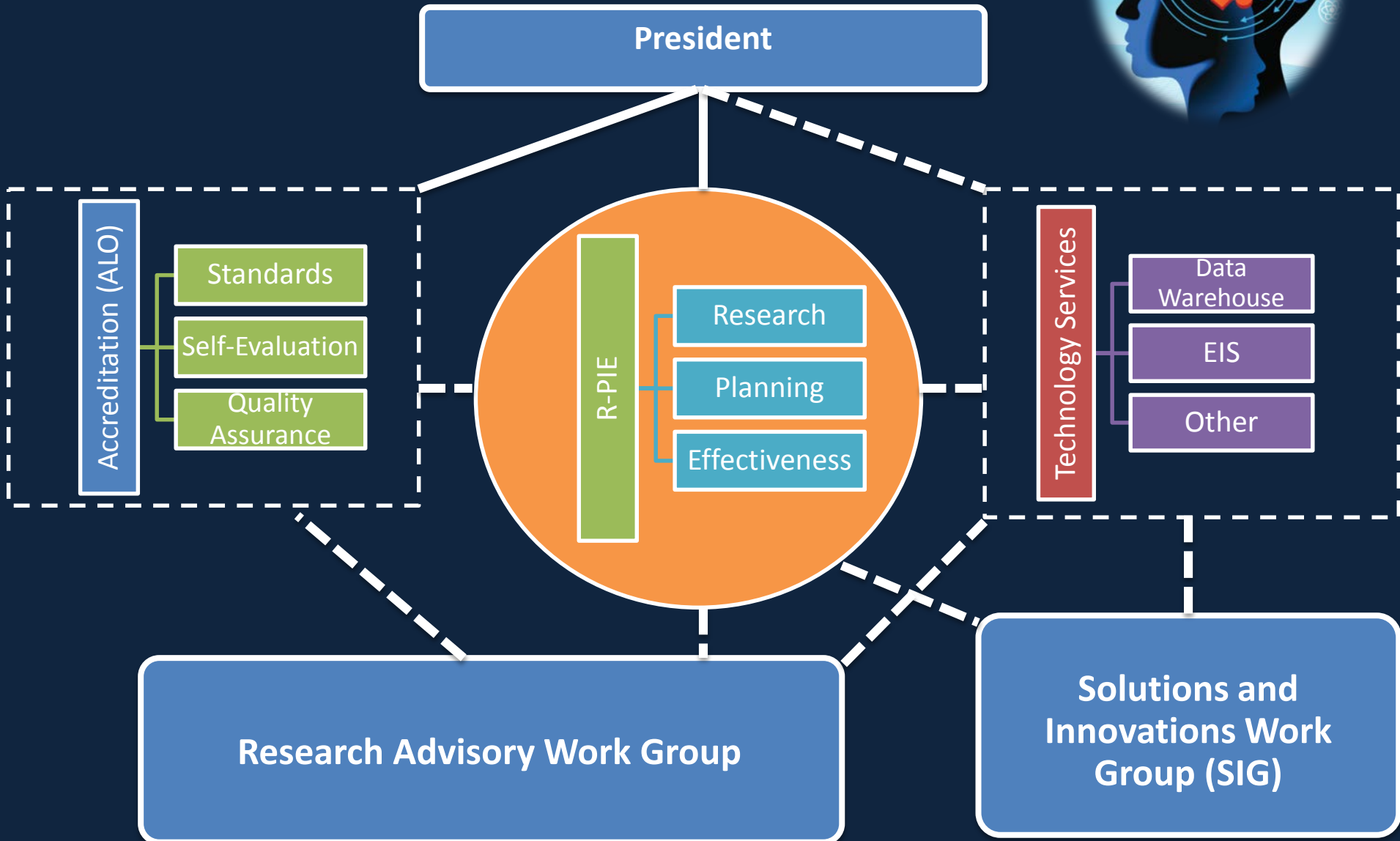




COS

RESEARCH, PLANNING &
INSTITUTIONAL EFFECTIVENESS
[R-PIE]
915 S. Mooney Blvd. • Visalia, CA 93277

Delaying Reporting Relationships



The C.O.S. Solutions & Innovations Work Group



Co-Chairs: Dr. Mehmet Dali Ozturk & Tim Hollabaugh

Purpose: Solutions and Innovations Work Group has been established in fall 2013 to coordinate district's efforts in utilizing available data that can be used for research, assessment and decision support purposes. The work group meets on a regular basis to discuss and **generate solutions to issues** and challenges related to data and data systems that directly affect district's research capacity. The group also pays special attention to innovations in data management systems that are critical to **continuous improvement of quality**.

Finding “Simple” Solutions

Issue

Research JUNGLE!

Proliferation

Solution

- ❑ Consolidation of functions and tasks (i.e. Mother Lode and Giant Questionnaire, Data Request Form)



COS Student Support Services Survey

What: A District-wide Survey

When: Spring 2017 (February)

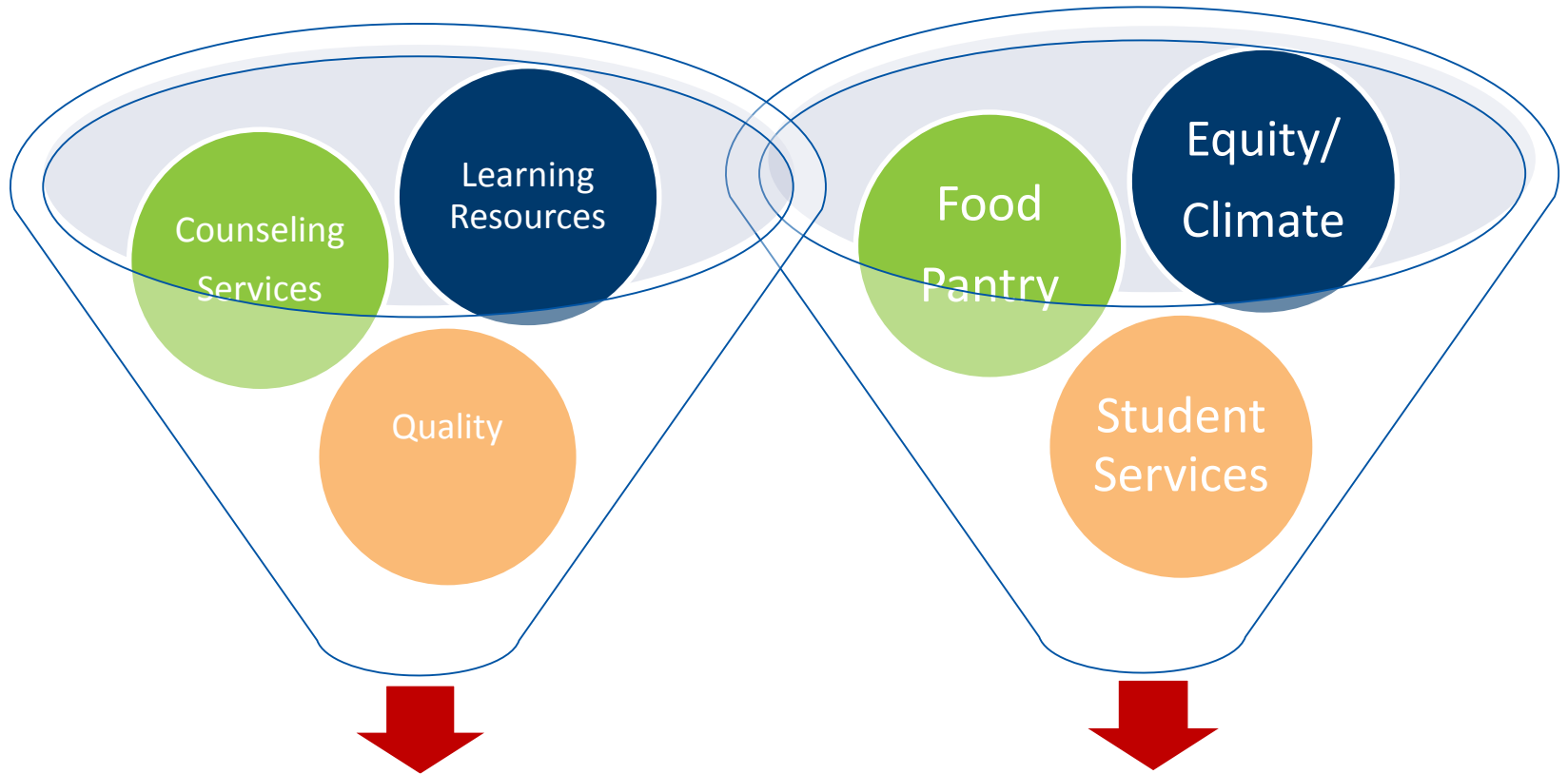
Who: All COS Students

- Full-Time Students
- Part-Time Students
- First-Time Students

Why: District-wide feedback is an important part of the planning and evaluation process at the College of the Sequoias.



District Surveys....



**The Student Support Services Survey
(Mother Lode)**

The Giant Questionnaire

What: A District-wide Survey

When: Spring 2017 (February)

Who: Everybody

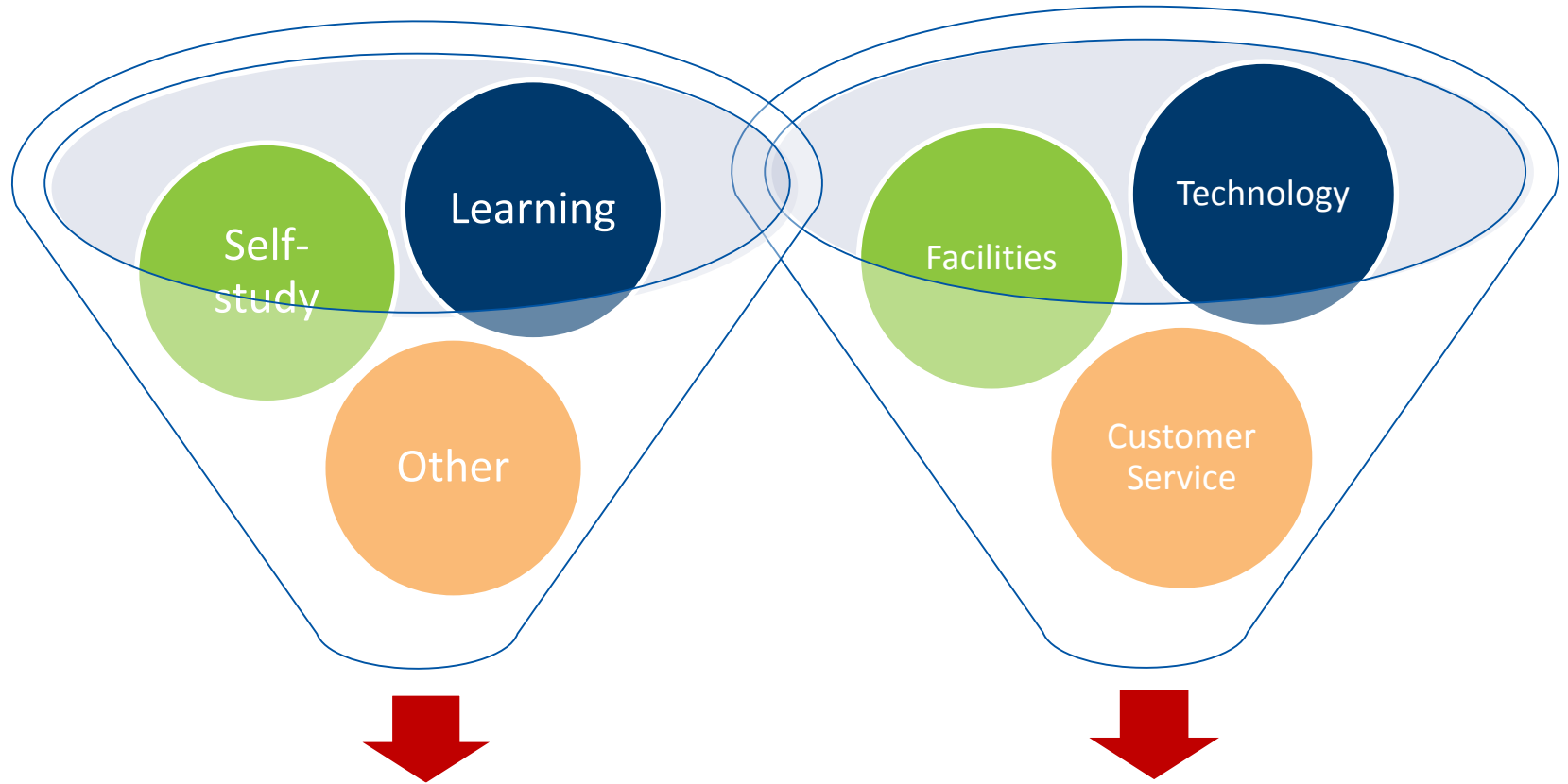
- Full-Time Faculty
- Adjunct Faculty
- Administrators
- Confidential Staff
- Classified Staff



Why: Many, Many Reasons!



District Surveys....



The Giant Questionnaire (GQ)

Proliferation = Ad-Hoc Data/Research Relationships



Processes

Edit

Submit Save Save As Close Paste Copy Cut Print Spell Check

Commit Clipboard Views

RESEARCH/DATA REQUEST FORM

All requests for research require submitting a *Data Request Form*. We will make every effort to acknowledge your request within 24-48 hours by email. Please submit your request a minimum of two weeks prior in advance by submitting this form. Depending upon the difficulty and detail level, the data request may take two weeks or longer to complete.

Requestor's Name:

Mehmet Ozturk ;

Department:

Institutional Research

Telephone/Extension:

(559) 000-0000

Request Date:

11/2/2015

Preferred Return Date:

November, 2015

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

Today is Monday, November 02, 2015

Purpose for Request:
(Check all that apply)

- Accreditation (All Types)
- Assessment (SLO/SAO)
- Consultation
- Curious
- Enrollment Management
- Equity Plan
- For Board of Trustees Interaction
- Grant
- Mandated Reporting
- Program Information
- Program Review
- Public Information Request (PIO Only)
- Shared Governance
- Strategic Plan
- Student Success Support Plan (SSSP)
- Other (Please Specify)





Edit

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Commit Clipboard Views

Request Type:

New Request
 Reference Existing Request
 Reoccurring Request

Please select what request this references:

[View the referenced request](#)

Does the study involve interaction or intervention with live human subjects?

Is the collected information/data obtained about the subjects?

Is the collected information/data private information?

Is your study designed to produce generalizable knowledge?

(Generalizable knowledge is that which can have predictive value for populations, subjects or situations other than the one being studied. Generalizable is often indicated by intent to publish, presentations, or interest by others in the same field.)

Is the study systematic?

(Follows step by step procedures organized according to interrelated ideas or principles evidenced by a research plan and objectives.)

<input type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Maybe
<input type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Maybe
<input type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Maybe
<input type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Maybe
<input type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Maybe

What do you want to know and why?

or principles evidenced by a research plan and objectives.)

What do you want to know and why?

Examples of research questions. **Information Being Requested:** In order to give you the most accurate data, please be specific when describing the information needed. Please include the following, if applicable: term/semester ranges, year ranges, date ranges, Visalia, Hanford, Tulare, or any combination, student type(s), total FTEF or FTES, detail data, aggregate data.

Example of what NOT to use: How many students are at COS?

Example of what TO use: How many full-time, degree-seeking, first-time students were enrolled at COS during Spring 2011 on all campuses? *OR* What was the unduplicated headcount on the Visalia campus for 2006-07?



What is your research question or hypothesis, if any?

Please provide a detailed description of the data requested, including any selection criteria (examples: first-time freshmen, Chemistry majors, departments/colleges, etc.)



Submit Save Save As Close Paste Cut Print Spell Check

Commit Clipboard Views

Processes

Documentation/Attachments:

If you have documentation or other attachments relevant to this request, please attach them here.

Click here to attach a file

Add Another Attachment

What data products will your project require?

[\(Examples of data products.\)](#)

- Data summary tables and/or charts
- Full report with background, methodology, results, and conclusions/recommendations
- Mini report with a summary of findings
- Paper Survey
- Raw Data Only
- Web Survey
- Other (Please Specify)

Confidentiality/FERPA:

Submit on behalf of Requestor

Confidential information is provided in response to specific requests. Disclosure of this information to unauthorized parties violates the [Family Education Rights & Privacy Act \(FERPA\)](#).

It is expected that you will:

- ▶ Handle this information in a confidential manner, keeping it secure at all times.
- ▶ Communicate this information ONLY to other parties authorized to have access to it in accordance with the provisions of FERPA.
- ▶ Use this information only for its intended purpose.
- ▶ Properly dispose of this information when it is no longer needed.

I understand and will comply with the FERPA regulations stated above.

Submit



Finding “Simple” Solutions

Issue

Research JUNGLE!

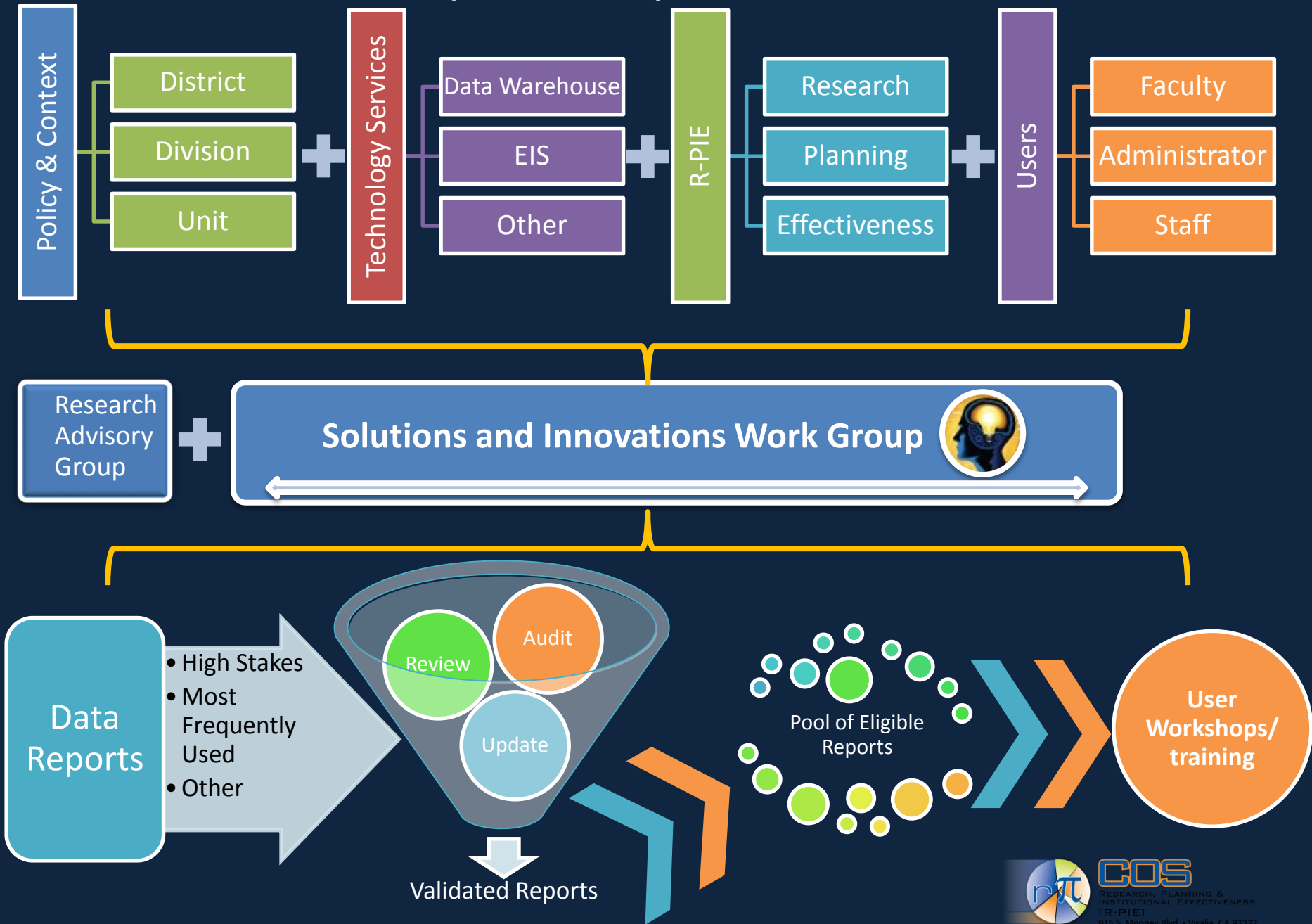
Process Solutions

- Develop processes and protocols for:
 - Existing (i.e. Code Change Workflow)
 - New (i.e. IRB Checklist)



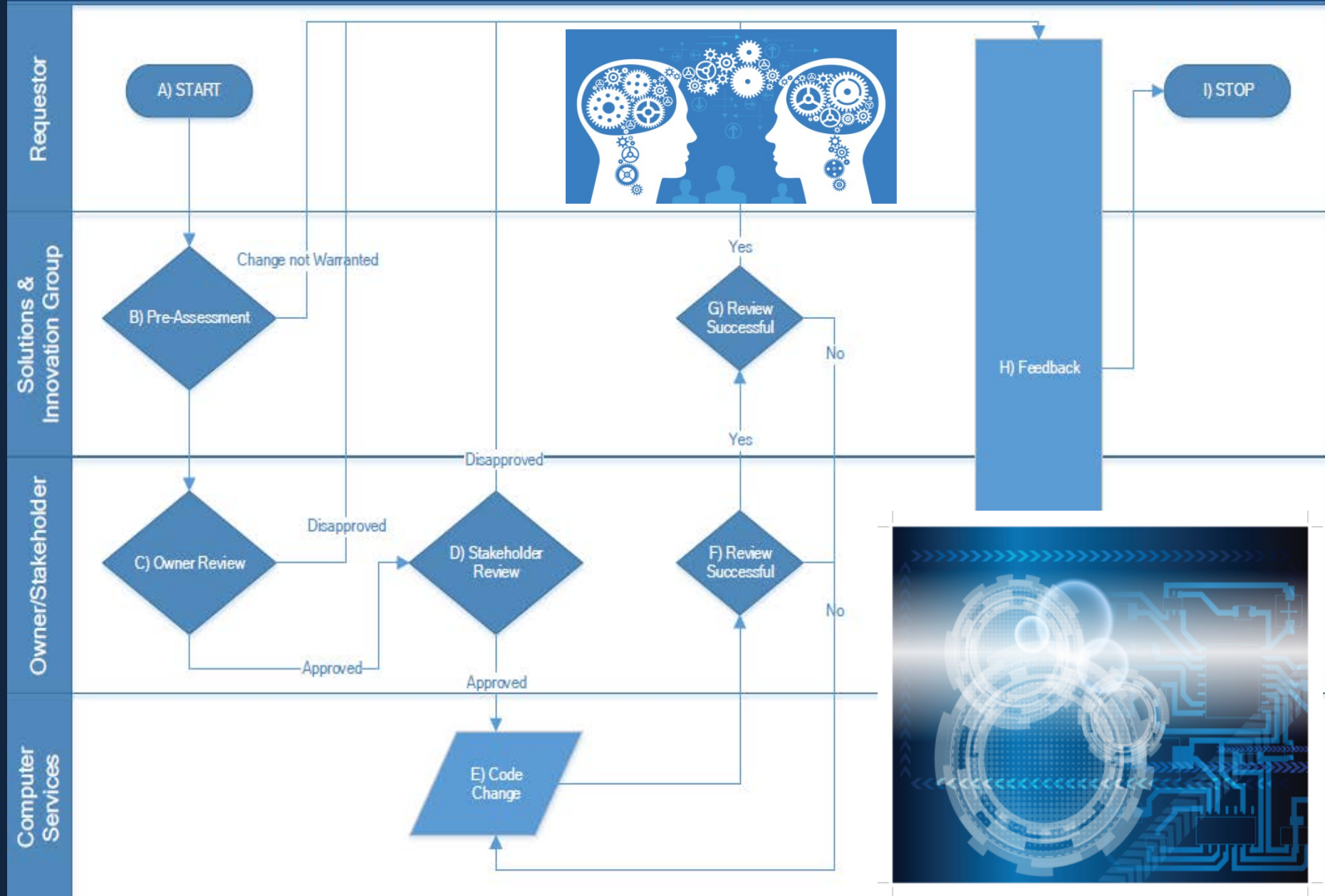
C.O.S. Data Reports Improvement Model

(Existing)



Extended Information System Reports/Validation Tables: Code Change Workflow

(Existing)





Case Number: _____
Reviewer: _____

CRITERIA REQUIRED BY FEDERAL REGULATIONS FOR IRB APPROVAL OF A HUMAN RESEARCH STUDY

		YES	NO
1	RISKS TO SUBJECTS ARE MINIMIZED <ul style="list-style-type: none"> ▪ Procedures are consistent with sound research design and do not unnecessarily expose subjects to risk. ▪ Study utilizes procedures/data already performed/collected-- when appropriate. 	<input type="checkbox"/>	<input type="checkbox"/>
2	RISKS TO SUBJECTS ARE REASONABLE IN RELATION TO ANTICIPATED BENEFITS, IF ANY, TO SUBJECTS AND THE IMPORTANCE OF THE KNOWLEDGE THAT MAY REASONABLY BE EXPECTED TO RESULT	<input type="checkbox"/>	<input type="checkbox"/>
3	SELECTION OF SUBJECTS IS EQUITABLE <ul style="list-style-type: none"> ▪ Inclusion/exclusion criteria are adequate ▪ Research purpose and setting are appropriate ▪ Recruitment process is fair ▪ Special Requirements for vulnerable populations are addressed 	<input type="checkbox"/>	<input type="checkbox"/>
4	INFORMED CONSENT WILL BE SOUGHT OR WAIVED IN ACCORDANCE WITH 45 CFR 46.116	<input type="checkbox"/>	<input type="checkbox"/>
5	INFORMED CONSENT WILL BE DOCUMENTED OR DOCUMENTATION WAIVED IN ACCORDANCE WITH 45 CFR 46.117	<input type="checkbox"/>	<input type="checkbox"/>
6	PROVISIONS FOR MONITORING COLLECTED DATA ARE ADEQUATE TO ENSURE THE SAFETY OF SUBJECTS – WHEN APPROPRIATE.	<input type="checkbox"/>	<input type="checkbox"/>
7	PROVISIONS TO PROTECT PRIVACY OF SUBJECTS ARE ADEQUATE – WHEN APPROPRIATE.	<input type="checkbox"/>	<input type="checkbox"/>
8	PROVISIONS TO MAINTAIN CONFIDENTIALITY OF DATA ARE ADEQUATE – WHEN APPROPRIATE.	<input type="checkbox"/>	<input type="checkbox"/>
9	VULNERABLE POPULATIONS ARE ADEQUATELY PROTECTED BY ADDITIONAL SAFEGUARDS. See criteria for protecting children, prisoners, pregnant women, fetuses, and neonates.	<input type="checkbox"/>	<input type="checkbox"/>
10	IF MULTI-SITE RESEARCH STUDY MANAGEMENT OF INFORMATION RELEVANT TO PROTECTION OF SUBJECTS IS ADEQUATE.	<input type="checkbox"/>	<input type="checkbox"/>
11	FOR CONTINUING REVIEW OR REVIEW OF MODIFICATIONS, NEW INFORMATION THAT MIGHT AFFECT THE WILLINGNESS OF PARTICIPANTS TO CONTINUE TO PARTICIPATE WILL BE PROVIDED – WHEN APPROPRIATE.	<input type="checkbox"/>	<input type="checkbox"/>
12	FREQUENCY OF REVIEW 12 MONTHS <input type="checkbox"/> <input type="checkbox"/> LESS: DETERMINE APPROPRIATE APPROVAL PERIOD:		





Case Number: _____
Reviewer: _____

CRITERIA REQUIRED BY FEDERAL REGULATION TO APPROVE INFORMED CONSENT

1. GENERAL REQUIREMENTS		yes	not	n/a
a.	Information is in language understandable to participants or representatives	<input type="checkbox"/>	<input type="checkbox"/>	
b.	There is no exculpatory language through which participants or representatives are made to: <ul style="list-style-type: none"> • Waive or appear to waive any legal rights or • Release or appear to release the investigator, the sponsor, the institution or its agents from liability for negligence 	<input type="checkbox"/>	<input type="checkbox"/>	

2. BASIC REQUIRED ELEMENTS		yes	no	n/a
a.	Statement that the study involves research	<input type="checkbox"/>	<input type="checkbox"/>	
b.	Explanation of the purpose(s) of the research	<input type="checkbox"/>	<input type="checkbox"/>	
c.	Expected duration of the participant's participation	<input type="checkbox"/>	<input type="checkbox"/>	
d.	Description of the procedures to be followed	<input type="checkbox"/>	<input type="checkbox"/>	
e.	Identification of any procedures which are experimental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Description of any reasonably foreseeable risks or discomforts to the participant	<input type="checkbox"/>	<input type="checkbox"/>	
g.	Description of any benefits to the participant or to others which may reasonably be expected from the research	<input type="checkbox"/>	<input type="checkbox"/>	
h.	Disclosure of appropriate alternative procedures or courses of treatment , if any, that might be advantageous to the participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Statement describing the extent, if any, to which confidentiality of records identifying the participant will be maintained.	<input type="checkbox"/>	<input type="checkbox"/>	
j.	If research poses greater than minimal risk, information on availability and nature of compensation or medical treatment available if injury occurs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k.	An explanation of whom to contact in the event of a research-related injury to the participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l.	Contact information for the research team for questions, concerns, or complaints	<input type="checkbox"/>	<input type="checkbox"/>	



Research Proposal Form Internal Check List

(New)

Date Research Proposal Form Received: _____

Completion

1. Research Proposal Form (Application) Completed
2. Questionnaire attached (if applicable)
3. Consent forms attached
4. Additional documents to be used
5. Certificate of Completion from NIH
6. External support proposal or award letter (if applicable)
7. Letters of approval from supervisor and or cooperating entities
8. Copy of approved thesis/dissertation proposal or prospectus (if applicable)
9. If the research is part of a research proposal submitted for federal, state or external funding, submit a copy of the FULL proposal (if applicable)

Yes	No	N/A
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Internal Checklist Completed by: _____

Date: _____

Reviewed by Research Office: _____

Date: _____



Additional IRB Meeting Checklist:

IRB Meeting needs to be scheduled _____

IRB Meeting has been scheduled _____

Date of IRB Meeting _____

Meeting Packet Prepared & Approved _____

Meeting Room Reserved _____



Finding “Simple” Solutions

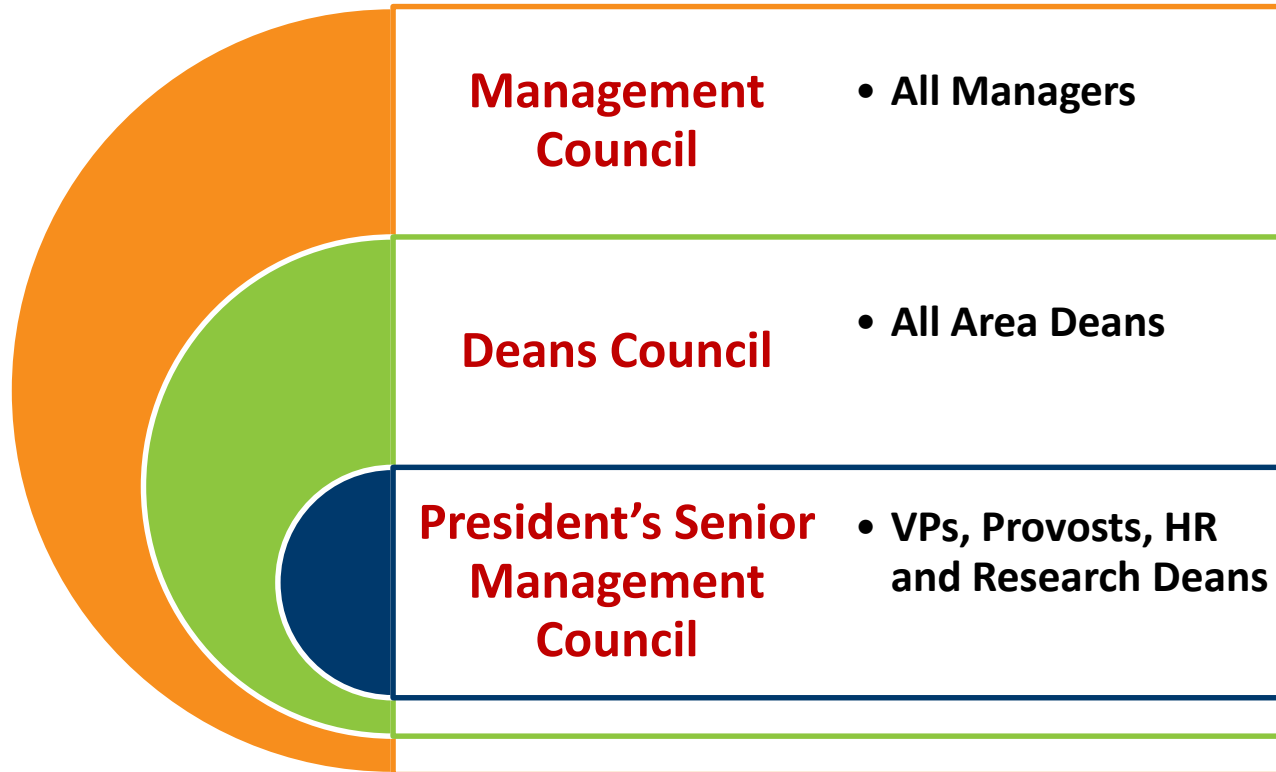
Issue

Research JUNGLE!

Managerial Solutions

- Develop Management Guidelines (e.g., External Research, Survey, Approving Data Requests)
- Management by exception (e.g. the “other” option)





College of the Sequoias

Management Council

March 18, 2016

Visalia, CA

Be Aware

Please be aware that **research subjects/participants may not be recruited at COS, nor may data be collected, until the research project has:**

- (1) Institutional Review Board (IRB) approval from an accredited University/institution, and**
- (2) The request has been approved by**
 - a. the COS Office of Research, Planning and Institutional Effectiveness, and
 - b. the COS Institutional Review Board (COS IRB)



Approval Needed

An approval from the COS Office of Research, Planning and Institutional Effectiveness to conduct external research must be obtained when:

- 1) **The researcher is not a COS employee, or**
- 2) The researcher is a COS employee, but the intended **research project is not part of the person's responsibilities** at the District (e.g., the person needs to collect data for a master's thesis or doctoral dissertation).



Does this replace COS IRB review?



This approval process is neither intended to serve as, nor replace, review of a research project/proposal by an IRB board. **Only research projects that have already been approved by an IRB board at an accredited University may be considered for approval to conduct external research at COS.**



RESEARCH

MEASURING

SUCCESS

EVERYDAY

www.cos.edu/Research

September 2016

COS Management Council

Visalia, CA

The Survey Says...

District-wide feedback is an important part of the planning and evaluation process at the College of the Sequoias. The Office of Research, Planning and Institutional Effectiveness (Research Office) **routinely conducts and/or facilitates surveys and questionnaires** that support the District's planning activities, outcomes and assessment cycle, grant requirements, mandated reporting requirements, various research projects, accreditation needs, ad-hoc requests, and other requests that directly **support the District's mission.**



Work with the Experts

If you are considering a survey for your research/planning/assessment needs, **please contact [the Research Office](#)**.



Before submitting your request, please review the following guidelines to learn more about the process and to determine if a survey/questionnaire is the **most appropriate method** to obtain the information/data you need. These guidelines serve to **increase/improve effectiveness and efficiency of data collection** through survey instruments.



Edit

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Commit Clipboard Views


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Requestor's Name:
  

Department:

Telephone/Extension:

Request Date:
 

Preferred Return Date:
 

November, 2015

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

Today is Monday, November 02, 2015

Purpose for Request:
(Check all that apply)

- Accreditation (All Types)
- Assessment (SLO/SAO)
- Consultation
- Curious
- Enrollment Management
- Equity Plan
- For Board of Trustees Interaction
- Grant
- Mandated Reporting
- Program Information
- Program Review
- Public Information Request (PIO Only)
- Shared Governance
- Strategic Plan
- Student Success Support Plan (SSSP)
- Other (Please Specify)

Survey of Everything



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Processes

Documentation/Attachments:

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Click here to attach a file

Add Another Attachment

What data products will your project require?

[\(Examples of data products.\)](#)

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- Web Survey
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Survey of Everything

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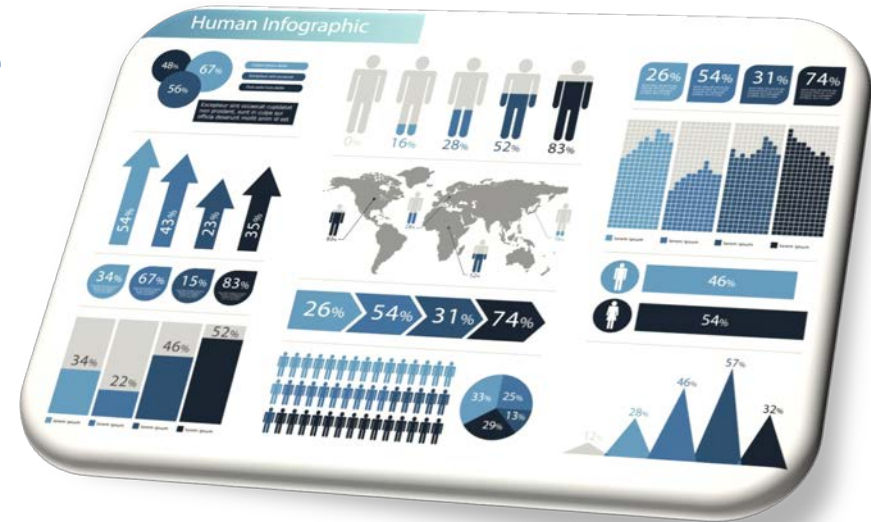
I understand and will comply with the FERPA regulations stated above.

Submit



Know Your Purpose!

- ✓ What do you want to know and why (think value and benefit to the District)?
- ✓ Clearly define your research questions
- ✓ Can you find answers in the research literature in general and existing district studies/reports?



Declare Your Intentions!

How will you utilize the results?

- Satisfy Curiosity
- Advocacy
- Problematizing
- Propensity
- Accreditation
- No Idea!

**Appropriate utilization of
the findings**



Seek Alternatives

Everyone requests surveys! Requestors are encouraged to **explore alternative methods** to obtain the information/data needed. Although surveys are helpful, they are but one tool that can be used. Other data collection methods include **reviewing internal documents and protocols** and/or **conducting individual or focus group interviews**. It is also important to consider if there are already existing data that can be used. At times, requests may be made for data that have already been collected, which may require unnecessary and duplicated work.



Know What is Going on

The Research Office maintains a [District Surveys and Questionnaires web site](#), which houses copies of major surveys used. In addition, a [District-wide Survey Calendar](#), which details the schedules of known District surveys and questionnaires.



Research & Planning

District Surveys and Questionnaires



- ✓ One-Time
- ✓ Ongoing
- ✓ Annually
- ✓ Biannually
- ✓ Triennially
- ✓ Quinquennially
- ✓ Sexennially
- ✓ Decennially
- ✓ As Needed

Survey Name	Target Audience	Frequency	Status	Year
COS Customer service and expectation Survey	All Students	One-time Event	NA	Spring 2011
COS Health Center Questionnaire	Health Center Students	Ongoing	Ongoing	Ongoing
COS Research Advisory - Data Needs Questionnaire	All District Employees	As Needed	TBD	Spring 2014
Division Chair Training Evaluation	Academic Deans, Current and new division chairs	As Needed	TBD	Spring 2015
Distance Education Student Satisfaction Survey (CCCCO)	Sample of Distance Education Students	As Needed	TBD	Spring 2014
Distance Education Faculty Satisfaction Survey (CCCCO)	Sample of Distance Education Students	As Needed	TBD	Spring 2014
District Governance Questionnaire	Participants of District Governance	Annually	Spring 2017	Spring 2016
District Mission Statement Survey	All District Employees, Board Members, Community Advisory, Student Senate	Triennially	Fall 2017	Fall 2014
Early Alert Faculty Survey	All Faculty	As Needed	TBD	Spring 2012
Early Alert Student Survey	All Students Receiving an Early Alert	As Needed	TBD	Spring 2012
Facilities Questionnaire	Faculty, Staff and Students	Quinquennially	TBD	Spring 2014
Faculty Technology Survey	All Faculty	As Needed	TBD	Spring 2013
Faculty Development Needs Survey	All Faculty	As Needed	TBD	Fall 2014
Finance and Accounting Customer Survey	Faculty, Staff and Students	One-Time Event	TBD	Spring 2012
Institutional Self-Study Survey	All District Employees	Quinquennially	TBD	Fall 2011
Learning Outcomes Follow-Up Survey	Faculty	As Needed	TBD	Fall 2013
Library Instruction Evaluation	Students	Ongoing	Ongoing	Ongoing
Master Plan Summit Questionnaire	Participants of the Master Plan Summit	Decennially	TBD	Spring 2014
Online Learning Readiness Survey	Students	As Needed	TBD	Fall 2015
Online Survey of Student Engagement	Students Enrolled in Online Course	TBD	TBD	Spring 2013
Staff Technology Survey	Participants of the Program Review Cycle	Annually	Fall 2016	Fall 2015
Student Support Services Survey	All Classified and Administrators	As Needed	TBD	Spring 2013
Student Technology Survey	All Students	As Needed	TBD	Spring 2015
Survey of Student Engagement	All Students	As Needed	TBD	Spring 2013
Tracdat Evaluation Survey	Sample of First-Year Students	As Needed	TBD	Fall 2010
Tracdat User Survey	Users of TracDat	As Needed	TBD	Fall 2014
	All Students	Annually	Spring 2017	Spring 2016

Survey Calendar

Active Surveys For 2014-2016

Does this look busy?!

← → April, 2016

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2
District Governance Surveys						
3	4	5	6	7	8	9
District Governance Surveys						
Program Review/ Training Evaluation Form/Survey						
10	11	12	13	14	15	16
District Governance Surveys						
Program Review Training Evaluation Form/Survey						
Multiple Measures Project Workshop Eva						
17	18	19	20	21	22	23
District Governance Surveys		Institutional Learning Outcome Assessment Survey				
Program Review Training Evaluation Form/Survey						
Multiple Measures Project Workshop Evaluation Form/Survey						
Customer Service Training/Workshop Evaluation Form/Survey						
▲ collapse		▲ collapse		▲ collapse		2015-16 Above-Base Resource Allocation
					▲ collapse	▲ collapse
24	25	26	27	28	29	30
Customer Service Training/Workshop Eva		Institutional Learning Outcome Assessment Survey				
2015-16 Above-Base Resource Allocation Questionnaire						

Calendar



- COS Active Calendar
- Important Dates
- Academic Calendar
- Final Exam Schedule
- Institutional Planning
- Survey Calendar

Avoid Fatigue

The administration of **too many uncoordinated and/or poorly designed** surveys may cause survey fatigue among respondents, which decreases the effectiveness of surveys and the number and quality of survey responses received. To avoid survey fatigue among respondents, the Research Office oversees and **coordinates** District survey needs and efforts, **designs** high-quality surveys, and attempts to **reduce the number** of surveys administered in a short period of time.



Avoid Fatigue

Fatigue = Low quality feedback

Lack of
con

Over
su

Poor-design



Voluntary and Confidential

Participation in District surveys is **voluntary**. Although participant input is extremely valuable for improvement of the District, no tangible compensation is given for participation in the surveys (except for occasional incentives).

Data collected through the **surveys are confidential**. Survey results are only reported in the aggregate so that the **privacy of the respondent is protected**.



Be Aware of the IRB Rules

Some surveys require review by [the District's Institutional Review Board \(IRB\)](http://www.cos.edu/About/Research/Pages/IRB.aspx). It is the responsibility of the IRB to evaluate each research proposal in terms of ethical standards. In particular, the Board will assess if there are appropriate measures planned to maintain confidentiality, establish informed consent, and avoid any risk to individuals. For further information, please visit the IRB web site: <http://www.cos.edu/About/Research/Pages/IRB.aspx>



Research & Planning

Request Data & Research
Institutional Review Board
Fact Book, Scorecard, IPEDS
Research Agenda
Work Groups
Program Review
Planning & Accreditation
District Surveys
Educational Database Resources
TracDat
Reports and Studies
Conducting Research at COS

IRB

INSTITUTIONAL REVIEW BOARD

It is the responsibility of the IRB to evaluate each research proposal in terms of ethical standards. In particular, the board will assess if there are appropriate measures planned to maintain confidentiality, establish informed consent, and avoid any risk to individuals.

The District considers all research involving the use of humans, or data maintained by the College as being subject to federal regulations regardless of the type of research being performed or the source of funding. Generally, investigators should submit a research proposal to the IRB for review if data collection involves intervention or interaction with a living human being and any one of the following conditions applies:

1. Collection of information that is intended to contribute to generalizable knowledge (i.e., data will be used to make inferences about persons outside the group from which the data are collected),
2. Anonymity cannot be assured,
3. Conclusions drawn from the data are intended to be shared publicly.



Institutional Review Board Calendar

The COS IRB will meet, as needed, on the third Friday of the following months: August (exception--last Friday), September, October, November, January, February, March, and April. In months where the designated Friday meeting falls on a college holiday, the IRB will convene one week later.

To be placed on the agenda, completed research proposals must be submitted 30 days in advance. The last day to submit protocols for review is the first Friday in May, and the next opportunity to submit protocols is the first day of instruction in Fall.

Co-Chairs:

- ▶ Dr. Mehmet "Dali" Ozturk
- ▶ Christian Anderson

IRB Members:

- ▶ Steven Howland
- ▶ Tom Giampietro
- ▶ Lisa Brandis
- ▶ Carol Enns (Alternative)
- ▶ Adam Peck (Alternative)
- ▶ Sabrina Carreon (Student)
- ▶ Bridget Carreon (Student)

IRB Application	IRB Policy Documents	Conducting External Research at College of the Sequoias	Resources
IRB Research Proposal Form	AP 3290 BP 3290	Conducting External Research at COS.pdf Option 1: Application Form (PDF)	Human Subject Regulations Decision Charts

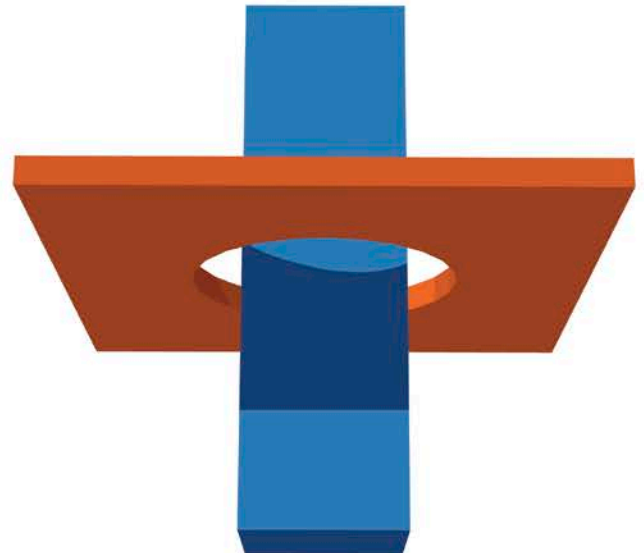
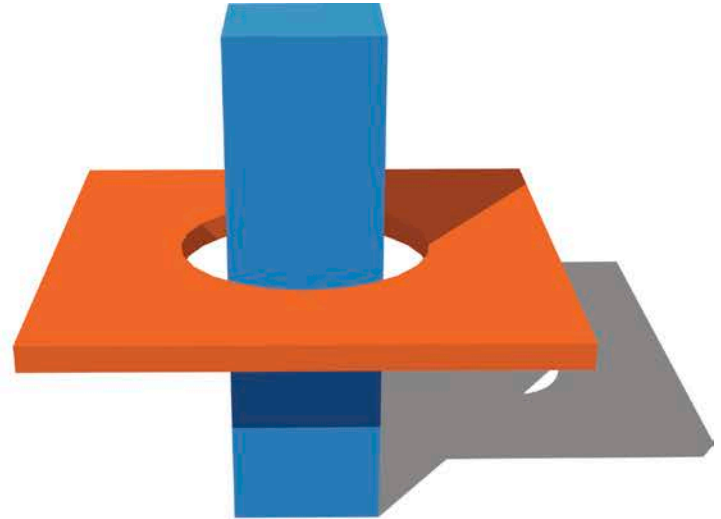
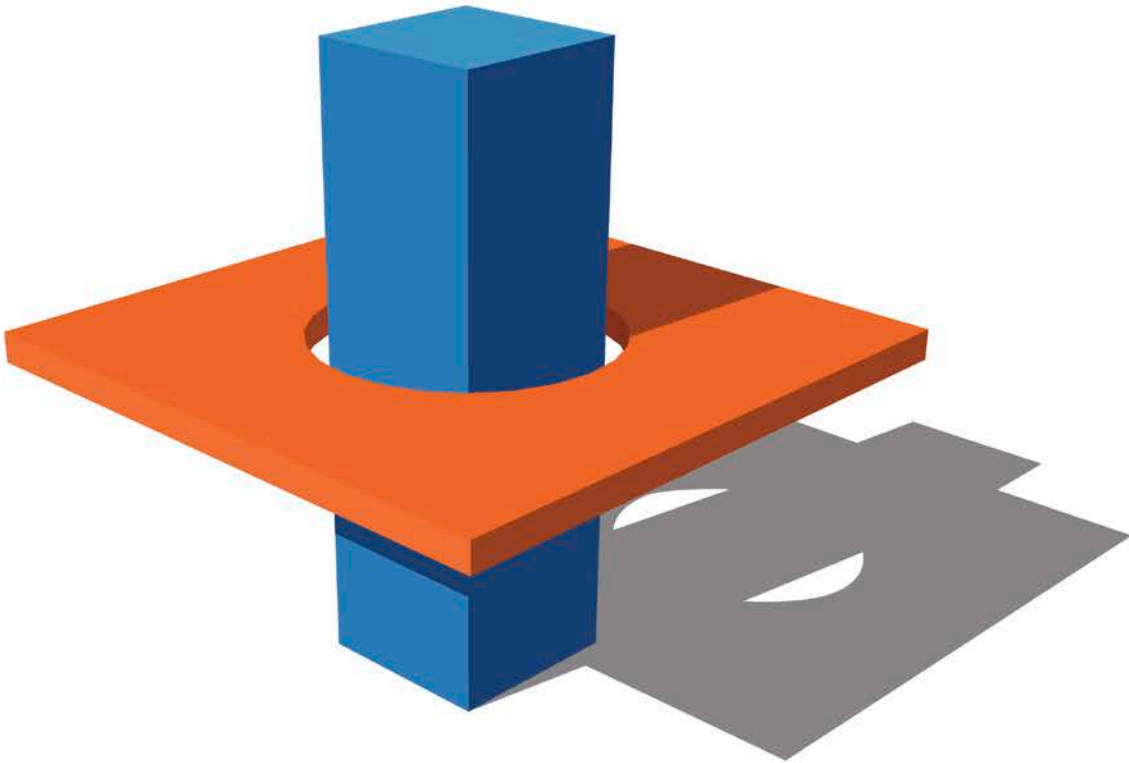
Adhere to General Ethical Standards

Recognizing responsibility to the District,
all managers:

- J. Engage in research and are knowledgeable and skilled in research techniques, **use sound and defensible methodologies**, conduct and report investigations in a manner that minimizes the possibility that results will be misleading, inaccurate, and/or deceptively incomplete.



Management by exception



The “other” option


Edit

Submit Save Save As Close Paste Cut Print Spell Check

Commit Clipboard Views


RESEARCH/DATA REQUEST FORM


All requests for research require submitting a *Data Request Form*. We will make every effort to acknowledge your request within 24-48 hours by email. Please submit your request a minimum of two weeks prior in advance by submitting this form. Depending upon the difficulty and detail level, the data request may take two weeks or longer to complete.

Requestor's Name:
 

Department:

Telephone/Extension:

Request Date:
 

Preferred Return Date:
 

November, 2015

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

Today is Monday, November 02, 2015

Purpose for Request:
(Check all that apply)

- Accreditation (All Types)
- Assessment (SLO/SAO)
- Consultation
- Curious
- Enrollment Management
- Equity Plan
- For Board of Trustees Interaction
- Grant
- Mandated Reporting
- Program Information
- Program Review
- Public Information Request (PIO Only)
- Shared Governance
- Strategic Plan
- Student Success Support Plan (SSSP)
- Other (Please Specify)

Survey of Everything





- Management Council**
- Deans Council**
- President's Senior Management Council**
(VPs, Provosts, HR and Research Deans)

College of the Sequoias

Management Council

March 18, 2016

Visalia, CA



Why is research/data relevant AND important?

COS 2.0: The analysis of **data is central** to the COS Model for Integrated Planning.

Core Values: Innovative thinkers and problem solvers: Proactively explore and adapt, innovative and sustainable, **data driven solutions** to achieve institutional excellence.

General Ethical Standards- Recognizing responsibility to the District, all managers:

- J. **Engage in research** and are knowledgeable and **skilled in research techniques**, use sound and defensible methodologies, conduct and report investigations in a manner that **minimizes** the **possibility** that results will be **misleading, inaccurate**, and/or deceptively **incomplete**.

(Source: COS 2015 Management Handbook, pp. 6-8).

Benefit to the College: Consider how the data request will benefit the College.

Engagement: Get involved in the data request process prior to the submission.



Alternatives: Explore alternative methods to obtain the information/data needed.

Sense and Sensibility: Make sure it makes sense, reasonable, logical, understandable, and practical.

FERPA & Ethics (Identity Protection): Protect sensitive/personally identifying information.

Human Subjects: Be aware of the IRB rules.

Limitations

“Seek simplicity and distrust it”
Alfred North Whitehead

- **Tunnel vision/
singlemindedness**
- **Simplification is often
distrusted, e.g. investment,
election forecasting models,
clinical vs. statistical
diagnosis.**



Sources

Ashkenas, R. (2007). Simplicity-minded management. *Harvard Business Review*, 85(12), 101-109.

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Leong, L. C. (2005). Complexity, Bureaucracy and the Information Space. *Ethos*, 11(3), 7-11.

Porter, S. R., Whitcomb, M. E. and Weitzer, W. H. (2004), Multiple surveys of students and survey fatigue. *New Directions for Institutional Research*, 2004(121), 63–73.

Rego, A. (2010). Complexity, simplicity, simplicity. *European Management Journal*, 28(2), 85-94.

Sargut, G., & McGrath, R. G. (2011). Learning to live with complexity. *Harvard business review*, 89(9), 68-76.

Thank You!



COLLEGE OF THE SEQUOIAS
RESEARCH, PLANNING &
INSTITUTIONAL EFFECTIVENESS

RESEARCH

MEASURING

SUCCESS

EVERYDAY

www.cos.edu/Research