



OFFICE OF INSTITUTIONAL RESEARCH AND ANALYTICS PLAN

MISSION

The Office of Institutional Research and Analytics at California State University, San Bernardino collaborates with the campus community in support of strategic planning, enrollment planning, assessment, and continuous improvement through consultative program design and timely dissemination of reliable information.

Goal 1: Provide expertise and support for program design, assessment, and continuous improvement.

- **Outcome 1a:** IR meets the regular reporting needs of the campus, including the Chancellor’s Office and relevant accrediting bodies.
- **Outcome 1b:** IR publicly reports routine student and campus information in a timely manner.

Activities:

Workshops (IR & IE)	Student Success Initiative
One-on-one/departmental consults	Program/departmental retreats
Participation in large-scale planning/program design	Committee on Learning Assessment for Student Success (CLASS)

Measures:

Routine reporting schedule in place; reports submitted on time. Institutional data available and accessible.

Goal 2: Develop, provide, and maintain timely and accurate institutional data to internal and external audiences.

- **Outcome:** IR formulates and conducts surveys, research, and data analyses to be used for campus decision-making and continuous improvement.

Activities:

Dashboard/Dartboard maintenance	Did You Know
Survey data	Ad hoc requests
High school brochures	Chancellor’s Office reporting
Common data set	Self-study surveys
FactBook	Quick Facts

Registration reports

Measures:

Quantity of surveys and studies conducted in collaboration with or support of various campus entities

Goal 3: Conduct project-based research and analyses.

- **Outcome 1a:** IR consults with the campus community regarding outcomes assessment activities.
- **Outcome 1b:** IR aides the campus community in acquiring skills related to program design, assessment planning, and measurement development through professional development opportunities.
- **Outcome 1c:** IR supports units' ability to synthesize and utilize assessment data to identify and implement continuous program improvements.

Activities:

Predictors of student retention/graduation

Program evaluations, in example: Coyote First STEP, English Directed Self-Placement, Educational Opportunity Program (EOP), Intensive Mathematics Program (IMP)

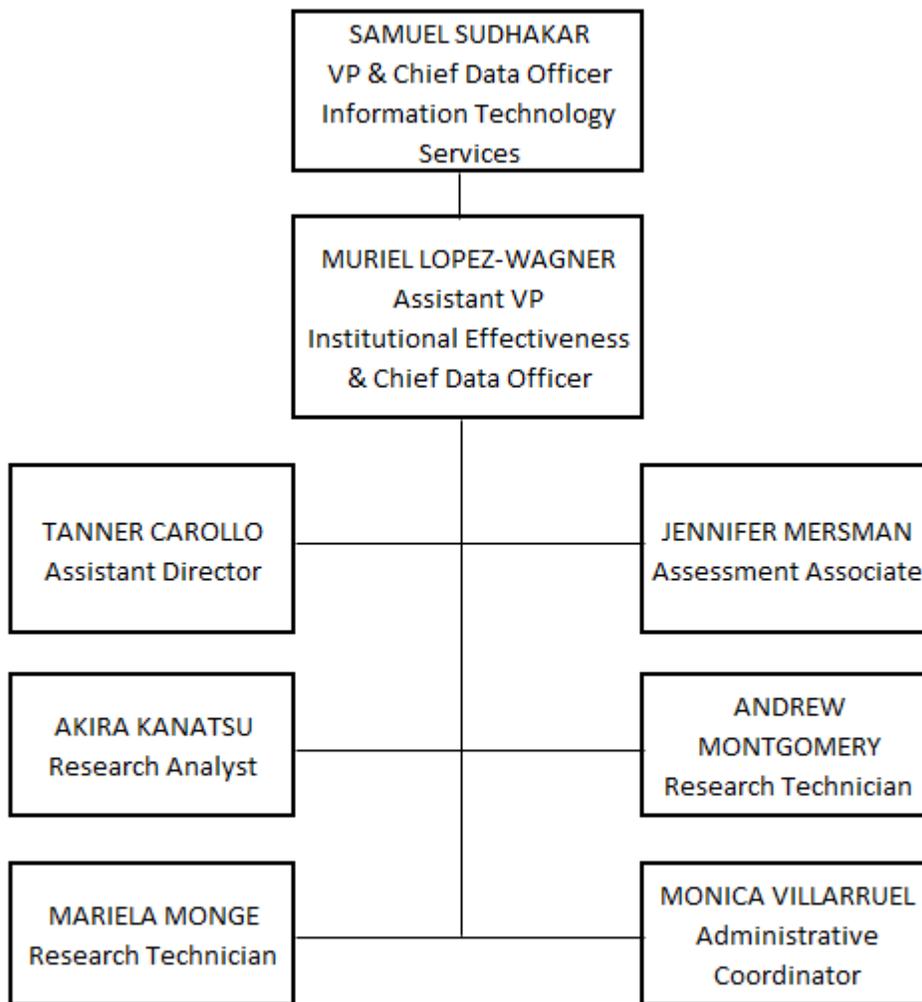
Measures:

Number of consults related to outcomes assessment. Number of workshops, retreats, etc. offered to campus community. Number of program design and planning discussions participated in. Question(s) in IR satisfaction survey. Audit of reports' outcomes and measures quality.

Units report having used data to "close the loop". Audit of reports identifying programmatic decisions made based on data. Question in IR satisfaction survey related to programmatic decisions based on data.

Office of Institutional Research

Organizational Chart



Our Staff

Muriel C. Lopez-Wagner is the fourth director of institutional research at California State University, San Bernardino (CSUSB). She has 18 years of experience in research, 16 of which has been with California State University, San Bernardino, Office of Institutional Research. As Chief Data Officer and Assistant Vice President for Institutional Research & Analytics, she oversees the responsible and ethical use of data on campus, maintains enrollment projection models for enrollment planning and budget purposes, provides supervision and analytic support to facilitate planning, assessment, policy decisions, resource allocations, and creation of dashboards, and manages workflow for the office. She participates in various committees across campus such as Student Success Initiative, High Impact Practices, Graduation Initiative 2025, Institutional Data Team, Information Security, and WSCUC Steering Committee. She received her PhD from Claremont Graduate University in Applied Developmental Psychology.

Tanner Carollo is the Institutional Research Lead and University Analytics Associate. He designs and maintains the university dashboards, coordinates with various offices to translate business requirements into data tables and queries, and supports data informed decision making through analysis and interpretation. Tanner produces data for external reporting mandates, plans and develops research projects, conducts and oversees survey research, and supervises graduate students. He received an M.A. in Experimental Psychology from California State University, San Bernardino.

Jennifer Mersman is the Assessment Associate. Her role is building capacity for assessment across university divisions to enhance continuous improvement. Jennifer consults and collaborates with departments to design assessment methodologies for evidence-based planning, programmatic change, and organizational development. Jennifer is an alumna from CSUSB, receiving her M.S. in Industrial and Organizational Psychology, and earned her Ph.D. in Organizational Psychology from Claremont Graduate University.

Akira Kanatsu is a Research Analyst. He conducts data analyses and writes reports in support of assessment, planning, enrollment management, policy formation, decision-making, accreditation, and internal and external reporting. He supports departmental self-studies, develops forecast/prediction models, builds and maintains custom dashboards, constructs and maintains research database, creates and distributes surveys, trains graduate research assistants, and fulfills ad hoc requests. He received his PhD from University of California Riverside in Developmental Psychology and a Bachelor's degree in Psychology from California State University, Northridge.

Mariela Monge and **Andrew Montgomery** are Research Technicians. They are responsible for data mining, reporting, warehousing, and management. In addition, they perform statistical analyses and writing summaries in support of planning, enrollment management, policy formation, decision-making, and accreditation. Mariela received a B.A. In Psychology from San Diego State University and is expected to receive an M.S. in Industrial Organizational Psychology from California State University, San Bernardino. Andrew received an M.S. in Industrial and Organizational Psychology from California State University, San Bernardino.

Monica Villarruel serves as the Administrative Support Coordinator for Institutional Research. She maintains the general function of the office, coordinates events and workshops, and prepares travel

arrangements. She creates and distributes online surveys and is the main contact for surveys from college publishers. Monica received her B.A. in Spanish Literature and Language from CSUSB in the Spring of 2004, and has over 10 years of administrative support experience at CSUSB.