



INSTITUTIONAL RESEARCH AND DECISION SUPPORT (IRDS)

Transforming IR Guided by the Statement of Aspirational Practice

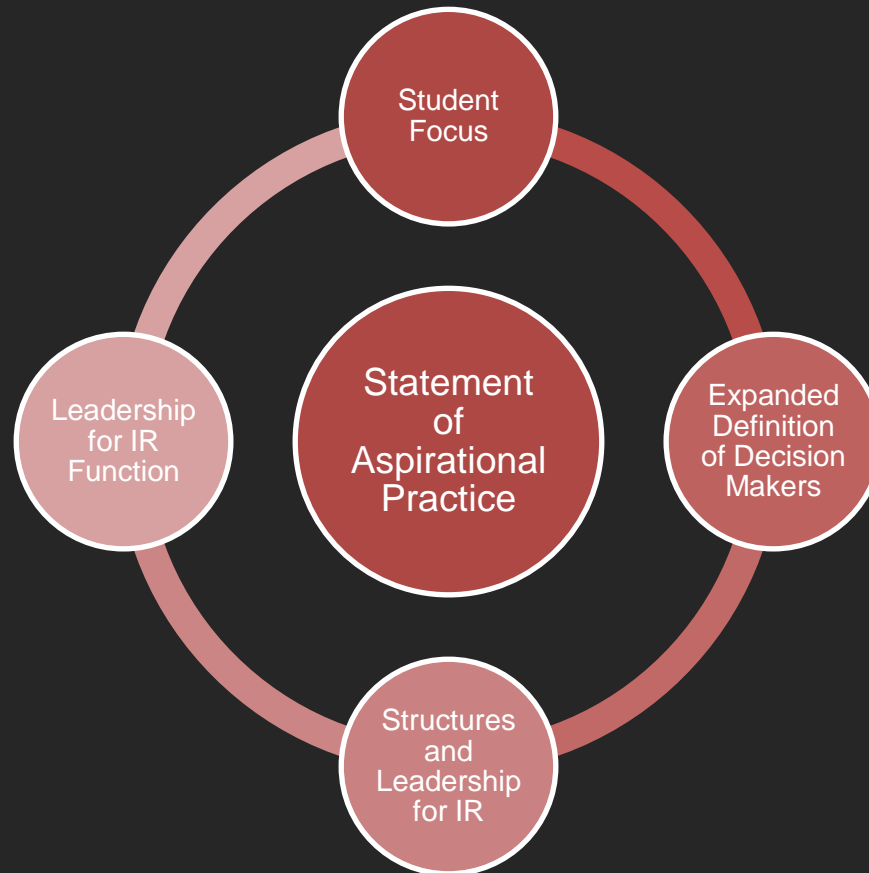
**Association for Institutional Research (AIR) Forum 2017
Washington DC June 1, 2017**

Overview

- Statement of Aspirational Practice – Four Areas
- IUPUI IR Context and Organization
- Strategies for Developing Integrated Data Infrastructure
- Building Capacity for Decision Making
- Discussion and Questions



Statement of Aspirational Practice For Institutional Research – Association of Institutional Research (AIR)



Institutional Research and Decision Support Context

- IRDS new office in August 2015.
- Reorganized all data-generating, decision support offices under one structure to leverage expertise and integrate data across units.
- Had opportunity to organize new office guided by Statement of Aspirational Practice for Institutional Research.



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Our Vision.

*The office will provide accurate, timely, and actionable information to support decision making at IUPUI. Using information from this office will allow greater coordination and alignment of activities to achieve maximum effectiveness in regard to IUPUI's Strategic vision, mission, values, and goals related to **the success and learning of our students** as well as overall institutional effectiveness. Our vision is to be a national leader in institutional research and decision support in higher education.*



IRDS Activities and Reports to Support Decision Making and Focus on Students

Institutional
Research
(Retention and
Graduation
Rates)

Strategic
Enrollment
Management

Assessment of
Student Learning
and
Development

Survey Research
Methods

Program
Evaluation and
Program Review
(assessing what
works and what
needs
improvement)

Institutional and
Strategic
Planning
Decision Support



IRDS Key Practices and Strategies to Build and Support IR Function

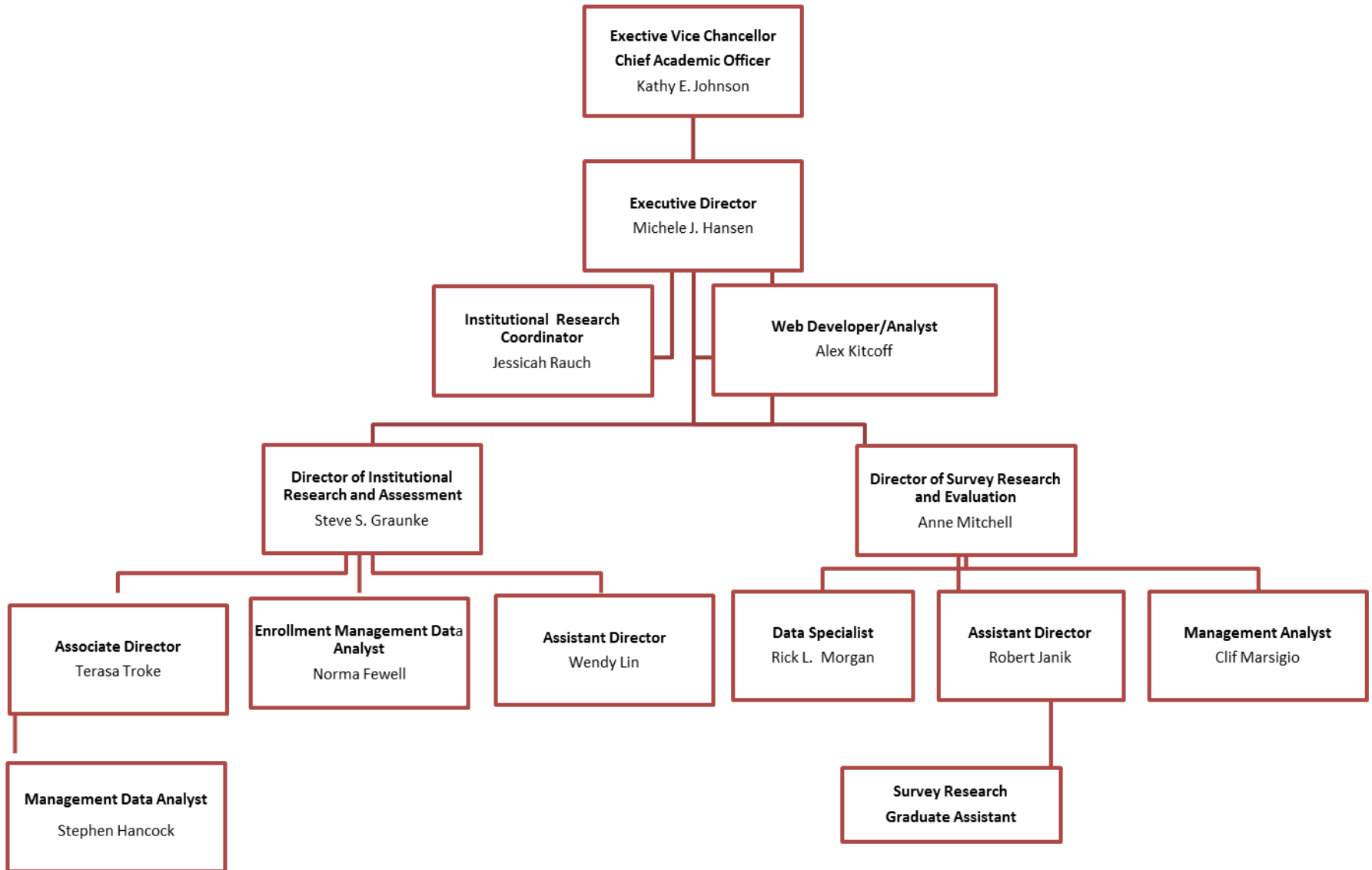
- Engage in efforts to understand the anatomy of decision making across campus (who makes decisions, when, how, and what data is needed).
- Building data literacy, evaluation, and assessment capacity across IUPUI so that information exploration, interpretation, and analysis are used to support evidence-based decision making and improve institutional effectiveness.
- Provide consultation on decision support approaches, data visualization, dashboard creation, assessment, program evaluation, survey research methods, and advanced statistical analysis procedures.
- Deliver training and data tools that allow decision makers to leverage data and information.



Becoming Good Data Narrators and Making Connections



IRDS Organization Chart



Organization around Decision Maker

- Multiple decision makers across a campus – and IRDS is organized so those decision makers have access
 - Chancellor and Chancellor's Cabinet
 - Schools
 - Academic Programs
 - Division of Undergraduate Education
 - Enrollment Management
 - Division of Diversity, Equity, and Inclusion
 - Academic and Faculty Affairs
 - Staff Affairs (Human Resources and the Office of Equal Opportunity)
 - Etc.



Survey Research and Evaluation

- Student, Alumni, Faculty, and Staff Surveys (questionnaires, focus groups, interviews)
- Campus Climate for Diversity and Diversity, Equity and Inclusion (DEI) Reporting and Program Evaluation Support
- Program Evaluation
- Program Reviews (this requires a coordinated effort across all offices)
- Administrative Reviews
- Salary Equity Studies
- Faculty Affairs Data and Information Support
- Teaching Activity Reporting
- Human Resources and Staff Data Support
- Office of Equal Opportunity Reporting
- Grants (program evaluation and methodology consultations)
- Consultation on survey research methodology and program evaluation

Institutional Research and Assessment

- Strategic Enrollment Management (Data, Information, Analysis, and Projections)
- University College and Division of Undergraduate Education Assessment
- Graduate School
- Undergraduate and Graduate Student Learning and Success (assessment of graduate and undergraduate student performance, and pedagogical, curricular, and programmatic initiatives)
- Transfer students (assessment of student success)
- Entering Student Survey and National Survey of Student Engagement (NSSE)
- Graduation and Retention Reporting
- Academic Performance and Outcomes Reporting (DFWI rates, course completion rates, progress on degree maps)
- Assessment of Student Learning Outcomes
- Assessment of RISE and other High Impact Practices
- Academic Affairs Data and Information Support
- Integration of student, staff, faculty, fiscal, facilities information
- Grants (assessment, program evaluation and data support for grants related to student success, learning, DUE/ UC and/or strategic enrollment management)
- Consultation on decision support services, assessment, survey research, and program evaluation



Institutional & Strategic Planning Decision Support

- Strategic Planning (Data Support, Key Performance Indicators, Dashboard Creation)
- Annual Reporting and Planning Decision Support
- Institutional Financial, Facilities, and Budgeting Reporting (dashboard data for faculty, staff, alumni, as well as research, financial, and facilities indicators)
- Data support for annual reports, compliance reporting, Higher Learning Commission, external ranking requests, publications, and requests from external agencies.
- Institutional rankings updated annually and peer comparisons (this will be a coordinated office responsibility)
- Data to support program reviews, campus accreditation, school and department accreditation (e.g., ABET, ASEE, ABA). This will be a coordinated office function and much of the data for their accrediting bodies are housed within departments.
- Grants (institutional data and applications information support)

Strategies for Developing an Integrated Data Structure

- Revisioning Enrollment Management and Student Success
 - Point-in-Cycle
 - Admissions Funnel
 - Enrollment
 - Orientation
 - Course Enrollment
 - Enrollment Reporting
 - Leveraging Partnerships
 - Student Flow
 - Retention



Strategies for Developing an Integrated Data Structure

- Revisioning Data for Transfer Student Success
 - Transfer Student Dashboard
 - Integrated IUPUI-Ivy Tech Data



Strategies for Developing an Integrated Data Structure

- Revisioning Undergraduate Student Surveys
 - Surveys across the life course of a student
 - Entering Student Survey (orientation)
 - Mentor Intake Survey (first semester)
 - Transition to Major Survey (typically after first year)
 - Graduation Survey (school-based)
 - First Destination Survey (last year through one year out)
 - Alumni Survey (1-3 years out)



Strategies for Developing an Integrated Data Structure

- Revisioning Employee Data
 - Creating an infrastructure that helps predict employee retention
 - Faculty survey
 - Modules that ask faculty questions depending on where they are on the life course of a faculty member
 - Staff survey
 - Adding items regarding mentoring, performance evaluations, etc.
 - Exit surveys
 - Housed in the Office of Equal Opportunity (managed by IRDS)



Policies

- Student Data Policy Advisory Group
- Employee Data Policy Advisory Group
- Survey Research Policy



Building a Capacity for Decision Making

- Data infrastructure
- Relationship building
- Access to decision makers
- Building capacity for others (outside of IR) to collect data appropriately
- Technology that allows for decision makers to have access to data
- Ongoing training and support

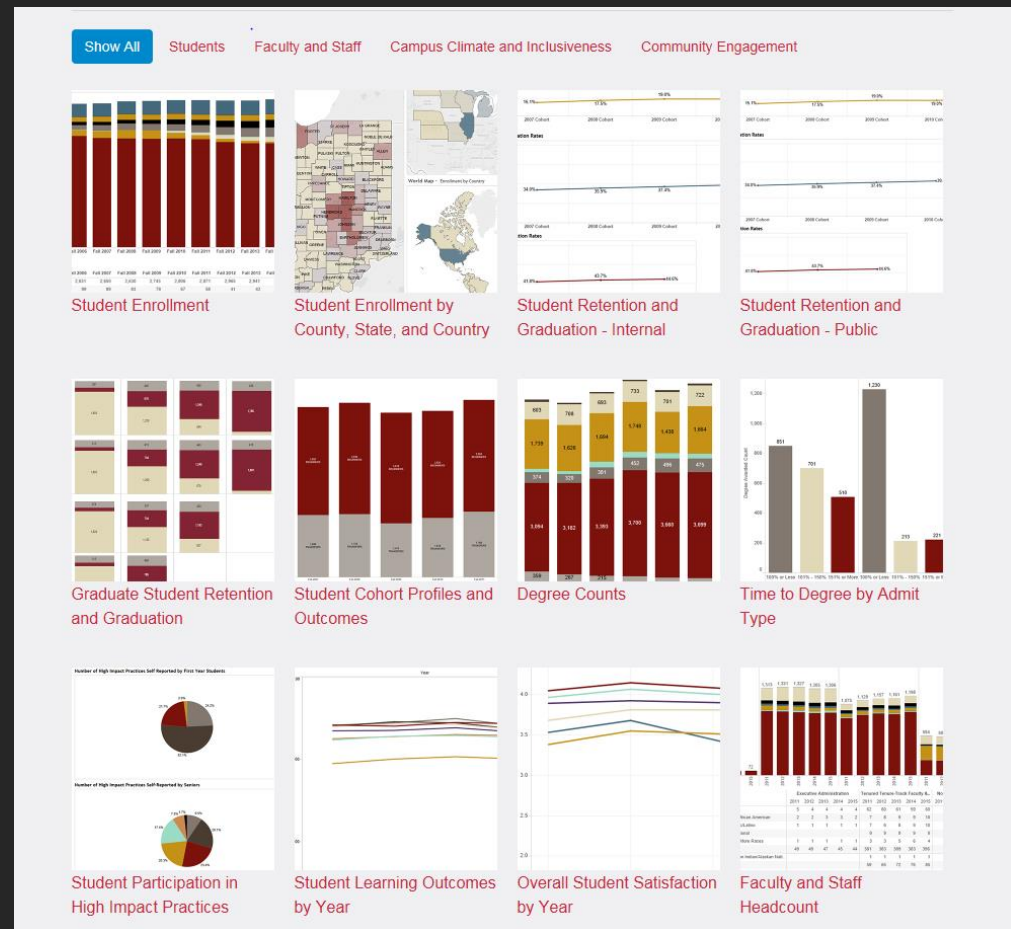


Using Technology-Enabled Reports

IUPUI Data Link

Institutional Research and Decision Support
irds.iupui.edu

These highly interactive dashboards allow users to drill down and filter to allow detailed exploration of key indicators associated with the IUPUI Strategic Plan.



Challenges and Potential Obstacles

- Students as decision makers (how do we know what they will use/need without overwhelming them, what formats effective).
- Unprecedented access to data does not equal to clear understanding, effective interpretation, and use.
- Facilitating easy navigation of IR reports still a work in progress.
- Decision makers do not always know how to use data for effective decision making.
- Difficult to expect very busy directors in student-facing roles to be expert data analysts, evaluators, and assessment specialists.
- Data governance not owned by IR at IU - IT responsible for data warehouse, data stewardship, and governance.



Discussion and Questions!?



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