



TRANSFORMING IR PRACTICE GUIDED BY THE STATEMENT OF ASPIRATIONAL PRACTICE

INSTITUTIONAL RESEARCH AND DECISION SUPPORT
(IRDS)



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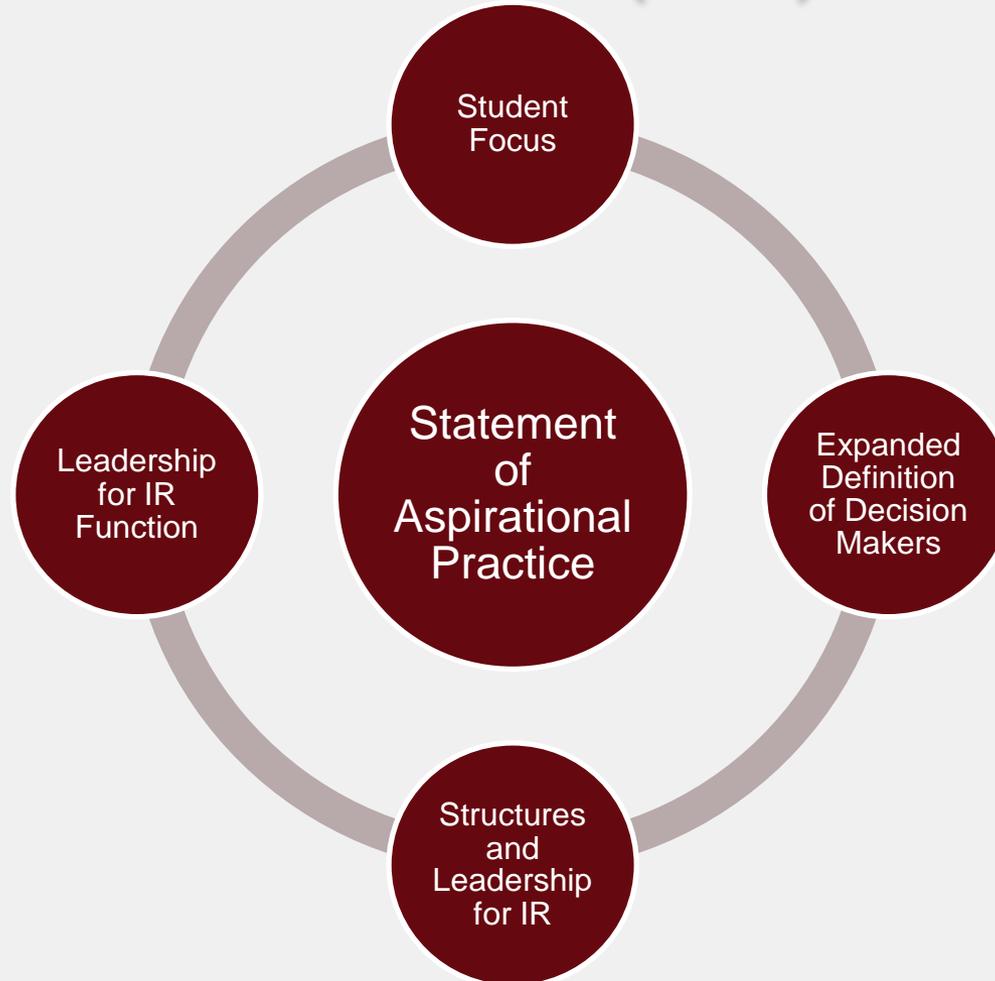
Overview

- IUPUI IR Context
- Statement of Aspirational Practice – Four Areas
- IRDS Organization and Practices Guided by Statement
- Challenges and Potential Obstacles
- Discussion and Questions

IUPUI and IRDS 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
- During reorganization planning, campus decision makers engaged in vetting Statement document
- Had opportunity to organize new office guided by Statement document

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



IUPUI selected as 1 of 10 Pilot Institutions

INDIANA UNIVERSITY–PURDUE
UNIVERSITY INDIANAPOLIS

A STUDENT-FOCUSED PARADIGM



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

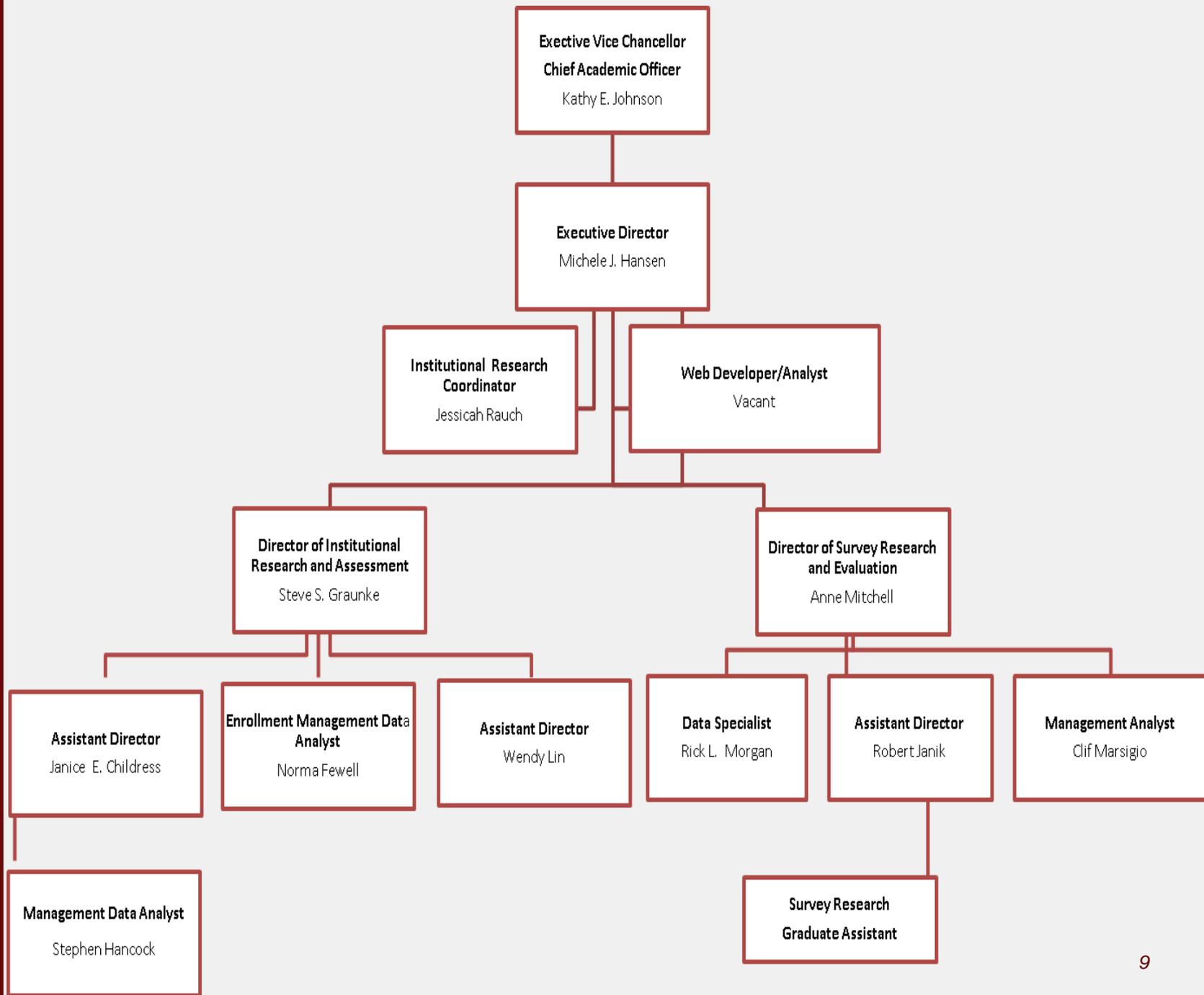
Survey Research Methods

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

Institutional and Strategic Planning Decision Support

IRDS Practices and Strategies to Support Student Focus

- Assess and evaluate IUPUI academic and support programs, High-Impact Practices, services, and initiatives to ensure the success and learning of our students.
- Build 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 student success and learning.
- Created a data infrastructure that allows for the creation of dynamic actionable reports responsive to the needs of and critical questions posed by all decision makers about the effectiveness of strategies designed to attract, retain, and promote on-time degree completion of students.
- Collaborate with all undergraduate, graduate, and support programs to create a robust suite of program evaluation and assessment reports and investigations that will lead to quality programs and support evidence-based decision making.



Institutional Research and Assessment

- Strategic Enrollment Management (Data, Information, Analysis, and Projections)
- University College and Division of Undergraduate Education Assessment
- 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

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 will require 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 and 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)

AN EXPANDED DEFINITION OF “DECISION MAKERS”



IRDS Key Practices and Strategies to Expand Notion of Decision Makers

- Consider the information needs of faculty, staff, administrators, and students.
- Develop a comprehensive integrated data infrastructure (student, faculty, staff, facilities, financial, research, community impact, and strategic planning indicators) to provide unprecedented access to data for all decision makers across IUPUI, especially those on front line with students and students themselves.
- Optimize the use of enabled technology such as Tableau to put data in the hands of decision makers. The technology-enabled data reports allow users to explore, interact with, and analyze information that is actionable and tailored to specific decisions.

IRDS Website and the IUPUI Data Link

<http://irds.iupui.edu/>

STRUCTURES AND LEADERSHIP FOR INSTITUTIONAL RESEARCH



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



LEADERSHIP FOR THE INSTITUTIONAL RESEARCH FUNCTION



Practices and Strategies to Enhance IR Leadership Function

- The Executive Director leads by supporting and coordinating all institutional research, institutional effectiveness, mandatory reporting, business analytics, and other data-focused decision-support activities.
- IRDS works with faculty and administrative leaders to support assessment, and accreditation.
- There is a significant focus on building relationships with individuals throughout the institution.
- Have spent the last year engaged in understanding data and information structures and capacities.
- Critical aspect of reorganization was to connect disparate pieces of information (student, faculty, staff, budget, human resources, campus climate for diversity).
- Developed a Student Data Policy Advisory Group and a Survey Research Policy

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 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.
- Expecting 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.

Next Steps

- Develop a communication and information gathering strategy to improve our understanding of how to enhance capacity for data-supportive decision making.
- Learn what formats and mechanisms are most effective for various decision makers, including students.
- Offer training and consulting sessions to increase campus capacity to engage in effective decision making.
- Continue to participate in IR and leadership professional development to continuously enhance our skills to meet campus needs.

