

Michele Hansen, Ph.D., Assistant Vice Chancellor
Institutional Research and Decision Support (IRDS)

Steven S. Graunke, Director of Institutional Research and
Assessment, IRDS



Transforming IR Leadership and Creating Data-Informed Decision Cultures

AIR Forum, Orlando FL May 29, 2018

Presentation found at <https://irds.iupui.edu/reports-presentations/conference-presentations/index.html>

IUPUI

- **Recognized for Learning Communities & the First Year Experience (U.S. News).**
- **For 13 consecutive years, U.S. News has highlighted IUPUI for offering programs that help ensure a positive collegiate experience for new freshman and undergraduates.**
- **Large Urban Public Research University.**
- **Student population of about 30,000 students.**
- **First-Time cohort just over 3,800 and New External Transfers just over 1,300 each year.**
- **Over 250 degree programs from both Indiana & Purdue Universities, guided by the Principles of Undergraduate Learning.**
- **Approximately 40% undergraduates are Federal Pell Recipients and 35% are First Generation College Students.**
- **About 50% of First-Year students commute to campus .**



Our Vision/Mission

*We provide timely, accurate, and actionable information to support decision making at IUPUI. Decision makers have the information necessary 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 nationally recognized leader in institutional research and decision support in higher education.*



Institutional Research and Decision Support Context

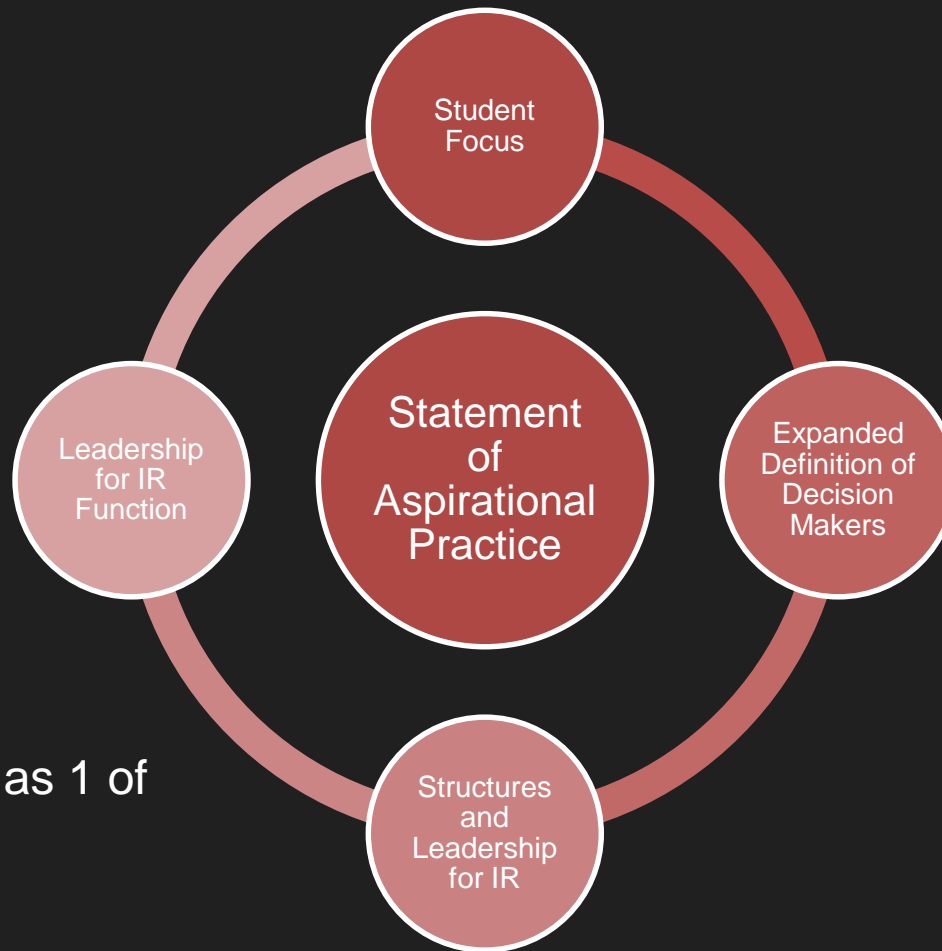
- IRDS new office in August 2015.
- Reorganized all data-generating, decision support offices under one structure to leverage expertise and integrate data across units.
- Had opportunity to organize new office guided by Statement of Aspirational Practice for Institutional Research.



IUPUI

FULFILLING *the* PROMISE

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



IUPUI Selected as 1 of
10 Founding
Institutions



IRDS Activities and Reports to Support Decision Making

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 Expand Notion of Decision Makers

- Consider the information needs of faculty, staff, administrators, and students.
- Developed 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.
- Optimized 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.



Organization Around Decision Maker

- Multiple decision makers across a campus – and IRDS is organized so those decision makers have access and we serve as facilitators
 - 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.



Building a Capacity for Decision Making

- Understand anatomy of 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, consultation, and support



IUPUI

FULFILLING *the* PROMISE

Practices and Strategies to Enhance IR Leadership Function

- Lead by supporting and coordinating all institutional research, institutional effectiveness, mandatory reporting, business analytics, and other data-focused decision-support activities.
- 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, Survey Research Policy, Faculty and Staff Individual Data Advisory Councils

Becoming Good Data Narrators and Making Connections



Data Governance and Policies

- Student Data Policy Advisory Group
- Staff and Faculty Data Policy Advisory Group
- Survey Research Policy



IR Leadership and Creating a Data-Informed Decision Cultures

1. Matrix Network Model of Institutional Research

- We have small teams within IRDS who work collaboratively with decision makers in schools and in units to ensure that that we are providing them with quality information and data tools so that they are empowered and effective decision makers. Process is integrative, nimble, and data is actionable and aligned with strategic planning decisions.

2. Leveraging Data Analytic Power with Formation of *Strategic Information Council*

- Chaired by Executive Vice Chancellor and charge to leverage all data/information resources across campus (e.g. IRDS Reports and Investigations, Academic Analytics, Education Advisory Board Student Success Dashboards and Risk Indicators, Digital Measures Activity Insight, Student, Faculty, and Staff Surveys, and more) and composed of leaders with decision making expertise and power/position to implement.

3. *Data Inquiry Group (DIG)*

- Group composed of heavy data users/analysts in schools (very decentralized environment). Formed group to leverage data and analytic tools. Facilitate dialogue around data-driven decision making (data quality, literacy, use, capacity, and transparency) We all serve as *data coaches* for university.



IR Leadership and Creating a Data-Informed Decision Cultures

1. Key Values and Performance Appraisal Process

- Identified shared values of Data Integrity, Service and Customer Focus, Collaboration, Diversity and Inclusion, Innovation and Initiative, and Professionalism. Integrated into performance management process and feedback to facilitate a data informed decision culture in IRDS and beyond.

2. *JagsSpeak* Student Forum

- JagsSpeak wants to utilize a forum of students (the JagsSpeak Forum) – randomly selected students who are selected to provide input into JagsSpeak surveys and thus, provide input into IUPUI decision making. The purpose of the forum is to create identity and pride around student involvement in decision-making.

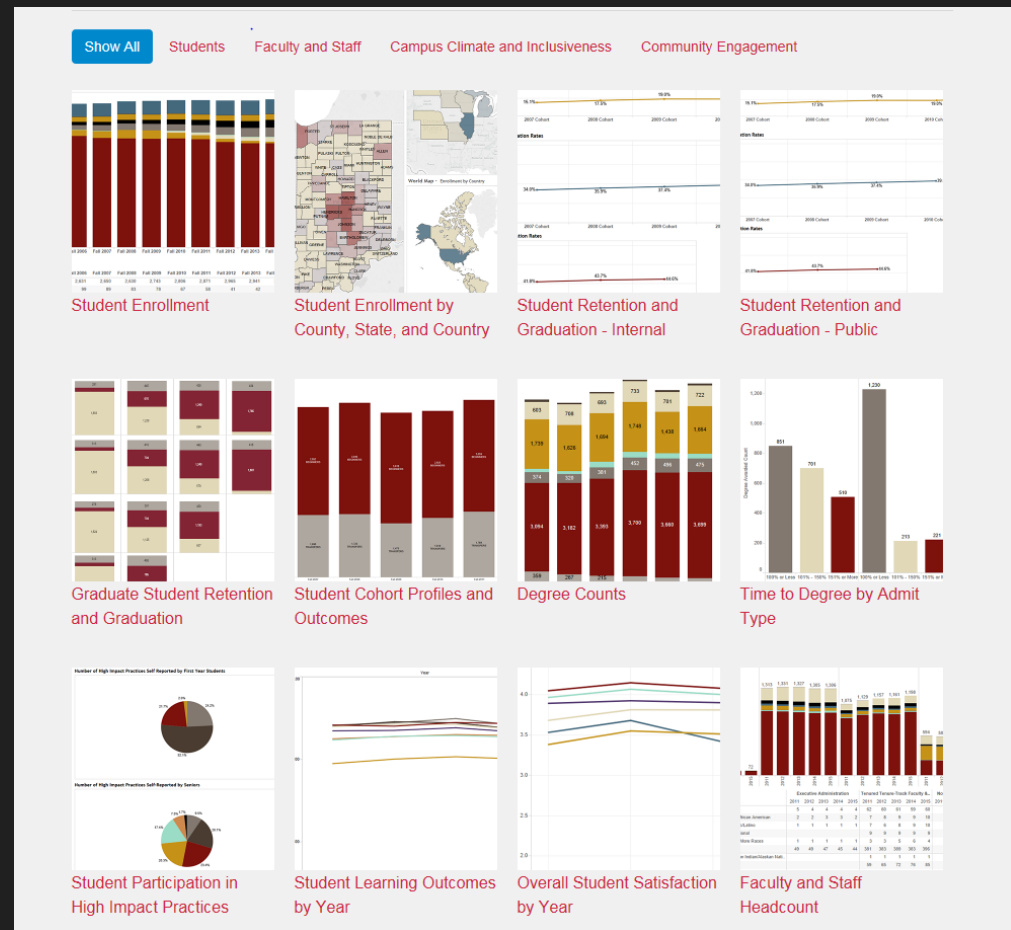


Redesigned Website with Accessible Self-Service Data Tools

Institutional Research and Decision Support

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

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



Outreach to users

IRDS Data Workshops



**IUPUI Data: What's
There and Where
Can I Find It?**



IUPUI

Development of Data Workshops

1. Goals

- Steer faculty, staff, and students towards appropriate data resources
- Improve data literacy on campus
- Provide Tableau tips and tricks

2. Report developers presented their work

3. Center for Teaching and Learning

4. Great response – Scheduled 3 sessions



Feedback & Results

1. Most useful aspect of workshop?

- “Watching the presenters navigate through the different reports”
- “Learning about the sheer breadth and depth of the information available from IRDS, and how user friendly the dashboards, filters, and functions are”

2. How to improve workshop?

- “Break into faculty based data and student programming/success based data. Then you could attend both, but could pick the one most relevant.”
- “More real-world applicability is nice with any data discussion.”
- “Navigation was difficult to keep up with”
- “Shorter, topic driven workshops” “More specific, in-depth workshops”



Next Steps

1. Generally positive feedback
2. Specific topic sessions
 - Financial Aid (April 5)
 - Additional Topics
 - Faculty/Staff Data
 - Surveys
 - Enrollment
 - Outcomes
 - Anything else?
3. Working directly with those that want to know.



Data Information Group (DIG)

- Consultation on IRDS workshops and other professional development
- Feedback on data use and interpretation
- Sharing strategies



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 always equal 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.



Questions?



IUPUI

FULFILLING *the* PROMISE

Presenters

Institutional Research and Decision Support (IRDS)



Michele Hansen, Ph.D., Assistant Vice Chancellor (mjhansen@iupui.edu)



Steven S. Graunke, M.A., Director of Institutional Research and Assessment
(sgraunke@iupui.edu)



IUPUI

FULFILLING *the* PROMISE

Presentation found at <https://irds.iupui.edu>

Under Reports and Presentations-Conference Presentations AIR