2011

Institutional Research

Annual Report

Message from the Director

In late 2010, faced with a substantial increase in workload, an increased demand for information – standardized as well as innovative – and as its core activities became increasingly fragmented and unclear; the office of Institutional Research launched its inaugural strategic plan. The plan was to provide a clear direction for the office to pursue for the next five years, as it was clear that data needs would continue to change and grow, and would offer the office a path to follow as it set priorities, expended resources, and met the needs of the campus community into the future.

This report looks at the results of the first year of operation under the strategic plan and provides a snapshot of where the office of Institutional Research has been, where it currently is, and where it will be in the future.

I would like to thank the entire Institutional Research and Strategic Planning staff for their support in this process and for allowing me to serve as their Director. Thanks also go to the Institutional Research Advisory Board for lending their support and expertise to the office and acting as a sounding board as the plan was put into action.

Mission

Institutional Research will ensure accurate and useful information is available for institutional planning, decision making, and operations. We will coordinate these services in an objective, systematic, and thorough manner, in direct support of Indiana State University's strategic plan.

Vision

Institutional Research will produce data, analysis, and research for the growth, planning, and policy making of Indiana State University, Terre Haute, the state of Indiana, and the region.

Values

T*imely*

We engage in reporting and research that is contemporary and beneficial

R*esearch*

We provide data, analysis, and information for reporting, planning, and decision making

E*thical*

We are principled in our research and analysis

E*fficient*
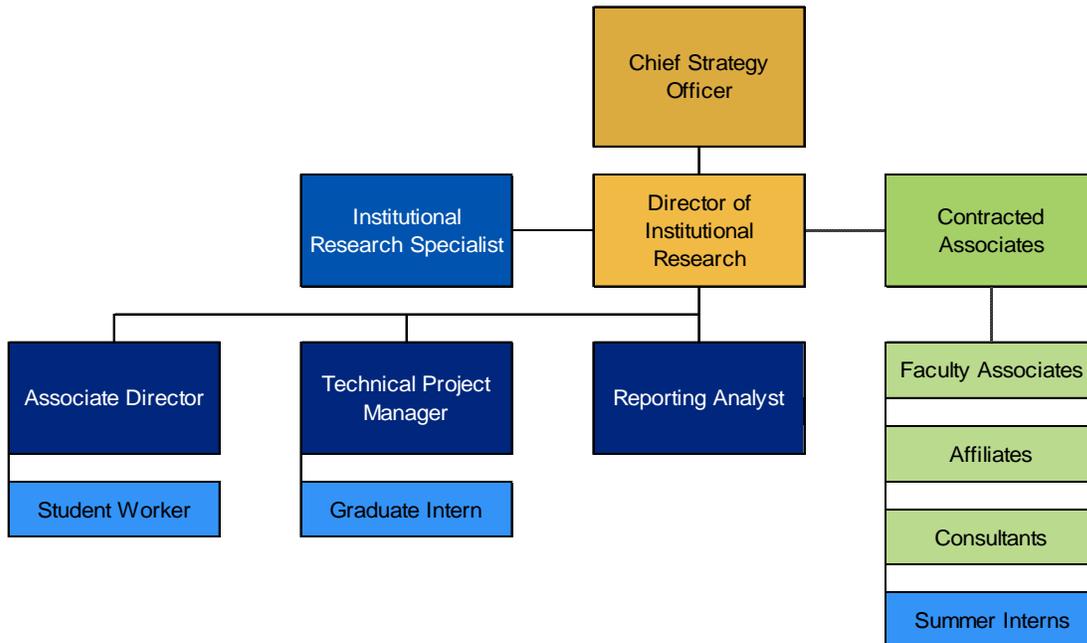
We use our resources wisely

S*trategic*

We facilitate others' success

History & Current Status

The office has gone through several transformations, since its inception in 1993, to meet the changing informational needs of the University. From its humble beginnings as Student Research, the office has at one time or another included testing, assessment, strategic planning and effectiveness responsibilities. In 2010, the office reorganized once again, in order to more clearly delineate its core functions and allow staff to prioritize projects and focus on priority issues.

Office Organization

The graph below summarizes the current office configuration for 2011. While it differs slightly from the one proposed in the strategic plan, it has been an improvement over the previous office organization, allowing the office to provide a greater amount of data and information than would have been possible without the changes implemented.

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                          │     Officer     │
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│  Institutional  │──────│  Director of    │──────│   Contracted    │
│Research Specialist│     │ Institutional   │      │   Associates    │
│                 │      │    Research     │      │                 │
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│Associate │  │  Technical   │  │  Reporting   │   │  │Faculty Associates│
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Primary Functions

Institutional Research's core activities include the following functions and are in direct support of Indiana State's mission:

Mandated Reporting

The office continues to manage the majority of university-wide federal reporting requirements, including the Integrated Postsecondary Education Data Surveys (IPEDS), the Higher Education Opportunity Act (HEOA), Office of Civil Rights (OCR), and the National Postsecondary Student Aid Study (NPSAS). At the regional level and on a 10-year cycle, the office plays a large role in the University's self-study for reaccreditation by the Higher Learning Commission (HLC). The office also works to provide academic and administrative departments across campus with the data needed to complete their own self-studies and reaccreditation. Reporting at the state level has increased substantially over the last year and includes the Indiana Commission for Higher Education (ICHE) and the State Budget Agency (SBA).

Operational and Strategic Planning

Activities in this area include communicating process and plans to a wide variety of audiences across the institution as well as externally. The office also monitors and maintains the benchmarks for the goals under the University's strategic plan, working in concert with the Office of Strategic Planning.

Data Development and Management

Institutional Research maintains several in-house databases, has been a key player in working towards developing a data warehouse (in progress), and has developed a wide array of Argos reports to extract data from Banner. Additionally, IR completes ad hoc data requests submitted to the office. In 2011, the office fielded 223 data requests. Of these requests, over one-fourth (27.4%) were received in September; not surprising, given that it coincides with the beginning of the fall semester and when official data are available.

Further investigation shows that the need for data has increased significantly when comparing the four months that comprise the 2010 fall semester (Sept. – Dec.) against the same four months of the 2011 fall semester – 54 vs 83. The first two graphics provide additional insights into who requested the data and the turnaround time of the request. The table illustrates how the office supports the University's strategic plan and breaks out those requests by goal.
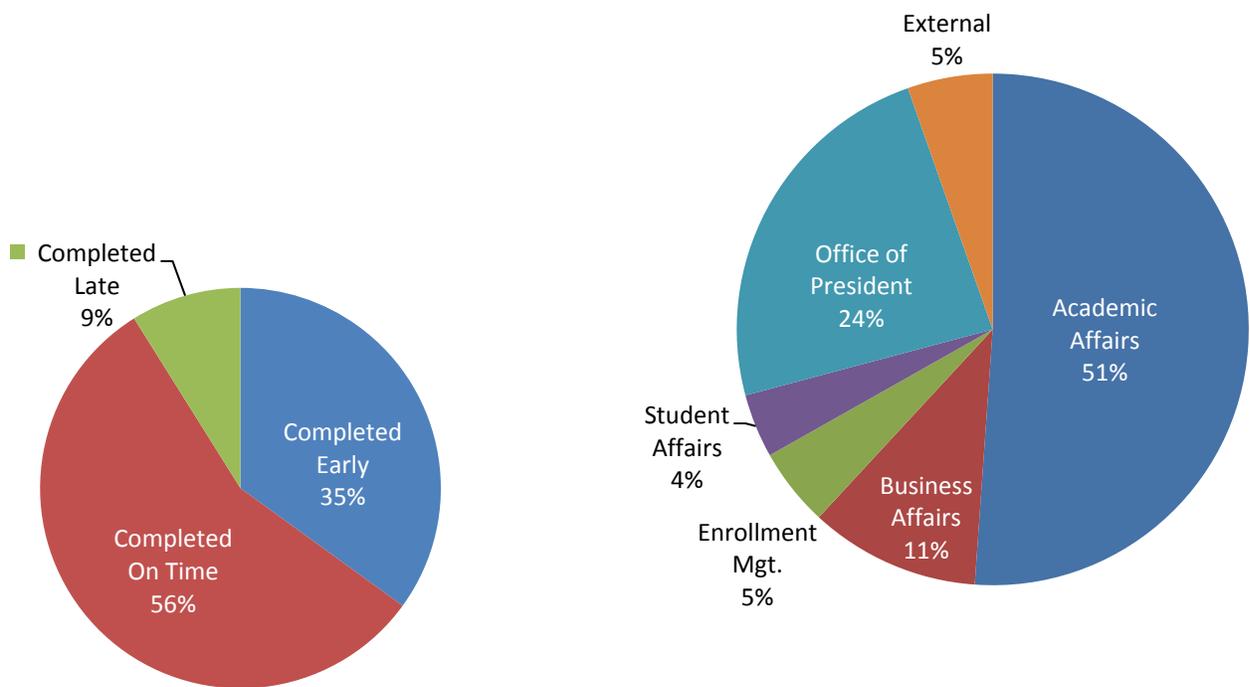
Goal 1 Enrollment / Student Success	92	61.7%
Goal 2 Advance Experiential Learning	6	4.0%
Goal 3 Enhance Community Engagement	7	4.7%
Goal 4 Strengthen Programs of Distinction	3	2.0%
Goal 5 Diversify Revenue	18	12.1%
Goal 6 Recruit/Retain Great Faculty/Staff	23	15.4%

Survey Research

This area includes instrument development, the administration, collection and analysis of data, and providing the results to campus constituents by way of presentations, reports, briefs, snapshot summaries, and online posting.

Management Information and Policy Analysis

Activities include production of the University's fact book, producing statistical summaries, conducting research studies, writing white papers, producing ad-hoc reports, and maintaining several websites.

Implementation Plan

Survey and Report Reductions

The number of surveys and reports the office completes on a yearly basis was reduced by more than half this past year. This allowed the office to take on new and more mission-critical activities and projects for the University. A new survey administration policy was implemented to carve out additional resources – campus wide surveys, including the NSSE, BCSSE, FSSE, and the Delaware Study are now on a 3-year cycle, as opposed to being done on a yearly basis.

Appoint an Advisory Board

In mid-2010, an Institutional Research advisory board was established and is comprised of key stakeholders from across the campus. The advisory board acts as a sounding board for the office and, with its extensive knowledge of campus activities and needs as well as personal expertise and use of university data, provides useful and timely feedback on current issues and data needs.

Develop a Strategic Plan

A 5-year strategic plan was implemented in late 2010, upon approval by the Advisory Board and is available on the Institutional Research website http://irt2.indstate.edu/ir

Qualifications Documents

Qualifications documents for all Institutional Research and Strategic Planning staff are available on the website.

New Personnel

The office identified two critical positions that needed to be filled in the strategic plan. A Reporting Analyst has been hired, as has a Business Intelligence Analyst. With the arrival of a new CIO at the University, the BI position has been transferred to Information Technology, although Institutional Research staff work closely with the Analyst on a regular basis.

Short-term Goals and Initiatives

Relocate Surveys, Reports and Applications

While no surveys were relocated (they were simply taken out of the office's annual rotation), MAP-Works, the University's survey and tracking program that identifies at-risk student behaviors, has been taken over by Student Success. Office staff worked closely with Student Success and Residential Life staff to ensure a smooth transition. The Proficiency Profile, a pre- and post- test that measures student learning gains, hasn't been relocated, but the office now works in tandem with University College and Assessment personnel in running, assessing and distributing the results.

Moratorium on New Reports and Projects

While over 50% of the reports and projects on the IR Reporting Schedule were cut to allow for new projects and data requests to be completed, the moratorium on new items never gained traction, and produced the exact opposite of its intent – new reports, projects, and ad-hoc requests have not only filled the space made by the original reductions, they have expanded to the point where we have a greater workload than when we started.

White Papers/Fact Sheets

Progress has been made in creating white papers for all the surveys, reports, and projects the office completes; however, there are still many to be written. A graduate student was hired specifically to help organize and write them, but in the end was not quite as successful as hoped. This task has been reassigned internally.

Benchmarks

As laid out in the strategic plan, the office had benchmarks to meet each year of the plan in order to monitor its progress. The table below shows the benchmarks for the end of 2010 and those for 2011. The 2010 benchmarks were all met across the board, while the 2011 results were mixed. Benchmarks related to office reorganization, staff positions and new office personnel structure are all in place. The office is currently tracking around 90% of the requests that are received; the other 10% never make it into the tracking system to start with, as they come in via phone, email and word-of-mouth.

While all office staff have qualifications documents posted online, it has been problematic getting these documents for faculty and staff associates. The decision was made to post their CV's instead. As for determining responsibilities between IR and other units on campus, some progress has been made, but with several recent major reorganizations and personnel changes, this process has temporarily been put on hold.

BENCHMARK	MET?
By 2010	
Surveys and reports will be reduced by 50%	✔
An Advisory Board will be appointed	✔
The office will have operational, tactical, and strategic plans in place	✔
All staff will have qualifications documents completed	✔
Support staff will be reduced to one position	✔
A new Director for the office will be in place	✔
By 2011	
Office will have a hardened office structure in place	✔
Office will be tracking and monitoring 100% of the work requests that come to the office via the administrative work request website	✘
All faculty and staff associates will have qualifications documents completed and on file	✘
All surveys will be conducted on a 3-year cycle, unless required by law to do otherwise	✔
IR and appropriate campus offices will have met to clarify IR's role as it pertains to each office and determine what each unit is responsible for	✘
New office structure will be finalized and reorganization will be complete	✔
The reporting analyst position will be filled	✔

Websites

Institutional Research produces a large amount of data and information on a regular basis. In order to more quickly and widely disseminate this information, the office maintains, monitors, and regularly updates the following websites:
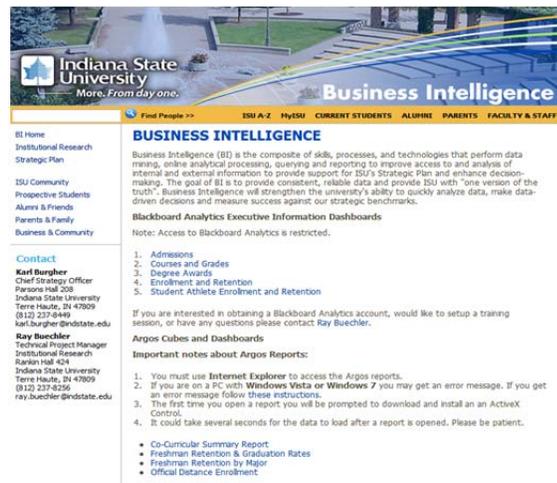
Institutional Research

This is the office's main website and contains information on the office, ISU-specific data, standardized reports and survey results, as well as links to the rest of the websites the office maintains.

Strategic Planning

This is the gateway to "all things Strategic Plan" for the University. The point is to provide as transparent a process as possible; interested parties can access the entire plan, as well as specific points or reports along the way. The site is being continually updated, so as not to interrupt work and progress being made to the goals and initiatives of the strategic plan.

Business Intelligence

In an effort to move the University forward in the next step of the process of turning data into information, Institutional Research, working in conjunction with Strategic Planning, began work to implement business intelligence at Indiana State. Beginning small, the office developed a short list of programs that could be run at any time to generate reports. This site is being turned over to the Business Intelligence area.

Strategic Enrollment Management

Strategic Enrollment Management (SEM) is a new endeavor for Indiana State. Institutional Research has been heavily involved in this process: serving on the Steering Team, the Short-term Tactical Team, and the Data Team. This website will be transitioning to the Student Success area.

Student Success

While currently rolled up under SEM, the Student Success website was initially created out of the need to make all of the research being done to support the newly-created area of Student Success easily accessible to a wider audience. Research done to date has looked at three broad categories: retention, predictive modeling, and a success algorithm. This website will be transitioning to the Student Success area.

NCA/HLC Self-Study

Indiana State's HLC reaccreditation process began in 2007 with the announcement of the Steering Committee members and culminated in the site visit which was conducted in early 2011. During that time, Institutional Research created and maintained the website and all documents cited in the self-study report. While no longer being used, the site is still available for reference.

Future Priority Issues

While unable to gaze into a crystal ball and see the future, a few things that will most assuredly remain at the top of the office's priority list include:

- **All things "IR"**
- **Mandatory Reporting**
  - Federal, State, Regional and On-Campus
- **Strategic Planning**
  - Current plan runs to 2014
  - Benchmark Projections to 2017
- **Benchmarking**
  - Performance Funding
  - Strategic Plan

Looking ahead to Year 3 of the strategic plan, the initiatives planned include:

- **Increased Web Presence**
  - Reduce number of sites the office maintains
  - Make the IR website the "go-to" place for data
- **Better Access to Data**
  - Expand the amount of data available for self-service
  - Provide a gateway site for all self-service reports and data
  - Develop process to better inform campus of available data

IR Advisory Board Members, 2012-13

Ray Buechler	Technical Project Manager, Institutional Research
Karl Burgher	Chief Strategy Officer, Strategic Planning
Chris Childs	Research Analyst, Student Success
Denise Collins	Associate Dean, College of Education
Linda Ferguson	Associate Director, Institutional Research
Jay Gattrell	Dean, College of Graduate & Professional Studies
Bob Guell	Professor, Economics
Darlene Hantzis	Professor, Communication
April Hay	Registrar, Office of Registration & Records
Linda Maule	Dean, University College
Patty McClintock	Director, Institutional Research
Bruce McLaren	Associate Dean, College of Business
John Murray	Dean, College of Arts & Sciences
Yasenka Peterson	Associate Dean, College of Nursing, Health & Human Svcs
Josh Powers	Interim Associate VP for Student Success, Academic Affairs
Susan Powers	Associate VP, Academic Affairs
Chip Rogers	Payroll & Risk Management Director, Business Affairs
Rebecca Stinnett	Grad Education System Spclst, College of Graduate & Professional Studies
Rhonda Terstegge	Institutional Research Assistant, Institutional Research
Rich Toomey	Associate VP, Enrollment Management
Vicki Winn	ICS Director, Information Technology
Sarah Wurtz	Scholarships Director, Admissions