



**UNIVERSITY
of ALASKA
SOUTHEAST**

University of Alaska Southeast

Institutional Effectiveness: FY19 Scope of Work & Prioritization Plan

Prepared for:

UAS Executive Cabinet

Prepared by:

Kristen Handley, krhandley@alaska.edu
Director of Institutional Effectiveness, UAS

Lacey Hall, Inhall@alaska.edu
Institutional Research Analyst, UAS

Contents

Mission Statement	1
Workload by Category	1
Core Projects & Functions.....	2
Project Prioritization	4
Source Data & Automated BI Reporting	4
FY18 Accomplishments	5
FY19 Goals.....	6
Organizational Chart	7

UAS Juneau Campus

11066 Auke Lake Way
Juneau, AK 99801

UAS Ketchikan Campus

2600 7th Avenue
Ketchikan, AK 99901

UAS Sitka Campus

1332 Seward Avenue
Sitka, AK 99835

Mission Statement

The UAS Institutional Effectiveness Office has a dual mission to provide leadership for institutional effectiveness (IE) and institutional research (IR) functions at UAS. For both IE and IR functions, UAS IE plays a key role in supporting all facets of the university including Academic Affairs (including the Alaska College of Education), Enrollment Management and Student Affairs (EMSA), and Administrative Services.

Institutional Effectiveness: UAS IE provides leadership and support for institution-level assessment and accreditation, strategic planning (linking assessments with resource allocation and planning), accountability reporting guidance, and general collaboration with and support for the Provost.

Institutional Research: UAS IE provides leadership and support in database extraction and cleaning, automated/business intelligence reporting, ad hoc data support, accountability reporting, program assessment data support, Alaska College of Education data support, institutional surveys of students and employees, and grants data support.

Workload by Category

Institutional Effectiveness

- Institutional Assessment and Accreditation
- Institutional Strategic Planning
- Institutional Accountability Reporting Guidance
- General Collaboration with and Support for the Provost

Institutional Research

- Database Extraction
- Automated Business Intelligence Reporting
- Ad Hoc Data Support
- Accountability Reporting
- Program Assessment Data Support
- Alaska College of Education Data Support
- Institutional Surveys of Students and Employees
- Grants Data Support

* The average FTE of employees in IR offices at institutions with 1k-2k student FTE is 2.2 IR FTE (Source: [AIR](#), June 2016).

Governance and Committees

- UAS Committees: Program Assessment & Review Committee (PARC), Strategic Planning & Budget Advisory Committee (SPBAC), Strategic Enrollment Task Force, Strategic Enrollment Task Force – Retention Subcommittee and Marketing & Recruitment Subcommittee, Provost’s Council, NWCCU Accreditation Self-Study Committee, Annual Strategic Institutional Priorities, Annual Enrollment Summit, and Chancellor’s Cabinet
- UA System Committees: IR Council, IR Council subcommittees, AKCoE Data Management Working Group

Core Projects & Functions

Institutional Effectiveness

Institutional Assessment & Accreditation

- Defining and assessing mission fulfillment
- NWCCU direct support for and collaboration with the Provost in planning, coordinating, and completing report materials and continuous tracking/improvement
- Institutional academic and non-academic assessment tracking/calendar
- Peer institutions and national benchmarks

Institutional Strategic Planning

- Institutional goal setting
- Institutional projections and forecasts: Tuition forecasting to inform resource allocation in academic departments.
- Strategic Enrollment Plan
- Strategic fiscal planning (e.g. NCHEMS analysis, linking assessments with resource allocation and planning)
- SPBAC leadership in fall, support in spring
- Planning support for Academic Affairs, AKCoE, EMSA, Admin. Services

Institutional Accountability Leadership

- NCES reports, Board of Regents reporting, Shaping Alaska's Future, Governor's Budget, NWCCU, CAEP, CAHIIM, NC-SARA

Program Assessment

- Program assessment support/Academic Affairs general support
- Program review support/Academic Affairs general support

Institutional Research

Database Extraction

- Database extraction and cleaning
 - RPTP: 2 billion records; key stakeholder in data quality review and cleaning
 - IRPROD/IRBASE: Immature data system
 - Adirondack, Lumens, Enrollment Rx/Salesforce, PETaL
- Data definitions and governance
- Applications used: SAS, SSMS, SSAS, SSDT 2015, Visual Studio, Mobile Report Publisher, Report Builder, Power BI, Excel, SharePoint, Planner, Teams, Flow, PowerApps, GitHub, Toad, R, Tableau
- Query languages/procedural extensions used: Proc SQL, SAS data steps, SAS macros, PL-SQL, T-SQL

Automated Business Intelligence Reporting

- Official open and close freeze reporting
- Operational daily and weekly reporting
- Work closely with Academic Affairs, EMSA, and Admin. Services employees to significantly increase reporting and audits

Ad Hoc Data Support

- Provide support for most departments throughout UAS in Academic Affairs, EMSA, and Admin. Services

Accountability Reporting

- IPEDS Keyholder
- Board of Regents/Shaping Alaska's Future report development support
- Common Data Set
- Fact Sheets
- Governor's Budget: OMB lead; ABS support

Institutional Research (cont'd)

Program Assessment

- Ten page data packet to support annual assessments and five-year reviews for each of the 30 academic program groups
- AGB balance scorecard and Delaware instructional cost study
- DoLWD/graduate outcomes analysis
- NSC non-retained analysis
- Faculty workloads analysis

Alaska College of Education Data Support

- UAS
 - NCATE/CAEP data support
 - CAEP site visit support
 - SPA data support
 - Title II part 1 and part 2 data support
 - LiveText portfolio support
- UA System
 - Strategic planning support
 - General support for Executive Dean
 - Board of Regents data support
 - AK Leg. data support
 - SB241 data and narrative support
 - DEED & School district collaboration (54 school districts)

Institutional Surveys of Students & Employees

- Student satisfaction survey support for institution-level student lists and analysis
- Student satisfaction survey support for department-level action steps
- Student engagement survey lead
- Institutional survey planning

Grants Data Support

- Title III, PITAAS, TAACCCT

Governance/Committees

UAS

- Program Assessment & Review Committee (PARC)
- Strategic Planning & Budget Advisory Committee (SPBAC)
- Strategic Enrollment Task Force
- Strategic Enrollment Task Force – Retention Subcommittee
- Strategic Enrollment Task Force – Marketing & Recruitment Subcommittee
- Provost's Council
- NWCCU Accreditation Self-Study Committee
- Strategic/Annual Institutional Priorities
- Annual Enrollment Summit
- Chancellor's Cabinet

UA System

- IR Council
- IR Council subcommittees
- AKCoE Data Management Working Group
- Strategic Pathways general data support
- Strategic Pathways IR – Lead author of Collaborative Knowledge Network option in the IR report to UA Summit Team

Project Prioritization

The projects listed on the previous page are the top priorities for UAS IE. However, ad hoc requests represent a significant part of the IR Analyst's workload (approx. 30%) and in many years the timing and importance of each request is difficult to predict. Over time, the intent is to automate many reporting tasks so that reporting is proactive instead of reactive. The UAS IE Office recommends that all ad hoc requests from UAS faculty or staff be discussed first with their dean, director, or Executive Cabinet supervisor to help avoid duplicative or unnecessary efforts.

Recurring Tasks

- Institutional Assessment
- Institutional Strategic Planning
- Institutional Accountability Reporting
- NWCCU Accreditation
- Program Assessment
- Committee representation

Continuous Improvement

- Database Extraction and Cleaning
- Automated Business Intelligence Reporting
- Data definitions and governance

Ad Hoc Requests

- Grant Reporting Data Support
- Institutional Surveys
- Data support for various departments
 - Academic Affairs
 - Enrollment Management and Student Affairs
 - Administrative Services
 - College of Education

Source Data & Automated BI Reporting

The UA System has invested in various data capture technologies over the years, most notably Banner software modules. Daily snapshots of Banner production data are saved in an Oracle data warehouse called RTPP. RTPP is comprised of approximately two billion records and serves as the foundation for most IR reporting at UAS. Throughout the UA System data entry is inconsistent and error prone across all departments—leading to inefficiencies for IR offices when they report this information.

Beginning in 2015, UAS IE invested a significant amount of time towards developing database-linked reports to help streamline data cleaning efforts and ensure wide access to accurate, current, and

consistently collected data. UAS IE and UAA IR co-authored a business case in 2015 to move UA IR functions towards automated reporting. This project has led to greater collaboration between UAA IR and UAS IE for the past four years and over 50 automated reports are available:

(http://www.uas.alaska.edu/ie/docs/UAS_IE_Decision_Support_Reporting.pdf). UAS IE's leadership in developing automated reports and improving data literacy across departments has led to improved operations at UAS. The goal is to continue to build on these efforts to help activate a decentralized, networked IR function at UAS—aligning with best practices for IR (Source: [AIR](#), 2016).

FY18 Accomplishments

In FY18, many goals were accomplished, and progress was made in every area listed. However, the office was short 1 FTE for a large portion of FY18, reducing the ability to fully complete all goals.

Institutional Effectiveness

1. **Institutional Assessment and Accreditation:** Improvements were made to link institutional assessment and program assessment, such as aligning each with the core themes. A calendar for assessment was also initiated.
2. **Institutional Strategic Planning:** The Strategic Enrollment taskforce made progress on the FY18 – FY22 Strategic Enrollment Plan. It was decided to re-align the plan with the University of Alaska 2025 goals. This document is now planned for finalization in fall 2018 and will include institutional projections and goals for enrollment.
3. **Institutional Accountability Reporting Guidance:** Fact sheets were enhanced and new ones were created to highlight information related to student success, teaching and learning, community engagement, and research and creative expressions.
4. **General Collaboration with and Support for the Provost:** Provided significant support to the Provost in the coordination and development of the fall 2018 comprehensive self-study report.
5. **IPEDS:** Successfully completed one full cycle of IPEDS reporting as the new keyholder.

Institutional Research

1. **IR Staffing:** Hired and trained a UAS IR Research Analyst.
2. **Database Extraction:** Improvements were made to the organization of the UAS IE database query library and more documentation was added.
3. **Automated Business Intelligence Reporting:** Many reports were transferred to Power BI, but this was put on hold to assess best practices for creating usable reports for internal and external constituents.
4. **Ad Hoc Data Support:** Ad Hoc requests were completed in a timely manner, but tracking of these requests is still in need of improvement.
5. **Accountability Reporting:** While it was planned to increase the number of automated reports for accountability reporting, this was put on hold to evaluate ways to make the reports more user-friendly.
6. **Program Assessment Data Support:** All necessary data packets were completed, but there is still a need to streamline to process of these data packets.

7. **Alaska College of Education Data Support:** All deliverables identified in the three-phased plan developed in 5/2017 were completed.

FY19 Goals

The Institutional Effectiveness office has been operating with 1.4 FTE without a director since March 2017. The new director started in October 2018. FY19 is focusing on evaluating the current work of the IE office and establishing a baseline of what is most useful to internal and external constituents, what could be improved, and what information could be added as an ongoing project or report.

Institutional Effectiveness

- **Institutional Assessment and Accreditation:** Collaborate with the Provost on the completion of the fall 2018 comprehensive self-study and spring 2019 site visit.
- **Institutional Strategic Planning:** Finalize the FY19-FY25 Strategic Enrollment Plan along with Vice Chancellor Nelson, Provost Carey, and the Strategic Enrollment Task Force. Create mid-year Status Report to identify how well UAS is meeting the goals and targets listed in the Strategic Enrollment Plan
- **Institutional Accountability Reporting Guidance:** Identify external reporting where UAS should be submitting information (such as US News). Review the need or interest level for an annual performance report or Fact Book.
- **General Collaboration with & Support for the Provost:** Work with the Provost to enhance the goals and measures used for UAS' core themes to align with UAS's mission and the UA system strategic pathways.

Institutional Research

- **Database Extraction:** Continue to write instructions for projects and add to the UAS IE database query library.
- **Automated Business Intelligence Reporting:** Assess best practices for creating usable reports for internal and external constituents. Continue the development of user-focused reports.
- **Ad Hoc Data Support:** Create a simple tracking model to evaluate the number of ad hoc requests and time spent on requests.
- **Accountability Reporting:** Assess which automated reports specifically for accountability reporting are the most useful and enhance the usability of these.
- **Program Assessment Data Support:** Work with Provost to identify ways to streamline the data component of program assessment.
- **Alaska College of Education Data Support:** Assist with the search for the College of Education Data Manager position and provide data support while this position is vacant.
- **Institutional Surveys of Students and Employees:** Create a calendar of planned surveys
- **Grants Data Support:** Provide ad hoc data support for faculty and staff writing grants

Organizational Chart

UAS Academic Affairs Org. Chart

