

Institutional Research & Information



Strategic Plan (2013-2017)

Pages	
2.....	Mission and Objectives Summary
3.....	Mission Alignment
4.....	IRI Values
	<i>Objectives</i>
5.....	IRI-1 Survey, Evaluation, and Research
6.....	IRI-2 Monitoring Institutional Mission
7.....	IRI-3 Official Reporting & Data Management
8.....	IRI-4 Supporting Decision-makers
9.....	IRI-5 Build and maintain organizational capacity
10.....	IRI Self-assessment Plan
11.....	Upward Alignment of IRI Objectives, Imperative, and Values
12.....	Summary of Key Action-Steps (2013-2014)
13.....	Summary of Key Action-Steps (2014-2015)



**INSTITUTIONAL
RESEARCH &
INFORMATION**

Institutional Research and Information (IRI)

provides information management and analysis to assist planning, measurement, and evaluation of the mission and goals of UVU and its communities.

IRI Objectives (What IRI does)

■ Survey, Evaluation, and Research

IRI collaborates, facilitates, and conducts survey, evaluation, and research activities for and with administration, staff, faculty, and students.

■ Monitoring Institutional Mission

IRI assists in monitoring progress toward the accomplishment of institutional core themes, administrative imperatives, and their related objectives. By extension, IRI supports accreditation, program review, and other self-study efforts.

■ Official Reporting & Data Management

IRI oversees official institutional reporting and serves as a custodian and clearinghouse of institutional data.

■ Supporting Decision-makers

IRI provides information for decision and planning support which both responds to and anticipates the needs of institutional leaders.

IRI Values (How IRI operates)

■ Information Integrity

IRI is dedicated to providing information that is (1) accurate, (2) reliable, and (3) valid.

■ Information Accessibility

Information should be (1) readily available, (2) strategically distributed to those who need it, and (3) easily understood.

■ Information Applicability

Information should be useful in that it (1) is relevant to the decisions it informs, (2) is customized to meet the needs of the audience, and (3) is both current and timely.

■ Professionalism

IRI conducts itself (1) ethically with respect to human subjects research and privacy concerns. Care is taken to provide (2) polished and (3) consistent deliverables and a (4) collaborative, (5) positive customer experience. IRI staff engage in (6) professional development to contribute to and learn from (7) best practices.

IRI Imperative (Critical to fulfill IRI Mission and Objectives)

■ Build and Maintain Organizational Capacity

IRI enhances the fulfillment of its mission, objectives, and values through the strategic development of human resources and organizational capacity.



**INSTITUTIONAL
RESEARCH &
INFORMATION**

■ For more information, visit uvu.edu/iri

Mission Alignment

Utah Valley University

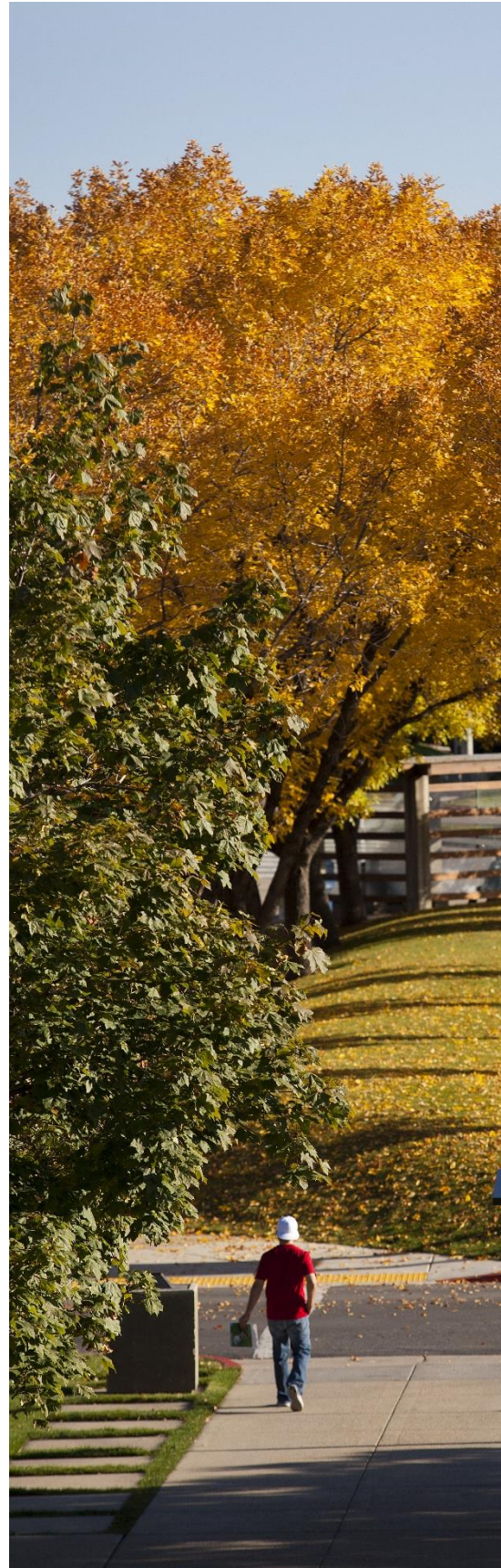
Utah Valley University is a teaching institution which provides opportunity, promotes student success, and meets regional educational needs. UVU builds on a foundation of substantive scholarly and creative work to foster engaged learning. The university prepares professionally competent people of integrity who, as life-long learners and leaders, serve as stewards of a globally interdependent community.

Planning, Budget, and Human Resources

The Division of Planning, Budget, and Human Resources supports sustained fulfillment of UVU's mission by providing key services, resources, information, and analysis to the university community and its stakeholders. We foster a culture of informed planning, assessment, innovation, and accountability to maximize individual and organizational success.

Institutional Research and Information

Institutional Research & Information (IRI) provides information management and analysis to assist planning, measurement, and evaluation of the mission and goals of UVU and its communities.



IRI Values

Information Integrity

IRI is dedicated to providing information that is (1) accurate, (2) reliable, and (3) valid.

Information Accessibility

Information should be (1) readily available, (2) strategically distributed to those who need it, and (3) easily understood.

Information Applicability

Information should be useful in that it (1) is relevant to the decisions it informs, (2) is customized to meet the needs of the audience, and (3) is both current and timely.

Professionalism

IRI conducts itself (1) ethically with respect to human subjects research and privacy concerns. Care is taken to provide (2) polished and (3) consistent deliverables and a (4) collaborative, (5) positive customer experience. IRI staff engage in (6) professional development to contribute to and learn from (7) best practices.



IRI-1 Survey, Evaluation, and Research

IRI collaborates, facilitates, and conducts survey, evaluation, and research activities for and with administration, staff, faculty, and students.

Goal 1: IRI seeks to fulfill UVU’s informational and assessment-related needs related to UVU’s initiative and policy.

Four Years of Strategic “Action Steps”				
Year	2013-14	2014-15	2015-16	2016-17
Unique Educational Mission	Development of key metrics Measure intended & unintended outcomes Measure implementation	Trending metrics over time	Evaluate impact, make recommendations	
Academic Program review	Pilot of dashboards and review	Roll-out of full-dashboards		
Outcomes Assessment	Value Rubrics Pilot	Expanded Value Rubric		
75 th anniversary support	Identify key “talking points” for 75 th anniversary	Initiative to Collect UVU stories	Extended Alumni Survey	
Other actions	High School concurrent enrollment Institutionalization of Qualtrics HERI Summer Improvement	Modern Think Community College Dashboard	Economic Impact Community survey	

Goal 2: IRI interacts with a variety of departments. IRI intentionally develops and maintains those relationships.

Four Years of Strategic “Action Steps”				
Year	2013-14	2014-15	2015-16	2016-17
Actions	Working with Innovation center & Faculty Research Center Coordination with Academic IT	IRB integration of research projects and review Better integration with IE/AA		

IRI-2 Monitoring Institutional Mission

IRI assists in monitoring progress toward the accomplishment of institutional core themes, administrative imperatives, and their related objectives. By extension, IRI supports accreditation, program review, and other self-study efforts.

Goal 3: IRI maintains a comprehensive, sustainable system for the monitoring of our core themes and administrative imperatives.

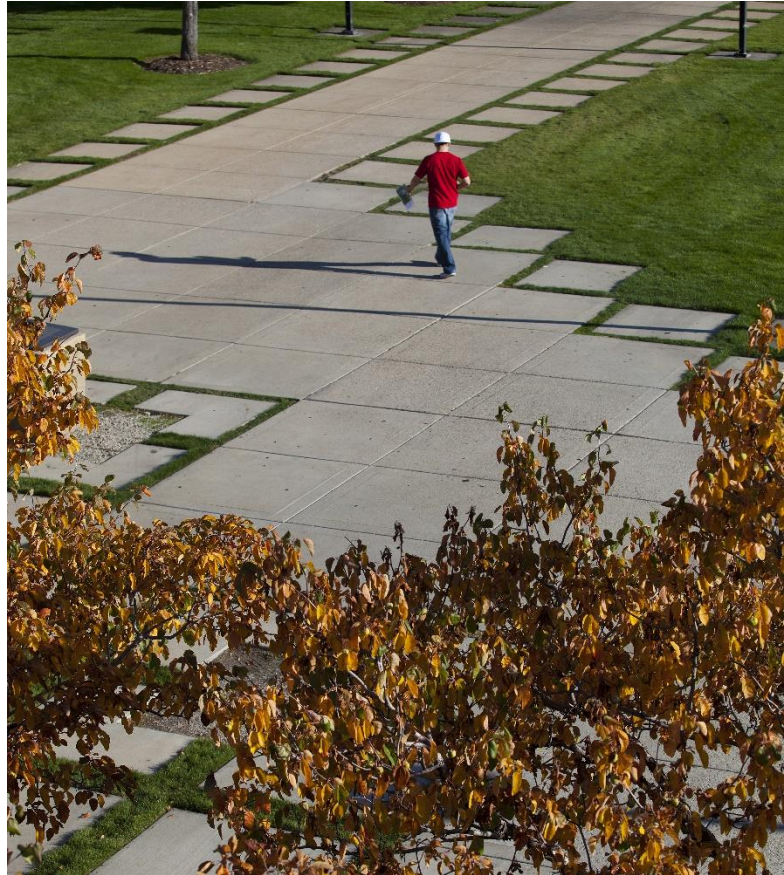
Four Years of Strategic “Action Steps”				
Year	2013-14	2014-15	2015-16	2016-17
Actions	Finalize missing core theme indicators	Establish a system to maintain indicators		



IRI-3 Official Reporting & Data Management

IRI oversees official institutional reporting and serves as a custodian and clearinghouse of institutional data.

Goal 4:
IRI seeks to reduce errors, improve speed, and reliability of official reporting through increased oversight over IRI data and collaboration with IT.



Four Years of Strategic “Action Steps”				
Year	2013-14	2014-15	2015-16	2016-17
Actions	Review IT access to our data Update Entry Action Get Freeze Access Develop error checking scripts Collaborate with business process owners to identify processes that create errors, and plan solutions	IRI write access to EDW IRI write access to IRI data Additional programmer within IRI (IRI SQL/DB Programmer-Analyst)	One-step correction process for corrected freeze and state report	
Automation	Automating 3rd week reports	Automation of selected IPEDS reports		

IRI-4 Supporting Decision-makers

IRI provides information for decision and planning support which both responds to and anticipates the needs of institutional leaders.

Goal 5: IRI increases the awareness of IRI products and services, and takes a leadership role on campus and in the USHE system and wider community.

Four Years of Strategic "Action Steps"				
Year	2013-14	2014-15	2015-16	2016-17
Awareness	Qualtrics training Email/UV Announce	Training for directors, chairs, deans Create a subscription list for IRI updates	Partner with assessment conference to host IRI days Regular (quarterly) meetings with deans & other leaders	Online training on IRI services
Campus Actions	Individual meetings with deans, departments Enrollment Calls within the SRC	Regular seat in deans council, other support councils	Regular seat in leadership councils Reinitiated the annual "University Profile"	
Community Actions	Leadership role with Qualtrics, UBUG, RMAIR Automate high school feedback report Implement IPEDS enhancements	Supporting state-wide initiatives with survey research (concurrent enrollment, alumni, community)		

Goal 6: IRI provides information and dashboards (Business Intelligence) that are understandable for the audience and simple within their context.

Four Years of Strategic "Action Steps"				
Year	2013-14	2014-15	2015-16	2016-17
Actions	Data Cookbook Tableau Server (USHE) Increased use of Tableau, publish existing dashboards Focus groups with deans and other clients for input & feedback Develop and implement standard "look & feel" guidelines for reports and website Reduce jargon	Tableau server (UVU) Standardize Survey Reporting tool Interactive Factbook Begin reporting out of EDW Staff development on effective presentations and visualization	Move a majority of reporting to EDW	

IRI-5 Build and maintain organizational capacity

IRI enhances the fulfillment of its mission, objectives, and values through the strategic development of human resources and organizational capacity.

Goal 7: To insure highest quality and most efficient service, IRI is dedicated to continued professional development of its staff and improvement of its organizational capacity.

Four Years of Strategic "Action Steps"				
Year	2013-14	2014-15	2015-16	2016-17
Training	<i>Compliance:</i> FERPA/GRAMMA <i>Technology:</i> COGNOS, SPSS Data Collection, Tableau <i>Other Skills:</i> Project Management Development of IRI Standard Procedures Handbook	Establish development fund		
Survey Research Center		Requesting technology support for the SRC	Consolidate SRC operations	
Project Management	Implement project management system	100% adoption of project management system		
Engaging Students	Standardized Intern Experience Working Academic Departments & Internship Services	Develop on-going undergraduate "for-credit" intern system		
Extended service		PBA request for graduate interns (ongoing)	PBA request for Research Assistant/Analyst PBA request for part-time editor	PBA request for intermediate research analyst
Insuring project relevance	Developing project review process	Continue review of large projects (including Fact Book)	Move to continuous review, and new project review	Reduce workload to core functions



	Review BCSSE, CAAP, EDW, other large projects			
--	---	--	--	--

IRI Self-assessment Plan

	Survey of UVU employees	Focus groups with primary consumers	Regular feedback from IRI customers	Survey of web visitors	Feedback from administrative groups and committees	Review of strategic plan and departmental SWOT analysis
Methodology	Including a series of questions in the UVU staff and Faculty Omnibus	Meeting with administrators, deans, and other consumers as a group	Upon completion of a project with IRI, customers receive a feedback form asking about their satisfaction with specific aspects of the project.	Every 50 th visitor to the website is presented a short online survey	UPAC produces a document reviewing institutional indicators. IRI reviews that document and feedback from other groups.	IRI holds a department retreat during the Summer. After a discussion of self-assessment data, all participate in the SWOT analysis.
Frequency	Every three years	Every three years	Continuously	Continuously	Annually	Annually
Purpose	This helps assess general attitudes towards data and IRI, general data needs, as well as awareness of IRI services.	Collect specific feedback on needed information, frustrations with IRI, preferences in data visualization, etc.	Specific feedback is collected regarding success of the project, in particular, the realization of IRI Values is assessed.	Survey collects information on what visitors are looking for, whether they found it, and their overall satisfaction.	This review identifies areas where the available dashboards and indicators are insufficient.	This retreat provides an opportunity for open conversation about the progress and direction of IRI.
IRI Values: Information Integrity, Accessibility, Applicability, and Professionalism	✓	✓	✓	✓	✓	✓
IRI-1: Survey, Evaluation, and Research			✓			✓
IRI-2: Monitoring Institutional Mission		✓		✓	✓	✓
IRI-3: Official Reporting & Data Management		✓	✓	✓		✓
IRI-4: Supporting decision-makers	✓	✓	✓	✓		✓
IRI-5: Build and maintain organizational capacity						✓

Upward Alignment of IRI Objectives, Imperative, and Values

	Planning, Budget, and Human Resources			Administrative Imperatives			Core Themes		Other
	Model professional excellence through efficient, effective, and innovative programs, services, and practices.	Foster evidence-based decision-making in an environment of transparency and collaboration.	Provide timely, accessible, understandable data, information, and analysis.	Operate Effectively 1: UVU fosters a culture of planning, assessment , improvement and accountability .	Operate Effectively 3: UVU utilizes transparent and collaborative decision-making processes.	Manage Growth 1: UVU anticipates and plans for future regional educational needs.	Serious 2: UVU supports a culture of scholarship and creative work and promotes accomplishment in cultural, academic, and co-curricular/extramural endeavors.	Serious 4: UVU is recognized for high quality, efficient , and effective programs and services.	Business Intelligence Guiding Principles
IRI Values: Information Integrity, Accessibility, Applicability, and Professionalism	✓		✓						✓
IRI-1: Survey, Evaluation, and Research		✓		✓			✓		
IRI-2: Monitoring Institutional Mission		✓		✓	✓				
IRI-3: Official Reporting & Data Management		✓		✓	✓			✓	
IRI-4: Supporting decision-makers		✓	✓	✓	✓	✓			
IRI-5: Build and maintain organizational capacity	✓	✓	✓	✓	✓	✓	✓	✓	✓

Summary of Key Action-Steps (2013-2014)



	Action Step	Resource Dependent? (PBA request)	Connection to Objectives and Goals
1	Unique Educational Mission IRI is working to establish and monitor the fulfillment of UVU's Unique Educational Mission, and the impact of related policies, such as Structured Enrollment.	No	IRI-1, Goal 1
2	Outcomes Assessment IRI is working in collaboration with Academic Affairs to demonstrate student learning through the assessment of student learning outcomes, such as the Value Rubrics.	No	IRI-1, Goal 1
3	Academic Program Review IRI is working with Academic Affairs to identify and display key indicators to allow the Academic Assessment Council to review academic programs.	No	IRI-1, Goal 1
4	High School Concurrent Enrollment UVU continued to collect information regarding concurrent enrollment students to help support that offices accreditation efforts.	No	IRI-1, Goal 1
5	Institutional Indicators IRI seeks to establish an effective and sustainable system for the refinement and maintenance of institutional indicators.	No	IRI-2, Goal 3
6	Update Entry Action/Get Freeze Access IRI's ability to maintain quality within state report will be greatly enhanced as IRI access to data is enhanced.	No	IRI-3, Goal 4
7	Reduce data error in business processes IRI has worked with other departments on campus to identify processes prone to introduce errors into the database, and plan ways that data may be salvaged.	No	IRI-3, Goal 4
8	Automate High School Feedback Report Providing automated feedback to the K12 system will help provide decision-makers additional information to inform their decisions, and in turn, improve the preparation for students coming to UVU.	No	IRI-4, Goal 5
9	Data Cookbook IRI is working with IT and other entities within and outside of UVU to utilized the institutional Data Cookbook, a repository of shared understanding around terms and definitions.	No	IRI-4, Goal 6
10	Ongoing graduate interns IRI has used one-time money to hire graduate interns in the past. We would like to make that resource ongoing.	Moved to 2014-15	IRI-5, Goal 7
11	Establish development fund There are substantial development and training needs within IRI. Despite the growth of the office, the budget for development and travel within the office has not expanded.	Moved to 2014-15	IRI-5, Goal 7
12	Requesting technology support for the SRC (Current Expense Request) The Survey Research Center within IRI needs does not currently have a budget to maintain the 14 computers, phones, and headsets it uses.	Moved to 2014-15	IRI-5, Goal 7
13	Software Maintenance IRI needs additional budget to covered additional licenses for Tableau, and to cover the annual maintenance fee for the SPSS Data Collection Software, which replaces Survey Systems as our primary telephone survey collection tool.	Covered Internally	IRI-5, Goal 7

Summary of Key Action-Steps (2014-2015)



Action Step	Resource Dependent? (PBA request)	Connection to Objectives and Goals
1 Unique Educational Mission (cont.) IRI is working to establish and monitor the fulfillment of UVU's Unique Educational Mission, and the impact of related policies, such as Structured Enrollment.	No	IRI-1, Goal 1
2 Outcomes Assessment (cont.) IRI is working in collaboration with Academic Affairs to demonstrate student learning through the assessment of student learning outcomes, such as the Value Rubrics.	No	IRI-1, Goal 1
3 Academic Program Review (cont.) IRI is working with Academic Affairs to identify and display key indicators to allow the Academic Assessment Council to review academic programs.	No	IRI-1, Goal 1
4 Modern Think IRI intended to use Modern Think's Best Colleges to Work For survey again to evaluate.	Yes	IRI-1, Goal 1
5 Institutional Indicators (cont.) IRI seeks to establish an effective and sustainable system for the refinement and maintenance of institutional indicators.	No	IRI-2, Goal 3
6 IRI write access to IRI data IRI seeks to configure institutional warehousing in such a way as to allow direct access to correct data as needed to improve reliability and response time.	No	IRI-3, Goal 4
7 IRI SQL/DB Programmer-Analyst IRI seeks to hire a SQL programmer to facilitate data cleaning, reporting, and use of the Enterprise Data Warehouse.	Yes	IRI-3: Goal 4
8 Begin reporting out of EDW The enterprise data warehouse is an expensive and underutilized tool. IRI intends to start realizing its potential this year.	No	IRI-4, Goal 5
9 Create a subscription list for IRI updates IRI will establish new avenues for the communication of information to the campus, including an email subscription list for updates.	No	IRI-4, Goal 5
10 Interactive Factbook For the first time IRI intends to publish its factbook in an interactive Tableau format.	No	IRI-4, Goal 6
11 UVU Tableau server IRI is currently using USHE's Tableau server. The full potential of Tableau cannot however be realized without UVU hosting its own survey.	Yes	IRI-4, Goal 6
12 Ongoing graduate interns IRI has used one-time money to hire graduate interns in the past. We would like to make that resource ongoing.	Yes	IRI-5, Goal 7
13 Establish development fund There are substantial development and training needs within IRI. Despite the growth of the office, the budget for development and travel within the office has not expanded.	Yes	IRI-5, Goal 7
14 Requesting technology support for the SRC The Survey Research Center within IRI needs does not currently have a budget to maintain the 14 computers, phones, and headsets it uses.	Yes	IRI-5, Goal 7

