



UNIVERSITY
of **ALASKA**
SOUTHEAST

University of Alaska Southeast

Institutional Effectiveness: FY18 Scope of Work & Prioritization Plan

Prepared for:

UAS Executive Cabinet

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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 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, 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, Strategic Pathways general data support, and Strategic Pathways IR

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; significant data quality issues/entry errors
 - 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

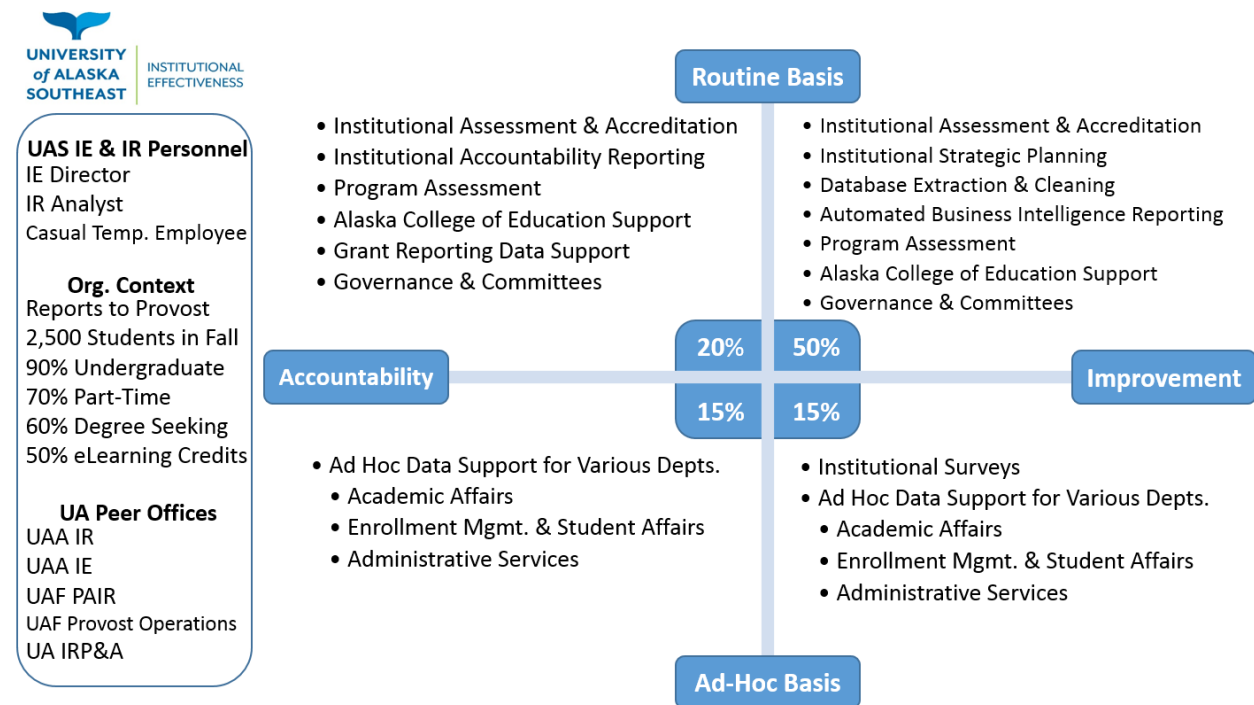
- Program Assessment & Review Committee (PARC)
- Strategic Planning & Budget Advisory Committee (SPBAC)
- Strategic Enrollment Task Force
- Strategic Enrollment Task Force – Retention Subcommittee
- Strategic Enrollment Task Force – Recruitment Subcommittee
- Provost's Council
- NWCCU Accreditation Self-Study 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. Ad hoc requests from UAS faculty or staff should be requested in coordination with their dean, director, or Executive Cabinet supervisor to help avoid duplicative or unnecessary efforts.



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 RPTP. RPTP 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 three years and it will be implemented at UAF PAIR and UA IRP&A in FY18—resulting in process improvements, cost savings, and improved services for the entire UA System. UAS IE's leadership in developing automated reports and improving data literacy across departments has led to improved operations at UAS. Our 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).

Automated Reports

STUDENT DATA	FINANCIAL DATA	EMPLOYEE DATA	PROGRAMS & COURSES
Applications & Enrollment UA – Daily Report	Transaction Details UAS – Daily Report	Active Assignments UAS – Daily Report	Program Assessment Groups UAS – Close Freeze Table
Enrollment Funnel UAS – Daily Report	Open Encumbrances UAS – Daily Report	Supervisors UAS – Daily Report	Programs Offered by Campus UAS – Daily Report
Section Enrollment UAS – Daily Close Freeze	Grant Proposals UAS – Daily Report	Employee Demographics UAS – Daily Report	Program History UAS – Daily Report
Section Enrollment & Fill Rates UAS – Daily Report	Grants Awarded UAS – Daily Report	Employee Hires UAS – Daily Report	Programs – Detailed List UAS – Daily Report
Course Pass Rates UAS – Close Freeze Tables	Fund Balance UAS – Daily Report	Employee Terminations UAS – Daily Report	Section Details UAS – Daily Report
Enrollment by Degree Seeking Status UA System – Close Freeze Tables	Org.-Program Code Mismatches UAS – Daily Report	Employee Turnover UAS – Daily Report	Sections Offered UAS – Daily Report
Enrollment Clusters UA System – Close Freeze Tables	Fiscal Pay Distribution UAS – Daily Report	Performance Evaluations UAS – Daily Report	Section Fill Rates UAS – Daily Report
Enrollment by Primary Major UAS – Daily UA – Close Freeze	Fiscal Ledger UAS – Daily Report	Faculty Workloads UAS – Daily Report	Section Enrollment Ranges UAS – Daily Report
Enrollment: College of Education UA System – Close Freeze Tables	TVEP Budget UA – Close Freeze Table	Employee Compensation UAS – Daily Report	Section Capacity UAS – Daily Report
Enrollment by Primary & Sec. Major UA System – Close Freeze Tables	Tuition & Fees UA – Daily Report	Student Employees UAS – Daily Report	Course Loads – Credits Taught UAS – Daily Report
Retention Rates UAS – Close Freeze Tables	Revenue by Enrolled Majors UA – Close Freeze Tables	Federal Work Study UAS – Daily Report	Course Loads – Avg. Enrollment UAS – Daily Report
Pending Graduates Profile UAS – Daily Report	Financial Aid UAS – Daily Report	Leave Expenditures UAS – Daily Report	Course Loads – Total Enrollment UAS – Daily Report
Awards & Degrees UAS – Close Freeze Tables	Student Account Holds UAS – Daily Report	Annual Leave Cash-In UAS – Daily Report	Course Loads – SCH UAS – Daily Report
Average Terms to Completion UAS – Close Freeze Tables	Org. Code Hierarchy UA System – Daily Report		Employee List & Instruction UAS – Daily Report
UAS Alumni UAS – Monthly Freeze Tables			

Notes: Daily reports update at 5:00 AM

Access rights are based on an employee's access rights to Banner. Login credentials are the same as what you use to login to your UA computer.

This table includes only reports that are produced on a recurring basis and provide wide access to large amounts of information to support various departments at UAS.

Additional reports are available at www.uas.alaska.edu/ie.

Last Updated: September 11, 2017

FY17 Accomplishments

Met or exceeded every goal set in the *FY17 UAS IE Scope of Work & Prioritization Plan*.

Institutional Effectiveness

- Institutional Assessment & Accreditation
 1. **Institutional Goals & Mission Fulfillment:** Created a mission fulfillment rubric | likert scale goal definitions for each of UAS's core theme objective KPIs.
 2. **Academic & Non-Academic Assessment Calendar:** Began tracking assessment efforts throughout UAS with the intent to summarize this information each year in an annual performance report for UAS.
 3. **NWCCU Evidence Room:** Created a shared folder and began populating this folder with information for the fall 2018 comprehensive self-study and spring 2019 site visit.
- Institutional Strategic Planning
 1. **Institutional Goals & Projections:** Developed low, mid, and high targets for key performance indicators to align with the President's 65 by 2025 goals and a variety of projection models produced by UAS IE.
 2. **UAS Strategic Enrollment Plan:** Developed the framework, co-authored the report, and coordinated the production of the FY18-FY22 Strategic Enrollment Plan through the Chancellor's Strategic Enrollment Task Force.
 3. **UAS Enrollment & Student Success Scorecard:** Developed for the June BoR meeting.
 4. **Strategic Planning & Budget Advisory Committee:** Developed the fall agenda for SPBAC and led presentations on defining and assessing mission fulfillment in relation to NWCCU standards one and five, strategic plan performance measures, resources and capacity in relation to NWCCU standard two,
 5. **UA IR Strategic Pathways:** Lead author for the Strategic Pathways option for IR to identify the optimal mix of decentralization and consolidation that will support improvements in service and cost effectiveness. This option recognizes the importance of streamlining processes and technologies across the four IR offices while also maintaining IR expertise and leadership at each institution. These changes are expected to result in reduced institutional operating costs over time and increased access to accurate, current, and consistently collected information that is meaningful, insightful, and action-oriented.
- Institutional Accountability Reporting Guidance
 1. **IPEDS:** Accepted responsibility as the new IPEDS keyholder for UAS and advised previous keyholder on cost of attendance reporting concerns.
- General Collaboration with & Support for the Provost
 1. **Program Assessments:** Developed a new summary document to simplify tracking of assessment plans, annual reports, and five-year reviews; this also led to significant improvements to the Provost's Office website.
 2. **PARC:** Advocated for the reinstatement of the Program Assessment & Review Committee that had previously last met in FY14.
 - Accomplishments of this committee in FY17 include:

- UAS IE proposed revisions to the program review template to ensure that it fulfills NWCCU standards and BoR policies and regulations.
- UAS IE proposed a set of KPIs for creating a culture of assessment.
- UAS IE proposed that UAS move towards activity-based costing to enable the systematic measurement of direct instructional costs as required by BoR.
- UAS IE led the development of program groups as the foundation to align assessment plans, annual reports, and five-year reviews. Previously, assessment plans might have covered a different set of programs than annual reports and five-year reviews.
- UAS IE proposed revisions to the UAS IE data packets, including better alignment with the Strategic Plan performance measures.

Institutional Research

- Database Extraction
 1. **Database Query Library:** Continued to refine the IR database query library to improve efficiency and accuracy of responding to requests.
 2. **OMB Data Definitions:** Formalized the definitions for the UAS metrics reported to OMB and published in the Governor's annual budget.
- Automated Business Intelligence Reporting
 1. **2015 UAA-UAS Business Case:** The collaborative effort between UAA IR, UAS IE, and UAA IT from 2015 to 2017 will serve as the foundation for systemwide IR automated reporting in FY18 and beyond. This collaborative effort utilizes existing UA Microsoft licenses instead of costing the UA System approximately \$0.5M initially with significant annual costs afterwards. This effort is not only cost effective but it will also provide UAS employees access to top-rated business intelligence software [\[URL\]](#) according to Gartner.
 2. **75 Automated Reports:** UAS IE now produces approximately 45 daily reports and 30 freeze reports that are either completely automated or mostly automated.
 3. **Power BI:** UAS IE is currently migrating to a more robust application for BI reporting.
- Ad Hoc Data Support
 1. **426 Ad Hoc Requests:** Completed 426 responses to ad hoc data requests in support of nearly every department at UAS.
- Accountability Reporting
 1. **New Responsibilities & Continuous Improvement:** IPEDS Key Holder and continuous improvement in the quality of reports for BoR, Shaping Alaska's Future, and OMB.
- Program Assessment
 1. **Data Packets:** Developed 300 pages of data packets—following the program review template—for all programs at UAS prior to FY18 Convocation.
- Alaska College of Education (AKCoE)
 1. **FY18 Plan:** Lead author of an FY18 plan for UA IR offices to support the AKCoE Steering Committee and move UA IR offices towards building capacity to support the AKCoE.

- Institutional Surveys of Students & Employees
 1. **FY17 Student Satisfaction Survey:** Obtained the raw data from McDowell Group and disaggregated the survey responses to meaningful student population segments for departments at UAS.
 2. **FY18-FY22 Institutional Survey Schedule:** Developed an FY18-FY22 survey schedule for UAS to assess efforts to improve student success.

FY18 Goals¹

Institutional Effectiveness

1. **Institutional Assessment and Accreditation:** Continue to improve the link between institutional assessment and program assessment. Continue to improve the documentation on how UAS operationalizes institutional plans and KPIs.
2. **Institutional Strategic Planning:** Co-develop course and program projections with deans and campus directors that will inform base FY19 budgets and guide low, mid, and high targets for institutional projections and goals. Finalize the FY18-FY22 Strategic Enrollment Plan along with Vice Chancellor Nelson, Provost Carey, and the Strategic Enrollment Task Force.
3. **Institutional Accountability Reporting Guidance:** Develop a performance report to highlight efforts and accomplishments at UAS related to student success, teaching and learning, community engagement, and research and creative expressions.
4. **General Collaboration with and Support for the Provost:** Provide significant support to the Provost in the coordination and development of the fall 2018 comprehensive self-study report.
5. **IPEDS:** Successfully complete one full cycle of IPEDS reporting as the new keyholder.

Institutional Research

1. **IR Staffing:** Hire and train a UAS IR Research Analyst.
2. **Database Extraction:** Continue to improve the quality of the UAS IE database query library.
3. **Automated Business Intelligence Reporting:** Fully transfer to Power BI.
4. **Ad Hoc Data Support:** Improve the tracking of ad hoc data support tasks.
5. **Accountability Reporting:** Increase the number of automated reports designed specifically for accountability reporting.
6. **Program Assessment Data Support:** Streamline the production of data packets for all programs at UAS.
7. **Alaska College of Education Data Support:** Complete the deliverables identified in the three-phased plan developed in 5/2017.
8. **Institutional Surveys of Students and Employees:** Successfully implement NSSE and CCSSE.

¹ FY18 goals for UAS IE will include annual priorities following the 8/14/2017 strategic priorities retreat.

Organizational Chart

UAS Academic Affairs

