



Office of Institutional Research and Effectiveness (OIRE): Strategic Plan FY 2013

OUTCOMES

- I. In order to continue OIRE's outreach and promotional efforts, the office will:
 - A. Explain how we've changed (with the incorporation of OIASPE functions) and what it means for our customers.
 1. Update the "[Who is OIRE?](#)" information available on our website by August 1, 2012.
[The document was updated on 7/31/2012 and posted to the website on 9/21/2012.](#)
 2. Update the "[Mission, Vision, and Values](#)" information available on our website by August 1, 2012.
[The document was updated on 7/16/2012 and posted to the website on 7/17/2012.](#)
 - B. Annually update the materials we provide to Human Resources (HR) for New Employee Orientation (NEO).
 1. By August 1st each year, these materials will be updated and sent to HR for inclusion in the NEO packets.
[The document was updated on 7/27/2012 and submitted to HR on 9/12/2012.](#)
 - C. Determine other opportunities and venues for outreach efforts.
 1. Create an OIRE Outreach/Brown Bag committee by August 1, 2012.
[The committee, consisting of Nathan, Mindy, Keith, and Hailey, was formed on July 30, 2012.](#)
 2. By August 30, 2012, an OIRE Outreach committee will have met and decided on the venues for outreach (e.g., On the Net, immediate feedback, customer surveys).
[The committee has completed research for possible venues. Calls and inquiries are now being placed out to possible venues for times that committee may come and make presentation.](#)
 3. By October 15, 2012, a timeline and materials for this outreach will have been finalized.
 - a. The materials will incorporate education about breadth/depth of the available OIRE data/information and customer education on how to use/interpret data.
[Slideshow presentation has been completed and submitted to leadership for review. Feedback received has been incorporated and materials are ready for presentation to groups.](#)
 4. Because of new departments, staff turnover, specialized access, program review, the Outreach committee will develop and initiate an annual Open House for each campus where constituents are invited to learn about the office and its products.
 - a. The content of the Open Houses will be finalized by December 15, 2012.
[Development of Content for Open House is currently ongoing. Areas of specialization will be highlighted at the Open House and thus each area is responsible for creating own materials. Student side met and decided on content to highlight at Open House. Responsibilities were assigned for creation of materials by area of content. Poster boards have been distributed and can be utilized to display content materials.](#)

- b. The Open Houses will be held by June 30, 2013.

The Denver Campus Open House was held on April 18th from 11:00 a.m. to 1:00 p.m. Publicity materials were created by Marketing/PR and posted in several CU Buildings. Email blasts were also generated by utilizing project tracker and the NOIRE listing. This blast was sent out the same week of the open house. Food/beverages/giveaways were all present at the open house that took place in the new Business School Building. Traffic was good and attendees ranged from HR to the Office of Grants & Contracts. The Open House seemed to be a success.

5. The "Outreach" committee will develop strategies by December 15, 2012 for improved visibility on the Anschutz Medical Campus.

ORC has decided that an Open House scheduled for FY 2014 will be most beneficial for increasing visibility among our AMC constituents. This Open House will not only be used to present what OIRE can do for AMC customers but also as an avenue to begin discussions and possibly receive invites to departmental meetings that will help increase OIRE knowledge of AMC and their data needs/reporting.

- D. Improve and enhance the OIRE website.

1. Form an OIRE Website Advisory Group (to include constituents) for the purpose of improving and enhancing the OIRE website. To be created by August 30, 2012.

This group was formed on July 30, 2012, and consists of Paula, Jeff, Hailey, and Carrie. Suggestions for constituents: Nicole, Danny, John Lanning, Mary Lovit, and Carol Brown.

First meeting of the committee was 3/21/2013. Notes from that meeting can be found:

P:\2012\20120342_StrategicPlanProgressTracking\Website Advisory Group\WebsiteAdvisoryGroupMeeting_Minutes_20130321.docx – we will discuss these notes with Christine and Dave and make decisions based on our feedback. The notes were discussed with Christine and Dave on May 2nd and the notes from that meeting can be found: P:\2012\20120342_StrategicPlanProgressTracking\Website Advisory Group\WebsiteAdvisoryGroupFeedbackMeeting_Minutes_20130502.docx – Actions to improve the website will be taken by Jeff as he updates to the new web format.

2. Use the OIRE Website Advisory Group to gather feedback regarding: dashboards, better organization of website content, increased user-friendliness of website, glossary/more robust dictionary, parameterized reporting, and homepage shortcuts.
Met with group on 3/21/2013 for kick off meeting.
Using the information gathered in II.C., articulate OIRE's goals for responsiveness and response times, as well as how we prioritize our requests and design the OIRE website.
Create an implementation timeline based on feedback from committee meetings by December 31st, 2012.
Met with OIRE leadership to present feedback and set priorities.
3. Add keyword search to report library.
This was moved to FY14 owing to staff changes.
4. Enhance searchability for Google and other search engines with a page full of links to the reports in the report library. Research link recommendations when searching.
This was cancelled after research indicated that this was not part of the Google Analytics capabilities.

II. So that OIRE provides the very best service possible, we will continue to invest in ourselves, through:

A. OIRE will pay persistent attention to and investment in our infrastructure throughout the fiscal year.

1. Regular infrastructure meetings/progress.

a. Revamp of Graduation and Retention Rate data

Meetings were held throughout fall to determine data elements and data structure. As of late spring 2013, approximately 80% of the base table structure is in place and many key data elements have been populated.

However, several key elements (such as comprehensive cohort definitions) remain to be developed and will need to be tested thoroughly. The datasets have not yet been released for analysis and standardized report development.

b. HR Infrastructure

i. Continued Refinement of HR Snapshot Process

New variables are being added as the need for them arises. The data loading process has been refined to allow multiple snapshots to be taken on the same day if necessary. The current schedule for taking snapshots has been discussed and agreed upon. Technical improvements (indexing, optimizing queries that generate calculated fields, etc.) have been made. These are, and will continue to be, ongoing processes, so any completion dates would be misleading.

ii. Implementation of Faculty Workload tracking system, designing Faculty Workload reports

Faculty Workload web application published on 8/6/2012. Faculty Workload SSRS report for users were published in September 2012. Data collection for most colleges was completed through the new process, though data for two colleges still need attention and final analyses have not yet been performed and distributed.

iii. Continue work to develop a standardized system for tracking faculty FRPA.

Meetings were held with various faculty and administrative leadership groups to discuss logistics, political ramifications, and roll-out of online FRPA.

c. Course instructor data

Several projects led to the development or enhancement of new course and course-instructor summary views that have been used and tested as new requests have come in. Further refinement is needed in the coming year to standardize calculated fields, add instructor attributes from HR, and generally to make the views ready for broader use.

d. ISIS Mapping

Some progress has been made on the headcount side in mapping from multiple rows per student in SIS to one row per student in ISIS. Issues with this have been uncovered and now need to have one row per student per campus. Significant progress has been made though it is not complete. Useable, yet somewhat cumbersome query that can be used for longitudinal course report has been created.

e. Admissions

A working draft of a more comprehensive weekly admissions comparison report – including new enrollment figures -- has been developed but needs further refinement before it can replace the existing report.

In response to fall enrollment tracking needs, a wide variety of enhancements have been made to our standard weekly admissions and new enrollment reporting process (e.g., additional detail added to enrollment by registration type data, new analyses of non-enrolled students). Several tests have been performed on newly available CIW data structures that would simplify both standard IR reporting and SURDS UAF production. Work to replace existing datasets is gradual and ongoing.

f. Standardized Departmental Reporting

This item has been pushed out until Summer 2013. Other projects have been completed/are in the works that tie directly into this initiative and need to be discussed before an action plan can

be created. Meeting is set for the end of June 2013 to discuss the larger project goals and who should work on which tasks.

2. Regular internal reviews of the OIRE website, for the purpose of identifying outdated/broken links, outdated content and basic navigation issues (separate from the Website Advisory Group denoted in I-D-1 above)

Review group identified (Hailey, Keith, Bill and Jeff) and scheduled to meet once every quarter to review, identify and set timelines for revisions.

2012.11.07 KAW: Cross training with Bill and Hailey on Google Webmaster Tools and Google Analytics. Identified these needs: we need to disable access to pages that are out-of-date so that they don't show up in the (somewhat troublesome) UCDenver search engine. Redirects for old links (which is a problem because we can't do header-based redirects without access to IIS)

2012.11.08 KAW: having trouble finding tools to scan our webpage for a site map

2012.11.08 KAW: wave.webaim.org is a great tool for accessibility scanning

2012.11.16 KAW: Come up with ideas for revising the website – Make all “archive” or “old” pages inaccessible to the world, so that the UCD search engine and Google can't find them/access them. Make old pages point/redirect to the new pages for the same reason. IE, common data set.

B. Training / Crosstraining throughout the fiscal year.

1. Tips & Tricks provided at staff meetings once per month.
Items have been identified for each Staff Meeting agenda, and assigned.
2. Dissemination of Amanda's technical cheat sheets by October 1, 2012.
Email sent to all staff members on 9/28/2012. Copy of email saved in “Emails” project folder.
3. Data Dictionary development. Development of timeline for completion due by Jan 1, 2013.
Timeline was completed by 1/1/2013, though we are behind schedule of the data dictionary creation due to a very busy Fall term. The timeline document can be found here:
P:\2007\20070048_DataDictionary\Working Data Dictionaries in Excel\Data Dictionary Timeline and Table Description.xlsx.
The schedule was updated again on 6/19/2013 to reflect changes and additions.
4. Ensure through regular and *ad hoc* meetings/mentoring that all staff members are appropriately trained/crosstrained.
 - a. Use spreadsheet at P:\2011\20110247_StrategicPlanFY2012Measurements\OIRE Crosstraining.xlsx as basis for the training/crosstraining goals.
Examples include:
 - I. SAS training 10/2/2012 of Carrie and Amanda by Christine: Clearinghouse data
 - II. SAS training 10/22/2012 of Carrie by Christine

C. Discovery and use of models of excellence and best practices for OIRE.

1. By November 15, 2012, OIRE will have (with Hailey taking the lead, but engaging other staff):
 - a. Enumerated resources for IR/IE best practices. In progress but original draft completed on 4/11/2013. P:\2012\20120342_StrategicPlanProgressTracking\Best Practices\Best Practices Links.xlsx
 - b. Identified how other institutions define “effectiveness.” Completed on 3/18/13. Email sent out to IR office by Amanda. P:\2012\20120342_StrategicPlanProgressTracking\Best Practices\Institutional Effectiveness Defined.docx
 - c. Located best practices for data descriptions. Completed on 4/11/2013.
 - d. Identified model IR/IE websites. Completed on 4/11/2013.

- e. Itemized resources for best practices in OIRE infrastructure goals. (Suggest bringing Keith/Jeff in on this one). Amanda/Hailey attempted this one but quickly realized it was outside of our purview.
 - f. Evaluated best practices for project/request prioritization and setting customer expectations. Completed on 4/11/2013.
2. By April 1, 2013, the above information will have been used to:
 - a. Inform and develop a written plan and timeline for OIRE infrastructure goals. See IIC1e.
 - b. Ascertain opportunities to employ best practices. Discussed the overall materials during COOP drill on 4/12/13. Also discussed how to use these documents in larger context of work environment.
 - c. Develop a plan for how to describe data: on the OIRE website and within OIRE reports/products. Work started on this at the 4/12/13 COOP drill when we looked at some model websites for glossaries etc. but we do not yet have a concrete plan for implementation.
 3. The above information will be used throughout the fiscal year to inform prioritization of projects/requests and set expectations for customers.
While this information was used during our FY14 strategic planning process, it was not utilized to its full potential.

III. OIRE continues to be instrumental in evaluating and improving student outcomes.

- A. Through the ACT/CSRDE Collaboration project (20120028), OIRE will obtain benchmark data regarding student retention.
 1. By November 15, 2012, develop a timeline for analyses, data dissemination, and constituent listing. Meeting 1/17/13 (Carrie, Jeff, Hailey, Paula and Christine)
 2. When the benchmarking data are received by OIRE, they will be evaluated and disseminated to the appropriate institutional constituents.
Benchmarking data were received April 22. However, a comprehensive review of those data has not yet been performed due to staff transitions and competing deadlines. They will be reviewed Summer 2013.
- B. OIRE is the leader in initiating the "We Care" pilot student intervention (20120022), and is collaborating Undergraduate Experiences, Student Affairs, and CLAS.
 1. OIRE will provide resources for attendance data entry (when faculty unable to do so). Period is once per week, weeks 1-6 of the term.
Initial dataset provided to Sue DeRose by Dave on 8/7/2012.
OIRE did not need to provide data entry support for faculty; all faculty entered their own attendance data.
 2. OIRE will develop datasets for data analyses. Plan should be ready by the end of October, 2012. Meeting 1/2/13 (Carrie and Christine); meetings between Christine and Paula throughout March 2013 to discuss dataset development. Dataset finalized April 2013.
 3. OIRE will perform data analyses to evaluate the effectiveness of this pilot intervention.
Datasets were not finalized until late in the fiscal year; therefore, these analyses will begin Summer 2013.