Office of Institutional Research
and Effectiveness
UNIVERSITY OF COLORADO
DENVER | ANSCHUTZ MEDICAL CAMPUS

Office of Institutional Research and Effectiveness (OIRE): Strategic Plan FY 2014 – FY 2016

I.   **Enhance OIRE staff and resources so that we are better positioned to respond to our constituents**

   A.   Continue and augment staff crosstraining (skills, process, practice, policy)
      1.   Ensure a physical office structure that facilitates collegial and frequent communication, proximity that promotes the generation of new ideas/processes
      2.   Update current matrix of crosstraining/development opportunities, to be sure to also include processes, practices, and policies
      3.   Develop formal and informal strategies to gain and maintain traction in achieving identified crosstraining/development (e.g., standing meeting/collaboration times)
      4.   For the crosstraining sessions, set up clear expectations of both mentee/learner and mentor/teacher

   B.   Continuous improvement/enhancement/tweaking of internal data infrastructure (e.g., New PT website, integration of various HR-related data (e.g., HR datamart, eFRPA, teaching load), SIS-ISIS conversion
      1.   Develop a timetable/Gantt chart for milestones for each of OIRE's major data infrastructure (to include tangible/specific project outcomes)
      2.   Integrated with IA in that there will be crosstraining/development necessary for IB1 to occur
      3.   Documentation (data and process metadata) – See IC1b

   C.   Develop the process for the documentation/models/templates of metadata (data and process metadata)
      1.   This element is integral and integrated within many of our specific goals and objectives
         a)   See IB3
         b)   Data dictionary
      2.   Need for OIRE to integrate this within our own business processes

   D.   Utilize opportunities so that OIRE staff members become more exposed to other institutional units (to enhance our own understanding/knowledge)
      1.   Utilize IC1 as a springboard to identify these opportunities
      2.   Develop a comprehensive plan to infiltrate these other units (e.g., targeted brown bags, units' staff meetings)

II.   Provide more (quantity and details) and more relevant information to our constituents

   A.   Augment existing and/or develop new self-service tools for our customers
         1.   Central administration users (university-level with capacity to drill-down)
               a)   Decisions regarding what tool(s) and data sources will be used (and how these decisions impact other business units, e.g., Registrar)
               b)   Parameterized reports (scorecards, dashboards, reports, maps) to include graphical elements and more interactivity
                     (1)   Determine data elements, time frames, design elements based upon best practices, articulated needs, etc.
         2.   Narrow focus for, e.g., departmental details
               a)   Decisions regarding what tool(s) and data sources will be used (and how these decisions impact other business units, e.g., Registrar)
               b)   Parameterized reports (scorecards, dashboards, reports) to include graphical elements and more interactivity
                     (1)   Determine data elements, time frames, design elements based upon best practices, articulated needs, etc.

   B.   Increase visibility at AMC by offering alternatives and added value to their existing practices
         1.   See IIIB1

   C.   Focus more on analytical projects
         1.   Identify opportunities to develop analytical projects out of already existing recurring requests ("existing gems"), value-added offerings
               a)   Initial brainstorming via entire-staff meeting at 9:00 am where each staff member contributes 3-5 ideas to be entertained by the group
         2.   Augment responses to requests with, e.g., graphs, explanations
               a)   This requires a culture shift/process change
                     (1)   Potential metrics: trainings, feedback from IRAG, tweak item within customer satisfaction survey (e.g., "information provided to you had adequate interpretation/meaning")
               b)   Identify examples of best practices (e.g., Tufte, IR best practices)

   D.   Develop strategies to respond to the ever-increasing external reporting and accountability requirements
         1.   See IIIA1
         2.   Effective crosstraining – see IA
         3.   Remain attuned to higher education environment to perceive trends that impact these

III.   Create a shared understanding across the institution of OIRE's roles

A.   Take a leadership role in managing information, guiding information distribution, digesting information and process improvement for the institution
1.   Continue to engage in dialogs with our external constituents to guide the development of new required accountability metrics
2.   Role in surveying, survey re-education, other tools

B.   Establish role in data collection, management and reporting from supplemental data systems:
1.   Become more knowledgeable about data systems and how they are used (separated out AMC and DC because we thought that we would have different strategies, etc.)
a)   AMC (perceived need here)
(1)   AMC Open House: intentional strategies to initiate conversations about AMC needs/data repositories, OIRE's offerings (this dovetails into IE)
(2)   Develop an inventory of AMC data repositories, data stewards
b)   DC (Initial efforts made during FY13)
(1)   Intentional strategies to initiate conversations about DC needs/data repositories, OIRE's offerings (this dovetails into IE)
(2)   Develop an inventory of DC data repositories, data stewards
2.   Faculty data systems
a)   Data analytics and reporting to enhance the use and understanding of the data collected/used in these systems (e.g., eFRPA, Teaching Load)
b)   See also IIIB1
3.   Student data systems
a)   Continued partnerships with Registrar and Student Affairs to assess value of external data systems to other institutional constituencies and integration within larger student data system
b)   Evaluation of proposed new data systems by other units (e.g., Royall, Visual Zen, CLAS Advisors)
c)   Determination of use of Canvas data? Should we be integrating/using these data?
4.   Other data systems (e.g., alumni, grants and contracts, Profiles, CU foundation, CoursEval/FCQ, space management, housing)

C.   Enrollment management process and data sourcing
1.   Continued leadership role in discussions regarding enrollment management
2.   Decision so that there is a single source, as well as an understanding of how data are being used by individual units

D.   Increase involvement in the institutional and unit strategic planning and processes
1.   Understand the strategic planning process for each school/college
2.   Ensure OIRE representation and active participation in the institutional strategic planning process