Office of Institutional Planning & Effectiveness

Division of the Chancellor

Administrative Program Review

Self-Study

April 2013
History and description of unit

1. Primary purpose and key functions of the unit

The Office of Institutional Planning & Effectiveness (OIPE) is responsible for:

- Institutional Research
  - Campus, state, and federal reporting
  - Decision support
  - Data Warehouse development and reporting design
  - Administration of application for student evaluation of teaching (CoursEval)
  - Enrollment management support
  - Internal/external surveys
  - Academic Program Inventory
  - Faculty activities reporting (Digital Measures)

- Assessment & Program Review
  - Program assessment
  - Program review
  - Survey Research

- Campus Planning
  - Strategic Planning
  - Space Planning/Management (R25)
  - Campus Master Planning

- Accreditation
  - Regional Accreditation (Compliance Assist)
  - Programmatic Accreditation Support

2. Top 3-5 goals/priorities of the unit

- Invest in and maintain a quality decision support framework for campus leaders. OIPE is committed to supporting university leaders in making informed and effective planning, programming, and fiscal decisions. To that end, OIPE manages and organizes the people and tools necessary to ensure access and usability of institutional data.

- Enhance the accuracy and timeliness of university data. The utility of institutional data for decision-making hinges first and foremost on accuracy and timeliness. Furthering OIPE’s potential as a reliable resource of campus data and expert analysis allows the unit to better service the information needs of the university.

- Ensure high quality processes and procedures in support of institutional planning and effectiveness. The quality of institutional data depends on effective and efficient processes and procedures, which are wholly dependent on an environment characterized by collaboration and open communication. To that end, OIPE is committed to developing and fostering relationships internally among OIPE staff and across a broad array of university divisions and external agencies. OIPE will utilize those relationships to create new and refine existing business practices where appropriate and necessary.

See Appendix B for the complete OIPE strategic plan.

3. History of the unit

The office was created in the late 1970s by University of North Carolina General Administration (UNC GA) mandate as an office of Institutional Research. The unit was placed in the Chancellor’s Division within the University structure with a direct reporting line to the Chancellor.
The original purpose of the unit was to submit state-required data to UNC GA, to publish a University Fact book, and to respond to external surveys. The office also supported SACS COC reaffirmation activities, student evaluations of instructors, and internal survey administration, analysis and support. The office, known by the mid-1990s as the Office of University Planning, evolved to support program reviews and programmatic accreditations, undergraduate assessment, and ad hoc reporting for internal use. Around 1999-2000, the office began providing more detailed analysis of data, and working closely with Information Technology and system users on data standards and security.

In 2005, the Office of University Planning led the implementation and administration of Resource25 (R25), a suite of space scheduling and space management software application. In addition, in 2005-2006, University Planning was actively involved in the switch to the Banner enterprise student information system. In January 2006, the assessment function was removed from University Planning and the unit was subsequently renamed Office of Institutional Research & Planning (OIRP), and a new Office of Assessment was created within the Division of Academic Affairs. OIRP remained in the Chancellor’s Division.

In 2009, the office was reorganized once again under the title of the Office of Institutional Planning and Effectiveness (OIPE). The Office of Assessment came back under OIPE in this reorganization and the unit as a whole reported to the Assistant Vice Chancellor for Planning and Effectiveness, who had direct reporting lines to both the Provost and to the Chancellor. The reporting lines changed again in 2011 with the arrival of Chancellor David Belcher who moved OIPE completely back into the Chancellor’s Division with a direct reporting line to the Chancellor.

Today, OIPE is responsible for campus decision support. The unit has oversight of most state and federal reporting (UNC GA, IPEDS, NCHEDS, etc.), enrollment management support, online student course evaluations, Fact Book publication, ad hoc reports, data analysis, accreditation support, program review, space planning, strategic planning, survey support, external surveys, and data warehouse planning and implementation.

4. Organizational Structure

OIPE is currently situated in the Chancellor’s Division. The unit is led by the Assistant Vice Chancellor (AVC) for Planning and Effectiveness and is comprised of six professional staff supported by several student workers. The AVC reports directly to the Chancellor, but also works closely with the Provost and the Deans as well as with the Registrar, Admissions, IT Division, Student Affairs, Administration and Finance, and Facilities Management.
The organizational chart below illustrates how the OIPE staff are deployed in the execution of their duties

Office of Institutional Planning and Effectiveness
Organizational Chart

Chancellor (Dr. David Belcher)

Assistant Vice Chancellor
Institutional Planning & Effectiveness
(Dr. Melissa Canady Wargo)

Executive Assistant OIPE (Pam Buchanan)

Director of Assessment
(Mr. David Oden)

Senior Business and Technology Analyst
(Ms. Kay Tipton)

Business & Technology Applications Analyst
(Ms. Alison Joseph)

Social Research Specialist
(Mrs. Elizabeth Dwyer)

Social Research Assistant
(Mr. Billy Hughes)

5. Staff Qualifications

Below is a brief list of the primary duties carried out by each employee on the chart. Also, for each full-time staff member a summary résumé is included in Appendix A.

Assistant Vice Chancellor – Dr. Melissa Canady Wargo

- Oversight of OIPE office including supervision of 6 full-time staff
- Act as Director of Institutional Research (DIR) with UNC General Administration
- University Planning (strategic planning, space planning, master planning)
- Serves as University's SACSCOC Accreditation Liaison including annual reporting, substantive change notification, Fifth Year and decennial reporting
- Chair and/or co-chair the following committees:
  - The 2020 Commission (Strategic Planning)
  - Comprehensive Master Planning (co-chair with Dr. Sam Miller, Student Affairs)
  - Space Management Committee
  - Academic Space Committee
  - SACS Fifth Year Review
- Serve on the following committees:
  - Chancellor's Leadership Council
  - Enrollment Planning Committee
Institutional Planning & Effectiveness – Program Review

- UNC Accreditation Council
- UNC DIR Council
- IT Governance Administrative Council

Executive Assistant – Pam Buchanan
- Coordinates AVC’s calendar
- Manages OIPE budget
- Provides logistics and scheduling support for academic and administrative program review
- Coordinates schedules of OIPE student workers
- Serves as office receptionist
- Provides normal updates and maintenance of OIPE website
- Supports CoursEval PR and marketing

Senior Business and Technology Specialist – Kay Turpin
- Provides leadership for implementation of Data Warehouse
- Serves as data standards and integrity officer
- Chairs Data Standards Committee
- Heavily involved in Banner Users Group
- Serves on Data Stewardship and Security Committee
- Serves as back-up supervisor to AVC
- Liaison with Administration & Finance and IT
- Coordinate with Human Resources on the Personnel Data File and the HR Data Mart
- Lead coordinator for Delaware Study of Instructional Costs and Productivity
- Provides programming support and set up for CoursEval system

Director of Assessment – David Onder
- Oversight of assessment and program review processes
- Administrator for Digital Measures Activity Insight faculty activities software
- Administrator for Compliance Assist! planning and assessment management software
- Serves as back-up SAS programmer
- Serves as back-up support for campus accreditation activities
- Assists AVC with support of strategic planning activities
- Assists AVC in administration of campus-wide surveys and assessment instruments such as NSSE, BCSSE, and CLA
- Chairs QEP Assessment Committee
- Serves on UNC Accreditation Council
- Leads the University Community Engagement and Economic Development Metrics Task Force

Business and Technology Applications Analyst – Alison Joseph
- Coordinates all state and system reporting
- Administers enrollment forecasting model
- Maintains OIPE reports on University share drive
- Serves as primary SAS programmer
- Administers X25 space analytics program
- Serves on Space Management committees
- Assists with Fact Book development
- Responds to ad hoc data requests requiring programming
- Builds and maintains OIPE reports on the Banner Portal
- Coordinates FOIA and Public Records requests for directory information
- Coordinates all federal reporting to IPEDS and other federal agencies
- Serves on University Staff Senate
Social Research Specialist – Elizabeth Snyder

- Administers R25, enterprise-level space management software, with oversight of and training related to modules Schedule 25 (course scheduling), 25Live (calendars), and X25 (space analytics)
- Coordinates reporting of space utilization
- Coordinates numerous surveys such as Sophomore Survey, Graduating Senior Survey, and administrator evaluations for Board of Trustees, chancellor, deans, and department heads
- Serves on Space Management committees
- Responds to ad hoc data requests
- Assists with Common Data Set
- Serves as back-up to CoursEval administration

Social Research Assistant – Billy Hutchings

- Administers CoursEval (student assessment of instruction survey)
- Lead on University Fact Book
- Maintains WCU’s College Portrait for Voluntary System of Accountability
- Coordinates responses to external surveys (USNWR, Princeton Review, College Board, etc.)
- Responds to ad hoc data requests
- Assists Social Research Specialist in administering and analyzing student surveys
- Backup on website maintenance

6. Student employees and graduate assistants

Graduate Research Assistant – The Department of Psychology typically places one graduate student in OIPE. The GRA works on survey research and other ad hoc research projects.

Work Study/Temp Student Workers – OIPE generally employs one to two current undergraduate students. These students typically work on ad hoc projects, website maintenance, data entry, etc.

Alignment with WCU Mission, Vision, Values

1. Alignment with the university mission with specific reference to support of the QEP, 2020 Vision: Focusing Our Future, and the academic colleges/schools?

Mission of OIPE
Facilitate the integration of accountability, assessment, planning, and institutional research by providing accurate and timely information, data analysis, and expert advice to fulfill the University’s statutory and regulatory obligations and to promote evidence-based decision-making in support of WCU’s mission and the improvement of University programs and services.

WCU Mission
Western Carolina University creates engaged learning opportunities that incorporate teaching, research and service through residential, distance education and international experiences. The university focuses its academic programs, educational outreach, research and creative activities, and cultural activities to improve individual lives and enhance economic and community development in the region, state and nation.

OIPE is the primary decision support unit for Western Carolina University. The office provides leadership in developing and maintaining the University’s strategic plan, 2020 Vision: Focusing Our Future (see Appendix C), and also provides support for strategic planning at the division/college level. In particular, OIPE supports specific initiatives in the strategic plan related to comprehensive enrollment management, assessment of student learning, campus master planning, and academic program prioritization. OIPE also provides leadership for accreditation activities and assessment of the University’s Quality Enhancement Plan.
2. How has the purpose of the unit changed in the past 5 years?

In the past five years, OIPE has experienced a rapid escalation in the scope of its responsibilities. The unit has assumed a significantly expanded and pivotal role in the following activities:

- Enrollment management and decision support – OIPE now provides much of the data used in enrollment management and in the monitoring of key quality metrics such as retention and graduation as well as providing ad hoc data to support campus leaders. We typically fulfill 75-100 data requests in a typical long semester.

- Statutory and/or regulatory obligations – OIPE, like most institutional research offices in higher education, has experienced exponential growth in the demand for mandatory reporting to the U.S. Department of Education, the State of North Carolina, and UNC General Administration. We estimate that 3.0 staff FTE are devoted to meeting these reporting requirements including dozens of external surveys, more than 20 state mandated reports, and multiple obligations for regional/programmatic accreditation and federal IPEDS reporting.

- Support of functional units (Admissions, Human Resources, Registrar, Information Technology) – OIPE has grown to assume a greater role in meeting internal reporting demands from other campus units such as Undergraduate Admissions, Graduate School & Research, Educational Outreach, Information Technology (IT), Human Resources (HR), and Registrar. Examples include point-in-time enrollment reports, program profiles, and performance reports.

- Leadership in strategic, master, and space planning – OIPE is now tasked with primary leadership and support in critical campus planning activities. Staff in OIPE either chair or serve on University committees providing oversight of strategic planning, master planning, and space management.

- Self-service reporting – OIPE has invested considerable resources (human and operational) to ensure that campus leaders have access to critical data in a self-service environment. OIPE staff maintain a robust set of student, course, faculty, and program/department data in interactive pivot tables and are part of the core planning/implementation team for the new data warehouse.

- Institutional assessment and accreditation – OIPE now provides, in addition to academic program assessment and review, fundamental support for specialized accreditation, assessment of the QEP, and administrative program review/assessment. This includes support in the development of self-studies, data requests, support in visit planning, and follow up activities.

- Campus visibility – OIPE staff have assumed highly visible roles in major campus initiatives and governance bodies such as strategic planning, master planning, space planning, data warehouse implementation, Staff Senate, and QEP assessment.

- Management of several enterprise level systems – OIPE has over the past 6 years assumed oversight of several enterprise-level systems supporting critical campus functions such as CoursEval for online student assessment of instruction, Qualtrics for online survey administration, R25 for campus space management, Digital Measures for monitoring faculty out-of-classroom activities, and Compliance Assist for strategic planning, assessment, and accreditation.
3. How do you expect the purpose to change in the next 5 years?

OIPE has identified several trends we anticipate will impact the scope of work over the next five years including:

- More demand for self-service reporting – The demands for self-service reporting increase on a weekly basis and will further intensify once the data warehouse is fully implemented.

- More demand for expertise in data analysis, interpretation and evaluation – More and more the requests for OIPE services fall into the realm of higher order research including big data mining, forecasting, and predictive modeling. This demand is taxing our current unit workload and expertise and is the number one priority in our staffing plan to add one additional position to handle higher order research.

- More demand for statutory and regulatory compliance – The environment for compliance continues to expand as the federal and state legislatures, the UNC system, and regional accrediting agencies maneuver in a climate with more focus on performance and outcomes assessment.

- More demand from areas beyond the traditional focus on Academic Affairs – The bulk of work in OIPE has traditionally been in Academic Affairs, but more recently we have begun to receive data requests from more non-traditional constituencies including Development, Athletics, and Finance.

- We will continue to be the Switzerland of WCU – More activities/tasks that might have fallen to other campus units are falling on OIPE because we maintain a rigorously neutral position in the organizational hierarchy and we have a broad set of professional expertise. A good example of this is OIPE’s assumption of the evaluation process for senior campus leadership (chancellor, vice chancellors, deans, etc.).

- Increased demand for collaboration between WCU and UNC GA – Several key collaborative initiatives will evolve over the next few years. In particular, implementation of a student data mart and the deployment of a fully realized performance-based funding system.

Demand for the program

1. Key users/participants of the unit’s programs or services.

Although OIPE is housed in the Chancellor’s Division and many of its services are used throughout the campus, the primary consumer of most of OIPE services is Academic Affairs, which includes the Provost Office, academic units (college deans, department heads, program directors, and faculty), the Registrar, and other academic support services. There are numerous contact points between Academic Affairs and OIPE. As keepers of the official University data, OIPE provides standardized data to the campus in many formats, including Excel Pivot Tables and printed reports, as well as through ad hoc reporting outlets. These reports frequently include important institutional data such as enrollment, student credit hours, degrees conferred, enrollment projection, and retention reports. Academic Affairs also interacts with OIPE via a number of systems maintained by its office, including R25 for space management and classroom scheduling, CoursEval for student assessment of instruction, and Digital Measures Activity Insight™ for faculty activity tracking. Lastly, OIPE monitors the accreditations of and coordinates the assessment and program review processes for all academic and academic support programs within Academic Affairs.

Other users of OIPE services include the Chancellor’s Office and Student Affairs, who each primarily use those services for data requests and decision support. OIPE serves the Chancellor's Office primarily through strategic planning, master planning, space management, and enrollment projections (which are submitted to the State via OIPE). In recent years, Student Affairs has worked with OIPE for enrollment management during
the admissions process, to identify and monitor enrollment trends among specific and unique student groups, and to coordinate reporting of assessment efforts. While not direct ‘users’ of OIPE services, the unit also supports various areas such as Human Resources, Banner functional areas, and Information Technology by working closely with these areas on many initiatives such as state reporting, data standards, and data warehouse implementation.

2. **Identification and measurement of demand.**

Accurate measurement of the demand for OIPE services has been a challenge. Formal mechanisms exist to provide feedback and evaluation of the Assistant Vice Chancellor through an annual process of staff evaluation and review by the Chancellor. The focus of this process, however, is primarily on the performance evaluation of the unit head. Although information on unit performance and demand is reviewed indirectly in the AVCs evaluation, it is not a formal review of demand on OIPE as a unit.

Even though formal tracking of the demands on OIPE is lacking, it is anecdotally known that much of the demand is related to legislative needs as filtered through UNC GA. In addition to these legislative needs, demand is often generated by broader institutional initiatives (e.g., the recent strategic planning initiative and the current master planning and data warehouse initiatives). Other demands are cyclical in nature, such as program review (occurring mid-semester in both fall and spring), course evaluations (concentrated mostly in the last half of each semester), surveys (on a rotating cycle), accreditation (on annual, five year, and 10 year cycles), etc.

OIPE did, however, recently conduct a survey of campus faculty and staff to determine the importance of, satisfaction with, and frequency in use of our services, systems, or reports. The results of the survey show that, while demand for services is centered heavily on CoursEval and R25 (54% and 40% respectively for "...which IPE services, systems or reports you use or have used"), the office is responsible for a wide variety of services, systems, or reports with at least 10% responding as using all identified areas except for Compliance Assist (a new system) and Delaware Faculty Workload Data. Similarly, all identified areas except Compliance Assist and Delaware Faculty Workload Data had mean scores of 3.5 or higher on the "Importance to job function" (out of 5 with Neutral=3 and Extremely Important=5), indicating how important OIPE’s role is in the institution. See Appendix D for full results of the 2012 survey.

3. **List and describe OIPE’s work with other units on campus.**

**Office of the Chancellor.** OIPE is a unit within the Chancellor’s Division and, consequently, much of the unit’s work supports the Chancellor’s activities and vision. Primary tasks and activities directly stemming from the needs of the Chancellor’s office include budgeting support through work on enrollment forecasting used in determining the University’s request for state appropriations, data and reporting in support of governmental relations activities, regional accreditation support, and management and support of the University’s strategic planning and master planning activities.

**Division of Academic Affairs.** As noted in section 1 above, Academic Affairs is by the far the division OIPE works with the most. OIPE maintains official campus data on academic program performance and enrollment and frequently interacts and supports the work of the academic colleges and departments, the work of the Registrar, and the work of the Office of Undergraduate Studies, particularly those areas related to student support such as First Year Experiences, Service Learning, Advising, and Writing and Learning Commons. Also, OIPE likely has the most interaction with individual faculty of any unit that lies outside Academic Affairs through management of the online course evaluation system, CoursEval. This work brings OIPE into frequent contact with Faculty Senate on course evaluation policy and with individual faculty on administration of the evaluations and access to the evaluation data. In addition, OIPE heavily supports the assessment and accreditation activities of units within Academic Affairs and works closely with the Registrar on issues of data standards.
Division of Student Affairs. OIPE’s work with Student Affairs is generally limited on a practical basis to a couple of areas: support of enrollment management, particularly with Undergraduate Admissions and Orientation, and support of student services offered through Student Affairs such as Residential Living and the Leadership Program.

Division of Administration and Finance. OIPE’s work with Administration and Finance encompasses several areas. OIPE staff work closely with Human Resources on issues related to personnel data and on implementation of the new HR Data Mart, an initiative of UNC GA. OIPE also works closely with staff in Facilities Management on issues related to space management and maintenance of WCU’s facilities inventory as well as on the Campus Master Planning process currently underway. OIPE also works closely with staff in the Budget Office on enrollment planning in support of the University’s biennial appropriations requests.

Division of Athletics. The work between OIPE and Athletics is largely limited to support of NCAA compliance reporting, in which OIPE plays a small but critical role on an annual basis.

Division of Information Technology (IT). OIPE activities intersect with that of IT in the following areas: issues and tasks related to data standards and security, Banner reporting, and development and implementation of the data warehouse. OIPE staff regularly partner with IT staff to develop and refine functional reports out of Banner, but the bulk of OIPE’s work with IT over the past year is in support of the data warehouse initiative. IT and OIPE have been the primary units involved in standing up the finance and student modules of the data warehouse, which has included overall project management, extensive data validation, user training, and campus implementation.

Division of Advancement and External Affairs. Although this Division has recently been dissolved and the units reorganized under different divisions, we have kept the description of OIPE’s work with these areas separate for purposes of this review. OIPE works with only a few units in Advancement and External Affairs including Public Relations (PR), Creative Services, Development, and Alumni Affairs. OIPE works closely, but infrequently, with Alumni Affairs in developing and administering the University’s periodic alumni survey. OIPE staff also work periodically with staff in PR and Creative Services to respond to press inquiries and to develop University publications that use campus data.

4. Other units that provide related programs and services.

The services provided by OIPE are not provided by other units on campus, though other units may provide related support. For example, while IT provides the technical expertise, network, and server software and hardware support needed to support some of the software systems administered by OIPE, it is not involved in the user training or administrative oversight of these systems.
As mentioned earlier, OIPE is responsible for a number of enterprise level systems (see list in Table 1 below). The level of responsibility varies for each system, and is typically cyclical in nature.

Table 1

<table>
<thead>
<tr>
<th>System</th>
<th>Responsibility</th>
<th>Other supporting units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance Assist</td>
<td>Administrator. Configure system for use by accreditation team and units for accreditation and assessment purposes.</td>
<td>None</td>
</tr>
<tr>
<td>CoursEval</td>
<td>Configure system for student evaluation of faculty in all courses.</td>
<td>IT (minimal technical support)</td>
</tr>
<tr>
<td>Digital Measures Activity Insight</td>
<td>Upload university data (demographics, education, courses, etc.) and work with departments/colleges to create or update screens and reports.</td>
<td>Faculty, departments, and colleges all provide and change data in system; IT supports network connectivity and Active Directory connection</td>
</tr>
<tr>
<td>Qualtrics</td>
<td>Brand Administrators; This is due solely for the need to keep sensitive surveys isolated within our office.</td>
<td>Coulter Faculty Commons provides regular support including maintaining user accounts and training</td>
</tr>
<tr>
<td>R25</td>
<td>System administration and user support. Maintain system, offer training, support, and installation. Lead coordination efforts with other units. Maintain facilities inventory.</td>
<td>IT supports Windows servers and SQL Server databases; Registrar handles course scheduling; PR handles event calendars</td>
</tr>
</tbody>
</table>

There is very little redundancy in the systems OIPE supports or how they are used. Currently, Digital Measures Activity Insight™ is used primarily by the College of Business, the School of Teaching and Learning, and the Psychology Department for their Annual Faculty Evaluation (AFE) processes. The remaining academic units still use a manual process for AFE submission (folders, files in a share drive, etc.). OIPE takes a lead role in R25 and space management, but complementary support is provided by the Registrar, PR, and IT.

There is also very little redundancy in the processes OIPE supports. OIPE oversees and, in some cases manages, the systematic review (or accreditation) of academic programs and academic support units. OIPE also provides any data the units find necessary while conducting their self-study. Enrollment management needs are supported by Student Affairs, Administration and Finance, and OIPE – each unit providing its own unique contribution to the enrollment management process. The Registrar’s office provides student-related data to the campus which is mainly term-oriented, transactional, and real-time. OIPE provides data and analyses to the campus, state and federal governments, and external agencies which cover terms, academic years, multiple years, and long-term projections.

5. Unique contributions of OIPE.
OIPE is particularly unique on campus as this unit provides unbiased, third-party support, data, and analysis which affect all areas of WCU, as well as administering several software systems (see Table 1). While this office is not responsible for entry of the data which it reports (with the exception of facilities data), OIPE is responsible for ensuring the reported data are accurate.

The following services or functions are the sole or primary responsibility of OIPE:

- Official reporting to state and federal agencies (UNC GA data files, IPEDS, NCHED, Delaware Study, VSA, etc.)
- Internal reporting and analysis (Excel Pivot Tables, student profiles, Banner reports, etc.)
- Common Data Set
- University Fact Book
- Institutional surveys (senior survey, sophomore survey, alumni survey, etc.)
- Nationally-normed surveys/assessments (NSSE, BCSSE, COACHE, FSSE, CLA, etc.)
- Student Assessment of Instruction
- External surveys (College Board, USN&WR, Princeton Review, etc.)
- Assessment reporting and support
- Regional accreditation
- Program Review support

OIPE heavily supports the following in collaboration with many other units on campus:

- Program accreditation
- Enrollment management
- Space management
- Strategic planning
- Data standards (Banner)
- Data warehouse

**Quality**

1. **How do you identify and measure quality of the unit’s programs or services? List the top benchmarks used to assess quality.**

Quality measures to date have been primarily informal encompassing fulfillment of deadlines and performance targets related to individual staff. Performance feedback on unit quality are offered by key campus constituents (deans, vice chancellors, department heads, etc.) regularly through informal means such as personal and group discussions. Performance feedback is also obtained through annual evaluation/assessment of the Assistant Vice Chancellor in terms of unit performance targets. OIPE routinely solicits and receives feedback on published reports which it uses to make improvements and refinements.

In Spring 2012, OIPE conducted a satisfaction survey related to its programs and services. The survey was administered to all campus faculty and staff and included feedback on services used, frequency of use, indicators of satisfaction with primary unit responsibilities, and general quality indicators of unit programs and services. The full results of the survey can be found in Appendix D. Key summary themes from the 2012 survey include:

**Recognition:** Many campus faculty and staff report that they rarely use OIPE services directly. With the exception of CoursEval and R25, OIPE works primarily with campus leadership and not individual faculty and staff, which likely explains the lack of recognition reported by many faculty and staff. That said, OIPE needs to more actively engage with individual faculty and staff to better educate the campus in general on what services the unit provides.
**Guilt by Association:** Many of the negative comments on the survey were related to the online system for student assessment of instruction (CoursEval) and the centralized space management system (R25). For the majority of faculty and staff, their primary interactions with OIPE are via their engagement with CoursEval and R25. The institutional decision process that led to the adoption of these systems was not always positive nor was the transition to use of these systems easy. For these reasons, faculty and staff perceptions of the systems can negatively skew their perspective of OIPE and its staff. We posit that many users may find it difficult to separate the leadership decisions to require use of these applications from the administrative oversight provided by OIPE.

**Positive Relations:** Despite some negative feelings about CoursEval and R25, faculty and staff generally feel positively about OIPE staff professionalism and accessibility. Overwhelmingly, OIPE staff are viewed as helpful and knowledgeable and their expertise is valued.

**Time is Money:** Issues identified in the survey as in need of improvement include timeliness and promptness. While most campus consumers of OIPE services report generally positive feelings about staff helpfulness and professionalism, many report a general dissatisfaction with the length of time taken to fulfill some requests. This is an area that OIPE staff have identified as a priority to address.

2. **Use of the results of quality assessments to improve programs and/or services - Provide specific examples.**

   Based on the formal and informal feedback OIPE has received, OIPE has undertaken the following initiatives to address our identified areas of improvement: timeliness of data, transparency of data and ease of use of OIPE data and systems.

   **Timeliness of data requests** – Given that timeliness is overwhelming the priority issue to address, OIPE has implemented:
   
   - A set of interactive Excel Pivot tables for campus users to access student, course, faculty and program data. These tables are updated each semester from official data sets and provide a supplement to transactional data accessible in Banner.
   - Internal to OIPE, the unit has consolidated a set of combined official data sets that provides all staff in the office easy access to institutional data that can be used for *ad hoc* reporting ‘on the fly’. This has dramatically improved response time and allowed staff to maneuver around bottlenecks related to differential staff expertise in SAS programming.

   **Transparency and ease of use** – Related to timeliness, but also to OIPE core values of transparency and accessibility, unit staff have taken the following steps to make data and services more transparent and available to campus users:
   
   - In 2009-2010, OIPE began a series of campus data reports each semester related to our incoming classes and study body. The *Meet the New Freshmen* profile, the *Census Date Statistics* report, and the *Student Body Profile* are some of the most frequently used and cited reports that the unit produces.
   - In 2010-2011, OIPE implemented a new wiki to better manage activities related to assessment and program review. Documents and reports are now more easily available to both campus units and review team members.
   - In 2011-2012, OIPE completed a wholesale revision of the WCU Fact Book. This involved interviews with Fact Book users and a review and adoption of standard data reporting formats based on current literature and good practices related to effective data representation. The new Fact Book and the process for revision have been well received not only on campus, but also by other campuses during professional presentations at North Carolina Association for Institutional Research and Southern Association for Institutional Research conferences.
In 2012, OIPE completed a redesign of the unit website with the same principles and standards used in the Fact Book revision. Updates to the website included a Fast Facts section and has made survey data such as NSSE more easily accessible.

3. What were the major accomplishments of the unit in the past 5 years? Include those directly related to unit functions AND/OR other contributions related to University goals.

- Revision of WCU Fact Book
- Development and implementation of interactive Excel Pivot Tables
- Implementation of CoursEval
- Implementation of administrator evaluation surveys and student surveys (e.g., Sophomore, Alumni) in Qualtrics
- Initiation of administrative program review process
- Internal data structures – major overhaul and combined into one file
- Implementation of calendar system in R25
- Enhancements and changes to R25 providing more exposure on campus
- Refinements and improvements of enrollment projections process
- Support of other campus units’ data needs regarding enrollment management
- Leadership in the completion of new WCU Strategic Plan, 2020 Vision: Focusing Our Future
- Completion of SACS 5th Year Review, Compliance Certification and QEP Impact Report
- Implementation of the finance and student modules in the data warehouse
- Increased role (leaders on campus and in state) with professional organizations

Cost Effectiveness

1. How do you identify and measure cost effectiveness of this unit? List the top benchmarks used to assess cost effectiveness.

OIPE has not been deliberate or systematic in directly measuring the cost-effectiveness of the unit. Staff, however, do regularly review:

Salaries using data from UNC GA and the Office of State Personnel. Salaries, as a whole for the unit, are competitive (though individual salaries may still be below market rates). This has not always been the case and recently the unit was able to make some salary adjustments as a result of reclassification and review of comparison data at other peer institutions. There has also been a concerted effort to promote internally wherever appropriate and when openings have been available. As a result, most OIPE staff have seen promotion opportunities or salary increases in the past five years.

Operational Budget using data from peer/sister institutions. Generally, OIPE’s operational budget is adequate to meet its needs while also providing staff with professional development at trainings and conferences, and keeping technology refreshes at every 2-3 years. Budget reductions and cost saving steps that have been undertaken in recent years include: elimination of paper Fact Books, creation of Excel Pivot Tables to reduce frequency of paper departmental reporting, automation of reporting processes wherever possible, move of program review documents electronically onto a wiki, elimination of travel not directly related to professional development, and use of video conferencing in meetings with UNC GA.

Staffing levels using comparison data from peer/sister institutions. Staffing is an area unit leadership has scrutinized closely over the past several years. OIPE has lost a total of 2.0 FTE staff due to budget cuts at the same time the unit has experienced a significant increase in new projects and responsibilities (strategic planning, master planning, data warehouse; Digital Measures; evaluation of deans, department heads, and
vice chancellors, electronic course evaluations, and space management, etc.) as well as an intensification in some existing responsibilities (e.g., support of UNC GA initiatives whether in office or in support of other departments, program profiles, expansion of program review to include administrative units, etc.). These new or expanded workload obligations have been offset some by making better use of student workers, but the unit still has a critical need for a senior research associate/statistician.

2. Attach an itemized spreadsheet outlining ALL revenues/resources generated and expenses incurred (including salaries) for the unit for the past 3 years.

See Appendix E for budget information.

Opportunity Analysis

1. Potential areas for enhancement of unit services.

- Continue efforts to automate reports such as the Fact book, Common Data Set, and class profiles, and better automate processes such as data file generation and discrepancy checking.
- Move to a hosted solution for R25 and better use other existing software applications such as Compliance Assist and Digital Measures.
- Fully embrace the data warehouse that is currently being implemented.
- Create better mechanisms for communication when working on projects with extended deadlines.
- Improve unit capacity to support higher order research such as forecasting and predictive modeling.

These enhancements of OIPE services would result in providing data that are more focused toward specific campus needs, providing data that are in a more user-friendly format (and/or provide training in how to use unit resources), providing more consistent communication throughout a project, as well as provide data in a timelier manner, provide consistency of data across all publications (Excel Pivot Tables, Fact book, Common Data Set, etc.), and help users better understand the role and capabilities of IR and Assessment staff.

2. Activities of other units that advance or hinder the effectiveness of the unit.

*Creative Services/PR and Web Services* - There is a perception that OIPE is responsible for the online calendars in R25 that are often broken or disabled, but that function is the responsibility of Public Relations and Web Services.

*IT* - Interactions with IT have been both tremendously helpful and at other times a source of frustration. There are storage issues and policies about the VPN that make it hard for OIPE staff to complete required tasks, but IT is always willing to help with Banner issues and provide invaluable support for CoursEval and R25.

*Academic Affairs* - On the whole, relations with Academic Affairs are productive and collegial, particularly with the Registrar’s office in conjunction with space management, course scheduling, CoursEval, and data cleaning for files. But there are few areas that both units could work to improve, including:
- Mismatch between data perceptions and reality - many programs try to maintain their own shadow data systems and this can cause confusion and distrust of official data sources.
• Policy voids related to faculty workload, survey administration, space management, and curriculum.
• Inconsistent communication about program approval, accreditation, and review.
• Process for program-level enrollment projections, which feed directly into the University projections model.

3. Programs and services offered by the unit that are redundant or out of scope.

OIPE offers only a few services that seem out of scope or are redundant. Due to the Faculty Senate-approved schedule and model for the evaluation process, course evaluations take up many OIPE staff hours and are only tangentially related to OIPE scope and mission. Also, while space management does fall under the scope of the division, the software administration and event scheduling aspects of our space management system (R25) do not. Finally, the Digital Measures system was originally within unit scope because it was initiated to respond to Delaware II requirements, but is now out of scope because it is only used for annual faculty evaluations.

4. What are similar units at peer or sister institutions doing that this unit would like to do?

• Enable faculty workload module in Banner to track teaching load.
• Full implementation of Compliance Assist to support program assessment.

5. What additional cost-savings could be achieved in this unit?

• Full automation of reports would bring greater staff efficiency.
• Implementation of virtualized desk tops would lengthen technology refresh timeline.
• Move of internal data files to SQL Server database would reduce data storage needs.

6. External funding opportunities.

OIPE has not applied, nor has it plans to apply, for any external funding.

7. What would it take to make this unit exemplary?

• Addition of one Senior Research Associate/Statistician to handle higher order research (e.g., predictive modeling around enrollment, seat analytics, retention and graduation, student learning, non-returning students, subsequent enrollment, etc.)
• A concentrated effort to develop data more specific to the college, department, and program. OIPE is truly interested in the opportunity to work on systems that provide more accurate, targeted, and/or timely data to stakeholders.
• Develop systems/practices to make better use of the survey data the University already collects (e.g., NSSE, Residential Living surveys, graduating senior surveys, sophomore surveys, etc.).