

Form 1: Prioritized List of One-Time Budget Requests 2017-18

Division: Academic Affairs

Department/Unit: Institutional Planning and Effectiveness

Instructions: List all one-time budget requests in priority order. Complete and attach a *Justification: One-Time Budget Request* (Form 2) for each item listed.

Priority Number	Budget Request	Cost
1	Graduate Assistant for Assessment	\$10,765
2	Tableau Desktop professional (3 licenses)	\$6,000
3	Assessment incentives	\$5,000
Total		\$21,765

**Form 2: Justification: One-Time Budget Request
2017-18**

Division: Academic Affairs

Department / Unit: Institutional Planning and Effectiveness

Instructions: One page per item listed on Form 1.

Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Graduate Assistant for Assessment	1.2.4, 1.6.2	\$10,765

Brief Justification:

OIPE has occasionally been able to "hire" a graduate assistant in the past, but through graduate school or program-level funding. OIPE would like to consistently be able to offer a graduate assistantship, and therefore OIPE requests \$10,765 to fund a \$10,000 annual graduate assistantship. Initially, we would like to target the assistantship towards WCU's outcomes assessment efforts, but we are also open to assistantships to work on institutional research projects. Development of improved quality outcomes assessment processes is quite labor-intensive and often requires a one-on-one approach. Having additional staff resources in place to manage outcomes assessment processes will significantly enhance WCU's ability to realize meaningful gains in outcomes assessment quality more quickly.

Strategic Initiative 1.2.4: A recent assessment audit revealed significant variation in completion of, and quality of, student learning outcomes assessment across the institution. WCU's new Director of Assessment is eager to advance the scope and quality of student learning outcomes assessment.

Strategic Initiative 1.6.2: A recent assessment audit revealed significant variation in completion of, and quality of, student learning outcomes assessment across the institution. Strong assessment and program review processes can contribute to improved program quality, which in turn can have a positive impact on enrollment.

VC Priority # _____

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2017-18**

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Tableau Desktop Professional (3 licenses)	1.1.1, 1.6.1	\$6,000

Brief Justification:

Tableau is the preferred software solution for data visualization. The product is relatively straightforward to implement and learn, requiring minimal investment of technical resources. Currently, three OIPE staff members are capitalizing on one-year free student licenses as a result of their enrollment as students at UNC-Greensboro. Having evaluated the product and demonstrated its value in data visualization, OIPE requests funds to obtain three professional developer licenses.

Strategic Initiative 1.1.1: The one-time effort of program prioritization conducted in 2012 has produced robust and sustained interest in data to support academic strategic planning. Acquisition of Tableau software will allow easy and on-demand access to a wide range of metrics important to the ongoing program prioritization and program improvement efforts of the institution.

Strategic Initiative 1.6.1: Enrollment planning requires significant involvement of OIPE staff resources. Similar to program prioritization, there is robust and sustained interest in data to support enrollment planning. Acquisition of Tableau will allow easy and on-demand access to a wide range of metrics important to the institution's enrollment planning efforts.

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
3	Assessment incentives	1.2.4, 1.6.2	\$5,000

Brief Justification:

As a continuation of one-time funding received in FY 2016-17 (\$4000), OIPE requests \$5000 for assessment-related incentives. Incentives are designed to reward and encourage excellence in outcomes assessment processes. A portion of the funds would be utilized to annually recognize a unit for excellence in outcomes assessment. The award would be in the form of travel funds. A portion of the funds would be directed towards development of assessment practice, in the form of mini-grants. A small amount (\$5000 per year) is already allocated towards assessment mini-grants, and we would like to broaden the scope of this initiative.

Strategic Initiative 1.2.4: A recent assessment audit revealed significant variation in completion of, and quality of, student learning outcomes assessment across the institution. WCU's new Director of Assessment is eager to advance the scope and quality of student learning outcomes assessment. Incentivizing assessment practice will serve to enhance WCU's assessment practices.

Strategic Initiative 1.6.2: A recent assessment audit revealed significant variation in completion of, and quality of, student learning outcomes assessment across the institution. This strategic initiative directly addresses resource allocation to positively affect enrollment. Strong assessment and program review processes can contribute to improved program quality, which in turn can have a positive impact on enrollment.

VC Priority # _____

**Form 4: Justification: Recurring/Ongoing Budget Request
2017-18**

Division: Academic Affairs

Department/Unit: Institutional Planning and Effectiveness

Instructions: One page per item listed on Form 3.

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- 2) address outcomes from program prioritization and/or program, administration, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Director of Institutional Research & Analytics	1.6.1	\$1,738

Brief Justification:

The proposed position is a restructured position, based on an existing Business & Technology Applications Specialist position which is being vacated (by retirement) in June 2016. The proposed position, Director of Institutional Research and Analytics, will be an EHRA position. The target salary of \$90,000 requires only a small funds request (inclusive of overhead costs), given the current salary of the existing BT&A Specialist position. The purpose of the restructure is to provide focused management of the institutional research and analytics functions of the OIPE, and to enhance the current reporting function of the office with current analytics expertise.

VC Priority # _____

**Form 6: Justification: University-wide Initiatives
2017-18**

Division: Academic Affairs

Department/Unit: Institutional Planning and Effectiveness

Instructions: One page per item listed on Form 3.

Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Director of Accreditation Support	1.6.2	\$110,958
<p>Brief Justification:</p> <p>The Director of Accreditation Support is responsible for establishing and maintaining processes to ensure continued compliance with institutional (SACSCOC) requirements. The position works in partnership with the Director of Assessment to ensure institutional effectiveness processes are robust and comprehensive. The position provides strategic leadership to the institution and ensures continuous improvement and accreditation by working towards institutional quality and effectiveness goals. The position's target salary is \$85,000 per year.</p> <p>The need for this position stems from the institutional desire to effectively and efficiently provide relevant and quality educational programming while at the same time maintaining compliance with SACSCOC's institutional effectiveness standards (Core Requirement 2.5 and Comprehensive Standard 3.3.1). With only a single staff person currently in place to manage all institutional-level outcomes assessment processes, as well as all periodic program/unit reviews, WCU finds itself at risk of non-compliance with SACSCOC, as well as imperfectly executing program/unit reviews without fully capitalizing on the outcomes of the reviews. Beyond the need to strengthen WCU's institutional effectiveness efforts, compliance with many SACSOC standards are not adequately monitored, as suitable processes are not in place to ensure satisfactory compliance. Furthermore, WCU benefits from program-level accreditation for many degree programs, however, no processes are in place to ensure program-level accreditations are compliant with SACSCOC expectations.</p> <p>Strategic Initiative 1.6.2: This position will oversee the program review process which is a key component of program assessment. The intent is to integrate program prioritization with ongoing program review processes, in order to better align resources with institutional priorities.</p>			

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
3	Analytic Data Architect	1.6.1, 5.2.1	\$79,900

Brief Justification:

This proposed position is part of a larger effort to establish a full-time institutional analytics team which will be responsible for continued development of user-interactive data dashboards under the moniker, CATALYTICS. The team will consist of two new full-time positions, the Analytic Data Architect and the Data Scientist, with significant contributions from the new Director of Institutional Research & Analytics position and IT's Business Intelligence Lead Analyst. The purpose for this team approach is to establish the capacity to more quickly develop effective data sources for strategic decision-making.

This proposed Business and Technology Applications Analyst (Journey) position is responsible for developing processes for data acquisition, management across the institution. The position resides within the Office of Institutional Planning and Effectiveness in order to leverage current data expertise as well as create synergy towards developing WCU's growing business intelligence output. The outcome of this position will be greatly improved student data integration across multiple functional units, for the purposes of both enhanced descriptive data reporting and to allow for robust predictive data modeling targeting improved student success. The cost is inclusive of starting salary (\$60,000), and all overhead costs.

Currently, a significant portion of student data exists in numerous disconnected and limited-connected sources, without robust process and structure to ensure usability. This position will accomplish the following

- Establish data acquisition and maintenance protocols;
- Coordinate and work with other analytic staff to develop and enforce data management policies and procedures;
- Develop, publish and deploy fact and dimension tables according to business requirements;
- Design, implement and deploy data models to support BI and statistical learning initiatives;
- Development, analysis and production of complex reports, queries, and data extracts from multiple data sources;
- Assist with design and implementation of ETL solutions for extraction and integration of data to and from data warehouses and data marts for the purposes of reporting, decision support and analysis.

The proposed position is critical to achievement of Strategic Initiative 1.6.1, as well as to important master planning considerations (Strategic Initiative 5.2.1)

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
4	Data Scientist	1.6.1, 5.2.1	\$67,500

Brief Justification:

This proposed position is part of a larger effort to establish a full-time institutional analytics team which will be responsible for continued development of user-interactive data dashboards under the moniker, CATALYTICS. The team will consist of two new full-time positions, the Analytic Data Architect and the Data Scientist, with significant contributions from the new Director of Institutional Research & Analytics position and IT's Business Intelligence Lead Analyst. The purpose for this team approach is to establish the capacity to more quickly develop effective data sources for strategic decision-making.

This Business and Technology Applications Analyst (Contributing) position is responsible for data analysis and reporting with a specific focus on data needs for strategic decision-making. The position resides within the Office of Institutional Planning and Effectiveness in order to leverage current data expertise as well as create synergy towards developing WCU's growing business intelligence output. The outcome of this position will be greatly enhanced descriptive data reporting for administrators at the division, college and department level. The cost is inclusive of starting salary (\$50,000), and all overhead costs.

The proposed position is critical to achievement of Strategic Initiative 1.6.1, as well as to important master planning considerations (Strategic Initiative 5.2.1)

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