

New Project Management Framework for Institutional Research:

Case Studies in the US and Potential Applications in the UK

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Goal of the Presentation

Context

While IR professionals are eager to promote the use of IR data and reports in decision-making, these conversations seem often *sporadic*.

Goal

Propose a more *systematic* discussion on the use of IR data and reports in decision-making by:

1. Introducing a common framework to review IR projects
2. Demonstrating the uses of the new project management tool for IR

Presentation Overview

Terminology

Part I:

Basics of the Four-quadrant Framework

Part II:

Applications of the Four-quadrant Analysis

Terminology - 1

UK	US
IR as function	IR as office
Planning Office	IR Office (institutional data & surveys)
Center for Teaching and Learning	<ol style="list-style-type: none">1. Center for Teaching and Learning (support pedagogical development)2. Assessment Office (measure learning outcomes)
Quality Assurance (handled by Registrar's Office)	Accreditation (under IR or Assessment Office)

Terminology - 2

UK	US
Enhancement	Improvement
Assurance	Accountability
Feedback Loop	Closing-the-Loop
Faculty as academic department	Faculty as a group of academic staff
Module	Course
Course	Program
Chancellor	President
Vice Chancellor	Provost

Part I

Basics

of the Four Quadrant
Framework

Conventional Context of IR Offices in the US

People are hungry for data



Conventional Project Management Log

Example: IR Project Log

Project Title	Client	Due Date
Internal Report A	Provost	ASAP
Accreditation Report	Provost	Tomorrow
Strategic Indicator	President	Last Week
Benchmark	President	Next Month
Program Review	Department Y	Next Year
Gen Ed Assessment	Department X	Last Year

Conventional Focus of IR Offices

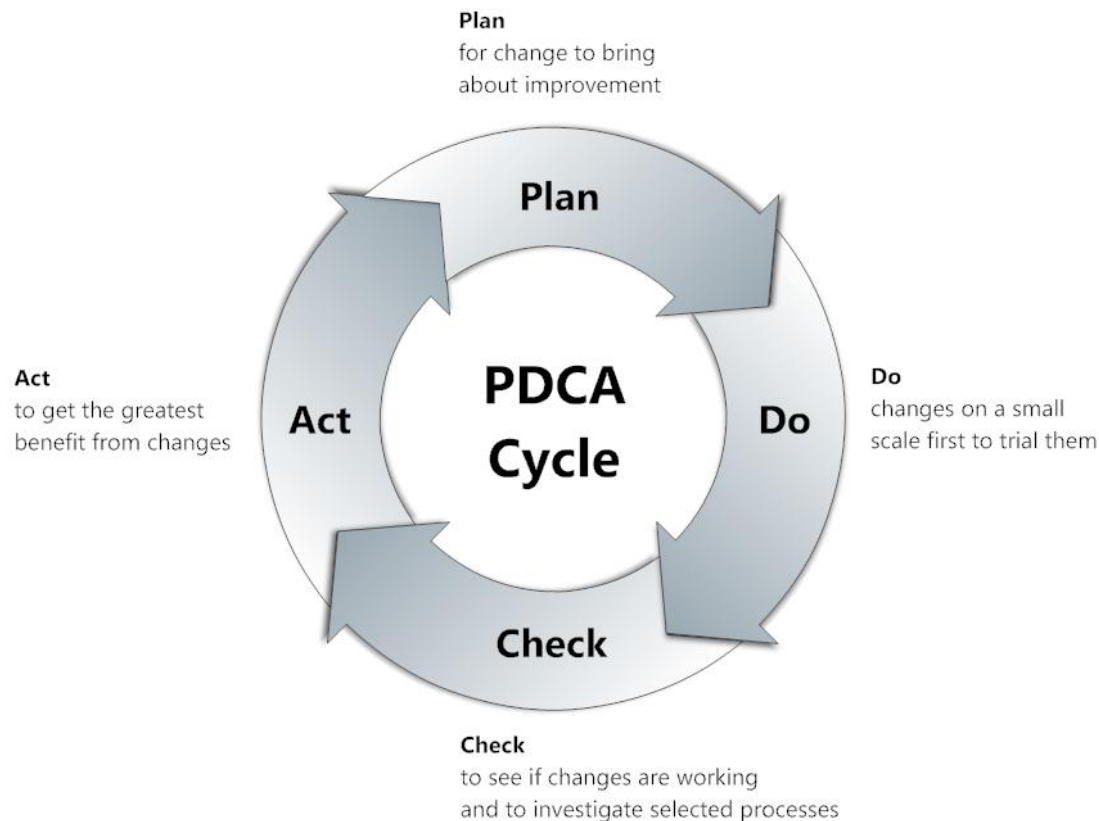
Efficiency:

an ability of producing data within a given timeframe and available resources

New Context for IR Offices

Emphasis on Institutional Effectiveness:

Use of IR data and reports for continuous improvement

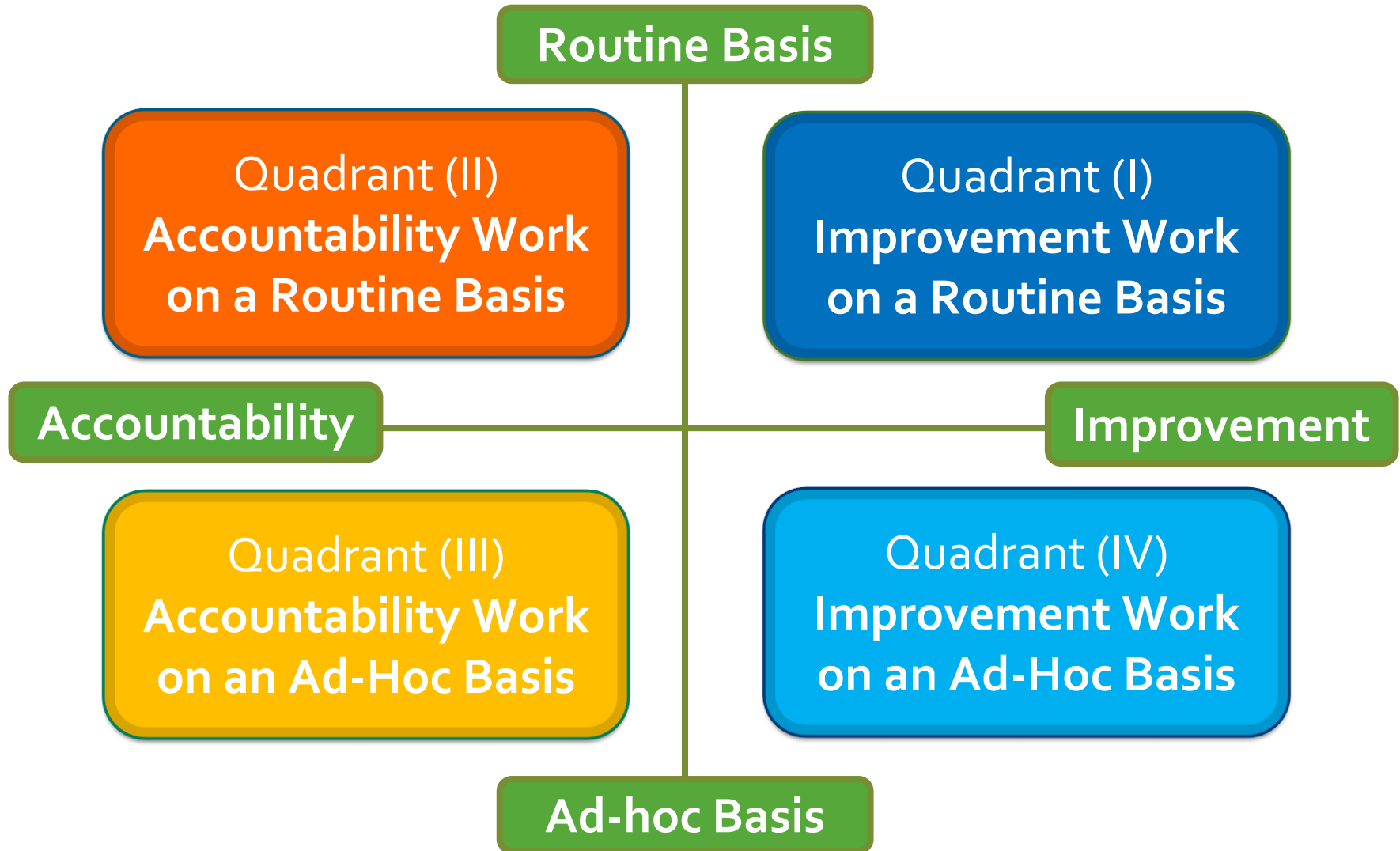


New Focus of IR Offices

Effectiveness:

**an ability of promoting data utilization
in decision-making**

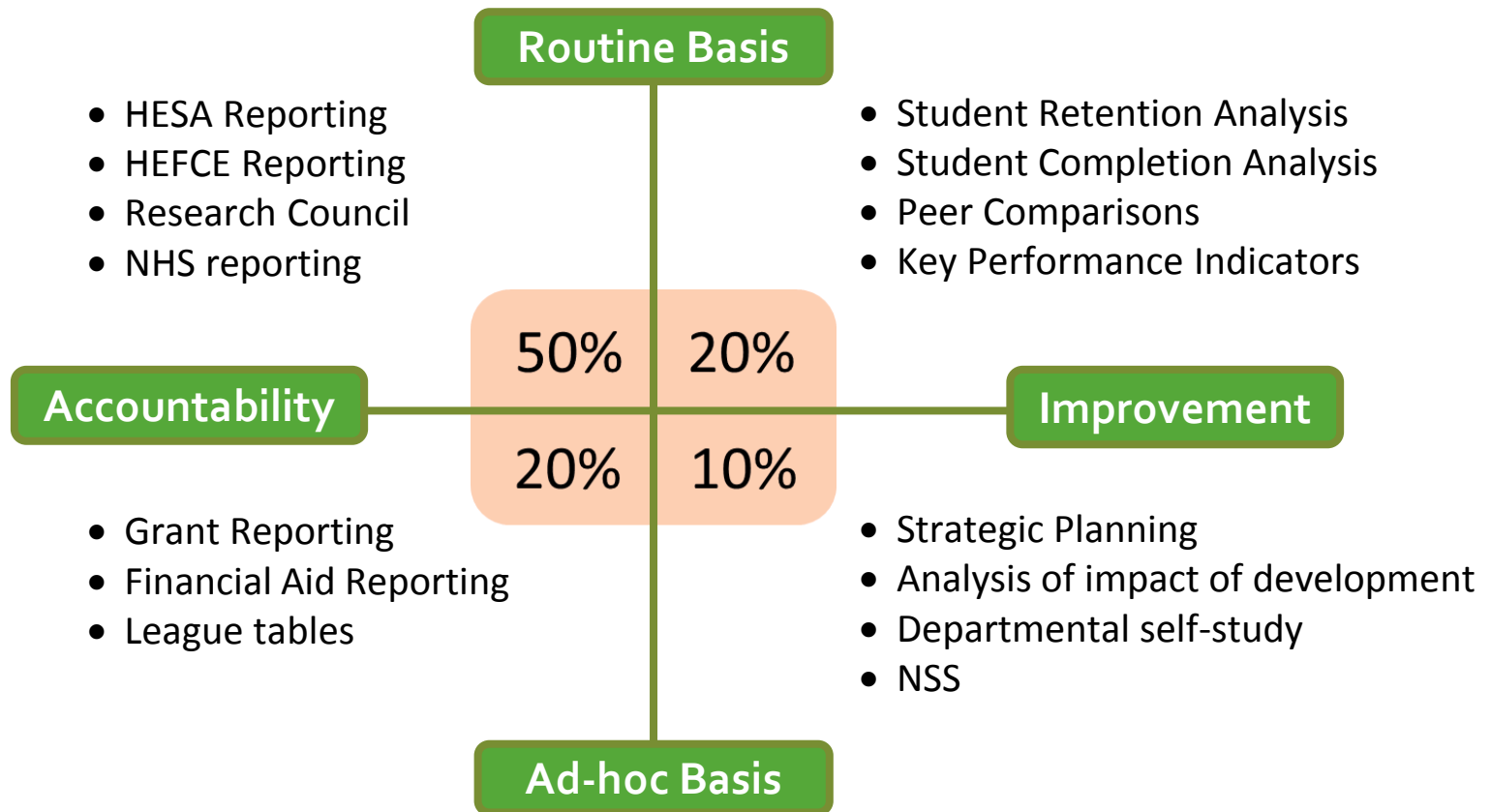
Four-quadrant Framework - Design



Develop your Four-quadrant Analysis - 1

Step I: List all the projects your office manages and categorize them into the four quadrants

Step II: Identify a **proportion of total work hours** that your office spend in each quadrant (See **Orange** in the diagram).



Develop your Four-quadrant Analysis - 2

Step III: Identify the types of data utilization for continuous improvement

- (a) Identifying problems,**
- (b) Developing solutions, and/or**
- (c) Evaluating results**

See **Blue** tags in the diagram.
The results imply a degree of effectiveness.

Bottom-line Question
What changes have been made?

Routine Basis

- Student Retention Analysis **(a)**
- Student Graduation Analysis **(c)**
- Peer Comparisons **(b)**
- Key Performance Indicators **(a) & (c)**

Improvement

- Strategic Planning **(b)**
- Analysis of impact of development **(a)**
- Departmental self-study **(a) & (c)**
- NSS **(a) & (b)**

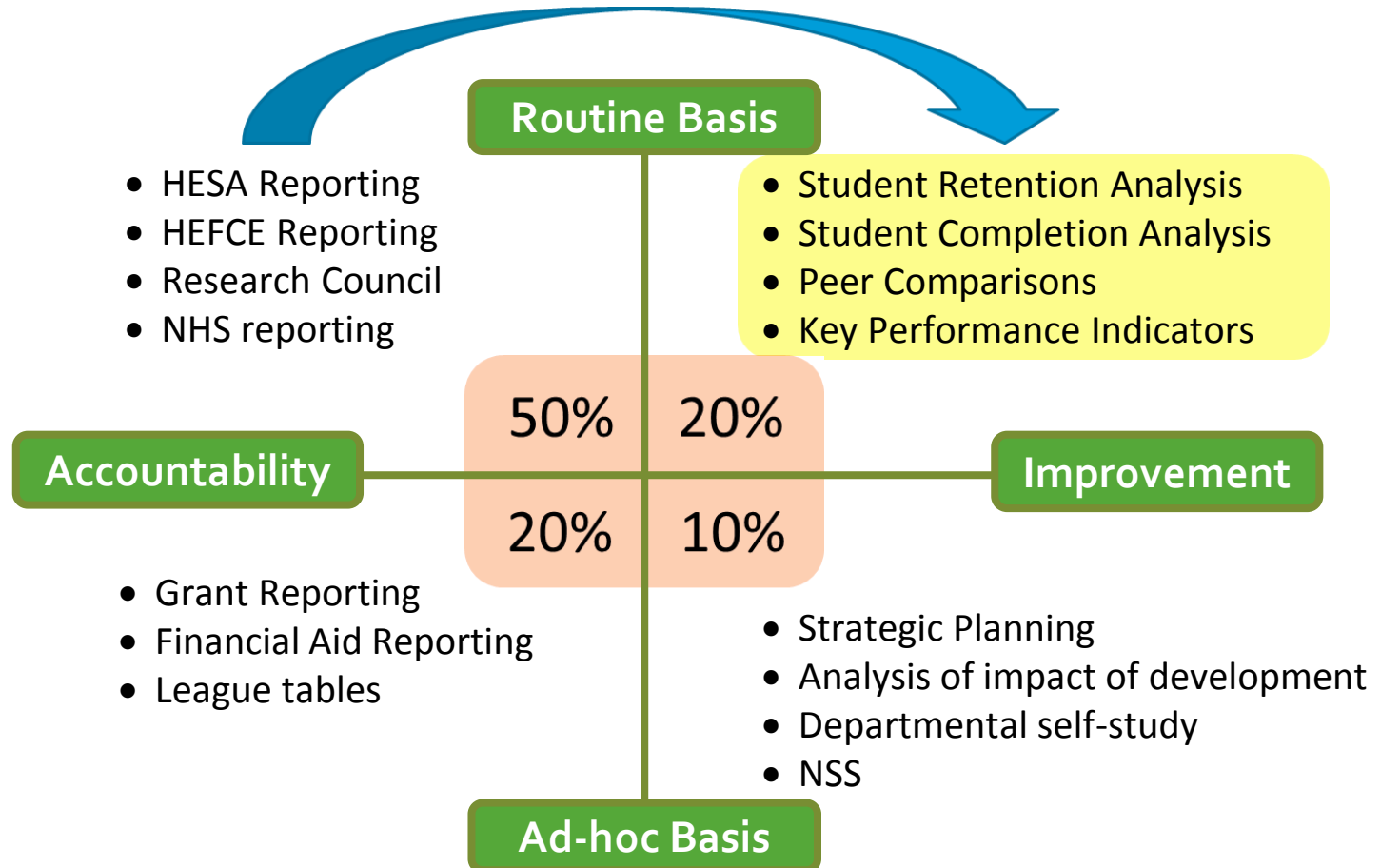
Ad-hoc Basis

Four-quadrant Framework - Example

Example: University X

Personnel
PVC (Research /L&T etc)
Associate Head of Human Resources
Department Head

Org Context
Institution Report
Report to Governors
New Vice Chancellor



Project Management

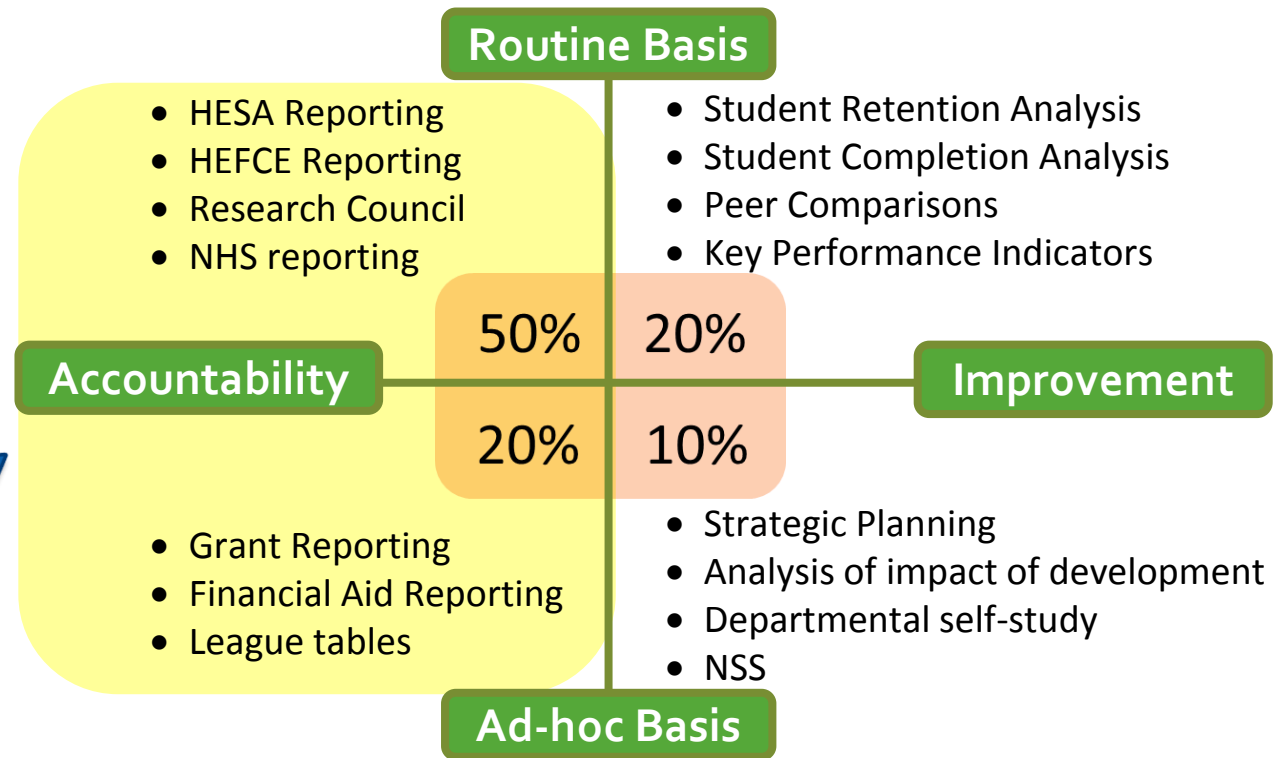
Communication tool to examine *efficiency* and *effectiveness* of IR activities with:

1. Office Staff
2. Campus Stakeholders

Efficiency Related Discussion Questions

Automation

Which project can be further automated?



IT/data infrastructure

To what extent is IT support and investment necessary to further increase efficiency?

Effectiveness Related Discussion Questions

Data Utilization

How can external accountability data be analyzed and shared with campus stakeholders?

Project Management

How can effective project management be established?

Networking

How can a good relationship with campus stakeholders be built and maintained?

Routine Basis

- HESA Reporting
- HEFCE Reporting
- Research Council
- NHS reporting

- Student Retention Analysis
- Student Completion Analysis
- Peer Comparisons
- Key Performance Indicators

50%

20%

Accountability

Improvement

20%

10%

- Grant Reporting
- Financial Aid Reporting
- League tables

- Strategic Planning
- Analysis of impact of development
- Departmental self-study
- NSS

Ad-hoc Basis

Overall Discussion Questions

Routine Basis

- HESA Reporting
- HEFCE Reporting
- Research Council
- NHS reporting

- Student Retention Analysis
- Student Completion Analysis
- Peer Comparisons
- Key Performance Indicators

50%

20%

Accountability

Improvement

20%

10%

- Grant Reporting
- Financial Aid Reporting
- League tables

- Strategic Planning
- Analysis of impact of development
- Departmental self-study
- NSS

Ad-hoc Basis

Priority

Which project needs to be re-prioritized?

Organizational Structure

What kind of organizational structure is beneficial?

Staffing

What is an adequate level of staffing?

Insight and Consideration

Balancing between Accountability and Improvement

Objectivity

Coordination

Security

Politics



Summary of Part I

Not mutually exclusive, but all inclusive

	Convention	New
Context	Numerous data requests	Use of data for improvement
Focus	Efficiency	Effectiveness
Project Management	Project Log	Four-quadrant Framework

Part II

Applications

of the Four Quadrant
Framework

Case Studies in the US

Communication tool with
office staff and campus stakeholders

1. Reality Check
2. Stakeholder Feedback
3. Time Series
4. Flexible Analysis

Reality Check - Perception

University of Delaware

Personnel

Associate Provost IRE
Director of IR
Assistant Director of IR
IR Analyst
Director of BI
Senior BI Analyst
BI Analyst
HEC Consortia (3 FTE)
IT Advance (1 FTE)
Admin Assistant
Graduate Assistants (2)
Work Study Student (1)

Org Context

Public Research (R1)
Institution
Report to Deputy
Provost

Routine Basis

- Accreditation
- Guidebooks/Rankings
- HEA
- IPEDS
- State Reporting

- Academic Program Review
- Benchmarking
- Enrollment Projections
- Student Success Outcomes

Accountability

50%

25%

10%

15%

Improvement

- Grant Reporting

- Capacity Studies
- Research Studies
- Strategic Planning KPIs
- Survey Research

Ad-hoc Basis

Incorporating the four-quadrant categories in a project management log

Example: IR Project Log

Project Title	Quadrant	Time
Internal Report A	Ad-hoc Accountability	5 Hours
Accreditation Report	Routine Accountability	20 Hours
Strategic Indicator	Routine Improvement	40 Hours
Benchmark	Routine Improvement	15 Hours
Program Review	Ad-hoc Improvement	20 Hours
Gen Ed Assessment	Ad-hoc Improvement	80 Hours

Reality Check - Empirical

University of Delaware

Personnel

Associate Provost IRE
Director of IR
Assistant Director of IR
IR Analyst
Director of BI
Senior BI Analyst
BI Analyst
HEC Consortia (3 FTE)
IT Advance (1 FTE)
Admin Assistant
Graduate Assistants (2)
Work Study Student (1)

Org Context

Public Research (R1)
Institution
Report to Deputy
Provost

245.25 hours (36%)

- Accreditation
- Guidebooks/Rankings
- HEA
- IPEDS
- State Reporting

Accountability

- Specialized Accreditation
- Budget/Finance/AAUP
- Guidebooks/Rankings
- NSC Requests
- Grant Reporting
- Survey Samples

268.50 hours (40%)

Routine Basis

34 Routine projects

30% 6%

47% 17%

99 Ad hoc projects

Ad-hoc Basis

93.5 hours (14%)

- Benchmarking
- Academic Program Review
- Enrollment Projections
- Student Success Outcomes

Improvement

- Capacity Studies
- Research Studies
- Strategic Planning KPIs
- Survey Research

66.0 hours (10%)

Stakeholder Feedback – Self-reflection

Santa Fe Community College Associate Vice President for IE

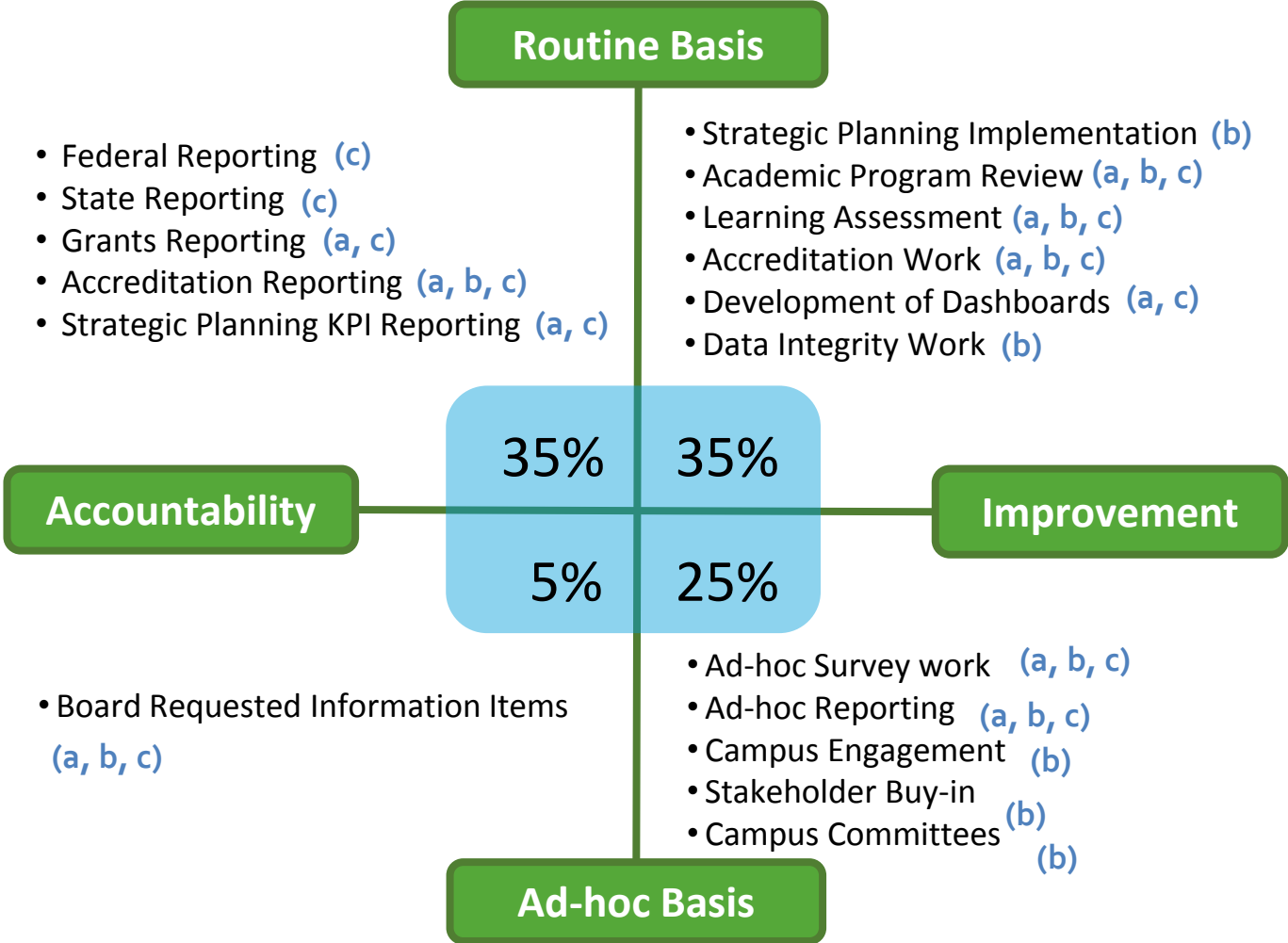
Personnel

- Assistant Vice President, PIE
- Director of Assessment and Accreditation
- Planning and Quality Officer
- Director of IR
- IR Analyst
- IR Tech
- Director of Grants

Org Context

Reports to President

Key
a=Identifying problems
b=Developing solutions
c=Evaluating results



Stakeholder Feedback – Supervisee

Santa Fe Community College IR Director

Personnel

- Assistant Vice President, PIE
- Director of Assessment and Accreditation
- Planning and Quality Officer
- Director of IR
- IR Analyst
- IR Tech
- Director of Grants

Org Context

Reports to AVP

- Federal accountability reporting
- State accountability reporting
- Grant accountability reporting
- Scheduled division and departmental level reports
- Institutional information for public sites

Accountability

- Ad-hoc data reports
- Student directory information
- CIP Code requests
- Data for grant applications
- New compliance report
- Analytical and statistical work

Routine Basis

- Strategic plan data (KPIs)
- Student Success (PGR)
- Program Review
- Retention rate
- Graduation rate
- Student Type clean up
- Annual surveys (Graduation, Employee Satisfaction, etc.)
- Banner End-User Support Team
- Achieving the Dream initiative

40%

15%

25%

20%

Improvement

- Data integrity work with various departments
- Work with stakeholders to improve data processes
- Design reports and dashboards using Business Intelligence Tools
- Internal process documentation
- Update data on OPIE web site

Ad-hoc Basis

Stakeholder Feedback – Supervisee

Santa Fe Community College Vice President for Academic & Student Affairs

Personnel

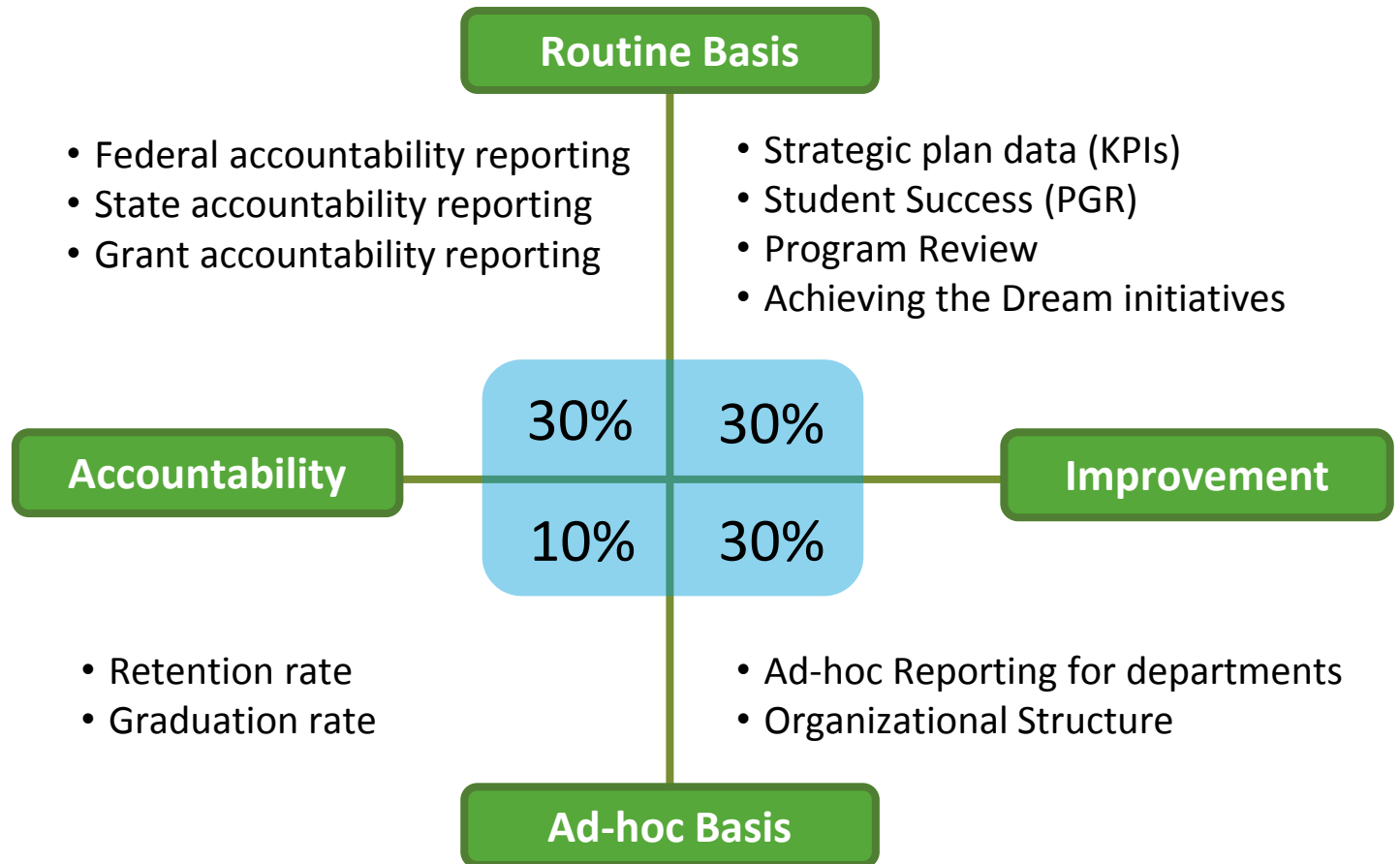
- Six Schools
- Student Service
- Student Support
- Academic Support
- Instruction

Org Context

Reports to President

Data Needs

59% of data requests are from Academic and Student Affairs



Time Series - Past

Ball State University: 2011-2012

Personnel

Executive Director for IE
 Associate Director
 Assistant Director
 Assessment Analyst
 IR Analyst
 Info. Mgt. Spec.
 Assessment Spec./Editor

Org Context

Report to Associate Provost
 Staff turnover
 Rebrand AAIR
 New ERP and data mgt.
 HLC self-study

- IPEDS
- State reporting (CHEDSS)
- Accreditation reporting (HLC – PEAQ)
- Faculty workload
- College guidebook surveys

Accountability

- Ad-hoc data, analysis requests from numerous people, offices, etc.
- Ad-hoc federal, state, accreditation reporting
- Response to media, donor, public records requests

Routine Basis

- Retention/graduation/time-to-degree
- Use of NSC (Clearinghouse) and Consortium for Student Retention Data Exchange
- Delaware Study
- Faculty salary surveys
- New, ongoing senior and alumni surveys
- MAP-Works (Making Achievement Possible 2006 sold to EBI / Skyfactor)
- Various AAIR surveys, NSSE
- Major Field Test administration
- Summer assessment grants

35%

35%

20%

10%

Improvement

- Ad-hoc data, analysis requests from numerous people, offices, etc.

Ad-hoc Basis

Time Series - Present

Ball State University: 2015-2016

Personnel

Assistant Provost for IE

Associate Director

3 Assistant Directors

IR Info. Mgt. Spec.

IE Analyst

Communications Spec.

Administrative Coordinator

Org Context

Report to Provost

Staff accomplishments

HLC Open Pathways

Model

Bb Outcomes

Bb Analytics/Table

Student interns from the IR

IR Certificate program

- IPEDS
- State reporting (CHEDSS)
- Accreditation reporting (HLC – Open Pathway)
- Faculty workload
- College guidebook surveys

Accountability

- Ad-hoc data, analysis requests from numerous people, offices, etc.
- Ad-hoc federal, state, accreditation reporting
- Response to media, donor, public records requests

Routine Basis

- Retention/graduation/time-to-degree analyses
- Use of NSC and CSRDE
- Delaware Study
- Faculty salary surveys
- New, ongoing senior and alumni surveys
- Mapworks/Skyfactor
- Various OIE surveys, NSSE
- Major Field Test administration
- Summer assessment grants

- **Strategic plan metrics**
- **Academic unit review**
- **University Assessment Committee**
- **Workplace Environment Survey**
- **Chair/dean feedback surveys**
- **General education assessment**
- **Digital Measures (University-wide)**

25%

50%

15%

10%

Improvement

- Ad-hoc data, analysis requests from numerous people, offices, etc.
- **New staff member to support grad./online/intl. enrollment initiative**

Ad-hoc Basis

Flexible Analysis

University of Maine at Augusta: Assessment

Personnel

Office of Provost
Assessment Director
Assessment Associate

IR Office

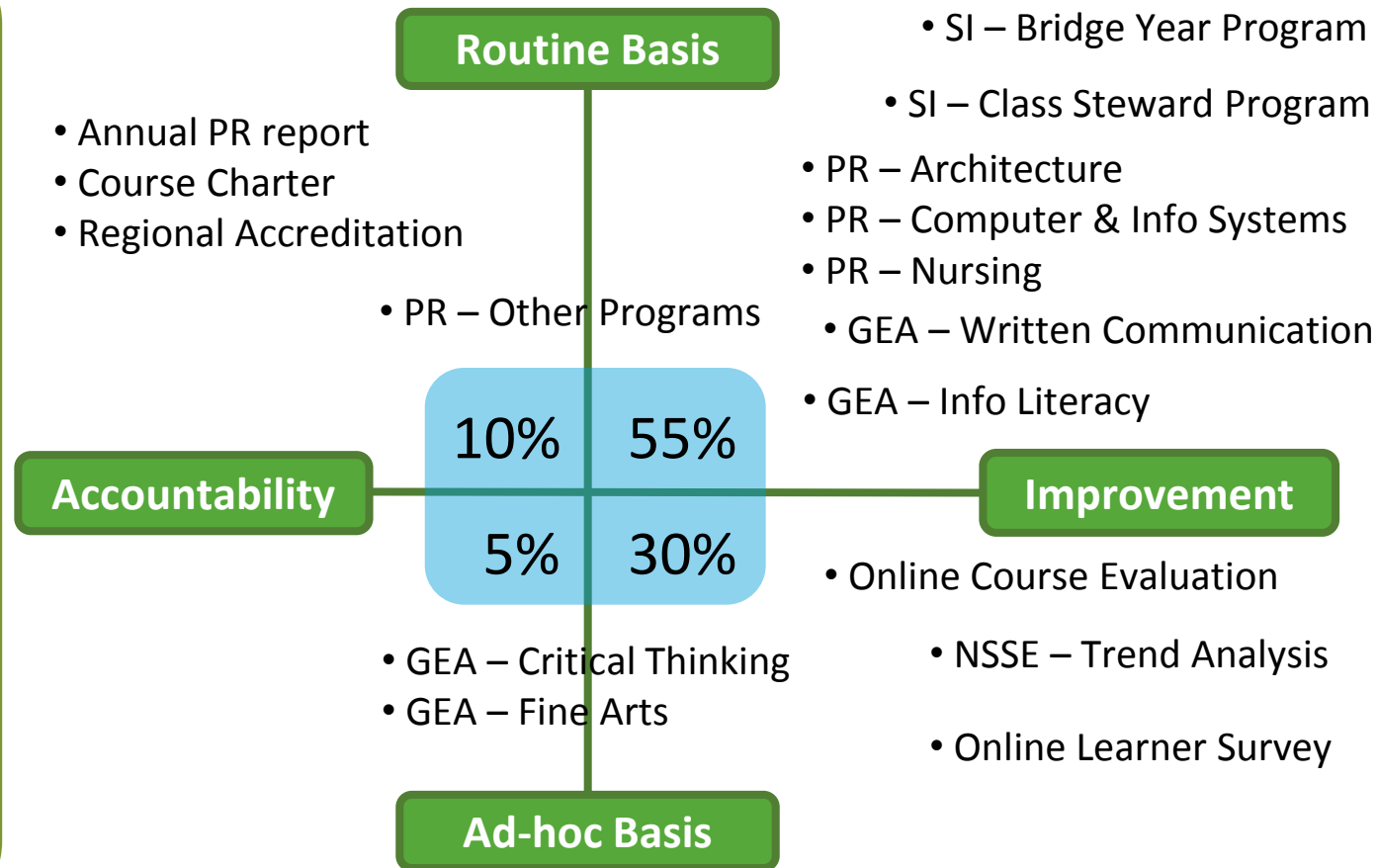
Director
Senior Analyst
Analyst

Org Context

Public Baccalaureate
Institution
Report to Provost
New President

Key

GEA=Gen Ed Assessment
PR=Program Review
SI=Strategic Initiative



Potential Applications in the UK

1. Reflect on Individual Work

2. Review Office Projects

3. Review Projects by Cross-functional Offices

(e.g., finance, planning, quality assurance, teaching & learning, etc.)

Addendum

Comparative Study

through the Four Quadrant
Framework

Comparative Study

Comparison of IR offices

1. In different types of HEIs
2. Within a country or
Across countries

Case Study - 1

Public Research University

Personnel

- Assistant VP for IE
- Director of Academic Assessment
- Associate Director of Academic Assessment
- Assistant Director of IR
- Senior Research Analyst
- Research Analyst
- Research Analyst

Org Context

New president

Routine Basis

- IPEDS report
- State report
- Accreditation report
- HEOA report
- NSSE

- Retention rate
- Graduation rate
- Benchmarking
- Support for internal surveys
- Development of internal data system
- Teaching load analysis
- Classroom utility analysis

Accountability

- US News ranking

Improvement

- Support Strategic planning
- Collect Faculty activities
- Support learning outcomes assessment
- Provide data for departmental self-study
- Analyze capstone course
- Financial analysis

Ad-hoc Basis

Case Study - 2

Private Liberal Arts College

Personnel

- Assistant VP for IE
- Director of IR
- Director of Accountability
- Research Analyst

Org Context

Recent reorganization from and IR to IE office

Routine Basis

- IPEDS report
- State report
- Accreditation report

- Retention rate
- Graduation rate
- Fact Book
- Institutional performance indicators
- Support learning outcomes assessment
- NSSE

Accountability

- Financial aid report

Improvement

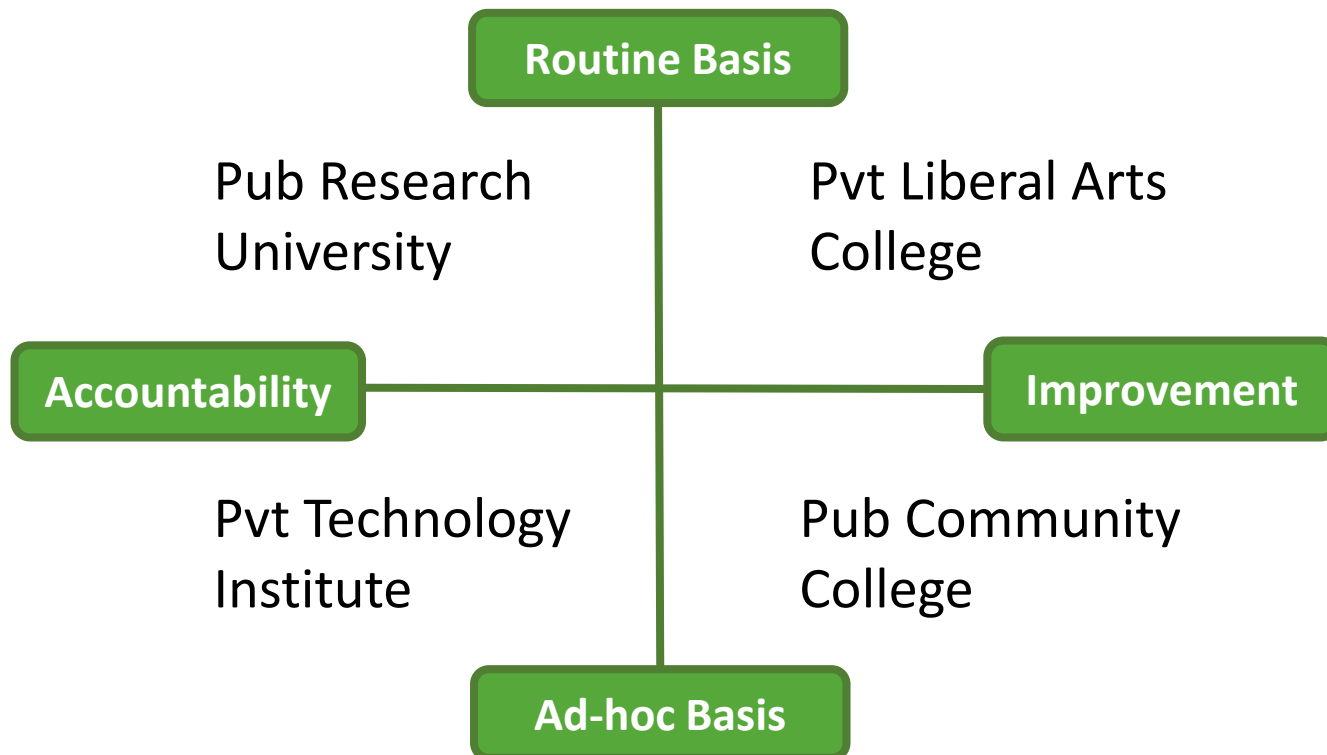
- Support Strategic planning
- Benchmarking
- Support survey and data analysis by other offices on campus
- Examine the validity of such internal studies

Ad-hoc Basis

Summary Finding & Discussion - 1

Analysis of National Survey of Student Engagement (NSSE)

Q1. Why is the same project categorized differently across HEIs?



Summary Finding & Discussion - 2

Analysis of National Survey of Student Engagement (NSSE)

Q2. What are some factors promoting or hindering the use of survey data for continuous improvement?

Higher Education Institution	Student Enrollment	IR Office Staff Size	N of Survey Administration
Public Community College	< 15,000	3.5	1
Public Research University	< 20,000	7	1
Private Liberal Arts College	< 5,000	4	3
Private Institute of Technology	< 10,000	3	1

External Regulations?

Financial Crisis?

Org Culture?

Methodological Considerations - 1

1. One project might appear in multiple categories.

Suggestions

- a) List the project in multiple quadrants, indicating the primary and secondary purposes.
- b) Consider the primary purpose of a project to be improvement, if reporting is not required.

Methodological Considerations - 2

2. Heavy reliance on individual perceptions might skew project categorizations.

Suggestions

- a) For project management, different perceptions among staff and campus stakeholders might serve as a validity check of the project categorizations
- b) For a comparative study,
 - i. Solicit any evidence to support a perception
 - ii. Interview personnel equivalent in their positions, job responsibilities, and offices.

Related Reference

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Questions and Comments

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