

How Can We Become More Efficient and Effective in IR?

Four Case Studies

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Goals of the Presentation

Participants will be able to:

- 1. Understand different configurations of IR activities at various HEIs**
- 2. Reflect on the *efficiency* and *effectiveness* of their office operations**

Overview of the Presentation

1. Literature Review
2. Analytical Framework
3. Methodology
4. Four Case Studies
5. Discussion
6. Future Development
7. Questions and Answers

Part I

Literature Review

Analytical Framework

Methodology

Literature Review

Examples of quantitative and qualitative research on the state of IR

Country/ Region	Research
UK/Ireland	Chester (2014); Scott (2016); Woodfield (2015); Taylor, Hanlon, & Yorke (2013)
US	Lillibridge, Swing, Jones, & Ross, (2016); Swing, Jones, & Ross (2016)
Other	Botha (2014); Botha & Muller (2016); Webber & Calderon (2015)

Analytical Foci

What is the **state of Institutional Research** activities?

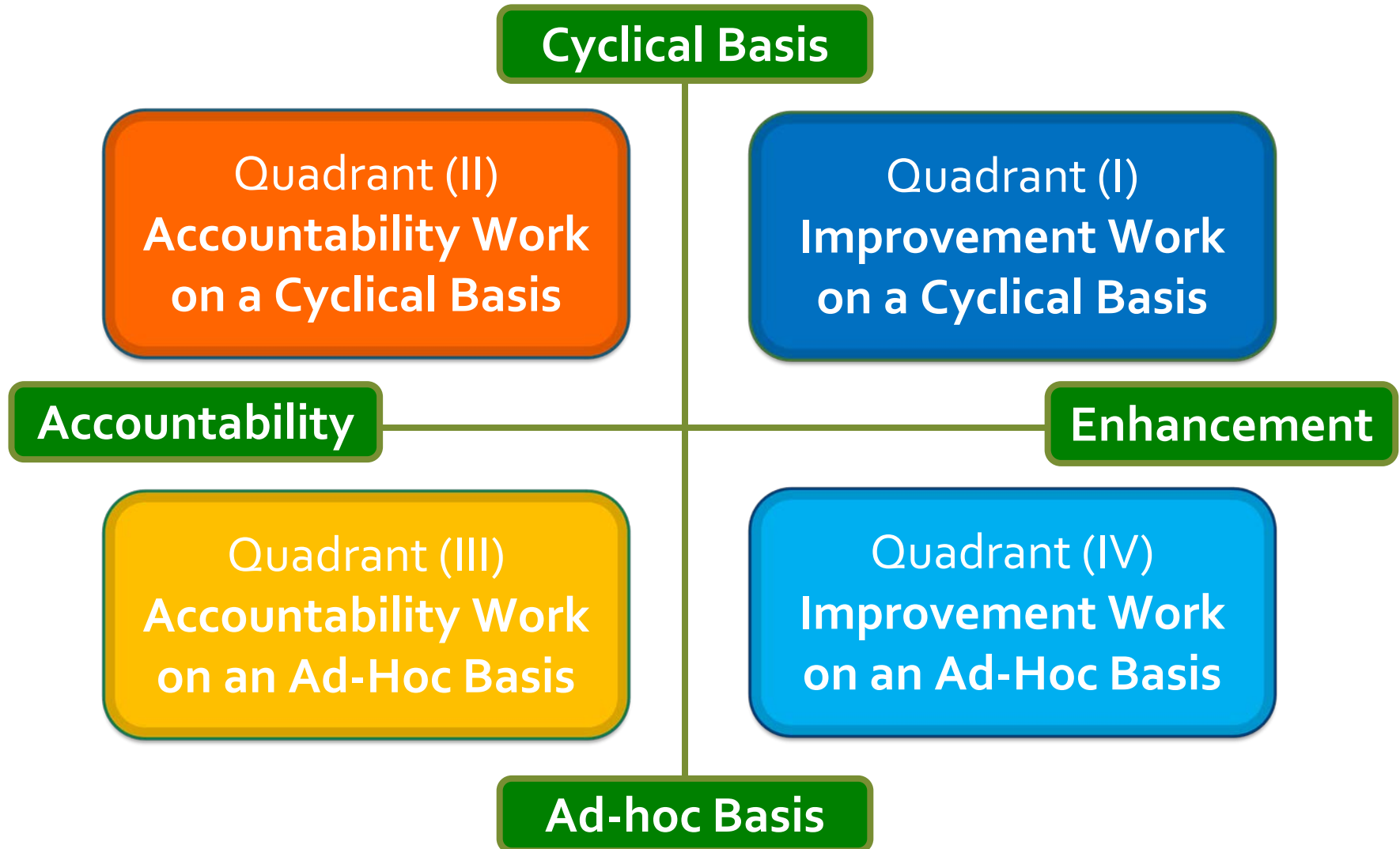
Efficiency:

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

Effectiveness:

an ability of promoting data utilization in decision-making

Analytical Framework



Methodology

In Autumn 2016, conducted in-person and Skype Interviews with *unit leads* in:

- Educational Development
- Institutional Research
- Strategic Planning
- Quality Assurance

Confidentiality and Anonymity

Part II

Four Case Studies

Discussion

Questions and Answers

University I

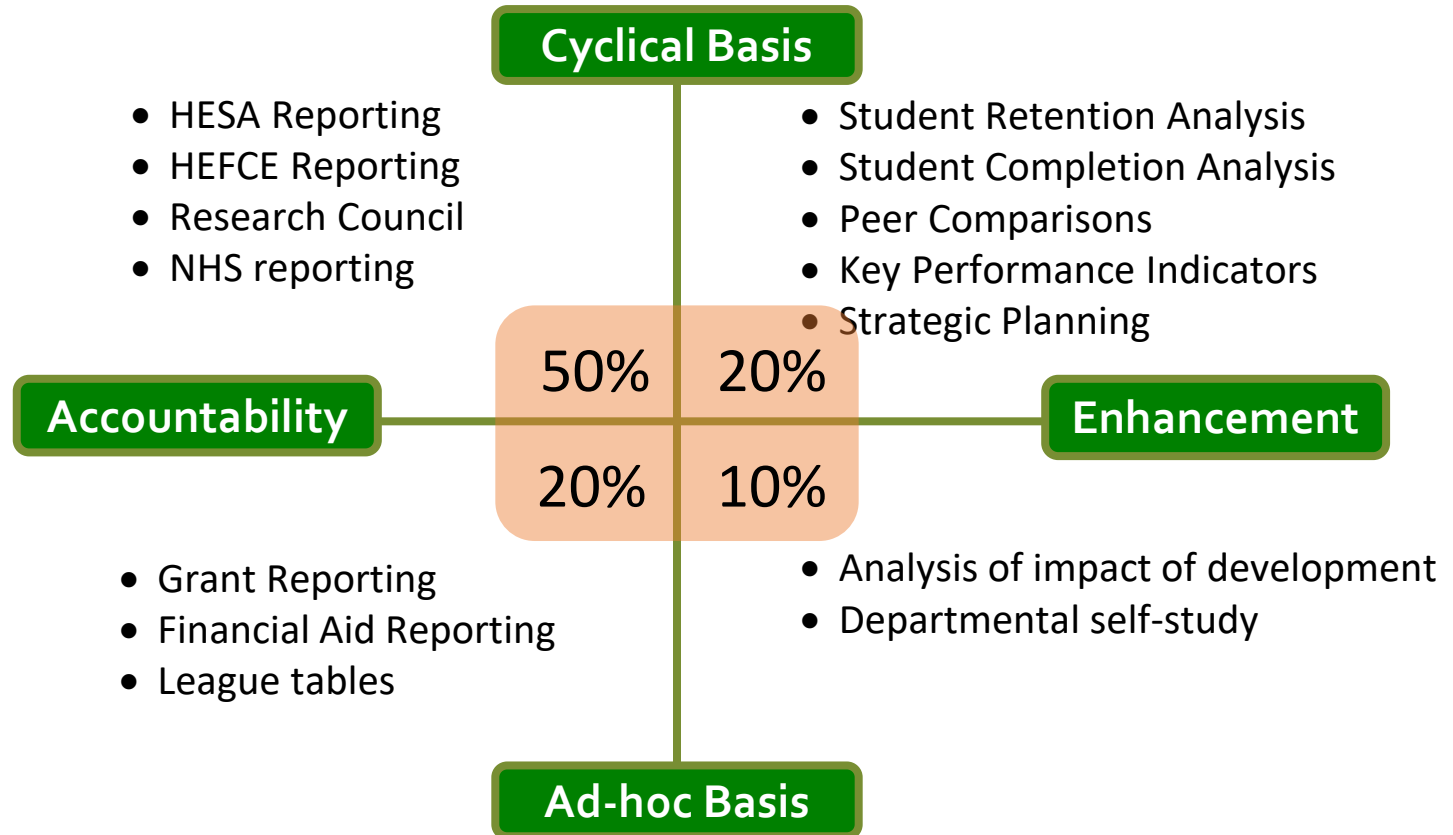
Planning Unit

Functions

Planning
Reporting
Policy

Personnel

X Directors
X Professional
Staff
X Support Staff



University I

Planning Unit

On Efficiency

Barrier	Potential Solution
Data structure and maintenance (Excel)	Finish data clean-up in Excel, and upload the data in the central system

On Effectiveness

Challenging Case	Successful Case
Scenario Planning <ul style="list-style-type: none">- No follow-up	Tuition Analysis <ul style="list-style-type: none">- Examined the tuition options- Conducted cost analysis- Facilitated decision dialogue

University II

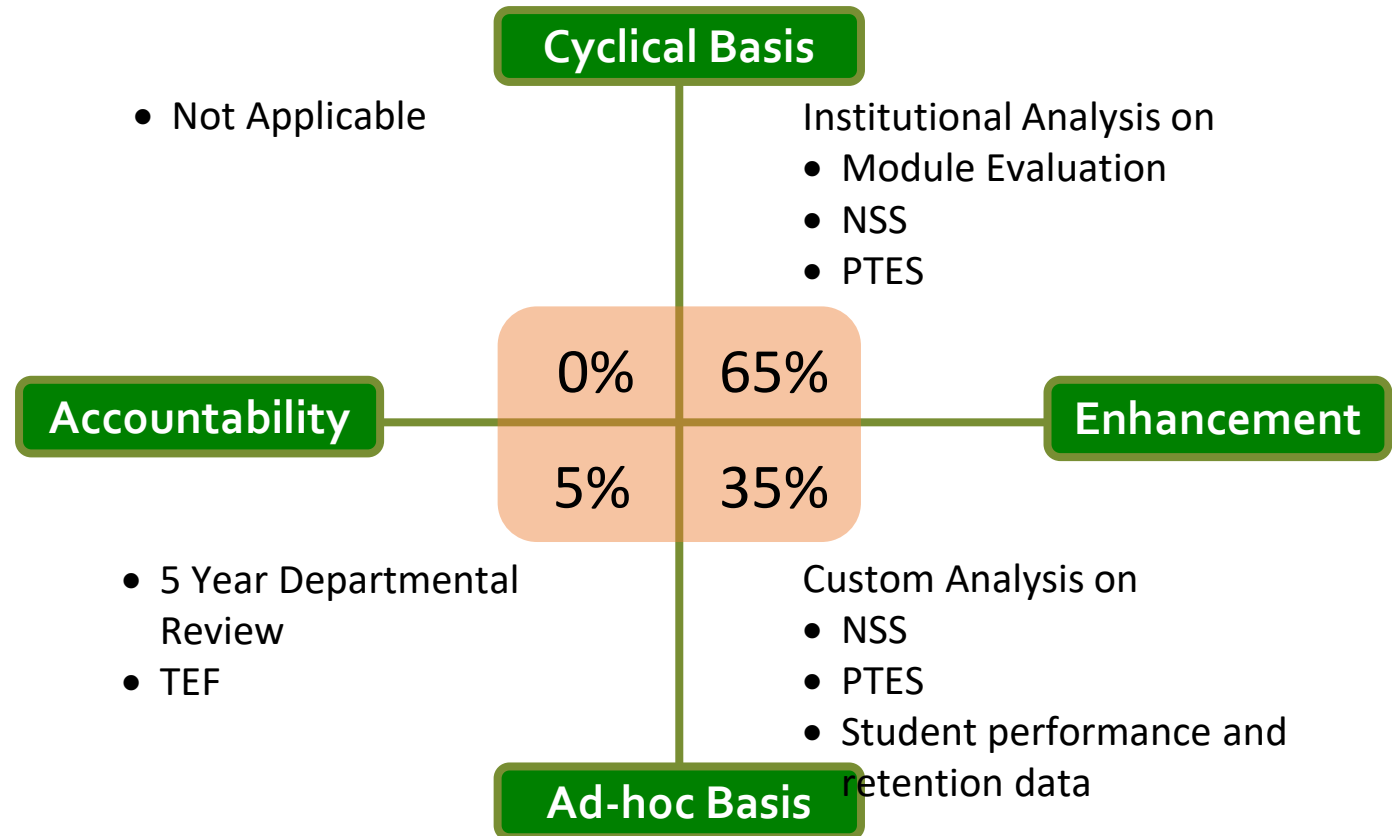
Teaching and Learning Unit

Functions

Surveys
Virtual Learning
Module Evaluation
Educational Training

Personnel

1 Directors
10 Professional Staff
2 Support Staff



University II

Teaching & Learning Unit

On Efficiency

Barrier	Potential Solution
Anonymising student comments in module evaluation	Change institutional policy on data anonymity

On Effectiveness

Challenging Case	Successful Case
<p>UKES</p> <ul style="list-style-type: none">- Varied engagement from programme teams- Limited use of the results	<ul style="list-style-type: none">- Identified a slump amongst sophomores from student performance data and 'Mirror of the NSS' Survey- Provided guidelines and resources for teaching staff and personal tutors

University III

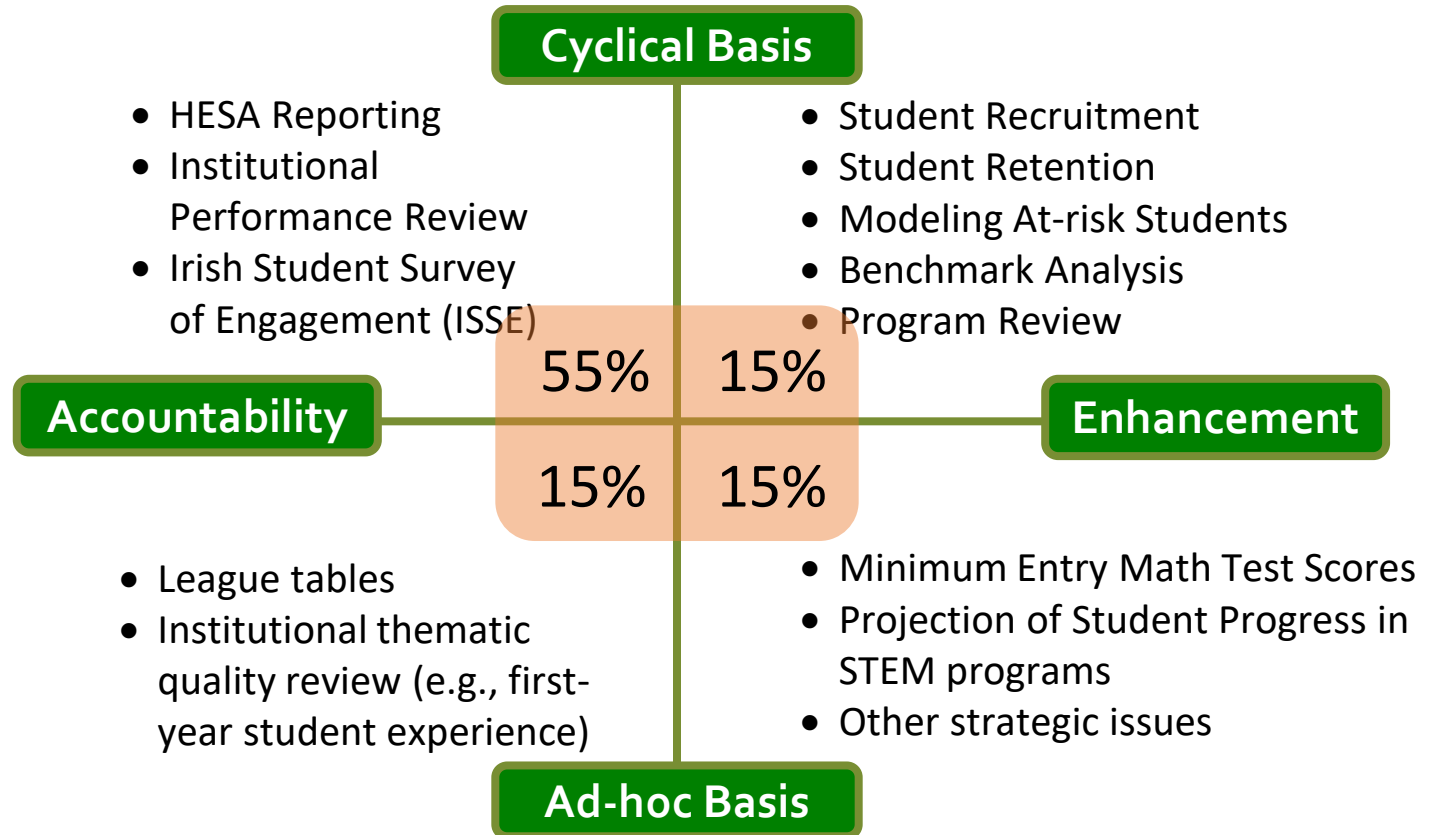
QA & IR Unit

Functions

Quality Assurance
Institutional
Research

Personnel

1 Directors
2 Professional
Staff
1 Support Staff



University III

QA & IR Unit

On Efficiency

Barrier	Potential Solution
<p>Data are maintained in departmental silos</p> <ul style="list-style-type: none">- Require significant data clean-up- Lack of investment in relational database	<p>Produce more effective stat books</p> <ul style="list-style-type: none">- Integrate unit data in a single data system

On Effectiveness

Challenging Case	Successful Case
<p>At-risk Student Analysis</p> <ul style="list-style-type: none">- Anecdotes distract people from data analysis- No action was taken- Lack of systematic approach	<p>Student Recruitment Analysis</p> <ul style="list-style-type: none">- Program level analysis with competitor benchmark- Increased recruitment activities with local schools- Improved commuter transportations

University IV

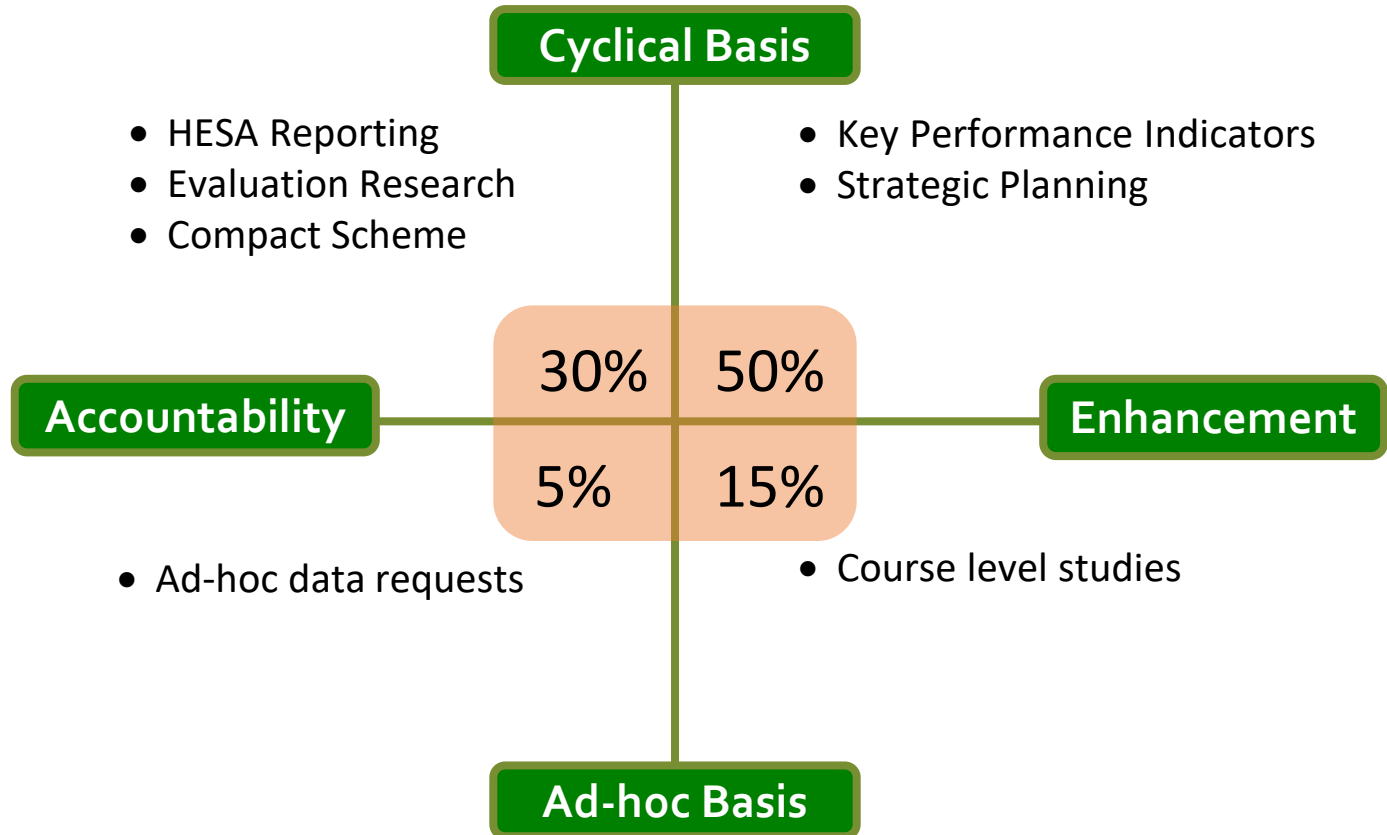
Planning Unit

Functions

Planning
Management
Information
Business
Intelligence

Personnel

1 Directors
7 Professional
Staff
2 Support Staff



University IV

Planning Unit

On Efficiency

Barrier	Potential Solution
Manual data clean-up Discontinuity of data collection Data system hierarchy	Develop a Course Aggregation Model by grouping departments, schools, faculties, etc.

On Effectiveness

Challenging Case	Successful Case
Course Review <ul style="list-style-type: none">- Senior administration was afraid of examining the continuation of faculties	BME Analysis <ul style="list-style-type: none">- VC included the data in the institutional KPI- Equality Office launched new initiatives- Faculties infused diversity in their curriculum

Critical Factors for Promoting Effectiveness

Suggested by Interviewees

1. Timeliness
2. Data integrity
3. Stakeholder Buy-in
4. Groundwork

Strategies for Promoting Effectiveness

Suggested by Interviewees

1. Being selective of providing key data, instead of providing large quantity of data
2. Taylor reports for different audience
3. Improve visual display of data
4. Develop multiple ways of communicating data within the institution
5. Nurture the institutional culture of using data in decision making

Questions and Answers

1. What are your thoughts on the case studies?
2. How might you utilize the four-quadrant framework for your office?
3. Do you have other questions or comments?

Discussion

1. Need to analyze multiple offices (e.g. Planning, Teaching & Learning, Quality Assurance) in order to understand an overview of IR activities within an HEI
2. Project categorizations may change based on the perceptions, which requires a cross-validation. The process would be a good opportunity for organizational and professional development

Future Development

- 1. Workshop** of the four-quadrant analysis today, 13 September at 13:35
- 2. Survey** project will be launched to increase study samples

References

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