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# Transforming IR Leadership and Creating Data-Informed Decision Cultures

Presentation found at <https://irds.iupui.edu/reports-presentations/conference-presentations/index.html>

## *Our Vision/Mission*

*We provide timely, accurate, and actionable information to support decision making at IUPUI. Decision makers have the information necessary to achieve maximum effectiveness in regard to IUPUI's Strategic vision, mission, values, and goals related to **the success and learning of our students** as well as overall institutional effectiveness. Our vision is to be a nationally recognized leader in institutional research and decision support in higher education.*



# Institutional Research and Decision Support Context

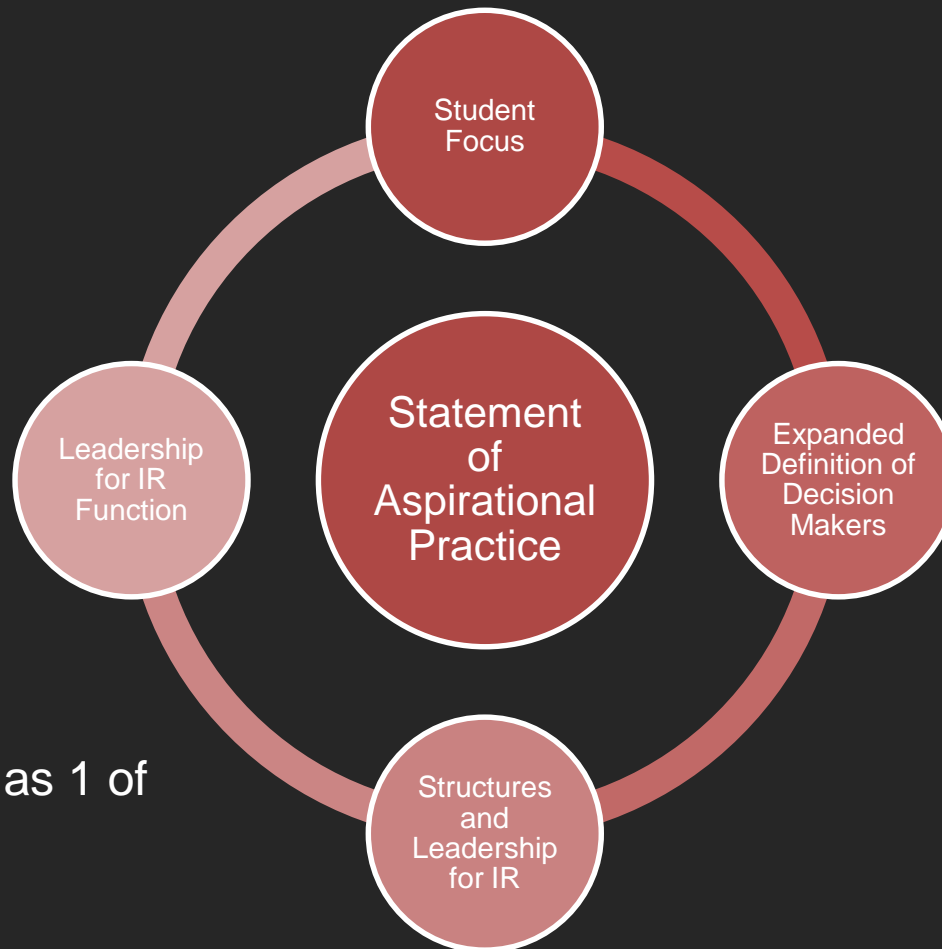
- IRDS new office in August 2015.
- Reorganized all data-generating, decision support offices under one structure to leverage expertise and integrate data across units.
- Had opportunity to organize new office guided by Statement of Aspirational Practice for Institutional Research.



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# Statement of Aspirational Practice For Institutional Research – Association of Institutional Research (AIR)



IUPUI Selected as 1 of  
10 Founding  
Institutions



# IRDS Activities and Reports to Support Decision Making

Institutional  
Research  
(Retention and  
Graduation  
Rates)

Strategic  
Enrollment  
Management

Assessment of  
Student Learning  
and  
Development

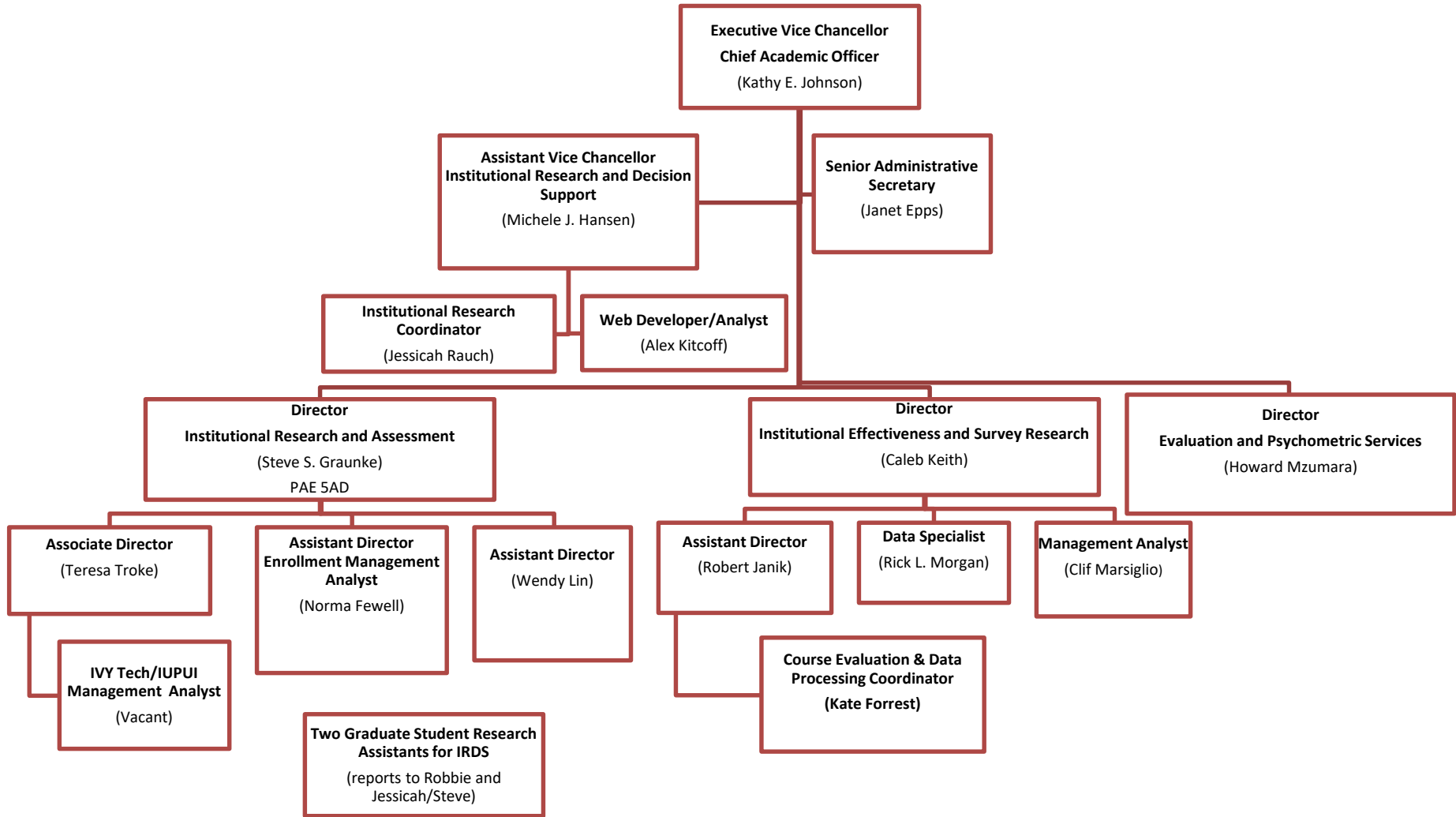
Survey Research  
Methods  
Course  
Evaluations

Program  
Evaluation and  
Program Review  
(assessing what  
works and what  
needs  
improvement)

Institutional  
Effectiveness  
and Strategic  
Planning  
Decision Support



# Institutional Research and Decision Support (IRDS) Organizational Chart



# IRDS Key Practices and Strategies to Expand Notion of Decision Makers

- Consider the information needs of faculty, staff, administrators, and students.
- Developed a comprehensive integrated data infrastructure (student, faculty, staff, facilities, financial, research, community impact, and strategic planning indicators) to provide unprecedented access to data for all decision makers across IUPUI, especially those on front line with students and students themselves.
- Optimized the use of enabled technology such as Tableau to put data in the hands of decision makers. The technology-enabled data reports allow users to explore, interact with, and analyze information that is actionable and tailored to specific decisions.



# Organization Around Decision Maker

- Multiple decision makers across a campus – and IRDS is organized so those decision makers have access and we serve as facilitators
  - Chancellor and Chancellor's Cabinet
  - Schools
  - Academic Programs
  - Division of Undergraduate Education
  - Enrollment Management
  - Division of Diversity, Equity, and Inclusion
  - Academic and Faculty Affairs
  - Staff Affairs (Human Resources and the Office of Equal Opportunity)
  - Etc.





# Building a Capacity for Decision Making

- Understand anatomy of decision
- Data infrastructure
- Relationship building
- Access to decision makers
- Building capacity for others (outside of IR) to collect data appropriately
- Technology that allows for decision makers to have access to data
- Ongoing training, consultation, and support



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# Practices and Strategies to Enhance IR Leadership Function

- Lead by supporting and coordinating all institutional research, institutional effectiveness, mandatory reporting, business analytics, and other data-focused decision-support activities.
- There is a significant focus on building relationships with individuals throughout the institution.
- Have spent the last year engaged in understanding data and information structures and capacities.
- Critical aspect of reorganization was to connect disparate pieces of information (student, faculty, staff, budget, human resources, campus climate for diversity).
- Developed a Student Data Policy Advisory Group, Survey Research Policy, Faculty and Staff Individual Data Advisory Councils

# Data Governance and Policies

- Student Data Policy Advisory Group
- Staff and Faculty Data Policy Advisory Group
- Survey Research Policy



# IR Leadership and Creating a Data-Informed Decision Cultures

## 1. Matrix Network Model of Institutional Research

- We have small teams within IRDS who work collaboratively with decision makers in schools and in units to ensure that that we are providing them with quality information and data tools so that they are empowered and effective decision makers. Process is integrative, nimble, and data is actionable and aligned with strategic planning decisions.



# Leveraging Data Analytic Power with Formation of Strategic Information Council

A **Strategic Information Council** launched at IUPUI in February, 2017 and will meet biweekly. The *major purpose of this Council will be to regularly and strategically mine our data repositories, including advising tools and institutional analytics developed by [vendors] or available through Canvas, in order to identify soluble barriers to student success and to address them systematically.* The council will be tasked with nurturing a deliberate cycle of piloting responses to identified barriers, evaluating their efficacy, and rapidly scaling them up or implementing policy to support undergraduate student retention and success in coordination with appropriate councils, faculty governance groups, and the Center for Teaching and Learning.



# Strategic Information Council

Vice Chancellor  
for Student  
Affairs

Vice Chancellor  
for Finance and  
Administration

Leader of  
Institutional  
Research &  
Decision Support

Chief Academic  
Officer

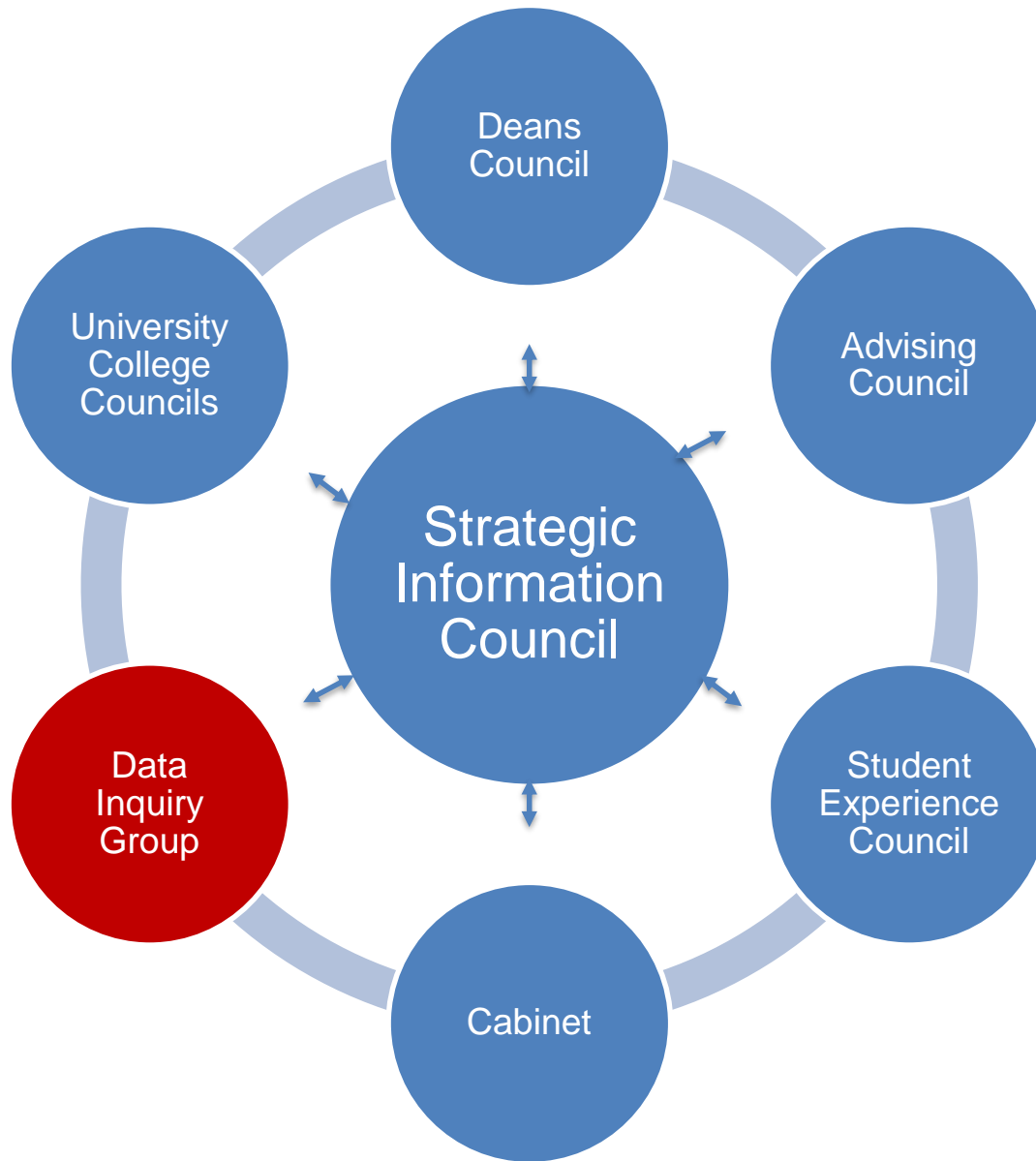
Leader of  
Enrollment  
Management

Leader of  
Undergraduate  
Education

Leader of  
University  
College

Leader of  
Campus Career  
& Advising  
Services





# Data Inquiry Group (DIG)

- ❖ DIG primary purpose is to leverage the data and analytic tools available across IUPUI. Group members are composed of key data users/analysts in schools and other units as appointed by Deans from each school or Vice Chancellors of units. About 43 members. Monthly meetings.

Charge: Serve as data coaches for IUPUI in collaboration with the office of Institutional Research and Decision Support. As such, group members engage in dialogue around data-driven decision-making, serve as advisors around types of data needed for decision-making and provide input on issues such as data quality, literacy, use, capacity, and transparency.





# JagsSpeak



- What: Implemented a student survey process to ensure equitable student voice in key institutional decisions.
- Why: Desired more student input/better response rates.
- How: Designed short, action-oriented, topical surveys on relevant student issues.
- How help: Obtained student input on survey topics and successfully implemented iterative, ongoing approach to capture and act on student voices.

# **Self-Assessment of Progress Made Toward Data-Informed Decision Culture**

# IRDS Retreat and AIR Data Rubric

Primary Areas of Focus:

- AIR Data Rubric Results and Activity
- Strategic Planning Around Statement of Aspirational Practice
- IRDS Vision Statement



# AIR Data Rubric 12 Areas (DRAFT)

1. Culture of Data Use
2. Use of Data
3. Student Context
4. Student Input
5. Culture of Inquiry
6. Data Quality
7. Data Literacy
8. Professional Development
9. Data Production
10. Decision Makers Expectations
11. Decision Makers Access
12. Data Policy



**Outreach to users**

# Redesigned Website with Accessible Self-Service Data Tools

Institutional Research and Decision Support  
<https://irds.iupui.edu/>

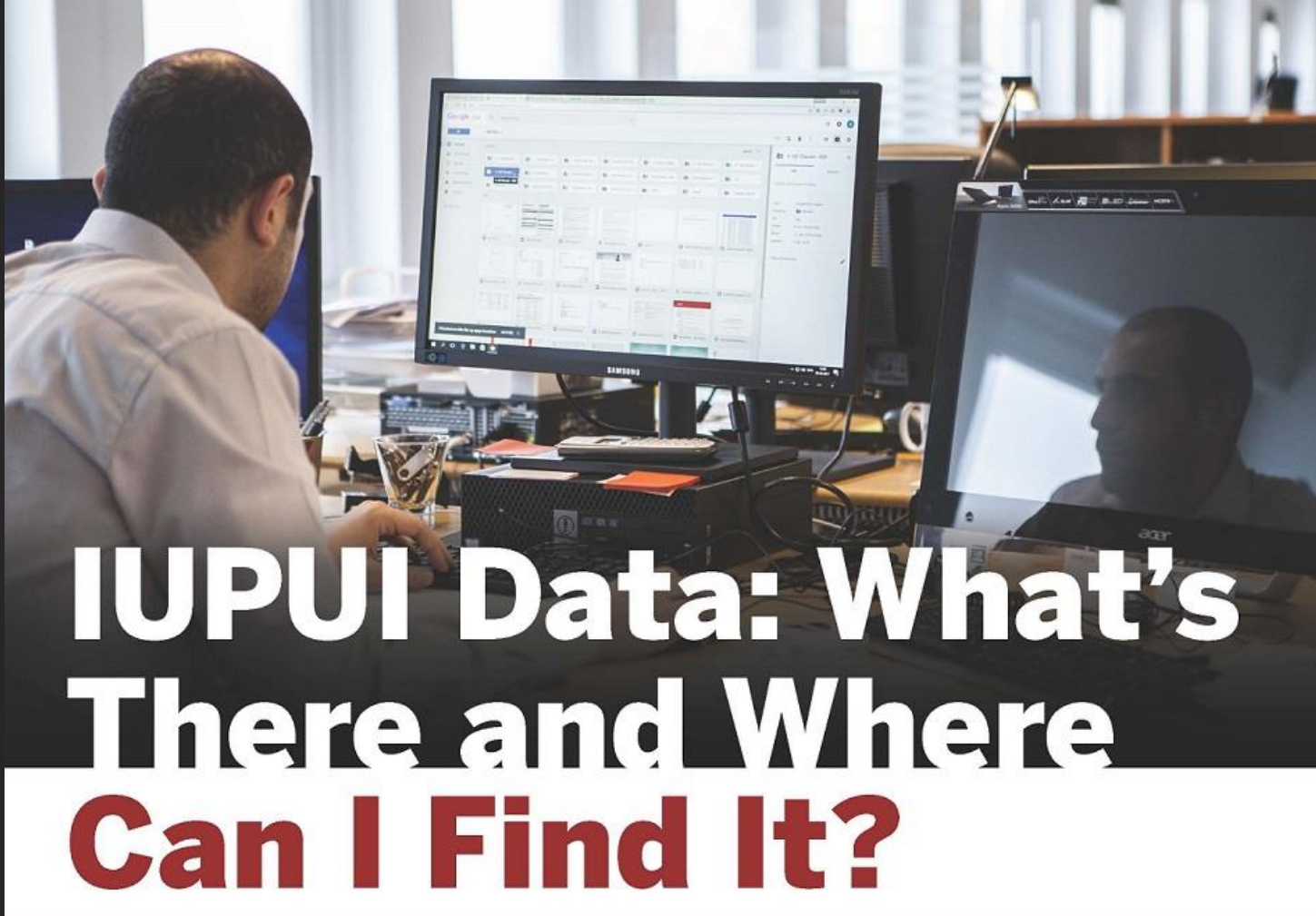
Contains highly interactive dashboards allow users to drill down and filter to allow detailed exploration of key indicators associated with the IUPUI Strategic Plan.

The screenshot displays the IUPUI Data Link website interface. At the top, a navigation bar includes links for DATA LINK, ENROLLMENT MANAGEMENT, STUDENTS, FACULTY & STAFF, DIVERSITY, REPORTS & PRESENTATIONS, SURVEY INFO, and CONTACT US. Below the navigation, the 'DATA LINK' section provides an overview of the tool's purpose and contact information for Michele J. Hansen. It also includes links to research administration reports and enrollment data. A filter menu allows users to select categories such as 'Students', 'Faculty & Staff', 'Campus Climate & Inclusiveness', and 'Community Engagement'. A search bar is provided for finding specific data. The main content area features several interactive dashboards: 'All Schools Key Indicators' (a table), 'Student, Faculty, and Staff Key Indicators' (a table), 'Enrollment - 10 Year Credit Hours' (a bar chart), 'Enrollment - 10 Year Headcount' (a bar chart), 'Student Enrollment by County, State, and Country' (a map), and 'Student Retention and Graduation - Internal' (a line chart). The bottom of the page features the IUPUI logo and name.



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# IRDS Data Workshops



# Feedback & Results

## 1. Most useful aspect of workshop?

- “Watching the presenters navigate through the different reports”
- “Learning about the sheer breadth and depth of the information available from IRDS, and how user friendly the dashboards, filters, and functions are”

## 2. How to improve workshop?

- “Break into faculty based data and student programming/success data. Then you could attend both, but could pick the one most relevant.”
- “More real-world applicability is nice with any data discussion.”
- “Navigation was difficult to keep up with”
- “Shorter, topic driven workshops”
- “More specific, in-depth workshops”





# Next Steps

## 1. Specific topic sessions

- I Heart Surveys: Where to find IUPUI survey results and best practices for crafting your own.
- Faculty and Staff Data
- Understanding course enrollment trends and information
- Admissions and Enrollment Point-in-Cycle
- Using Blue Online Course Evaluations at IUPUI: Benefits, Challenges, and Lessons Learned for Improving Teaching and Learning

## 2. Continue with new topics in Fall

## 3. Solicit DIG group for topics



# Challenges and Potential Obstacles

- Students as decision makers (how do we know what they will use/need without overwhelming them, what formats effective).
- Unprecedented access to data does not equal to clear understanding, effective interpretation, and use.
- Facilitating easy navigation of IR reports still a work in progress.
- Decision makers do not always know how to use data for effective decision making.
- Difficult to expect very busy directors in student-facing roles to be expert data analysts, evaluators, and assessment specialists.
- Data governance not owned by IR at IU - IT responsible for data warehouse, data stewardship, and governance.



Questions?



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