

Task Force: Student Success

Committee Name: Data Strategy

Committee Chair(s): Charlie Couch, Registrar

Committee Members and Titles:

David Slykhuis, Assistant Dean, NHS

Randy Larkins, Applied Statistics & Research Methods

Phil Wyperd, Dir. of App. and Databases, Institutional Architecture

Nancy Rubin, Executive Director, Extended Campus

Marty Somero, Director Financial Aid

Jay Lightfoot, Associate Dean, MCB

Eli Swick, Information Management and Technology

Stephanie Torrez, AVP for Student Academic Success

Date: November 7, 2018

## Summary of Recommendations

### - **Short Term Recommendations**

- Develop clear data definitions (standards for reporting) such that all reports are written from the same data standards and definitions.
- Creation of baseline longitudinal, interactive reports that address top ten data needs identified by Assistant/Associate Deans (already underway)
- Creation of data strategy/sharing committee; IRAS, IT, Student Affairs, Assoc/Assist College Deans, and Finance that informs Academic Affairs, Student Affairs, and Finance/Admin. The purpose of the data strategy committee would be to build greater awareness of institutional position, student success, and operational realities.
- Build upon current IRAS website; include baseline reports, link to Insight, etc.
- Cultivate data literacy among faculty and staff through training and coaching. Develop opportunities for people to explore data collaboratively and engage with it.
  - <https://www.eab.com/blogs/student-success-insights/2017/04/the-leaky-pipeline-of-data-enablement>
  - Educate information producers, users, and consumers:  
<https://www.airweb.org/Resources/Pages/IR-Duties-Functions.aspx>
- Curate available data via the web in a way that tells the story of what we know from our data.

### - **Long Term Recommendations**

- Creation of Institutional Effectiveness unit focused on Student Success.
  - Revisit data sharing committee to determine if still needed. If determined the committee is still needed, perhaps the Institutional Effectiveness unit could lead the committee.
- Build out SOLE SOURCE longitudinal data reporting that incorporates academics, finance, etc.
  - As build out continues, pull back on Insight reporting usage; eliminate data reports that are fulfilled by new robust, online reporting tools.

## Detailed Discussion of Recommendations

### 1. **In what ways do these recommendations align with the guiding principles for all task force committees?**

- a. The recommendations provided by the Data Strategy committee align with guiding principles as follows:
  - i. **Improve Student Outcomes** – provides a single source of information on ALL students, based on clear data definitions, of student performance, outcomes, learning, and success
  - ii. **Reduce Equity Gaps** – provides a factual picture of student outcomes to identify, through accurate SOLE SOURCE reporting, attainment gaps by student various characteristics/populations and subsequently direct resources to support improvements.
  - iii. **Identify programs and services that can be strengthened, expanded, or phased out** – utilizing SOLE SOURCE, public facing data trends, provides an informed framework from which to make decisions on programs and service at UNC.

2. **What resources would be saved or required to implement and sustain these recommendations? Remember that resources include human, financial, technology, and facilities.**
  - a. Data reporting is based on a ticketing system that likely results in IRAS producing multiple reports that answer the same basic questions from slightly different perspectives, dependent upon the interest of the person/unit that submitted the report. Furthermore, there are more than 1,000 reports in Insight. A centralized Institutional Effectiveness unit can provide a SOLE SOURCE message of student performance and outcomes and eliminate a myriad of reporting requests to IRAS.
  - b. Providing a SOLE SOURCE reporting site significantly minimizes the potential for multiple, possibly competing versions of understanding.
3. **How would implementation of these recommendations improve existing programs and services?**
  - a. Offering SOLE SOURCE, interactive, longitudinal data reporting, research and outcome information allows academic/admin units to make informed decisions about operations, student outcomes, program success/struggles, etc.
4. **What services or programs could be phased out because they would no longer be needed or because implementation of the recommendations would represent a more effective and efficient use of university resources?**
  - a. SOLE SOURCE, interactive, longitudinal data reporting and research would allow for a reduction in individualized reporting out of IRAS, creating a more effective use of staff time. Could result in not needing to subscribe to services like Academic Performance Solutions (APS) provided by EAB.
5. **Who would be primarily responsible for implementing these recommendations and have those individuals/units been consulted?**
  - a. Provost/Academic Affairs would be responsible for assuring the implementation of these recommendations. Involved units have been engaged in these discussions. See appendix for feedback received from Director of IRAS, M.Goetzel on early draft of the final report. His feedback was considered and where appropriate, incorporated.
6. **Action Plan – complete the table outlining the concrete actions required for implementation of the recommendations, responsibilities, and timeline.**
7. **Evaluation Plan – complete the table outlining how the university would evaluate progress What performance data would need to be collected, by whom, and when?**

Action Plan

<b>Recommendation 1:</b> Develop clear data definitions (standards for reporting) such that all reports are written from the same data standards and definitions.		
<b>Performance Metric:</b> Publish data definitions and standards that report writers and analysts adhere to		
<b>Action</b>	<b>Responsibility</b>	<b>Short or Long Term</b>
Build upon current data definition FACT BOOK. Disseminate information at the beginning of each Fall/Spring term.	IRAS	Short Term
Audit existing/published reports and identify reports that may violate established data definitions and standards. Modify reports or remove the reports as needed.	IRAS	Medium Term
<b>Recommendation 2:</b> Create baseline longitudinal, interactive reports that address top ten data needs identified by Assistant/Assoc. Deans (already underway)		
<b>Performance Metric:</b> Published interactive reports that address the baseline data needs identified.		
<b>Actions</b>	<b>Responsibility</b>	<b>Short or Long Term</b>
Identified data elements for baseline, interactive reports via BI software: <ul style="list-style-type: none"> <li>• Current credit hours being attempted</li> <li>• Credit hours completed</li> <li>• ABC rate broken out by letter grade</li> <li>• Graduation rates by demographic data</li> <li>• GPA with transfer hours, hours enrolled at UNC, and hours completed</li> <li>• Overall GPA and GPA in program/degree area</li> <li>• Financial Aid scholarship report that can pull double emphasis</li> <li>• Roster by term with final grade - historical</li> <li>• Retention rates with demographics</li> <li>• GPA of leaving students with demographics</li> <li>• Incoming freshman student quality with demographics</li> <li>• Incoming transfer student quality with demographics</li> </ul>	IRAS	Short Term

<b>Recommendation 3:</b> Implement a data strategy committee; Chaired by IE personnel; include representation from IRAS, IT, Student Academic Success, Student Affairs, Assoc./Assist College Deans, and Finance. Committee focus would be to inform Academic Affairs, Student Affairs, and Finance/Admin to build greater awareness of institutional position, student success, and operational realities.		
<b>Performance Metric:</b> Committee is implemented and goals are set and assessed on at 3, 6, and 9 month frequency.		
<b>Action</b>	<b>Responsibility</b>	<b>Short or Long Term</b>
Establish a cross populated team of Academic and Student Affairs personnel to drive data direction and vision; provide input on data needs; data analysis;	Provost/Academic Affairs	Short Term
<b>Recommendation 4:</b> Create a unit focused on institutional effectiveness.		
<b>Performance Metric:</b> Institutional Effectiveness office is established with articulated goals, vision, and purpose.		
<b>Action</b>	<b>Responsibility</b>	<b>Short or Long Term</b>
Creation of Office Institutional Effectiveness, Institutional Research, and Student Learning unit from existing resources/staff	Provost/Academic Affairs	Long Term
<b>Recommendation 5:</b> Curate available data via the web in a way that tells the story of what we know from our data. (Note: Build upon current IRAS website; include baseline reports, link to Insight; Link to Research Studies; Links to Program Review; etc. EXAMPLE: <a href="https://www.ir.colostate.edu/">https://www.ir.colostate.edu/</a> )		
<b>Performance Metric:</b> Website is established with baseline data and regularly maintained/updated.		
<b>Action</b>	<b>Responsibility</b>	<b>Short or Long Term</b>
Publish interactive data noted in Recommendation #2	Provost/Academic Affairs	Short Term
Publish existing Program Review Reports (Login Required)		
Publish links to research conducted across campus (Some public/Some Login required)		
<b>Recommendation 6:</b> As IE/IR/Learning website builds out, pull back on Insight reporting usage; eliminate data reports that are fulfilled by robust, online reporting tools. Move towards SOLE SOURCE (see Recommendation 5) reporting site.		
<b>Performance Metrics:</b> Existing Insight reports are audited for alignment with data definitions. When reports are not in alignment, the reports will be deleted or updated.	<b>Responsibility</b>	<b>Short or Long Term</b>

<p>Existing Insight reports are also audited to determine if data provided is available via the established dashboards. If available via the dashboards, the report should be eliminated.</p> <p>Once the website is established, the volume of one-off data requests should significantly decrease.</p>		
<p><b>Action:</b></p>	<p>Provost/Academic Affairs</p>	<p>Long Term</p>
<p>Starting Fall 2019, begin to pull down Insight reports that are used to produce unit level reporting and direct units to SOLE SOURCE IE/IR reporting website.</p>		