



# FY25 Scope of Work: Institutional Effectiveness

FISCAL YEAR 2025

## UAS MISSION

*UAS Mission: The University of Alaska Southeast is a student-centered university that provides instruction in liberal arts, professional, and technical fields. On the homelands of the Tlingit, Haida, and Tsimshian peoples, we serve the coastal environments, cultures, economies, and communities of Alaska, through interdisciplinary education, workforce development, and scholarship, research, and creative activity.*

## UAS INSTITUTIONAL EFFECTIVENESS

The UAS Institutional Effectiveness (IE) office leads data-informed decision making at all levels of the university, providing objective, accurate, and timely information to guide assessment, accreditation, and strategic planning. The IE Office identifies information needs, advises on data collection and management, leads automated/business intelligence reporting, and conducts data presentations and trainings across the institution.

The IE office focuses on 3 main areas:

- Assessment & Accreditation: IE supports assessment across academic and non-academic areas, utilizing sophisticated research methodologies to provide data support for institutional planning and decision-making. IE provides guidance to leadership, steering the institution's growth and academic program development.
- Data Analysis and Retrieval: IE provides leadership on database extraction, data analysis, and data presentation, offering insights to inform strategic planning, performance metrics, and grant support. IE also provides ad hoc data support to all facets of the institution including the Chancellor, Academic Affairs, Enrollment Management and Student Affairs (EMSA), and Administrative Services.
- IR Development & Maintenance: IE collaborates with other Institutional Research staff across UA to ensure data integrity and quality data warehousing. IE provides leadership and support in data cleaning, automated/business intelligence reporting, and institutional data governance.

Through these efforts, we empower the UAS community with actionable insights, fostering a culture of continuous improvement and excellence in institutional effectiveness.

## IE Staff

The UAS IE Office is currently an office of 1. The IE Office has historically had between 1 and 2.4 FTE. The average FTE of IE/IR offices at public 4-year institutions with less than 3,000 student FTE is 2.4 ([AIR Survey of IR Offices, 2021](#)).

The IE Office Historical FTE

Fiscal Year	2019	2020	2021	2022	2023	2024
IE FTE	2.35	1.35	1.35	1.0	1.0	1.0

## UAS IE PROJECTS AND FUNCTIONS

### **Institutional Assessment and Accreditation**

- NWCCU direct support and collaboration with the Provost in planning, coordinating, and completing report materials
- Defining and assessing mission fulfillment
- Peer institution and national benchmarking

### **Institutional Strategic Planning**

- Institutional goal setting
- Strategic Enrollment Planning
- Planning support for Academic Affairs, EMSA, and Admin. Services

### **Institutional Accountability Leadership & Reporting**

- IPEDS keyholder
- Board of Regents data support
- Governor's Budget, OMB Annual Updates
- External reports such as NC-SARA, NPSAS, Common Data Set, US News

### **Program Assessment Data Support**

- Five-year program review support/Academic Affairs general support
- Program assessment support
- Specialized accreditation annual data updates

### **Automated Business Intelligence Reporting**

- Official open and close freeze reporting
- Operational daily and weekly reporting
- Custom automated dashboards for individual departments and campuses
- Ongoing support for Academic Affairs, EMSA, and Admin. Services employees to significantly increase reporting and data availability

### **Institutional Surveys of Students and Employees**

- Student experience survey lead
- Great Colleges Survey lead
- Institutional survey planning, design and analysis

### **Database Extraction**

- Database extraction and cleaning
- Utilize RPTP (2 billion records; key stakeholder in data quality review and cleaning), IRPROD/IRBASE (Immature data system) and Salesforce
- Lead data definitions and governance
- Applications used: SAS, SSMS, Power BI, Excel, SharePoint, GitHub

### **Grants Data Support**

- Title III Application
- Data consultation, recommendation and analysis for grant applications
- Annual data updates for awarded grants

### **Ad Hoc Data Support**

- Data support for all UAS departments and campuses

### **Governance & Committees**

- Strategic Enrollment Task Force & Sub-committees
- Provost's Council
- NWCCU Accreditation Committee
- Chancellor's Cabinet
- UA IR Shared Services (UAS IE leads this group every 3rd year)

## PROJECT PRIORITIZATION

Due to the small office size, the core projects and functions are prioritized, and not all activities may be completed annually. Additionally, ad hoc requests represent a significant part of the IE Office workload and in many years the timing and importance of each request is difficult to predict. The IE Director has spent the last several years modifying the dashboards available to the UAS community, allowing for self-service of many data requests. Additionally, the IE director has developed automated processes to reduce the time it takes to complete annual tasks. The intent is to continue to automate many annual reporting tasks and create data transparency in order for reporting to be proactive rather than reactive.

## SOURCE DATA & AUTOMATED BI REPORTING

The UA System has invested in various data capture technologies over the years, most notably Banner software modules. Daily snapshots of Banner production data are saved in an Oracle data warehouse called RPTP, comprised of approximately two billion records. The Institutional Effectiveness/Institutional Research offices across UA rely heavily on the UA Data Warehouse, DSDMGR, which is managed by two System Office data warehouse analysts. IR Shared Services, comprised of the IR Leads from each University and System, lead the governance and continuous improvement of the data warehouse. This warehouse, in addition to the other RPTP data, serves as the foundation for most IR reporting at UAS.

Beginning in 2015, UAS IE invested a significant amount of time towards developing database-linked reports to help streamline data cleaning efforts and ensure wide access to accurate, current, and consistently collected data. UAA IR and UAS IE have partnered to improve data operations and automated reports at both UAA and UAS. This initiative continued in 2018, with the new IE Director, who has spent a significant amount of time working with UAS stakeholders to develop simple, automated dashboards to improve data literacy and transparency across departments.

## FY24 ACCOMPLISHMENTS

*Note – In FY24 the Institutional Effectiveness Director was on family leave for close to half of the year, leaving the IE Office at about .6 working FTE.*

### **Institutional Assessment and Accreditation**

- The UAS Core Objectives were updated and reviewed for definition enhancements based on business process changes
- Redesigned peer student success report to enhance clarity and add further student success data for comparison

### **Institutional Strategic Planning**

- The Strategic Enrollment taskforce updated the [FY21 – FY26 Strategic Enrollment Plan](#).
- Data was provided for the following strategies:
  - Recruitment Strategy 1: Enrollment, specifically related to dual enrolled students
  - Recruitment Strategy 2: Enrollment Growth for Programs: New student enrollment by program was provided to the provost, dean, and campus directors, as well as program data being available on the Enrollment by Major dashboard.
  - Retention Strategy 1: WICHE No Holding Back Initiative: Served on the UAS WICHE Team and provided data analysis for the project
  - Retention Strategy 2: Improve Retention Rates: Program level retention rates were provided to the provost, dean, and campus directors
- Served on the UAS Gardner Leadership team for the 5-year Gardner Partnership: [Transforming The Foundational Postsecondary Experience](#), provided all required data to Gardner, and serving as an institutional pilot for Gardner on the data review in their data platform.

### **Institutional Accountability Reporting Guidance**

- UAS Overview Fact Sheet was enhanced in collaboration with the Chancellor and Creative Agency
- Successfully completed the full cycle of IPEDS reporting as the keyholder, and other externally required reporting
- Collaborating with financial aid on new Gainful Employment data reporting, due October 2024

### **Program Assessment Data Support**

- Provided data packets for 5 academic program reviews
- Worked with health sciences on annual assessment data best practices

### **Automated Business Intelligence Reporting**

- Worked with UAS stakeholders to enhance operational dashboard for individual offices, such as financial aid and the dual enrolment coordinator

- Developed student success dashboard for student success information disaggregated by student type and degree level.
- Developed new Enrollment by Major dashboard to improve clarity and add information based on common ad hoc requests
- Enhanced Course Enrollment dashboard, adding enhancements based on common ad hoc requests

### **Institutional Surveys of Students and Employees**

- Continued analyzing data from FY23 Student Experience Survey and sharing results across UAS, including to Provost's Council, EMSA, and at Fall Convocation

### **Database Extraction**

- Served on IR Shared Services to continue enhancing the UA Data Warehouse
- Lead the initiative and successfully completed the addition of Dual Enrollment tracking in the Data Warehouse tables
- Assisted with the development and served on committee for RFP of a new Data Warehouse technology; IR Shared Services and the Data Warehouse team are awaiting the decision from system Office

### **Grants Data Support**

- Continued collaboration with Sitka campus on annual Title III Grant updates and student level dashboard
- Completed all annual grant data updates

### **Ad Hoc Data Support**

- Ad Hoc requests were completed in a timely manner, but tracking of these requests is still in need of improvement.

## **FY25 GOALS**

**Institutional Assessment and Accreditation:** Continue enhancing the availability and use of peer comparison data and assist with the completion of the Year 6 PRFR Report

**Institutional Strategic Planning:** Assist, where possible, on the UAS Strategic Plan Initiative and continue support for the Strategic Enrollment Plan taskforce; Continue to serve on the UAS Gardner Leadership team and provide data support as needed; Participate in the Equity in Retention Grander Community of Practice; Participate in the Building and Sustaining a Data-Informed Organization Community of Practice

**Institutional Accountability Reporting Guidance:** Review the interest level for an annual performance report or Fact Book; Continue collaboration with financial aid on new Gainful Employment data reporting, due October 2024

**Program Assessment Data Support:** Provide data packets for 3 academic program reviews

**Automated Business Intelligence Reporting:** Continue to collaborate with UAS stakeholders to enhance operational dashboards; Continue to enhance available dashboards to the UAS community

**Institutional Surveys of Students and Employees:** Launch 2<sup>nd</sup> Student Experience Survey in Spring 2025

**Database Extraction:** Collaborate with IR Leads on migration of data warehouse from current system to new software; This will take a considerable amount of time from the IE Office

**Grants Data Support:** Complete all grant data support requests

**Ad Hoc Data Support:** Develop methodology for tracking ad hoc requests in a more formal way