

Carnegie Mellon University

Institutional Research and Analysis



Strategic Plan
2017

MISSION

The mission of the Office of Institutional Research and Analysis is to support CMU's vision of having a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship. We achieve this by conducting rigorous analysis and research that inform sound institutional planning and decision-making, policy creation, and evaluation of effectiveness in a broad range of institutional domains.

VISION

All university decisions will be made with the support of appropriately collected and rigorously analyzed data. These decisions will be made within the context of an accurate, complete, and unbiased picture of the university and its community. To that end, the Office of Institutional Research and Analysis will lead the university in identifying and testing the assumptions under which it currently works. The office will also lead the university in developing reasonable approaches to assessment that save time and resources while producing quality actionable information.

The Office of Institutional Research and Analysis will be a central repository for both our own research and for research conducted independently by university offices and colleges. We will review all analyses in an effort to uncover connections between them and ways in which one analysis may enhance the interpretations or implications of another.

VALUES

The Office of Institutional Research and Analysis values **confidentiality** and **anonymity**. We value **objectivity** in creating analytical approaches that are without bias. Within the university community, we value **integrity** in reporting information that is accurate and complete, even when it does not present the university in a positive light. Outside of the university community, we value **good stewardship** of the university's reputation in reporting information that is accurate, complete, and appropriate to the situation. We also value **accuracy**, **creativity**, and **good judgment**. Finally, and most importantly, we value the **trust** our university community places in us, and pledge to maintain an office inclusive of the university's standards and values.

GOAL 1

Increase recognition, utilization, and trust of our office as the authoritative source for official census information including student enrollment, faculty and staff, financial information, alumni, peer comparisons, and space and facility utilization.

STRATEGIES

- ◆ Have a deep understanding of data structure and definitions, and use this knowledge to inform decision making across campus units
- ◆ Work with university partners, such as the University Registrar, Property Accounting, and HRIT to help disseminate information and services available from IRandA
- ◆ Educate campus partners on information and services available in order to reduce repetition and replication across campus units
- ◆ Encourage other units to optimize their resources and improve efficiency by directing information requests to our office
- ◆ Ensure the security and integrity of all Personally Identifiable Information in our data files

MEASURES OF SUCCESS

- ◇ Increased utilization of information available in office publications, including the Fact Book, Enrollment Facts, Employee Facts, and Common Data Set
- ◇ Information is error-free and available in a timely manner
- ◇ Increased use of our office via the Partnership Model

GOAL 2

Collaborate with campus units to improve data integrity in various enterprise systems.

STRATEGIES

- ◆ Work with university leadership groups (such as Provost's Office, Information as an Asset Team, and Data Stewardship Council) to champion best data practices across university information systems
- ◆ Participate in trainings for department administrators on how employee information entered through workday is used by other university units
- ◆ Encourage units to view data entry through the lens of the university as a whole

MEASURES OF SUCCESS

- ◇ Consistent data definitions across enterprise systems and units
- ◇ Consistent data entry across enterprise systems and units
- ◇ Improved efficiency of internal and external reporting by reducing amount of data processing/cleaning

GOAL 3

Serve as an unbiased and comprehensive resource for thoughtfully analyzed information that serves institutional decision making.

STRATEGIES

- ◆ Advocate for decision making based on best practices grounded in the field of higher education
- ◆ Provide rigorous data analysis, assessment, and research specific to the context of CMU
- ◆ Educate campus community on reasonable approaches to information informed decision making
- ◆ Tailor research design to match research questions

MEASURES OF SUCCESS

- ◇ Increased use of information provided by our office in decision making across campus units
- ◇ Maximized efficiency of campus assessment resources
- ◇ Reduced amount of redundant and unnecessary assessment conducted throughout campus

GOAL 4

Guide campus units in using sound research, evaluation, and assessment methods, as well as support other units in developing and implementing assessment plans to guide their own work.

STRATEGIES

- ◆ One-on-one consultation with staff and faculty via the Partnership Model
- ◆ One-on-one consultation with officially recognized student groups
- ◆ Provide workshops for campus community via Professional Development Services

MEASURES OF SUCCESS

- ◇ Increased use of reasonable assessment practices
- ◇ Implementation of Statement of and Direction for Reasonable Assessment

GOAL 5

Continue to grow our knowledge, research capabilities, and expertise in order to develop a multi-skilled, thoughtful, and informed team grounded in the higher education landscape.

STRATEGIES

- ◆ Participate in conferences, workshops, and trainings
- ◆ Stay informed of the changing higher education landscape
- ◆ Participate and present at national and/or regional conferences to share knowledge and expertise with colleagues from other universities
- ◆ Be informed on issues of diversity issues and handle sensitive topics appropriately
- ◆ Share knowledge within our team in order to learn from one another's expertise and skills
- ◆ Create a digital library of resources available for personal professional development

MEASURES OF SUCCESS

- ◇ Increased fluency in new software packages available to the office
- ◇ Increased use of new analysis methods, when appropriate, in research projects
- ◇ Transfer of skills and knowledge between staff members via regular sharing of information within the office