

Designing a Consolidated Service Unit for Institutional Research, Analysis, & Reporting

Update Report

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Workgroup Members

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The current approach has certain benefits.

- Successful completion of a great deal of analysis and reporting
- Collaboration across units and informal networking
- Entrepreneurship within units
- Institutional research is closely integrated policy analysis, development, and implementation

The current approach also has drawbacks.

- No coordinated overarching institutional research strategy
- Funding model does not support investment in common resources
- Slow-moving decision making process
- Uneven quality, duplication, and lack of standards
- Poor customer service coordination

Process Undertaken by the Workgroup

- Demand Analysis
 - Ongoing review of the need for institutional research and reporting across OP
- Organizational Design Framework
 - Rigorous group design process
- Internal UCOP Consultation
 - Formal and informal discussions
- External Consultation
 - UC campuses
 - Texas, CSU, Vangent

Scope of the Project

What we are working to identify:

- Functional Scope: Roles, Responsibilities, and Authority
- Content Scope
- Structure, Size, and Interface with Other Units
- Key Issues and Measures of Success

What we are not addressing:

- Specific data to be collected or reports to be completed
- Specific methods and standards for improving corporate data
- Recommendations for warehousing technologies
- Designs for standard reports and data access tools
- Reports to be developed and published

Proposal: Functional scope of the unit

Data Stewardship

- Assessment of data and reporting needs
- Specification of routine data to be collected and maintained
- Data quality assessment and feedback to data providers
- Functional requirements for data structures and systems
- Design, testing, and certification of standard reports
- Documentation and user support

External Monitoring

- Monitoring of external reporting requirements, data standards, and policy issues
- Collection and evaluation of information from external sources such as government, data sharing consortia, and other institutions

Research, Analysis, and Reporting

- Problem assessment, design, and implementation of routine and non-routine analysis and reporting
- Complex analyses including surveys, modeling, projections, and forecasting
- New and non-routine data collection
- Maintenance of a report repository and public access
- Feedback and support to optimize data stewardship and systemization

Leadership in IR Policy & Practice

- Leadership on institutional data and analysis policy and practice
- Frequent and comprehensive consultation with OP, campus, and external clients and data providers
- Quality assurance

Boundaries of data stewardship

Data Stewardship

- Assessment of data and reporting needs
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Research & Reporting

- Routine and non-routine analysis and reporting
- Complex analyses including surveys, modeling, simulations, and forecasting
- Non-routine data collection processes
- Support to data stewardship to improve data systemization
- Support to data stewardship to improve data quality

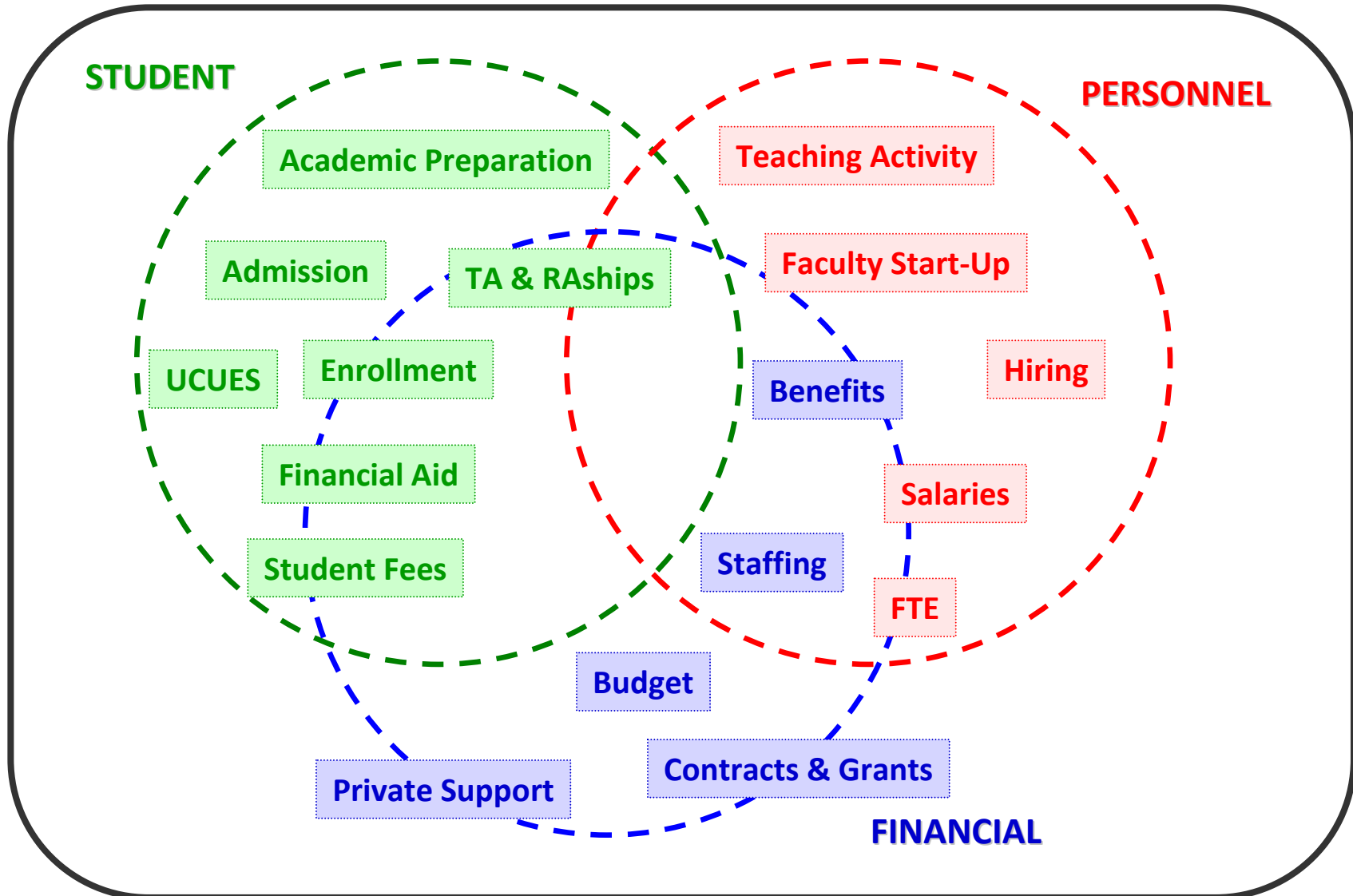
External Monitoring

- Monitoring of external data standards, and policies
- Collection and evaluation of data from external sources such as government agencies and other institutions

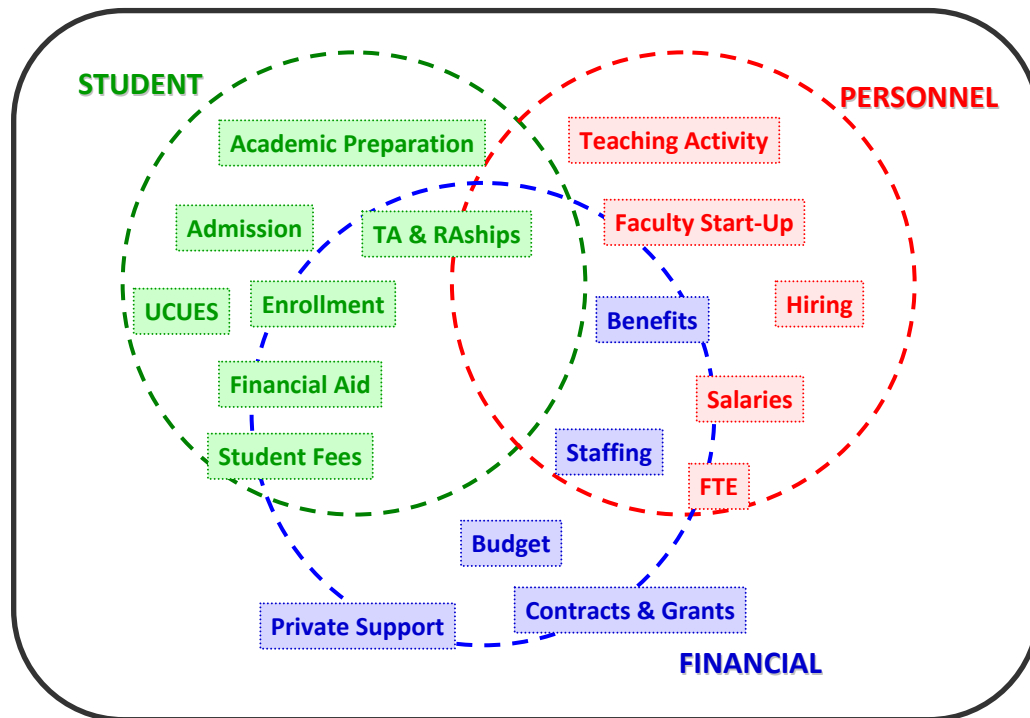
Limits to the data stewardship performed by the unit:

- **Generally restricted to archival “corporate” data.** Excludes operational data used for transactions.
- **Generally restricted to non-technical aspects.** IR&C will continue to write technical specifications and systems code, and select and operate data processing and storage systems.

Proposal: Comprehensive content scope



Trade-offs inherent in content scope



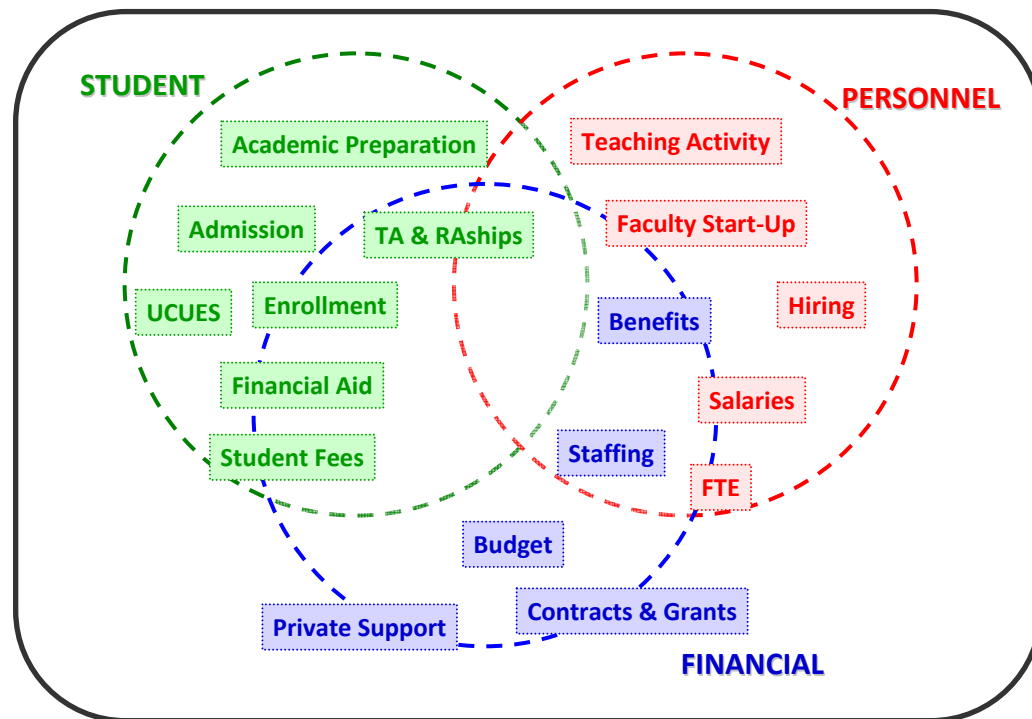
Benefits

- Enforces OP-wide prioritization
- Establishes one voice with data providers, other service providers, and clients
- Promotes standards and best practices
- Allows flexibility for optimal allocation of technological and personnel resources

Trade-offs

- Requires a larger unit and greater effort and skill to manage
- May dilute focus on specific content and clients

Phasing and restricting content scope



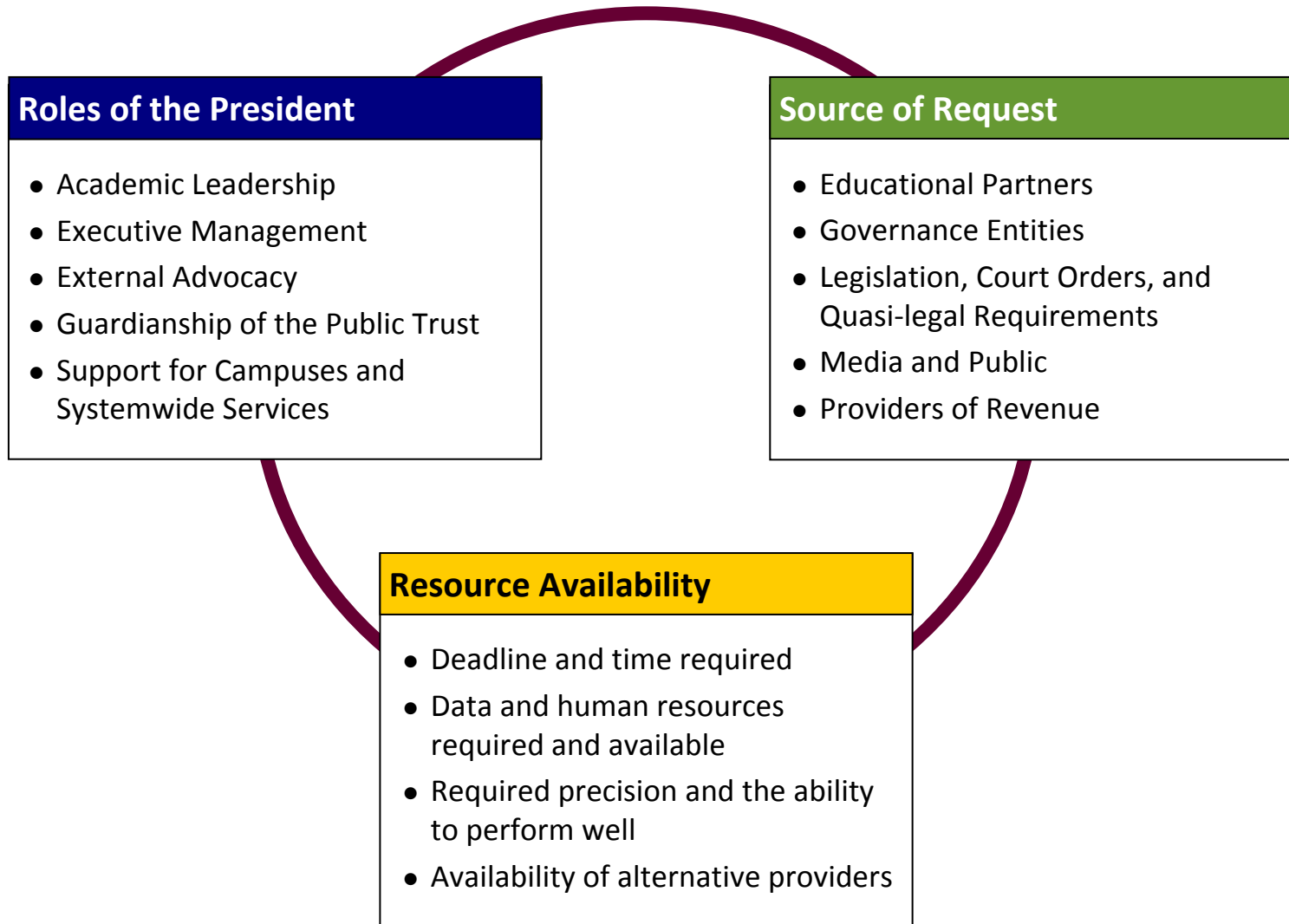
Phased Approach

- Evaluation of reporting needs and data warehousing requirements should include all content areas immediately.
- Efforts to improve data quality and create new certified reports may be phased.

Restricting Content Scope

- Focus on quantitative systemwide institutional profiling: “how many” and “how much”
- Exclude analysis of qualitative aspects of University functions: methods of pedagogy, academic research, patient care, library services, and management

Key issue #1: Prioritization of projects



Proposal: Prioritization of projects

- Coordinating group to review recent and future activity:
 - regularly-scheduled
 - inclusive of all major internal clients
 - open, transparent, and comprehensive
 - cover major projects and strategic direction
- Maintain participatory relationships with internal clients
- Establish a tracking process for urgent and/or non-routine requests
- Improved data stewardship will increase consistency, reduce disruption, and expand capacity
 - proactive development of published “on-the-shelf” reports and dynamic reporting tools

Key issue #2: Content knowledge

- Concern raised about maintaining content knowledge among analysts who do not work in policy units

Proposal:

- Create some permanent content assignments in the unit
- Include development and maintenance of content knowledge in job descriptions
- Maintain participatory relationships with internal clients
 - Attendance at relevant staff and systemwide meetings
 - Professional development opportunities and performance evaluations
 - Teams will often include employees from policy and operational units
 - Trust has to be established and maintained

Key Issue #3: Employee job satisfaction

- Concerns about becoming “just techies”, lack of ownership and pride in work, discouragement of innovation

Proposal:

- Create some permanent assignments
- Support innovation that is unified around OP-wide priorities
- Increase amount of meaningful work
- Support new professional development opportunities
- Develop succession plans across areas of expertise

Assumptions

- New resource models:
 - IR&C and the new IR unit funded adequately to achieve OP-wide priorities
 - Recharge funding will be eliminated
- Senior leadership:
 - will affirm and promote efforts to improve the quality of data, analysis, and reporting
 - will not undermine the new IR unit by creating shadow research groups or systems and will not accept products from such groups
 - will adhere to the prioritization process and support the denial of requests that are not aligned with the roles of the President

Next steps

- Refining proposal
- Defining measures of success
- Developing an implementation plan