Executive Summary

Blueprint for Academic Excellence
Office of Institutional Research, Assessment and Analytics
AY2020-2021

Highlights

During 2019 the office significantly ramped up its institutional effectiveness, continuous compliance and accreditation efforts in preparation for the submission of its SACSCOC reaffirmation report in Fall 2020. Those efforts will continue up through the campus visit in Spring 2021 and beyond.   In October 2019 the BOT approved the long-awaited campus BI initiative. OIRAA staff will play a lead role in helping to validate data, promote the initiative, train, and advocate for continued use of institutional data in conjunction with the vendor partner, HelioCampus. Rightfully the institution continues to rely on timely and accurate data and information and the office is responsive and continues to seek out new ways to improve operations.

Mission Statement

OIRAA's mission is to carry out the following basic responsibilities: Coordinate and monitor compliance activities for institutional accreditation; Provide institutional data and assessment findings for external reporting; Provide institutional data and findings from research and assessment to support institutional planning processes. Our philosophy is that information should be timely, accurate, and easily accessible.

Updated: 01/08/2019

Vision Statement

Updated: 01/08/2019

Values Statement

* All OIRAA information should be timely, accurate, and easily accessible.
* Make procedures and reports consistent, and yet also be responsive to changing internal and external demands.
* Committed to a high degree of integration among planning, assessment, and institutional research in order for the University to maintain excellence in teaching, research, and public service.

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Goals - Looking Back

Goals for the previous Academic Year.

Goal 1 - AY18-19 Provide timely and accurate data

Goal Statement	Further refinement and development of strategies to provide more timely and accurate data to support both internal and external reporting needs.
Linkage to University Goal	• Spurring Knowledge and Creation • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Our mission states that we operate with the following basic principles: * Provide institutional data and assessment findings for external reporting; * Provide institutional data and findings from research and assessment to support institutional planning processes
Status	Progressing as expected (multi-year goal)
Action Plan	Develop specific and general-purpose documentation for all compliance reporting. Review source coding for all data warehouse Education Data Record (EDR) reports and modify accordingly. Develop a "dynamic" academic program inventory that will link data and other metrics to USC official academic program inventory.
Achievements	During AY18-19 OIRAA has accomplished the following related to this goal: *Near completion of OIRAA's identified "critical data elements" input into Data Cookbook; * Significant progress on reviewing the source coding for the EDR reports; a number of improvements and enhancements were made; * Additional progress made towards developing an academic program inventory; * Consistently met deadlines for reputational surveys; * Improved the response time for feedback on assessment plans and reports; * Improved delivery of Carolina Core assessment data and reporting; began taking steps to redesign the Carolina Core and "close the loop" on the existing methods of assessment.
Resources Utilized	personnel, time and effort
Goal Continuation	yes, see AY19-20 goals

Goals - Looking Back

Goal Upcoming Plans	see AY19-20 goals
Resources Needed	No new resources needed
Goal Notes	

Goals - Looking Back

Goal 2 - AY18-19 Provide constituents access to official university data

Goal Statement	University data must be regarded as a strategic asset. As such, constituents must have access to official university data. This goal will take into consideration such things as "who", "what", "where", "when" and "why" a constituent would be accessing official university data and necessary security measures to protect university data (and personally identifiable information). OIRAA continued to improve upon its core (historical) reporting data files and improved its efficiency and turn-around time to complete data requests.
Linkage to University Goal	• Spurring Knowledge and Creation • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Our mission states that we operate with the following basic principles: * Provide institutional data and assessment findings for external reporting; * Provide institutional data and findings from research and assessment to support institutional planning processes
Status	Progressing as expected (multi-year goal)
Action Plan	Develop new mechanism for internal and external constituents to access official university data, including more complete historical data sets and online dashboards. Develop or refine existing mechanisms for internal and external constituents to access official university data, including an audit of the OIRAA website to determine most and least used components and then make adjustments accordingly.
Achievements	OIRAA has created (compiled, cleaned, organized and documented) the following core data sets: * Enrollment records from 2006 through current * Degree data from 1994 through current * Financial aid data from 2009 through current * Employee data from 2013 through current * Select Fall and Spring Admissions data from 2007 through 2018 * First-time, full-time cohorts from 2008 though 2018 * Course detail files that include enrollment, grades, and instructor details from Fall 2008 through Fall 2018 OIRAA has made significant progress using Tableau to produce data to support the Academic Program Review process and other university initiatives (e.g., Campus Climate Survey). OIRAA website audit and revisions are still ongoing.

Goals - Looking Back

Resources Utilized	Personnel, time and effort
Goal Continuation	Yes - see Looking Ahead Goals Over the past several years, in addition to "routine" data provided, the OIRAA office will continue supply official data to support such initiatives as: University Strategic Plan, new budget model, American Talent Initiative, Academic Analytics, EAB, COACHE and others.
Goal Upcoming Plans	see AY19-20 goal
Resources Needed	No new resources needed (funding provided for FY18-19)
Goal Notes	With these comprehensive core data sets in place, it allows the office to more efficiently respond to data requests and provides a solid foundation for us to embark on analytics initiatives.

Goals - Looking Back

Goal 3 - AY18-19 OIRAA staff support best practices in institutional research and institutional effectiveness

Goal Statement	Individual growth and team-building activities are key in any organization small or large. With 75% of the staff being in the office 2 years or less it continues to be critical to engage in cross-training and team-building activities. This has the added benefit of knowledge transfer as well as beginning to develop succession planning for staff attrition, planned or unplanned.
Linkage to University Goal	• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Having staff that function well together in conjunction with staff that have the necessary knowledge, skills and abilities is the only way that the office will be able to achieve its mission and set the office on a course to be successful
Status	Progressing as expected (multi-year goal)
Action Plan	OIRAA staff will continue to engage in cross-training activities. ORIAA staff will continue to participate in team-building activities and attend professional development opportunities (internal and external to USC).
Achievements	Staff attended the following professional development activities: Fall 2018: SAIR; SACSCOC Annual Meeting; Women's Leadership Institute Spring 2019: SCAIR, AIR Forum, EduCause Enterprise Analytics Summit Summer 2019: QS EduData Summit; Monthly OIRAA staff meetings are held and a spring 2019 staff retreat was held with all staff in attendance that focused on strategic planning. During the retreat it was determined that additional cross-functional training/work groups were needed to facilitate a better understanding of "IR versus IE" work. One outcome was the addition of short weekly stand-up meetings to highlight current week's projects. This alters staff more regularly than monthly staff meetings as to what activities/projects staff are working on. External to the office: training provided to campus constituents related to Faculty Roster, Carolina Core rubric training, and various assessment training for college staff related to assessment plan development and data collection methods.
Resources Utilized	Personnel, time and effort

Goals - Looking Back

Goal Continuation	yes, see AY19-20 goal
Goal Upcoming Plans	yes, see AY19-20 goal Assistant Director for Institutional Research retired in Summer 2019; plan to fill that position during Fall 2019
Resources Needed	No new resources needed (funding provided for FY18-19)
Goal Notes	

Goals - Looking Back

Goal 4 - AY18-19 OIRAA will support system-wide continuous compliance and accreditation strategies

Goal Statement	Implement best practices related to system-wide continuous compliance and accreditation strategies in preparation for SACSCOC Reaffirmation in 2021.
Linkage to University Goal	• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This is a core responsibility for OIRAA as the Director of Institutional Effectiveness and Accreditation is the SACSCOC liaison.
Status	Progressing as expected (multi-year goal)
Action Plan	Develop protocols and processes for the new SACSCOC standards by working collaboratively with University personnel. Initialize Compliance Assist and develop necessary documentation and training. Work with all colleges to ensure that all academic degree programs are aware of the new 2-year academic degree accreditation schedule and processes. Develop documentation that supports IE processes
Achievements	* Improved the response time to provide feedback to programs on the the quality of degree program assessment plans; * New Compliance Assist tool was launched, Faculty Credentials, and staff began working in earnest to pre-populate the tool with courses and faculty credentials from its existing libraries of data. * Continued meetings with the SACSCOC Executive Committee and each core standard group to introduce stakeholders to CA along with any changes to standards; * Significant updates and additions to the SACSCOC Resource page on the website were made and still on-going; * Continued to add additional data elements in DataCookbook * Continued to spend time and effort spent with college personnel to o get all programs current and in alignment with the new 2-yr schedule. * Hired one additional FTE to help support (program) assessment efforts (Assessment Coordinator) as well as a student assistant. * Finalized the "Degree Program Assessment Business Process Document"
Resources Utilized	personnel, time and effort

Goals - Looking Back

Goal Continuation	Yes, see AY19-20 goal
Goal Upcoming Plans	See AY19-20 goal
Resources Needed	Assessment Coordinator hired summer 2019
Goal Notes	

Goals - Real Time

Goals for the current Academic Year.

Goal 1 - AY19-20 Provide timely and accurate data

Goal Statement	Continue to enhance and add additional means for constituents to access timely and accurate data that supports both internal and external reporting needs.
Linkage to University Goal	• Spurring Knowledge and Creation • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Our mission states that we operate with the following basic principles: • Provide institutional data and assessment findings for external reporting; • Provide institutional data and findings from research and assessment to support institutional planning processes
Status	Progressing as expected (multi-year goal)
Action Plan	Improve the time it takes to finalize CHE data files and the time it takes to publish data to the website. Develop new methods to provide data sets for Blueprints and Academic Program Review in an on-line format. Partner with college "power users" to get input and support. Work collaboratively with other units to help support their data and information needs.
Achievements	As of November 4th: * The timeliness of CHE data file submissions has improved and stronger documentation created; * Several "dashboards" have been developed to support reporting, in particular, Academic Program Review; the university acquired a site license for Tableau in October 2019, as such, these dashboards will be made available to the campus community during Spring 2020); * Multiple formal and informal conversations have been held with college "power users" to get input on the development of robust data sets and dashboards to support various reporting initiatives. * Development of internal tracking of degree assessment progress was accomplished in Fall 2019; * Development of Accountability metric reports was augmented. * During 2019 a significant amount of time went into validating the HR data coming from PeopleSoft and helping HR staff with conversion data issues; * Fall 2019 a significant amount of time has gone into developing new means for acquiring facilities data as part of the mainframe shutdown initiative.

Goals - Real Time

Resources Utilized	Existing budget and personnel.
Goal Continuation	Yes, see 2020 goal
Goal Upcoming Plans	Provide data sets for Blueprints and Academic Program Review in an on-line format. Partner with college "power users" to get input and support. Work collaboratively with other units to help support their data and information needs.
Resources Needed	No new resources needed.
Goal Notes	

Goals - Real Time

Goal Statement	USC-Columbia's 10-yr Reaffirmation Report will be due in September 2020. An institution-wide effort is now underway to engage university constituents in efforts related to developing a continuous compliance strategy to support institutional effectiveness and accreditation. Embedded within this goal are numerous IE activities that both affect and support the reaffirmation efforts, including Carolina Core, QEP and Academic Degree Program assessment activities.
Linkage to University Goal	• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This directly aligns with the OIRAA mission and values. In addition, the Director of Institutional Effectiveness and Accreditation is the SACSCOC liaison.
Status	Progressing as expected (multi-year goal)
Action Plan	Continue to work with the SACSCOC Executive Steering Committee and key university constituents to draft and finalize standards in preparation for the Reaffirmation Report due in September 2020. Continue to evolve and develop new ways to improve assessment reporting, tracking and communication practices. Work with key university personnel to help develop and asses a (new) Quality Enhancement plan.
Achievements	* Meetings with all 14 (standards) groups concluded in Fall 2019 and numerous groups have completed their first draft report; those are under review; * Update meeting with the IE Executive Committing duirng Fall 2019 * Finalized Business Process Manual for Degree Program Assessment and posted to website. * Implemented changes to Palmetto College's assessment reporting activities that support Carolina Core and degree program assessment. * Developed a manual process to report assessment status to colleges and Provost Office.

Goals - Real Time

Resources Utilized	time, personnel and budget
Goal Continuation	yes, see 2020 goal
Goal Upcoming Plans	Initiate the process for acquiring a replacement tool for Assessment Plan Composer.
Resources Needed	No new resources needed
Goal Notes	* Extensive research, writing and in-person meetings took place during Fall 2019 related to the presidential search and (suspected) external influence on the search process. This mainly involved the IE Director/SACSCOC Liaison.

Goals - Real Time

Goal Statement	University data must be regarded as a strategic asset using modern business intelligence tools, platforms and analytics capabilities. Continue to enhance and add additional means for constituents to access official university data. This goal will take into consideration such things as "who", "what", "where", "when" and "why" a constituent would be accessing official university data and necessary security measures to protect university data (and personally identifiable information).
Linkage to University Goal	• Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Our mission states that we operate with the following basic principles: • Provide institutional data and assessment findings for external reporting; • Provide institutional data and findings from research and assessment to support institutional planning processes
Status	Progressing as expected (multi-year goal)
Action Plan	Further partnerships with colleges, the Division of Information Technology and other service units to establish best practices for accessing official university data. OIRAA will launch data visualizations to support Academic Blueprints and Program Review which focus on official university data.
Achievements	As of November 5, 2019 * worked closely with DMSB, CEC, as well as the AVP for Student Affairs to provide institutional data and seek inputs on newly developed data visualizations related to cohort retention and graduation rate reporting; * worked with multiple units to provide core data to support Academic Program Review using newly developed data sets and dashboards; * improved timeliness to provide data for Academic Blueprints; * responded to over 30 data requests submitted through the online ticket system in August through October. Many more data requests are fulfilled that are not submitted through the ticket system. * Partnered with DoIT (Chief Data Office and Business Strategist) to convene the system-wide Business Intelligence Council and the BI Community of Practice (both led by OIRAA staff and are part of the HelioCampus initiative which was approved in October 2019); * Completed the migration of the OIRAA website to OU Campus; * Began analysis of web search data results.

Goals - Real Time

Resources Utilized	time, personnel and budget
Goal Continuation	yes, see 2020 goal
Goal Upcoming Plans	Over the past several years, in addition to "routine" data provided, the OIRAA office will continue supply official data to support such initiatives as: University Strategic Plan, new budget model, American Talent Initiative, Academic Analytics, EAB, COACHE and others. During AY19-20 we expect to make improvements in the delivery of data to support these initiatives.
Resources Needed	No new resources needed (funding provided in FY18-19 budget). New IR analyst position will be posted in Summer 2019.
Goal Notes	

Goals - Real Time

Goal 4 - AY19-20 OIRAA staff support best practices in institutional research and institutional effectiveness

Goal Statement	During the coming year the office has committed to engaging in a process to review peer IR/IE websites to identify best practices for displaying institutional data/information and improved means for delivering data (i.e., how are data requests handled, what type of data visualizations are provided, etc.). Further, we have committed to a process of sharing current higher education happenings in the form of a shared reading folder and monthly article reviews during staff meetings to help each other stay abreast of higher ed policies and initiatives. With the increased budget received last year, we will continue to support pertinent and relevant professional development activities.
Linkage to University Goal	• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Having staff that function well together in conjunction with staff that have the necessary knowledge, skills and abilities is the only way that the office will be able to achieve its mission and set the office on a course to be a leader in institutional research and assessment.
Status	Progressing as expected (multi-year goal)
Action Plan	Staff will continue to engage in cross-training activities and participate in team-building activities; Staff will attend professional development opportunities (internal and external to USC); Monthly rotating professional article review; Monthly rotating IR/IE website review; Schedule summer "summit" with USC system SACSCOC liaisons to discuss best practices and lessons learned from recent SACSCOC reviews; Schedule a fall USC system-wide meting IR personnel to discuss compliance reporting and other data/information sharing topics.
Achievements	As of November 5, 2019: * Incorporated "summit" with USC System SACSCOC liaisons with the Fall USC system-wide meeting with IR/IE personnel. Meeting took place in early August 2019. * Staff participate in monthly staff meetings by reviewing a peer IR/IE website and by discussing a professional and timely article. * Staff participate in HR-sponsored training activities as well as attend professional meetings and present at professional conferences: - Fall 2019: SAIR, and SACSCOC

Goals - Real Time

	- Spring 2020: SCAIR and AIR - Summer 2020: QS EduData and IE Assessment Workshop
Resources Utilized	Time, personnel and budget
Goal Continuation	Yes, see 2020 goal
Goal Upcoming Plans	
Resources Needed	No new funding needed
Goal Notes	

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - Goal 1 for 2020: Provide timely and accurate data

Goal Statement	Continue to enhance and add additional means for constituents to access timely and accurate data that supports both internal and external reporting needs.
Linkage to University Goal	• Spurring Knowledge and Creation • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Our mission states that we operate with the following basic principles: * Provide institutional data and assessment findings for external reporting; * Provide institutional data and findings from research and assessment to support institutional planning processes
Status	Newly Established Goal
Action Plan	OIRAA will continue to review and update its website as efforts continue to evolve around best practices for providing data to internal and external constituents. As part of the university's efforts to develop a comprehensive Business Intelligence platform, OIRAA will partner with the Division of IT and other campus stakeholders to promote and augment access for constituents to access timely and accurate data that supports both internal and external reporting and analytic needs.
Achievements	will be reported in November 2020.
Resources Utilized	time, personnel and budget
Goal Continuation	yes
Goal Upcoming Plans	Working with the vendor partner, HelioCampus, OIRAA will help validate data, develop reporting models and promote training and access to this new environment. Additionally, develop new data visualizations as part of the BI rollolut. Add additional content to the OIRAA website, particularly in the institutional effectiveness area and data dashboards. Develop module for (near) real-time academic program assessment status tracking.
Resources Needed	$15,000 to continue to support PhD student in Computer Engineering.
Goal Notes	Assistant Director of IR retired in summer 2019. Expect to fill AD position in Fall 2019. Have been utilizing a former CHE data/programmer analyst who is now a full-time PhD student in the Computer Engineering program.

Goals - Looking Ahead

Goal 2 - Goal 2 for 2020: OIRAA will support system-wide continuous compliance and accreditation strategies

Goal Statement	USC-Columbia's 10-yr Reaffirmation Report will be due in September 2020. An institution-wide effort is now underway to engage university constituents in efforts related to developing a continuous compliance strategy to support institutional effectiveness and accreditation. Embedded within this goal are numerous IE activities that both affect and support the reaffirmation efforts, including Carolina Core, QEP and Academic Degree Program assessment activities.
Linkage to University Goal	• Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	This directly aligns with the OIRAA mission and values. In addition, the Director of Institutional Effectiveness and Accreditation is the SACSCOC liaison.
Status	Newly Established Goal
Action Plan	Continue to work with the SACSCOC Executive Steering Committee and key university constituents to draft and finalize standards in preparation for the Reaffirmation Report due in September 2020. Continue to evolve and develop new ways to improve assessment reporting, tracking and communication practices. Work with key university personnel to help develop and asses a (new) Quality Enhancement plan.
Achievements	Will be reported in November 2020
Resources Utilized	time, personnel and budget
Goal Continuation	yes
Goal Upcoming Plans	Continue to meet with each standard group to compile first, second and final drafts for each standard. Work with key personnel as needed to compile necessary data to support standard. Develop processes for on-going compliance. Finalize changes to Palmetto College's assessment reporting activities that support Carolina Core and degree program assessment. Partner with Carolina Core leadership and faculty to implement changes to Carolina Core data assessment and reporting processes.

Goals - Looking Ahead

	Finalize faculty credentials module in preparation for SACSCOC and to ensure sustainability and reliable data are available for schools and colleges.
Resources Needed	$15,000 to support part-time student assistant and part-time graduate student to support SACSCOC and faculty compliance work.
Goal Notes	May need to modify specific work in this category depending on the outcome of the SACSCOC C&R Committee's vote in December 2019 related to the university's external influence issue.

Goals - Looking Ahead

Goal 3 - Goal 3 for 2020: Provide constituents access to official university data

Goal Statement	University data must be regarded as a strategic asset using modern business intelligence tools, platforms and analytics capabilities. Continue to enhance and add additional means for constituents to access official university data. This goal will take into consideration such things as "who", "what", "where", "when" and "why" a constituent would be accessing official university data and necessary security measures to protect university data (and personally identifiable information).
Linkage to University Goal	• Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Our mission states that we operate with the following basic principles: * Provide institutional data and assessment findings for external reporting; * Provide institutional data and findings from research and assessment to support institutional planning processes
Status	Newly Established Goal
Action Plan	Further partnerships with colleges, the Division of Information Technology and other service units to establish best practices for accessing official university data. OIRAA will launch data visualizations to support Academic Blueprints and Program Review which focus on official university data. Work collaboratively with DoIT, HelioCampus and other campus constituents to launch BI initiative.
Achievements	will report in November 2020
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	Offer training to campus constituents for new data content and data visualizations. Create a monthly calendar of training events. Work with the Business Intelligence Council and the BI Community of Practice to solicit ideas for new data content and best practices in data sharing.
Resources Needed	
Goal Notes	

Goals - Looking Ahead

Goal 4 - Goal #4 for 2020: OIRAA staff support best practices in institutional research and institutional effectiveness

Goal Statement	During the coming year the office has committed to engaging in a process to review peer IR/IE websites to identify best practices for displaying institutional data/information and improved means for delivering data (i.e., how are data requests handled, what type of data visualizations are provided, etc.). Further, we have committed to a process of sharing current higher education happenings in the form of a shared reading folder and monthly article reviews during staff meetings to help each other stay abreast of higher ed policies and initiatives. With the increased budget received last year, we will continue to support pertinent and relevant professional development activities.
Linkage to University Goal	• Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Having staff that function well together in conjunction with staff that have the necessary knowledge, skills and abilities is the only way that the office will be able to achieve its mission and set the office on a course to be a leader in institutional research and assessment.
Status	Newly Established Goal
Action Plan	Staff will continue to engage in cross-training activities and participate in team-building activities; Staff will attend professional development opportunities (internal and external to USC); Monthly rotating professional article review; Monthly rotating IR/IE website review; Continue to collaborate with system IR/IE staff to share best practices and foster ideas for data/information sharing.
Achievements	will be reporting in November 2020
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Programs or Initiatives

Effective Programs or Initiatives

List your most effective programs/initiatives toward fulfillment of mission.

Reaffirmation efforts will be significant during 2020. This includes support from this office for the development of a new QEP and related assessment. In addition, working with Carolina Core leadership, a new method for assessment may be forthcoming. Significant efforts related to the university's BI initiative will take place during 2020 and involve many OIRAA staff.

Program Launches

List any programs/initiatives that were newly launched during the Academic Year or any programs/initiatives you would like to launch in the coming year(s). Describe the program/initiatives, provide financial requirements (including additional staff), and academic year in which you would launch. What key performance indicators are you utilizing to track the success of this program?

Program Rankings

List any nationally ranked or external recognition during the Academic Year. For each, provide the formal name of the program followed by the name of the organization that issued the ranking, the date of notification, effective date range, and any other relevant information.

Initiatives and Fees

Initiatives
Describe any new initiatives your unit will need for the coming year.

Since there was no new money provided for 2019-20, OIRAA would like at again request funding to replace its current homegrown and very difficult to use assessment tool, Assessment Plan Composer (APC). During the coming academic year, likely beginning in Summer 2020 (pending funding), staff will begin to embark on a process to find a replacement for the current assessment tool. The current software was developed in house and it is extremely inefficient given the extensive volume of academic degree programs that are assessed. There is no efficient means to track progress nor is there any internal communication features within APC.   Further, as efforts to assess the Carolina Core evolve (as well as a new QEP), something beyond Blackboard Outcomes may be necessary.

We would like to request $150,000 as initial implementation funding to be able to put together a Request for Proposals from possible vendors by Fall 2020. There will be on-going maintenance costs which may require additional funding beyond what I currently pay for Blackboard Outcomes. Without having a secure funding source we will not be able to develop the Request for Proposals.

Fees
List any new or changed fees that your unit has implemented or had to take on in the last academic year.

Community Engagement

Community Perceptions

Describe how your unit assesses community perceptions of your engagement, and how the unit assesses the impact of community engagement on students, faculty, community and the institution. Provide specific findings.

Collaborations

Internal Collaborations

List your Unit's most significant internal collaborations and multidisciplinary efforts that are internal to the University. Details should be omitted; list by name only.

External Collaborations

List your Unit's most significant external collaborations and multidisciplinary efforts that are external to the University. Details should be omitted; list by name only.

'>OIRAA staff are members of the following groups:

- Academic Program Liaisons (Ex. Officio)
- Carolina Core (Ex. Officio)
- Assessment Advisory Council (lead)
- Council of Graduate Schools PhD Career Pathways (member)
- Banner Student Systems Council (member)
- College of Education&rsquo

Campus Climate and Inclusion

Campus Climate and Inclusion

Activities the unit conducted that were designed to improve Campus, Climate, and Inclusion.

OIRAA has been heavily involved in helping the Office of Diversity and Inclusion to administer, collect and analyze Campus Climate Survey data. During AY18-19 analysis of survey data wrapped up with extensive Tableau data visualizations developed and now posted to the Diversity and Inclusion website. Results have been presented internally to various constituent groups as well as at state and regional conferences. During the AY19-20 staff have been part of a small working group to initiative and launch a presidential "Campus Climate" survey using a third party vendor, Modern Think. There may be a future demand on staff to continue to analyze results and possibility work with Modern Think to present the results utilizing Tableau.

Internally, the OIRAA staff is a diverse unit with the following composition:
Female: 7 Male: 6 Vacant: 1
White: 8   Asian: 1 African American: 3 Two or More: 1 Vacant: 1

Concluding Remarks

Weaknesses and Plans for Improvement
What is your unit struggling with? What plans do you have to overcome the weakness that you have faced in the next academic year.

The office plans to continue its efforts to build and cleanse historical data files now that the mainframe has been shut down. With the HR transition to PeopleSoft, this has created some data inconsistency challenges that are being worked through. It is likely, as was the case with the student data transition to Banner, that we will discover additional reporting inconsistencies and we compare trend data.

The IR Assistant Director retired during the summer of 2019. While this was a loss of institutional memory, since we had begun to create stronger more robust documentation, the affects were minimized. We anticipate hiring an Assistant Director in Fall 2019.

Knowing that tracking degree program assessment status was a challenge, we have instituted metrics to identify where each plan is in terms of 'time to completion.'

Key Issues
Identify key issues or potential challenges your unit will encounter this coming year and the steps you plan on initiating.

Not withstanding the volume of data requests that the office gets, there are many demands places on the IR/IE staff that require additional time away from day-to-day tasks. Some of these additional demands can significantly slow down progress on planned initiatives.

The additional time and effort being spent by staff (particularly the SACSCOC Liaison) to work with senior leadership on several SACSCOC follow-up items outside of our regular standard reporting efforts.

Implementing the Faculty Credentials (Campus Labs) module was a major undertaking for a campus this size. Not only has the office had challenges with the tools itself, but the volume of courses and faculty has made the editing process more of a challenge than we anticipated. In addition, as with other changes, there have been units that have not been as cooperative and responsive in terms of helping us to get the correct information into the system. We are working through this with training, reference guides and staff time and effort to validate credentials.

Quantitative Outcomes
Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.

Concluding Remarks

Cool Stuff

Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.

Added two new full-time staff in summer 2019. We also added additional part-time student help. The IR Director was an invited keynote speaker at two international conferences during Fall 2019. The SACSCOC Liaison has been in close contact with the new President and other senior leaders, including riding on Gamecock One to attend a special meeting with SACSCOC staff in Atlanta.