2024-29 Strategic Priorities

MISSION STATEMENT

To serve the Chapman community by providing accurate, timely, and actionable data that informs decisions and improves student success.

VISION STATEMENTS

To help all members of the Chapman community be informed decision-makers who are insightful, curious, and proactive.

To empower information and data users across campus to identify opportunities for meaningful change and improvement.

The self-study process, insights from the 2023 IRADS Satisfaction and Needs Assessment Survey, and the 2024 IRADS program review have provided pivotal guidance for the office's future strategic planning. The feedback from expert reviewers was particularly useful, offering key recommendations that will support IRADS in enhancing its services, synchronizing with the university's strategic priorities, and evolving to meet Chapman University's growing needs. As a result, IRADS has established six strategic priorities and goals informed by the program review's recommendations that adhere to best practices for offices of institutional research, reflect trends in higher education, and resonate with IRADS's vision and mission. These six strategic priorities and goals will lay a solid framework for decision-making, resource distribution, and performance assessment within the office for the next five years.

STRATEGIC PRIORITY 1: MARKETING

The IRADS Satisfaction and Needs Assessment Survey findings revealed some confusion among the campus population about what IRADS does. Respondents suggested that there should be more effort to raise awareness about what IRADS provides. It's important for the Chapman community to understand IRADS' role and function and how it can assist in fulfilling their data needs and aiding their decision-making process.

Goal: Clarify IRADS Role and Function and Enhance Visibility on Campus.

Strategy 1.1: Collaborate with other offices on campus initiatives focused on increasing data use awareness (e.g., Year of Data Project, I Love data week)

Strategy 1.2: Work with SMC to develop a marketing and promotion plan for the office.

Strategy 1.3: Partner with Human Resources to onboard new employees to introduce IRADS and its services shortly upon arrival.

Strategy 1.4: Utilize social media and other tools (e.g., Working@CU) consistently to engage stakeholders and promote IRADS services.

Strategy 1.5: Brand reports and documents prepared and distributed by the office.

Strategy 1.6: Educate the campus community on the services available from IRADS.

STRATEGIC PRIORITY 2: DATA LITERACY

Data literacy is the ability to read, understand, create, and communicate data as information. Having the ability to understand and have meaningful conversations about data is the foundation for data-informed decision-making. Data literacy is part of IRADS' vision, and we understand that data literacy is the bridge between access to data/data tools and the utilization of those data tools for planning and decision-making. Institutional researchers are being urged to be at the forefront of data literacy work on campus, and expert external reviewers have recommended that IRADS develop a comprehensive data literacy plan for Chapman University.

Goal: Develop a Comprehensive Data Literacy Plan

Strategy 2.1: Conduct a needs assessment/readiness data literacy survey to assess the needs of staff and administrators.

Strategy 2.2: Develop workshops, brown bags, and other presentations focused on increasing the ability to read, understand, create, and communicate data as information.

Strategy 2.3: Develop staff data literacy courses that lead to a certificate.

Strategy 2.4: Obtain the Association for Institutional Research (AIR) institutional membership to allow the campus community access to data-focused webinars, presentations, and publications.

Strategy 2.5: Initiate a data community meeting regularly to share and discuss data issues, new tools, and developments.

STRATEGIC PRIORITY 3: DATA GOVERNANCE (DG)

IRADS' commitment to improving the data environment at Chapman includes working toward better self-knowledge and sharing knowledge among the campus' data stewards and users. Establishing strong data governance is crucial because it builds trust and capacity. Data governance ensures consistency and reliability by recording definitions and clearly articulating policies, processes, and roles for managing data. Establishing a shared and open DG resource not only enhances decision-making and builds user trust but also drives organizational success by turning data into a valuable, actionable, and trusted asset. External reviewers noted that IRADS has a critical role in data governance because they are focused on ensuring that data is consistent, trustworthy, and accurate for decision-making. They also recommended that IRADS take steps toward accelerating data governance on campus.

Goal: Accelerate Data Governance on Campus.

    Strategy 3.1: Continue to populate data cookbook with definitions.

    Strategy 3.2: Revise and publish the data governance website.

    Strategy 3.3: Create a data governance FAQ page on the IRADS website that links to policies and procedures related to data usage.

STRATEGIC PRIORITY 4: POWER BI DASHBOARDS

Power BI is a powerful reporting tool that transforms complex data into actionable insight through dynamic visualizations and interactive dashboards, enabling administrators to make informed decisions. The IRADS office recognizes the power and benefits of this tool but had been limited in resources to fully implement Power BI reports and create new dashboards. Our external reviewers highlighted the demand for dashboards and rapidly evolving technology in the field and recommended that IRADS leverage technology to enhance access to information via self-service.

Goal: Build Power BI Dashboards to Enhance Access to Information.

    Strategy 4.1: Finalize and publish the Institutional DataMart and Census dashboards.

    Strategy 4.2: Create survey dashboards starting with the Student Services Satisfaction Survey (SSSS) dashboard.

    Strategy 4.3: Partner with the IS&T Business Intelligence Team to gain access to data sources and expand data available for reporting and automate its creation.

    Strategy 4.4: Contribute to the development of the Deans dashboard hub.

    Strategy 4.5: Build custom dashboards for frequent office data requests.

    Strategy 4.6: Create dashboards with peer data using publicly available resources.

STRATEGIC PRIORITY 5: GENERATIVE AI

Technology has changed all aspects of higher education, including institutional research. The keynote speakers of the 2024 Association for Institutional Research (AIR) conference focused heavily on AI. They warned institutional researchers to begin exploring, using, and investing in AI tools as they will continue to impact our work and profession. Our external reviewers noted this was a major area that needed improvement and advised the office to explore how AI and generative AI tools may be used for advanced analytics and increased IRADS office efficiencies.

Goal: Explore How AI can be Used to Improve Reporting, Services and Efficiency.

> **Strategy 5.1:** Explore how AI can be used to summarize qualitative survey data.
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> **Strategy 5.2:** Continue to use Copilot in daily tasks for increased efficiency.
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> **Strategy 5.3:** Document best practices for AI institutional research use.
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> **Strategy 5.4**: Participate in educational workshops or meetings that showcase best practices in AI for institutional researchers

STRATEGIC PRIORITY 6: RESPONSE RATES

Survey response rates indicate the quality and representativeness of the data collected from a sample of respondents. Higher response rates reduce the risk of nonresponse bias and increase confidence in the generalizability of the findings. Survey response rates have been diminishing steadily at Chapman University. The survey samples are getting so small that soon IRADS may be unable to obtain meaningful results and share them with administrators or the campus community. Survey participation is also very costly, and there is a need to increase our ROI.

Goal: Increase survey response rates of institutional surveys.

> **Strategy 6.1:** Develop marketing plans for each survey.
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> **Strategy 6.2:** Partner staff, faculty, Student Life and the Student Government Association (SGA) to help with survey awareness and response rates.
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> **Strategy 6.3:** Personalize and humanize institutional survey invitations.
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> **Strategy 6.4:** Reduce the use of external survey invitation links on national surveys.
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> **Strategy 6.5:** Publicize the survey calendar and survey guidelines each term to faculty, staff and administrators.