# Executive Summary

## Blueprint for Academic Excellence
## Office of Institutional Research, Assessment and Analytics
## AY2022-2023

## Highlights

The Office of Institutional Research, Assessment and Analytics contributed significantly to the SACSCOC 10-yr reaffirmation process and related compliance matters during AY20-21.  Those efforts are continuing into the current academic year.  Items that deserve to be highlighted include:  On-time submission of the Reaffirmation Report.  Scheduling of the March SACSCOC Onsite (virtual) visit that involved OIRAA staff recruiting and training faculty, staff and students to participate in the group interview sessions with SACSCOC review team.  Working with BOT and senior leadership, providing assistance with multiple Focused Reports and Monitoring Reports.

OIRAA staff worked with campus constituents to develop numerous unit and institutional-level dashboards to support goals and outcomes and provide actionable information.  Select dashboards to highlight include:  Student Return Tracker, Strategic Plan Metric Assessment, NSSE survey data and General Education for Palmetto College.

## 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.

Updated: 01/08/2019

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# Goals - Looking Back

## Goal 1 - Goal 1 for AY20-21: Provide timely and accurate data

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|---|---|
| **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. Further, with new senior leadership, seek out new ways to provide actionable and insightful data that will support the University's Strategic Plan and other initiatives. |
| **Linkage to University Goal** | |
| **Alignment with Mission, Vision, and Values** | Our mission states that we operate with the following basic principles:<br>* Provide institutional data and assessment findings for external reporting;<br>* Provide institutional data and findings from research and assessment to support institutional planning processes |
| **Status** | Progressing as expected (multi-year 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.  OIRAA staff will work with senior leadership to identify the best ways to provide necessary data, information and analytics. |
| **Achievements** | * Developed two needed university "taxonomies" to allow for better aggregations of data to support reporting efforts.<br>* All CHE and IPEDS reports submitted on time; additional documentation created.<br>* Three IPEDS data files were enhanced to submit via electronic upload - this is a significant process improvement.<br>* Routine reports were posted in a timely manner on the OIRAA website including enrollment and degree data along with the Common Data Set and Accountability Reports for all campuses.<br>* Fact Finder surveys were reformatted using Survey Monkey allowing for greater ease of data collection - another significant process improvement.<br>* Reformatted student outcomes information on the OIRAA website to support SACSCOC Standard 8.1, "Student Achievement."<br>* Significant improvement and additions to the SACSCOC website to include more annual reporting materials as well as all reaffirmation |

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| | and monitoring reports.  Having these materials posted to the website sets us apart from most institutions and has been of tremendous value when responding to public information data requests.<br>* Several staff worked on dashboard related projects during AY20-21 using Tableau, including:  USNWR rankings analysis, enhancements to the Executive Enrollment Dashboard, presentation of NSSE data for CEIL, analysis of Beyond the Classroom Matters data, Strategic Plan Assessment Dashboard, and others. |
| **Resources Utilized** | time, personnel and budget |
| **Goal Continuation** | yes |
| **Goal Upcoming Plans** | |
| **Resources Needed** | |
| **Goal Notes** | * It should be noted that the office continues to maintain the COVID-19 dashboard (specific credit and recognition go to Mr. Jonathan Poon for his efforts). |

# Goals - Looking Back

**Goal 2 - Goal 2 for AY20-21: OIRAA will support system-wide continuous compliance and accreditation strategies**

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| **Goal Statement** | USC-Columbia's 10-yr Reaffirmation occurred during AY20-21. In addition to this significant accreditation effort, multiple additional compliance reporting occurred during AY20-21 necessitating time and effort on the part of OIRAA/Institutional Effectiveness staff and the University's SACSCOC Liaison, Mr. Donald Miles. |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. |
| **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.<br><br>Continue to evolve and develop new ways to improve assessment reporting, tracking and communication practices.<br><br>Work with key university personnel to help develop and asses a (new) Quality Enhancement plan. |
| **Achievements** | * Throughout AY20-21, convened regular meetings to keep senior leadership apprised of re-affirmation activities.  Developed project dashboard to track milestones.  Submitted SACSCOC 10-yr reaffirmation report in Sept. 2020.<br><br>* SACSCOC Liaison worked closely with external consultant, senior leadership and BOT members to document, write and submit the 2020 SACSCOC Monitoring Report related to "external influence."<br><br>* Fall 2020 developed and launched a robust SACSCOC website that displays official SACSCOC reported materials including reaffirmation and monitoring reports.  Special thanks to Mr. Scott Smith and Ms. Brittany Ashley for their work.<br><br>* Fall 2020, assessment team planned and launched a series of "listening sessions" in order to improve program assessment practices.  This is an exemplar in ensuring that we are continuously seeking ways to improve.  Special thanks to Ms. La Trice Ratcliff and Mr. Michael Tucker.<br><br>* Nov. 2020, ORIAA facilitated a special virtual visit with SACSCOC VP, Dr. Linda Thomas-Glover to prepare the university's Focused Report on the 16 non-compliance standards cited by the offsite review team. |

# Goals - Looking Back

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|  | * ORIAA staff worked diligently Nov. 2020 through Feb. 2021 to address the 16 non-compliance standards in order to prepare for the March on-site virtual SASCOC visit.<br><br>* Significant time and effort on the part of OIRAA staff went in to preparing, scheduling and hosting the March 22-25 virtual on-site visit.  Special thanks to Ms. Brittany Ashley, Ms. Conni Pedersen, Ms. Alexis McCoy and Mr. Donald Miles for their efforts to make the visit a success.<br><br>* April 2021 through Aug. 2021 - OIRAA staff worked with Provost Office to respond to two recommendations put forth by the on-site SACSCOC team.<br><br>* One add'l major compliance report, submitted in July 2021 involved several OIRAA staff, but in particular, Mr. Donald Miles, was the university's response to unsolicited information reported to SACSCOC related to Title IX newspaper articles. |
| **Resources Utilized** | time, personnel and budget |
| **Goal Continuation** | yes |
| **Goal Upcoming Plans** | Prepare for any necessary follow-up information as part of the Reaffirmation Report along with the (virtual) team visit in Spring 2021.<br><br>Facilitate and support efforts to implement continuous compliance reviews and certification.<br><br>Finalize changes to Palmetto College's assessment reporting activities that support Carolina Core and degree program assessment.<br><br>Partner with Carolina Core leadership and faculty to implement changes to Carolina Core data assessment and reporting processes.<br><br>Finalize faculty credentials module in preparation for SACSCOC and to ensure sustainability and reliable data are available for schools and colleges. |
| **Resources Needed** |  |

# Goals - Looking Back

| Goal Notes | It should be noted that OIRAA staff (in particular, SACSCOC liaison Donald Miles, Brittany Ashley and Conni Pedersen) went above and beyond their regular institutional effectiveness duties to ensure that the SACSCOC Compliance Report and Faculty Roster were complete and submitted on time. |
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# Goals - Looking Back

**Goal 3 - Goal 3 for AY20-21: Provide constituents access to official university data**

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| **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<br>university data and necessary security measures to protect university data (and personally identifiable information). |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. |
| **Alignment with Mission, Vision, and Values** | Our mission states that we operate with the following basic principles:<br>* Provide institutional data and assessment findings for external reporting;<br>* 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 Strategic Planning, Academic Blueprints, Program Review and university rankings which focus on official university data. Work collaboratively with DoIT, HelioCampus and other campus constituents to launch BI initiative and strive to develop additional data insights. |
| **Achievements** | * Developed and launch Tableau-based dashboards to track and assess the 250+ strategic plan metrics.  Facilitated Priority Team training sessions and presented the dashboard to the Board of Trustees in Fall 2020.<br>* Continued to develop analyses related to USNWR rankings.<br>* OIRAA developed dashboards for past NSSE student survey data (Special thanks to Michael Tucker).<br>* OIRAA developed dashboard for Palmetto College general education metrics. |
| **Resources Utilized** | â€‹â€‹â€‹â€‹â€‹Personnel time |
| **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. |

# Goals - Looking Back

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| | Work with key partners and leadership to develop models and analyses around the USNWR college rankings data.  Continue to work with senior leadership to compile and report data to support the new Strategic Plan, Academic Blueprints as well as other ways and means to provide analytics to support the university.<br><br>Continue OIRAA website updates (including Student Achievement section). |
| **Resources Needed** | |
| **Goal Notes** | |

# Goals - Looking Back

**Goal 4 - Goal 4 for AY20-21: OIRAA staff support best practices in institutional research and institutional effectiveness**

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| **Goal Statement** | During AY20-21 the office 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.).  Also, OIRAA staff are working on a rotation schedule to enhance cross-training and knowledge sharing.<br><br>Given that COVID has limited travel to conferences, staff are seeking additional ways to engage in professional activities. |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.<br>• Build teams that win with excellence and character. |
| **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;<br>Staff will attend professional development opportunities (internal and external to USC);<br>Monthly rotating professional article review; Monthly rotating IR/IE website review;<br>Continue to collaborate with system IR/IE staff to share best practices and foster ideas for data/information sharing. |
| **Achievements** | * OIRAA staff led and participated in the Business Intelligence Council and the Academic Community of Practice -- both directly support the university's BI initiatives.<br>*  Cross-training took place for CHE, IPEDS, assessment reporting, Faculty roster and other critical functions throughout AY20-21.<br>* Several staff are participated in IPEDS Keyholder training;<br>* OIRAA continued to have weekly virtual "stand-up" meetings throughout the year as well as virtual monthly staff meetings that periodically included guests and staff "work share" presentations.<br>* Virtual conferences attended - SAIR, National Symposium on Student Retention, Tableau, SCAIR, AIR, SACSCOC December Annual meeting and the SACSCOC 2021 Summer Institute.<br>* Other professional development activities:  UofSC HR training, online Tableau/other data visualization training; |
| **Resources Utilized** | Personnel and time |

# Goals - Looking Back

| Goal Continuation | |
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| **Goal Upcoming Plans** | Engage more staff in new BI initiatives.  Onboarding of new staff. |
| **Resources Needed** | |
| **Goal Notes** | Summer 2021 OIRAA lost three staff members.  As of September 2021, one staff member has been hired and one additional new hire is expected to join the team in October 2021.  One additional staff member will transition to a new role.  We expect to fill two additional positions before the end of the Spring 2022 term. |

# Goals - Real Time

Goals for the current Academic Year.

## Goal 1 - Goal 1 for AY21-22: Provide timely and accurate data

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| **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. Further, with new senior leadership, seek out new ways to provide actionable and insightful data that will support the University's Strategic Plan and other initiatives. |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. |
| **Alignment with Mission, Vision, and Values** | Our mission states that we operate with the following basic principles:<br>* Provide institutional data and assessment findings for external reporting;<br>* Provide institutional data and findings from research and assessment to support institutional planning processes |
| **Status** | Progressing as expected (multi-year 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.  OIRAA staff will work with senior leadership to identify the best ways to provide necessary data, information and analytics. |
| **Achievements** | As of September 2021:<br><br>* On track to submit Fall 2021 CHE enrollment file and the Completions data file;<br>* On track to submit Fall IPEDS reports, including one additional report that will be submitted via electronic submission which is a new process improvement;<br>* Staff worked with campus partners to revise and create a new COVID-19 reporting dashboard;<br>* Enhancements to the Student Return Tracker to support EM and Student Success teams;<br>* Worked with USC Marketing to prepare initial USNWR informational summaries for campus community and Council of Academic Deans; |

# Goals - Real Time

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| **Resources Utilized** | time, personnel and budget |
| **Goal Continuation** | * Additional updates to the OIRAA website (Fact Books and Student Achievement);<br>* Additional dashboards to OIRAA website and Carolina Analytics platforms; |
| **Goal Upcoming Plans** | |
| **Resources Needed** | Additional personnel.  New staff member will be joining the office in October 2021 |
| **Goal Notes** | |

# Goals - Real Time

**Goal 2 - Goal 2 for AY21-22: OIRAA will support system-wide continuous compliance and accreditation strategies**

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| **Goal Statement** | The University will complete its 10-yr Reaffirmation process during AY21-22 and begin an institution-wide effort to engage university constituents in efforts related to developing a continuous compliance/improvement 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** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. |
| **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 initiate the university's continuous compliance/improvement process.<br><br>Continue to evolve and develop new ways to improve assessment reporting, tracking and communication practices.  Of particular importance is to develop a systematic university-wide Administrative Unit Assessment initiative and to enhance Faculty Qualification reporting.<br><br>Work with key university personnel to help develop and asses a (new) Quality Enhancement plan. |
| **Achievements** | As of September 2021<br><br>* Submitted the University's Response Report related to two standards noted as non-compliant by the on-site reaffirmation team.<br><br>* Developed enhancements to Palmetto College's assessment reporting activities that support Carolina Core and degree program assessment.<br><br>* Developed initial AY21-22 timeline for piloting the University's Administrative Unit Assessment initiative.<br><br>* Working with the College of Arts & Sciences to learn processes that can be implemented to improve upon faculty credential reporting for the entire university in conjunction with revisions to the current faculty qualifications policy. |

# Goals - Real Time

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<td>* Continue to work with the Provost Office, Colleges, and Schools to increase efficiency and accuracy of managing faculty credentials for the University.

* Working with colleges to collect summer and fall missing faculty credentials.

 * Significant revisions to the SC Accountability Report were made and the report submitted in September 2021.

* Partnered with the Campus Police department to develop a Campus Safety survey that includes a monthly survey, reports to the unit and a detailed dashboard tracking the results.</td>
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<td><strong>Resources Utilized</strong></td>
<td>time, personnel and budget</td>
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<td><strong>Goal Continuation</strong></td>
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<td><strong>Goal Upcoming Plans</strong></td>
<td>* Working with the College of Arts & Sciences to learn processes that can be implemented to improve upon faculty credential reporting for the entire university in conjunction with revisions to the current faculty qualifications policy.

* With new assessment staff joining the office, assessment onboarding activities will be taking place.  This will also help facilitate cross-training goals in Goal #4.

* Implement continuous improvement/compliance submission and review timeline.  Prioritize standards that will be part of the SACSCOC fifth year interim report.</td>
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<td><strong>Resources Needed</strong></td>
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<td><strong>Goal Notes</strong></td>
<td>It should be noted that OIRAA staff (in particular, SACSCOC liaison Donald Miles, Brittany Ashley and Conni Pedersen) went above and beyond their regular institutional effectiveness duties to ensure that the SACSCOC Compliance Report and Faculty Roster were complete and submitted on time.</td>
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# Goals - Real Time

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|---|---|
| **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<br>university data and necessary security measures to protect university data (and personally identifiable information). |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. |
| **Alignment with Mission, Vision, and Values** | Our mission states that we operate with the following basic principles:<br>* Provide institutional data and assessment findings for external reporting;<br>* 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 Strategic Planning, Academic Blueprints, Program Review and university rankings which focus on official university data. Work collaboratively with DoIT, HelioCampus and other campus constituents to launch BI initiative and strive to develop additional data insights. |
| **Achievements** | As of September 2021<br><br>* Prepared updates to the Fact Finder surveys and launch AY21-22 edition of the Fact Finder surveys.  This is significant improvement in the overall process and timeline for this office activity.  Special thanks to Ms. Adri Foster and Ms. Alexis McCoy.<br> * Updates to the OIRAA website Fact Books are underway.  Thanks to Mr. Scott Smith and Ms. Alexis McCoy for their efforts.<br> * On target to submit IPEDS fall reports and preparing for Fall 2021 census with additional enhancements to submit surveys via electronic upload.  This continues the offices' goal to improve reporting of official data.  Special credit goes to: Dr. Faxian Yang, Mr. Jonathan Poon, Mr. Tommy McDow, Ms. Janet Teuber and Ms. Adri Foster. |
| **Resources Utilized** | • Personnel time |
| **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.<br><br>Work with key partners and leadership to develop models and analyses around the USNWR college rankings data.  Continue to work with senior leadership to compile and report data to support the Academic Blueprints and Strategic Plan as well as other ways and means to provide analytics to support the university.<br><br>Continued updates to the OIRAA website, including Student Achievement sections. |
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| **Resources Needed** | Additional personnel |
| **Goal Notes** | |

# Goals - Real Time

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|---|---|
| **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.).  Also, OIRAA staff are working on a rotation schedule to enhance cross-training and knowledge sharing. |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.<br>• Build teams that win with excellence and character. |
| **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;<br>Staff will attend professional development opportunities (internal and external to USC);<br>Monthly rotating professional article review; Monthly rotating IR/IE website review;<br>Continue to collaborate with system IR/IE staff to share best practices and foster ideas for data/information sharing. |
| **Achievements** | As of September 2021<br><br>* OIRAA staff delivered a presentation to the Academic Community of Practice;<br>* OIRAA was the first office to provide staff overview as part of the Provost's new monthly staff meeting agenda.<br>* Developed cross-training plan to new staff joining the office in Fall 2021;<br>* Several staff participated in IPEDS training; |
| **Resources Utilized** | Personnel and time |
| **Goal Continuation** | |
| **Goal Upcoming Plans** | * Engage more staff in BI activities to facilitate Tableau training and improved office knowledge; |

# Goals - Real Time

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|---|---|
| | * Conferences for AY21-22 - SAIR, SACSCOC, SCAIR, AIR<br>* Other professional development activities:  UofSC HR training, online Tableau/other data visualization training; |
| **Resources Needed** | |
| **Goal Notes** | OIRAA lost three staff members in Summer 2021.  As of September 2021, one new staff member has been hired.  One additional staff member is expected to join the office in October 2021.  One current staff member is assuming a new role in the office and his current position will be vacant.  We anticipate hiring two additional full-time staff by the end of Spring 2022. |

# Goals - Looking Ahead

Goals for the next Academic Year.

## Goal 1 - Goal 1 for AY22-23: Provide timely and accurate data

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| **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.  Seek out new and improved ways to compile and report "actionable" data. |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. |
| **Alignment with Mission, Vision, and Values** | Our mission states that we operate with the following basic principles:<br>* Provide institutional data and assessment findings for external reporting;<br>* Provide institutional data and findings from research and assessment to support institutional planning processes |
| **Status** | Extended to following Academic Year |
| **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.  With new senior leadership, OIRAA staff will work collaboratively with campus partners to support the University's Strategic Plan and other university initiatives. |
| **Achievements** | will be reported in Fall 2023. |
| **Resources Utilized** | time, personnel and budget |
| **Goal Continuation** | |
| **Goal Upcoming Plans** | |
| **Resources Needed** | Additional personnel (to be hired in AY21-22 based on new funding received) |
| **Goal Notes** | The past several academic years have highlighted the critical role that OIRAA plays in the USC system.  We must continue to lead, partner and deliver (new) data, insights and guidance on a multitude of topics that fall under the umbrella of "institutional effectiveness."  The office has received numerous accolades that speak to our "small but mighty" team.  However, given the on-going and new demands, additional still are needed to continue to support the university in the strong and dedicated manner that we have been providing. |

# Goals - Looking Ahead

## Goal 2 - Goal 2 for AY22-23: OIRAA will support system-wide continuous compliance and accreditation strategies

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| **Goal Statement** | OIRAA (specifically, institutional effectiveness staff) will engage university constituents in efforts related to developing a continuous compliance/improvement strategy to support institutional effectiveness and accreditation needs and demands. It is critical that an institution this size regularly review all standards on an annual basis in order to achieve a high degree of confidence in meeting all standards.<br><br>Embedded within this goal are numerous IE activities that support the university, including Strategic Planning, Carolina Core, QEP and Academic Degree Program assessment and myriad other IE activities. |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. |
| **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** | Extended to following Academic Year |
| **Action Plan** | Beginning Spring 2022 the University will implement a strategically focused continuous compliance/improvement schedule.  OIRAA will work with the Provost Office on developing committees that will review and update each SACSCOC standard on an on-going yearly basis in addition to other related IE activities.<br><br>Continue to evolve and develop new ways to improve assessment reporting, tracking and communication practices, particularly related to administrative unit assessment.<br><br>Begin efforts to assess the QEP and determine ways to assess General Education (Carolina Core) while it is under faculty review/modifications.<br><br>Refocus efforts to optimize best, most practical means for reporting faculty roster (compliance) data. |
| **Achievements** | Will be reported in Fall 2023 |
| **Resources Utilized** | time, personnel and budget |
| **Goal Continuation** | yes |
| **Goal Upcoming Plans** | |

# Goals - Looking Ahead

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| **Resources Needed** | Additional staff to support continuous compliance/improvement efforts and to help support faculty roster efforts.  Anticipate new hire in AY21-22 |
| **Goal Notes** | |

# Goals - Looking Ahead

**Goal 3 - Goal 3 for AY22-23: 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<br>university data and necessary security measures to protect university data (and personally identifiable information). |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life. |
| **Alignment with Mission, Vision, and Values** | Our mission states that we operate with the following basic principles:<br>* Provide institutional data and assessment findings for external reporting;<br>* Provide institutional data and findings from research and assessment to support institutional planning processes |
| **Status** | Extended to following Academic Year |
| **Action Plan** | Further partnerships with colleges, the Division of Information Technology and other service units to establish best practices for accessing and reporting official university data. OIRAA will launch or enhance data visualizations to support Academic Unit Blueprints, Program Review, rankings data, strategic planning data, Board of Trustees, benchmarking, etc. Work collaboratively with DoIT and other campus constituents to launch and further enhance BI initiative. |
| **Achievements** | will report in Fall 2023 |
| **Resources Utilized** | Time and personnel |
| **Goal Continuation** | |
| **Goal Upcoming Plans** | |
| **Resources Needed** | Additional personnel.  Will hire additional staff in AY21-22 with new funding received. |
| **Goal Notes** | |

# Goals - Looking Ahead

**Goal 4 - Goal 4 for AY22-23: OIRAA staff support best practices in institutional research and institutional effectiveness**

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|---|---|
| **Goal Statement** | In order to achieve our mission, staff must continually engage in best practices related to the fields of institutional research and institutional effectiveness.  As such, the OIRAA strives to make procedures and reports consistent, and yet also be responsive to changing internal and external demands. Furthermore, the Office and the University are both fundamentally 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. |
| **Linkage to University Goal** | • Provide a sustainable campus infrastructure that supports academic excellence and preeminent student life.<br>• Build teams that win with excellence and character. |
| **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 effectiveness (IR, assessment and analytics). |
| **Status** | Extended to following Academic Year |
| **Action Plan** | Staff will continue to engage in cross-training activities and participate in team-building activities;<br>Staff will attend professional development opportunities (internal and external to USC);<br>Dedicated "work share" time to highlight and inform each other of university work;<br>Continue to collaborate with system IR/IE staff to share best practices and foster ideas for data/information sharing. |
| **Achievements** | will be reported in Fall 2023 |
| **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.*
Funding from FY22 included money to partner with the Center for Integrated and Experiential Learning to seek out and secure a new assessment software.  Proposals have been reviewed and the top vendors will be invited to campus later this fall or early spring.  Once software is purchased, significant time and effort will be spent to implement and migrate assessment work into the new system.

Under the direction of the University's SACSCOC Liaison, during Spring 2022 we will be working with the Provost Office and other senior leaders to launch a SACSCOC Continuous Improvement initiative.  This would set the university on a course to systematically review and update each of its standards; thereby, keeping the university in a current state of compliance.

Another significant initiative that OIRAA will lead (working with the Provost Office) is a new initiative related to Administrative Unit Assessment.  During AY21-22 we will being to pilot a more structured, formalized process to assess administrative units.  This should be seen as a way to compliment the Blueprint process in order to facilitate overall institutional effectiveness and support the current strategic plan.

## 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 Terminations
*List any programs that were newly terminated or discontinued during the Academic Year. Provide justification as to why the program was discontinued.*

## 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.*

## Supplemental Info - Programs or Initiatives
*Any additional information on Programs or Initiatives appears as 'Appendix 1. Programs or Initiatives' (bottom).*

# Initiatives and Fees

## Initiatives
*Describe any new initiatives your unit will need for the coming year.*
As part of the FY22 budget, OIRAA received money to support the following:
- secure new assessment software in partnership with CIEL (vendor demos will take place later this fall or early spring); funding must continue to be available to support the RFP;
- hire two new full-time staff (one staff member will begin in October 2021; 2nd new FT position will be posted later in the fall term);
- two new student assistants have been hired for the AY21-22 year.

New request for FY23.  The OIRAA has the opportunity to move to a new space in Spring 2022 that will accommodate more staff and has ready available conference rooms and other facilities.  Since this is a Foundation owned building, OIRAA will need to pay $55,000 per year to 'rent' the space.

Therefore, I would like to request $55,000 in new recurring funding to cover the cost of the yearly rental.

## 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.*

OIRAA staff regularly engage with campus community members from faculty to staff to students to senior leadership.  This may be intentional, i.e., serving on a council or committee or it may be by necessity whereby our staff have expertise to help address a need or find a solution to a problem and participate in an ex officio capacity.

# 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.*
OIRAA staff are members of the following groups:

- IE Executive Leadership Committee (SACSCOC liaison leads)
- Academic Program Liaisons (2-3 staff are Ex. Officio members)
- Carolina Core (2-3 staff are Ex. Officio) - temporarily on hold but one staff member is participating on the faculty led InDev committee to provide a recommendation on how to revise the Carolina Core
- Assessment Advisory Council (co-lead and 2-3 staff participate)
- Banner Student Systems Council (member)
- College of Education's "Quality Assurance Committee" (1 staff Ex. Officio)
- Business Intelligence Council (1 staff member, chaired in AY19-20)
- Analytics Community of Practice (1 staff member co-leads, most staff are involved)
- Student Affairs (data or assessment related) councils.
- Close working relationship with Chief Data Officer on the continued implementation of USC's business intelligence platform.

## 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.*

Implementation partners with members of DoIT and HelioCampus for the university's BI initiative.

## Campus Climate and Inclusion

*Activities the unit conducted that were designed to improve Campus, Climate, and Inclusion.*
OIRAA will partner and work with the Vice President of Diversity, Equity and Inclusion Office, CADO and others campus community members as needed to support Strategic Priority #4, "Cultivate a more diverse, equitable and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive."

# 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.*

Balancing demands and breaking down major initiatives to smaller tasks to keep people and projects moving forward.

## Key Issues

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

Academic year 2020-21 was an extremely The 2020-21 academic year was an incredibly busy year, laden with compliance related matters, senior level strategic initiatives, COVID-19 challenges and three departing staff. It should be noted that while the entire staff contributed in some capacity to the on-time submission of the 10-yr Reaffirmation Report and the successful On-Site Virtual SACSCOC visit, these individuals contributed significantly: Donald Miles, University SACSCOC Liaison, Brittany Ashley (separated from USC in May 2021), and Conni Pedersen (separated from USC in July 2021).

Under President Caslen's direction, OIRAA developed a robust dynamic dashboard to visualize and assess the strategic plan goals, objectives, and metrics. Staff presented to the BOT in October 2020 February 2021 in addition to dozens of priority team meetings throughout the year. Special credit goes to Jonathan Poon for the development of the robust Tableau dashboard.

Our institutional effectiveness efforts are continuing to increase in AY21-22 with follow-up items that come out of our accreditation visit/report. For instance, the office will be working with the Provost Office and other senior leaders to launch a more formalized Administrative Unit Assessment process, beginning in Spring 2022 with a group of pilot units. Also launching in Spring 2022 will be the university's Continuous Improvement cycle. This effort will be led by the university's SACSCOC Liaison, Mr. Donald Miles and will benefit the university tremendously by keeping the SACSCOC standards more current and in compliance.

Other AY21-22 efforts will be centered around on-boarding new staff, implementing a new assessment software system, augmenting our faculty roster data collecting procedures, development or enhancement of data visualization tools and dashboards, and focusing on core university research and analytic work.

## Quantitative Outcomes

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

# Concluding Remarks

In any given academic year:
CHE data data files developed, edited and reported:  14
IPEDS surveys directly compiled by OIRAA staff: 80 (we report for all system campuses)
* FY20-21 converted manual data surveys into electronically submitted surveys (32)
* FY21-22 will be converting another (16) data surveys into electronically submitted surveys
Additional IPEDS surveys coordinated by OIRAA staff: 16
Data requests: over 100
Reputational and consortium survey/requests: approximately 2 dozen
Presentations at conferences AY20-21:  4
Presentations at conferences in AY21-22 (planned):  6

# Cool Stuff

*Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.*
Dr. Faxian Yang had a paper published this past year:  "Which Factors Impact Pell Grant Students'
Persistence and Graduation?"  in the Journal of Higher Education Theory and Practice (ISSN# 2158-3595).

# Appendix 1. Programs or Initiatives

OIRAA AY21-22 Budget Request to Support Strategic Planning and Institutional Effectiveness Initiatives

**TOTAL request: $425,000**

New demands on the time and talents of staff in terms of assessment needs, data analysis, analytics and data visualizations.  Throughout 2020 it has become more critical that OIRAA lead, partner and deliver (new) data, insights and guidance on a multitude of topics that fall under the umbrella of "institutional effectiveness."  The office has received numerous accolades that speak to our "small but mighty" team.  However, given the on-going and new demands (specifically supporting the Strategic Plan), additional staff are needed to continue to support the university in the strong and dedicated manner that we have been providing.

1. $250,000 to hire two new full-time staff to support areas noted below and to augment salary for key BI/data analytics staff.
   a. Compiling data and on-going support and reporting needs to properly assess the success of the university's new Strategic Plan.
   b. Enhancing OIRAA's lead role in helping the university implement its strategic Business Intelligence platform with external partner, HelioCampus.  AY20-21 is the first year of a multi-year engagement to implement a tool, infrastructure and governance that can properly help the university to utilize its data resources to help guide strategic decision-making.
   c. Supporting myriad assessment needs

2. $150,000 as initial implementation funding to be able to put together a Request for Proposals from possible vendors by the end of Fall 2020.  There will be on-going maintenance costs which may require additional funding beyond what was previously paid for Blackboard Outcomes.  Without having a secure funding source we will not be able to develop the Request for Proposals.

3. Funding to support student(s): $25,000

   Beyond helping students improve "real world" computer skills, the OIRAA offers myriad opportunities for students to engage in critical business/industry areas related to:  assessment, data analytics, business intelligence and project management