

## IR AND IE: WHAT'S NEEDED TO MEET TODAY'S CHALLENGES?

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## Culture of Evidence-Based Decision Making & Continuous Improvement

- Professional experience + data, research & literature → draw conclusions, make judgments, determine action
- Routinely, reflexively ask questions & search for relevant data before planning & implementing
- Routinely evaluate learning, processes, programs, initiatives, & progress toward goals
- Reflect on practice and ask "how do we know?"





## Culture of Evidence-Based Decision Making & Continuous Improvement

#### Yet

 2/3 of Presidents said Institution Not Strong at Using Data for Decisions

(Source: Inside Higher Ed survey, 2011)

 60% of Provosts said More Assessment Expertise Needed

(Source: National Institute for Learning Outcomes Assessment survey, 2009)

Data Not Enough

(Source: WASC personal communication, Barbara Wright, Nov. 1, 2011)

External Reporting Focus, Bureaucratic, Slow

(Source: Mark Milliron, Gates Foundation, 2011 EDUCAUSE Conference)







**Technical** and Methodological Expertise



# Requires Getting People To Think Differently



Eckel, P.D. & Kezar, A. (2003). Taking the reins: Institutional transformation in higher education. Westport, CT: Praeger.





#### **Need More Than Data**

- Sensemaking (change affects identity & values; collaborative meaning making)
- Leadership (multiple levels; expand role, contextual intelligence)
- Organizational Structures (facilitate data use)
- Processes (e.g., training, planning)

Kezar, A. (2005). "Redesigning for Collaboration..." *Research in Higher Education*, 46(7). Weick, K. E. (1995). Sensemaking in organizations. Thousand Oaks, CA: Sage.







## Changing Culture

#### **IR/IE Solutions**

- Leadership
- Integrated Model of Organizing







## IR and IE Comparison

IR

Provide Data,
Design and
Conduct
Research,
Report, Analyze,
Present, Serve

Data Analysis

Analyze,
Coordinate,
Facilitate, Develop
Processes,
Monitor, Train,
Document,
Consult, Assist
Goal Development
& Evaluate
Progress, Lead

- · Reporting
- · Decision Making
- Enrollment
- Accountability
- · Policy Analysis
- · Planning
- Assessment
- · Program Review
- Accreditation

Source: Leimer, C. (2011). The Rise of Institutional Effectiveness: IR Competitor, Customer, Collaborator or Replacement? *AIR Professional File*, 120.





## The Integrated Model (IM)

#### Some combination of:

- IR
- Outcomes Assessment
- Strategic Planning
- Program Review
- Accreditation

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More Than Data &

Research:

Lead, Facilitate,
Coordinate, Consult,
Train, Advise,
Develop Programs,
Educate, Evaluate,
Strategize,
Administer, Monitor,
Oversee
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Source: Leimer, C. (2010). Wave of the Future?: Integrating Institutional Research, Outcomes Assessment, Planning, Program Review and Accreditation. (ED521064).





## **IM Purpose**

#### Culture of Evidence-Based Decision Making & Improvement

- Leadership (N=10)
   Leading, Pushing,
   Driving, Promoting,
   Providing Leadership
- Service (N=6)Helping, Supporting







Director

Vice Provost

N=9

#### All Others (N=10)

<ul><li>Vice President</li></ul>	N=2	Associate Vice Provost	N=1
Assistant to the President	N=1	-Assistant Vice President	N=1
Associate Vice President	N=1		
-Associate Provost	N=1	<ul><li>Dean</li></ul>	N=1
Vice Provost	N=1	<ul><li>Senior Director</li></ul>	N=1

N=1



### Lead Manager Characteristics

- Experienced IR or Assessment Professional (13 @ 10+ years; 10@15+ years)
- Recruitment
  8 internal; 9 external
- Highest Degree
  13=doctorate, 5=master's, 1=bachelor's
- High Degree of Autonomy (N=12)
  Only 2 said they have little control





## **Reporting Line**

Provost/Chief Academic Officer	N=8
<ul><li>President</li></ul>	N=7
<ul> <li>Dual to President and Provost</li> </ul>	N=1
<ul><li>VP for Technology/CIO</li></ul>	N=1
<ul> <li>VP for Planning and Development</li> </ul>	N=1

#### **Below Vice President Level**

 Vice Provost for Budget and Auxiliaries Management

N=1



### **Office Titles** (duplicated count)

- IR (as part of title)
- Institutional Effectiveness N=6
- Assessment (as part of title)
- Planning (as part of title)
- Effectiveness (as part of title)
- **Institutional Research**
- Analysis (as part of title)
- Testing (as part of title)
- Research (as part of title)
- Decision Support (as part of title)

N=8

N=5

N=6

N=4

N=1

N=1

N=1

N=1

N=1







## Why Take an Integrated Approach?

- Natural Fit
- Efficiency
- High Quality
- Synergies
- Focus



Greater Value to Institution
United Than Separate





## Advantages and Challenges of Integrated Offices?

- Lead Manager Role
   administrative, managerial, leadership, proactive, visioning, strategizing, communicating, change culture
- More Equitable Work
   Distribution/Use Strengths
- Merging/Facilitating Smooth Transition
- Unclear Expectations for Office
- Not Less Expensive Approach





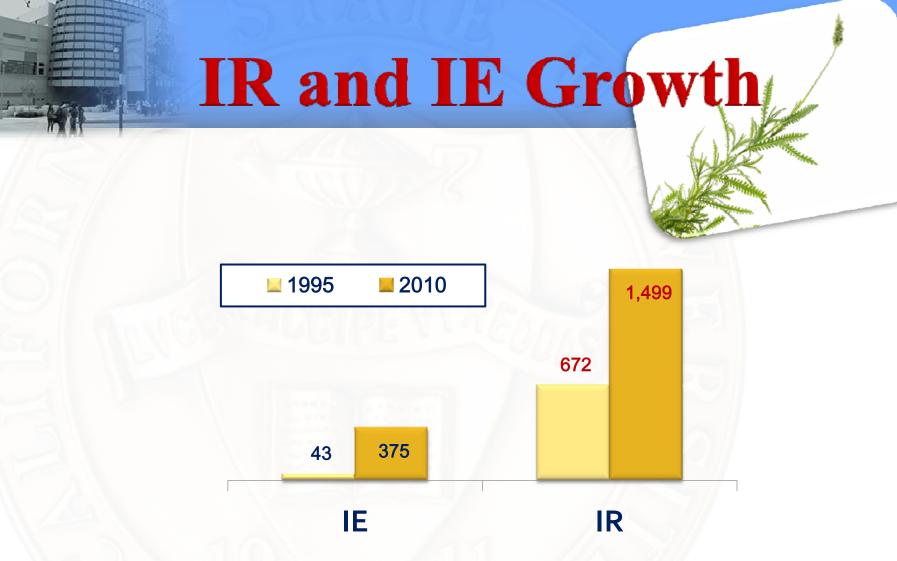


### **Fulfills**



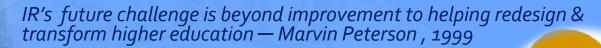
- Assessment,
   Accountability, Culture of Evidence and Improvement
- Leadership
- More Than Data





Source: Higher Education Directory





### Why not IR

- Don't Want To/Prefer Tech Role
- Lacks Needed Skills
- Organizational Barriers (location, staffing, responsibilities)
- Perception of IR
- IR Isolated & Detached
- IR Reactive (instead of proactive)





### Implications for IR

## Continuing Need for Data But...

- IR Becomes Increasingly Defined by Reporting
- IR Moves Further From Decision Makers
- Positions Don't Require Graduate Degree







- Possibilities for Career Mobility
- More Sophisticated Analytical Work
- Possibility of Greater Influence
- ChallengingOpportunities

Implement Suslow's & Peterson's Visions







Transform IR and/or Develop IE







#### Individual Managers & Researchers

- Turn Data into Knowledge
  - Analysis, Interpretation, Implications,
     Recommendations, Context
- Assess & Evaluate
- Engage Campus Constituents
- Educate, Advocate (for evidence-based decisions)







#### **Professional Associations**

- Advocacy to Higher Education
   Executives
- Conduct Research
- Leadership & Change Management Training
- Other????







#### **Questions or Comments?**

#### Resources

- Davenport, T.H., Harris, J.G., & Morison, R. (2010). Analytics at work:
   Smarter decisions, better results. Boston, MA: Harvard Business Press
- Leimer, C. (Ed.). (2009). Imagining the Future of Institutional Research. New Directions for Institutional Research, 143. San Francisco: Jossey Bass.
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- Leimer, C. (2011). The Rise of Institutional Effectiveness: IR Competitor, Customer, Collaborator, or Replacement? Air Professional File, 120.
- Leimer, C. (Fall 2011). First, Get Their Attention: Getting Your Results Used. AIR Professional File, 122.

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