

Institutional Research Presentation

Charge: Develop and review options for organizational restructuring of functions that support improvements in service and cost effectiveness.

Scope: All of Institutional Research across the UA system.

Goals: Reduce operating costs. Align with UA priorities.



UNIVERSITY
of ALASKA

Many Traditions One Alaska

UA Strategic Pathways
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Team Members

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Key Stakeholders

- ▶ Executive Leadership
- ▶ Board of Regents
- ▶ Faculty
- ▶ Staff
- ▶ Students
- ▶ Community
- ▶ Legislators
- ▶ Employers
- ▶ Public Agencies
- ▶ Parents
- ▶ Alumni



Options

Option 1 – Further Decentralization

Option 2 – Consolidation at One Campus

Option 3 – Consolidation at UA Statewide

Option 4 – Collaborative Knowledge Network



Option 1: Further Decentralization

Distribute the institutional reporting function among locations throughout UA according to need and ability to afford.

Option 1: Pros and Cons

Pros

- ▶ Quick to implement
- ▶ Compels unit-level collaboration
- ▶ Within units that can afford it:
 - a. promotes data access
 - b. promotes data-driven culture
 - c. customized reporting
 - d. could drive student success efforts

Cons

- ▶ Mixed knowledge base
- ▶ Adverse impact on clients
- ▶ Requires more energy and resources
- ▶ Encourages data competition and silos
- ▶ Hampers broader student success efforts
- ▶ Reduces data-supported decisions
- ▶ Unit impacts



Option 2: Consolidation at One Campus

Institutional Research would provide a broad range of IR products for internal and external stakeholders across UA from one campus.



Option 2: Pros and Cons

Pros

- ▶ One stop shop, one data system & tools
- ▶ Promotes quality control
- ▶ Compels report automation
- ▶ Easily scalable (up or down)
- ▶ Compels collaboration across campuses
- ▶ Politically favorable (consolidation)

Cons

- ▶ Difficult to implement
- ▶ Challenges accreditation support
- ▶ Promotes shadow IR
- ▶ Erodes trust
- ▶ Less access at the unit level
- ▶ Produces generic data, less customization
- ▶ Reduces data-supported decisions
- ▶ Consolidation raises the risk of capacity reduction due to budget duress



Option 3: Consolidation at UA Statewide

Institutional Research would provide a broad range of IR products for internal and external stakeholders across UA from the Statewide office.

Option 3: Pros and Cons

Pros

- ▶ One stop shop, one data system & tools
- ▶ Promotes quality control
- ▶ Compels report automation ± customization
- ▶ Easily scalable (up or down)
- ▶ Reduces campus burden
- ▶ Greater alignment in support for statewide initiatives
- ▶ Supports consolidation in a more neutral fashion
- ▶ Politically favorable (consolidation)

Cons

- ▶ Difficult to implement
- ▶ Challenges accreditation support
- ▶ Promotes shadow IR
- ▶ Erodes trust
- ▶ Less access at the unit level
- ▶ Produces generic data, less customization
- ▶ Reduces data-supported decisions
- ▶ Adverse impacts to Statewide effectiveness
- ▶ Consolidation raises the risk of capacity reduction due to budget duress

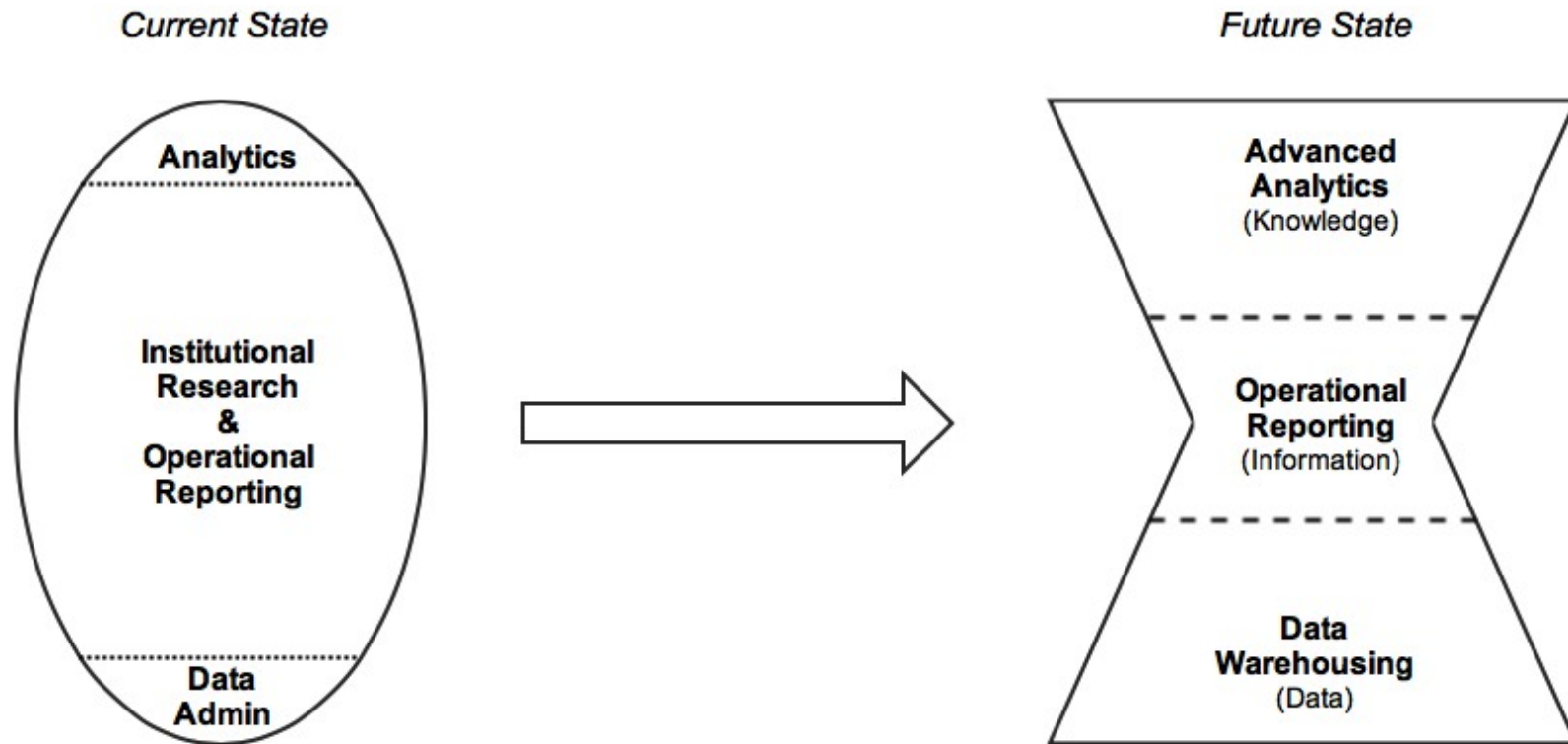


Option 4: Collaborative Knowledge Network

Identifies the optimal mix of decentralization and consolidation that will support improvements in service and cost effectiveness through the division of labor, and the systematic use of automation, data and process standardization, and intercampus collaboration.

Collaborative Knowledge Network Framework

Institutional Research Staff FTE Distribution: Transformation via the Collaborative Knowledge Network



Option 4: Pros and Cons

Pros

- ▶ Transformative option
- ▶ Promotes operational efficiency in IR
- ▶ Provisions actionable knowledge
- ▶ Promotes collaboration and knowledge transfer
- ▶ Compels automation and customization
- ▶ Promotes data access
- ▶ Reduces pressure for shadow IR
- ▶ Supports higher product quality and faster response time

Cons

- ▶ Complex to implement – requires integration
- ▶ No new investment risks the success of the option
- ▶ Requires additional resources needed to accelerate results
- ▶ Implementation will take extended time requiring sustained support from leadership



Option 4: Pros and Cons, continued

Pros

- ▶ Promotes data-driven culture
- ▶ Flattens learning curve, reduces turnover cost
- ▶ Promotes proactive leadership role for IR
- ▶ Adaptable to organizational change

Cons

- ▶ Redistribution of resources requires thoughtful, collaborative planning and negotiation
- ▶ This option could be more difficult to communicate due to its complexity which could impact political perception



Other Opportunities for Change

- ▶ Data Administration
- ▶ Automated Reporting
- ▶ Data-driven Culture: Empowering People to Use IR Data
- ▶ IR Operations & Governance
- ▶ Academic Analytics Projects
 - a. strategic recruitment
 - b. enrollment prediction and forecasting
 - c. tuition pricing and elasticity
 - d. strategic financial aid leveraging
 - e. proactive advising
 - f. targeted fundraising
 - g. research grant success
 - h. maximization of space utilization

Further Analysis Needed

1. Executive Commitment: genuine, broad, and sustained over multiple years
2. Change Management
3. Governance Structure
4. Resource Analysis
5. Equitable Allocation of Resources

Q&A