University Planning and Analysis
Office Plan 2012-13
June 15, 2012

Alignment with *The Pathway to the Future*

UPA will contribute to implementation of the University's strategic plan in two dimensions: goal achievement, and the planning process itself. UPA will contribute substantially to the following goals.

- *Enhancing student success* by leading development of a Quality Enhancement Plan focused on critical and creative thinking
- *Investing in faculty* by improving accuracy of faculty-related data and supporting development of a long-range faculty staffing plan
- *Enhancing organizational excellence* by promoting evidence-based decision making, improving the accuracy and availability of university data, and developing university performance metrics to inform academic program review and management information

UPA will also support the planning process itself in the following ways.

- *Unit-based planning*: UPA facilitates development of unit-focused plans aligned with the university strategic plan.
- *Connecting the dots*: UPA facilitates linkages between the strategic plan and strategic marketing, space planning, enrollment planning, and other processes used for setting priorities.
- *Metrics:* UPA develops and monitors the measures used to assess progress in implementing the strategic plan.
- *Investment priorities*: UPA facilitates the development of unit-focused plans that inform resource allocations that support the strategic plan.

UPA's Strategic Priorities and Goals

Simply put, UPA's mission is to help University decision makers make informed decisions. We facilitate planning and assessment, and we provide information and analyses. We help articulate NC State's vision and direction, we monitor and benchmark its performance, and we help evaluate its effectiveness.

UPA staff share a vision of making a more substantive contribution to a culture of informed decision making at NC State. We want to help the University improve its performance, communicate its accountability effectively, and improve its efficiency and effectiveness. This remains unchanged since our 2007-2010 plan.

UPA adopts the following strategies for improving its value to the university.
- Take a leadership role in promoting a culture of evidence-based decision making at NC State
- Expand our analytics capabilities and capacity to preemptively identify university information needs

- Re-engage the university community in planning, to encourage alignment of decisions with aspirations
- Develop higher level analyses and studies that provide a broader, deeper perspective on university issues
- Contribute to improved quality of the data residing in university information systems, e.g., by unifying definitions
- Anticipate and respond to requests for business intelligence, providing timely, accurate, and useful analyses and information

Long-term goals (through 2015) include:
- Achieve EO consensus on the metrics and data to include in the university datamart and dashboard
- Collaborate with other offices to provide web-based management analytics
- Expand capacity for developing higher level analyses and studies to provide a broader, deeper perspective on university issues
- Collect and harvest results from campus assessments for use in program improvement and policy development
- Coordinate surveys of campus populations to improve quality of campus surveys and reduce over-surveying
- Complete the compliance certification and Quality Enhancement Plan that successfully meet all SACS requirements and expectations while helping the university maintain compliance with SACS requirements

Short-term priorities (2012-13) relate to specific projects and include:
- Convene a metrics advisory group to cull a *single and unified* set of management metrics from strategic plan metrics, academic program review, ALM, GA performance metrics, and other emerging performance measures; these metrics will be featured in the university dashboard and datamart.
- Redesign UPA's web site to provide more management analytics, to generate dynamic reports, and to be more efficient and user friendly.
- Complete and submit SACS compliance certification.
- Complete a draft QEP that enjoys sharp focus, feasibility, and a high level of campus consensus and passion.
- Develop a faculty credentials database to demonstrate competence of our faculty.
- Improve ClassEval response rate and reporting accuracy.
- Recommend and enact strategies for monitoring and controlling surveys of campus populations.
- Reduce overall university expenses by establishing establish Qualtrics ans the survey tool of choice for campus survey researchers.
- Communicate more effectively to campus clients the services we provide.

Barriers and Critical Issues
The most critical barrier to achieving our mission is the imbalance between expectations and staff resources. Budget cuts have eliminated 2 permanent FTE since 2009, and SACS has pulled another FTE away. We believe that our inability to respond quickly has

restricted the institutional research function to simply reporting and is contributing to a diffusion of our mission to other offices.

Campus hiring policies and procedures led to severe hiring delays, which left gaps in staffing for several months.

The limited support available for planning threatens NC State's compliance with related SACS requirements, as well as the integration of planning with assessment, related decision-making processes, and core university data.

Investment Priorities for 2012-13
$37,500 in a permanent, temporary wage fund. This year we would use the funds to support implementation of faculty credentials database (Digital Measures) and management analytics.