



Sam Houston State University
Office of Institutional Effectiveness
ADMINISTRATIVE PROGRAM REVIEW

ADMINISTRATIVE PROGRAM REVIEW SELF-STUDY

The Administrative Program Review (APR) Self-Study is a valuable procedure whereby an administrative unit describes, evaluates, and subsequently improves the quality of its efforts. It involves the identification of a department's strengths and limitations in an objective and thorough fashion. To be successful, the APR Self-Study requires a commitment to change rather than to maintaining the status quo.

Further, the APR Self-Study procedure requires a systematic and thorough examination of the department in light of its stated mission. Such an evaluation allows a unit to determine the success it is having in accomplishing its self-established goals and objectives through careful evaluation. This document provides open-ended questions to facilitate the review and documentation of relevant subject matter applicable to the department operations. The completed Self-Study will be an important document for use by Peer Review Committee Members.

Please enter a response in each box provided. There is no limit to the length of each response and attachments can be included.

APR Self-Study completed by Donna Artho, Jamie Stein, Xiaohong Li, Fei Wang, Michelle Lewis, Kanchuka Dissanayake, Jesse Herring and Jessica Collier

Title: Institutional Effectiveness Staff

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1. Please describe your department's mission, goals, and primary duties and objectives, including a description of your department stakeholders. How do your department's goals and objectives tie to the SHSU goals?

It is the mission of the Institutional Research function to collect, analyze, appraise, report and disseminate data on behalf of the University, its executive administration and its educational leaders for the purpose of promoting evidence-based reflection, planning, and action. The IE office provides information and conducts research studies to comply with federal, state and other reporting mandates, and to assess policy, programs and special initiatives.

Collect, analyze and disseminate institutional data and relevant information in an accurate, timely and understandable manner

Contribute materially in the University-wide process for continuous improvement by assisting administrative units in the evaluation of operations

Improve Office of Institutional Effectiveness(IE) capacity and output

Primary Duties:

- Administrative Program Review
- Legislative Research
 - Collect and disseminate legislative information to internal stakeholders in a timely manner
- Maintain accurate database
- Process Cherwell tickets for requesting data
- Report data to state and federal agencies
- Submit survey information to all variety of clients, including IPEDS (Integrated Postsecondary Education Data System) THECB (Texas Higher Education Coordinating Board, USNWR (US News & World Report, Peterson's Survey of Colleges, College Board, NSF (National Science Foundation), CUPA/AAUP (College and University Personnel Association for Human Resources/American Association of University Professors)
- Provide data in support of existing and new academic programs
- Provide expertise and analysis in the evaluation of data
- Publish current and historical University data for the benefit of external and internal stakeholders
- Design and develop reports in the current reporting platform for departments to use in daily operation
- Seek out and build networks with the IR Community including conference presentation
- Inform and monitor departments in standards of data entry and advise on policy in horizontal and vertical hierarchies
- Support faculty research and university grant applications in providing data and longitudinal studies
- Participate in institutional Enterprise Resource Planning strategic oversight (Banner)

Departmental Stakeholders:

- Staff
- Faculty



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- Students
- Administration
- System Office Personnel
- Public

Data-Driven Decision Making

Promote efficient data-driven decision making through the integration of centralized data analysis, review and dissemination.

The foundation of IE is the institutional research function. The IR function serves all stakeholders and connects most closely to the University goal of data-driven decision making. The IR function has been positioned at SHSU in a number of different divisions over time but its core function has been to collect, analyze and disseminate data.

The APR role serves to assist administrative departments in continuous improvement in meeting assessment objectives. The result of APR bridges multiple institutional goals. Clearly data-driven decision making is achieved, but the process also contributes to the institution's goals of anticipating needs, creating lifelong learning, and promoting a stimulating environment.

2. Concerning mission, goals, duties and objectives, please describe changes that have occurred in your department in the last 5 years and any improvements that need to be addressed.

The department has implemented the Flippan Group Leadership Blueprint strategies for team building. We have implemented a departmental wellness initiative using Asana website.

The institutional research function has improved with the implementation of the following:

- Organized job folder structure
- Migrated from a manual Excel spreadsheet work order log to Cherwell Project Management software
- Established report templates for consistency
- Developed a workflow for incoming requests
- Developed a workflow for finalizing reports
- Developed a client satisfaction survey and quality assurance communication
- Sought and received expanded access to the institutional database
- Incorporated Cognos authorship function
- Prepared for implementation of Perfect Forms authorship
- Significantly improved the data available on the department website
- Involvement in legislative relations in terms of student internships at the State Capitol has been curtailed and emphasis is now on legislative research and dissemination of information

Departmental improvements may include new objectives, creating and maintaining institutional dashboards.

3. Concerning staffing, equipment and facilities, please describe significant changes that have occurred in your department in the last 5 years and any improvements that need to be addressed. Include any strategic plans you may have developed.



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In 2012, the department moved from Finance and Operations to Enrollment Management. The department head transitioned to an analyst position and an executive director was named.

Graduate assistant positions were consolidated into a single permanent full-time analyst position.

Renovations to the office space were completed to provide private offices.

In 2013, an Administrative Program Review Assistant Director was hired and the process to begin administrative review began.

In 2014, the need was identified for a dedicated external reporting specialist. Finance and Operations determined renovations were needed to carve out office space for a new department and the IE suite square footage was reduced significantly. IE staff collaborated with the University architect to maximize the functionality of the remaining square footage.

In 2015, an additional analyst position was added. All four positions became vacant.

In 2016, the four analyst positions were filled.

In 2017, three positions became open. Interviewing is currently underway.

4. Please describe your department training and continuing education/development practices for you and your staff.

SHSU staff members have minimums set by HR for professional development (8 hours for staff; 12 hours for managers). Training is completed via SHSU's Training University and Management Academy courses, Skillsoft online sessions, and other methods, such as conferences.

Training / Professional Development Completed by IE Staff

Basic and Mandatory Training:

- Security Awareness (IT)
- Equal Employment Opportunity (EEO) Training
- Banner General Navigation
- Campus Security Authority (CSA) Training
- Finance 101
- Travel Requisition Training
- Title IX
- SHSU Concealed Carry On-Campus Policy
- P-Card Training
- Customer Service Training
- Veterans Alliance Network Presentation

Conferences:

- Texas Connection Consortium (TCC)
 - Banner functionality, THECB policies and procedures, reporting updates, reporting tips, etc.
- Texas Association of Collegiate Registrars and Admissions Officers (TACRAO)
 - CB updates, FERPA information, legislative updates, etc.



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- Staff Council Professional Development Conference
 - Emotional intelligence, Finance, Risk Management / Emergency Preparedness, etc.
- Leader Cast
 - Leadership, culture, dealing with difficult people, creativity, innovation, etc.
- Texas Association of Institutional Research (TAIR) Annual Conference
 - Professional development, networking, CB updates

In-Person Training Sessions (Training University, IT, Management Academy)

- WebCMS
- Excel 2013 – Advanced
- Excel 2013 – Arrays and Tables
- Project Management
- Emotional Intelligence
- Difficult Conversations
- Perfect Forms
- Cherwell

Online Training via Skillsoft through Talent Management

- Creating a Positive Attitude
- Interacting with Others
- MySQL: Database Concepts, Design, and Installation
- Oracle Database: Architecture, SQL Tuning, and Optimization
- SQL Server 2008: Database Monitoring and Performance
- SQL Server 2008: Running Queries and Manipulating Data
- SQL Server 2008: Implementing Programming Objects

Miscellaneous:

- Enrollment Management Divisional Retreat
 - Team Building
- Houston Escape Room – IE Trip
 - Team Building
- Codecademy *Learn SQL* online course
- Collaborative Institutional Training Initiative (CITI) Completion to analyze QEP data: Completing modules covering ethical principles, defining research with human subjects, federal regulations/consent/risk, privacy/confidentiality, research guidelines & integrity.
- Advanced Excel
- Data Manipulation
- PivotTables & Pivot Charts
- Faculty/Staff Leadership Book Club

5. Please describe dependencies your department has upon other university personnel, departments, divisions or institutional policies that relate to meeting your goals and objectives. List any areas where improvement is needed.

Registrar

- Timely response to inquires

IT

- ODS Refresh
- Updates on patches, software, Cognos package updates, script modifications, etc.



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Financial Aid

- Update staff on changes within financial aid processes

Admissions

- Update staff on changes within admission processes

HR

Payroll

Visitor Center

Academic Planning and Assessment

Office of the Provost

- Timely notification of program, department, college name changes

Academic Departments

- Timely input of grades
- Timely input of faculty assignments
- Timely update of off campus courses locations

University Departments

- Accurate input of new employee data
- Sufficient notice to fulfill data requests

6. Describe any written policies and/or procedures that are in place for your department staff. Please include a description of when and how updates occur, who manages updates and how they are implemented.

- Cognos procedures
- Work order flow procedures
- Ad hoc report template
- Data freeze
- Tracking study process
 - Updates occur as needed and are made by one or more analysts assigned to the specific procedure. The IR staff discusses needed changes and approval is made by the Assistant Director of IR.
- APR process
 - Updates occur as needed based on client involvement. They are managed and implemented by the Assistant Director of APR
- Internal CB reporting guidelines
 - Updates occur as needed based on procedural changes at the THECB and/or institutional level. They are managed and implemented by External Reporting Specialist.
- P Card Reconciliation
 - Updates occur as needed based on changes in the university procurement policy and any modification in the reconciliation web portal. They are managed and implemented by Administrative Coordinator III.



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- 7. What strategies, tools or processes has your department used in the last 5 years to evaluate quality of service, satisfaction of stakeholders, efficiency of operations, and effectiveness of goals and objectives? Please explain thoroughly.**
- Bi-Annual IE WO Satisfaction Survey
 - Distributed in December and July for Fall and Spring semesters, respectively, for clients who have requested and received data
 - Work Order Follow up Phone Call
 - Various clients are called shortly after receiving data to confirm satisfaction
 - IE conducts review of Stop, Start, Keep recommendations
 - Staff provides recommendations of actions to stop doing, start doing and keep doing in order to ensure continuous improvement
- 8. Please describe your communication with stakeholders via a university website or Internet presence, such as Twitter, Instagram, Facebook, etc. Describe any changes over the last 5 years.**
- Website
 - Cherwell
 - Lync/Skype
 - Email
- 9. Please describe the strengths of your department?**
- Diverse
 - Skilled
 - Effective
 - Open-Minded
 - Adaptable
 - Inclusive
 - Patient
 - Analytical
 - Provide reliable data and publications
 - Create reports for use across the university
 - Contribute to the continuous improvement of the university
 - Prepare high quality accurate state reports
 - Maintain a validated internal data warehouse
 - Participate in national surveys which brings recognition to the institution
- 10. Explain in detail the greatest challenges faced by your department?**
- Accuracy of data
Standard data definitions for consistency
Functional space for future growth
- Adequate conference room
 - Break room area/Work room
 - Staff Offices
- Resources for technological improvements



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Resources for professional development

- technology
- leadership
- team work

Reliable local area network

11. Please describe any changes not previously listed in your responses that would contribute to your department's success in reaching its goals and objectives.

- Incorporate changes from suggestions of Peer Review Committee
- Improve customer feedback procedures (possibly switch that duty to Admin)
- Cross Training with other Enrollment Management departments



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12. Please use this table to list your department staff and their primary departmental duties. Please remember to include yourself. Put the employee's name in the "Staff Member" cell, then list duties underneath. Add rows as needed.

Administrative Coordinator- Performs administrative support duties. Manages, directs, and implements operations of budget for department, college, or division. Oversees budget change request from department, college or division and assists with annual budget processes to ensure compliance with university policy. Handles P-Card purchases and monitors expenses. Monitors budgets, accounts, and expenditures. Prepares financial and statistical reports. Collects, reconciles, and maintains complex data. Coordinates and implements departmental processes. Monitors project timelines and identifies issues. Plans and coordinates events. Develops, coordinates, and implements assigned processes. Oversees website. Provide training to other employees on budget processes to ensure accuracy in reporting and maintain compliance with federal/state laws and university rules and regulations. Reviews, revises, and interprets policies and procedures. Attends meetings and takes notes. Prepares reviews, revises and distributes documents and correspondence. Orders and maintains supply inventory. Coordinates and supervises program activities. Conducts research for preparation and dissemination of information. Coordinates, compiles, and evaluates data received from a variety of sources relating to the effectiveness of the assigned activity, program, or project. Serves as liaison and maintains contacts with other University departments, students, faculty, staff, alumni, government officials, and distinguished guests. Designs and prepares reports and publications for distribution within the department, college, or division. Recommends to the supervisor internal policies and procedures, clerical functions, and workflow to ensure effective and efficient operation. Directs assignments of clerical staff, determines work priorities, and evaluates progress and deadlines. Performs other duties as assigned.

Assistant Director for Administrative Program Review- Assists administrative support departments in broad-based administrative program review initiatives through unbiased consultation, data collection, analysis, and presentation of findings. Develops, maintains and evaluates a process of ongoing program review that involves systematic planning, action, review and documentation of continuous improvement. Guides departments through administrative review processes, provides training and consultation on data collection means and methods, and conducts activities to help managers and employees examine their department's current operations, make adjustments, and establish plans for continuous improvement.

Institutional Research Analyst II- Develops standard reports in the Cognos data warehouse. Works cooperatively with Cognos function users to ensure results are verifiable and consistent with other data sources. Ensures timely and accurate submissions of external reporting and internal requests for data. Conducts data analysis and statistical analysis. Coordinates responses to surveys, report and analysis requests, and ad hoc inquiries received from internal and external entities by collecting, compiling, editing, and analyzing data from a variety of sources. Develops and employs analytical strategies to support ongoing research, decision making, and continuous improvement activities, and provides the management and oversight of the institution's external reporting compliance. Interprets and communicates analytical results in relation to clients' evaluation and research objectives. Identifies, locates, and extracts data from a Structured Query Language (SQL) database using queries and Statistical Package for the Social Science (SPSS) flat files. Provides assistance to clients with research and evaluation questions and problems. Provides presentations and written reports to clients. Oversees the design and implementation of data extraction, analyses, and reporting in response to internal and external client data requests and major reporting requirements. Provides assistance to Institutional Effectiveness (IE) clients with applied research and evaluation design advice to make the best use of IE/institutional data resources to improve their research and assessment. Interprets and communicates analytical results in relation to clients' evaluation and research objectives. Identifies variables with information requests and associates desired information with the most appropriate available sources of data. Handles data set manipulation, extraction, compilation and file merging. Oversees quantitative analysis of data, including statistical analysis, cross-validation, and verification of data. Interprets, documents, and reports analyses and findings. Prepares complex statistical reports including graphs, charts, and tables. Responds or coordinates responses to questionnaires and surveys received from



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local, state and federal agencies. Assists members of the university community in defining and developing data needs. Verifies data and computations and proofreads reports. Represents the Office of Institutional Effectiveness in university and inter-agency meetings as needed. Supervises and trains undergraduate and graduate student assistants. Performs other related duties as assigned.

Assistant Director for Institutional Research-Responsible for survey design, data collection instruments, data analysis, and reporting of results. Applies statistical techniques to analyze patterns and trends, understand relationships, and provide statistical support for management decision-making. Prepares and presents related reports to internal decision-makers and submits required data to external reporting agencies in order for the data provided to help facilitate strategic planning, policy-making, resource allocation, enrollment projects, and other required processes. Assists strategic planning functions by maintaining longitudinal information to better understand and meet university mission, goals and objectives. Supports accreditation activities and conducts benchmarking research. Knowledge of FERPA requirements ensures that the Assistant Director for Institutional Research protects university data and constituent confidentiality through appropriate use and support of materials. Performs other related duties as assigned.

External Reporting Specialist-Performs administrative assignments as directed. Administers, as assigned, the planning and coordination of complex projects where inefficiency may result either in financial loss or embarrassment to the project, the office, and/or the institution as a whole. Conducts research as may be required for preparation and dissemination of information relating to assigned duties. Exercises considerable judgment in the interpretation of policy and/or the application of procedures, techniques, or practices to assignments. Plans, coordinates, and follows through to completion the total process involved in the preparation of designated divisional and departmental budgeting. Performs other related duties as assigned.

Institutional Research Analyst I-Collects, compiles, edits and analyzes data from a variety of sources to develop and prepare statistical reports related to various university functions. Prepares complex statistical reports including graphs, charts, and tables. Responds or coordinates responses to questionnaires and surveys received from local, state and federal agencies. Assists members of the university community in defining and developing data needs. Verifies data and computations and proofreads reports. Represents the Office of Institutional Research and Analysis in university and inter-agency meetings as needed. Performs other related duties as assigned.