Cover Page

Please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by February 28, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “First Level Review.” For example: SOEST – First Level Review.

Name of the Program: Manoa Institutional Research

Program as used in this prioritization process can be a specialization, section, division, field of study, center, degree program, etc. The unit head, in collaboration with others as appropriate, must determine the level of analysis required.

How long has the program existed: New as of March 2009

Department/School/College: Office of the Vice Chancellor for Academic Affairs

The department would fall under which of the following Vice Chancellor’s offices?

- [X] Academic Affairs
- [ ] Research and Graduate Education
- [ ] Student Services
- [ ] Administration, Finance, and Operations

How does the program fit into the larger administrative unit? (Describe in two or three sentences.)

The newly created Mānoa Institutional Research (MIR) office fits into the OVCAA as designated by the organizational chart as a separate office under the Assistant Vice Chancellor for Personnel. The MIR will closely work with all units and support their needs for data and analysis.

Briefly describe the program (no more than half a page):

The Mānoa Institutional Research office is brand new on campus and is under development with the hiring of a full-time analyst (March 2009) and the borrowing of a senior analyst from the UH system. Growth of the office is necessary in part due to the increased government regulation and legislative oversight of higher education which increases the need for the timely application of accurate information to strategic planning and budgeting processes. Demand from external and internal constituents for supporting data during budget reductions is heightened and an institutional research office that responds to these needs must be developed quickly.
University of Hawai‘i at Mānoa IR Review

Mānoa Institutional Research Office

Categorizing Programs
1. Program is essential to the operations of any university;

Outcome of Program Review
1. New/In transition
   - The program was established within the past three years and is seen to be needed
   - Establishment of the program was based on demonstrated need and it appears to be meeting the need
2. Target for growth or investment
   - Need for the program is increasing due to regulatory issues, growth of unit(s) being supported, or for other articulated reasons.
   - The program is an integral part of the university mission.

Guiding Questions for the Review Process:
• What are the main goals and objectives of the program?

  Provide access to high quality data, conduct data analysis, collect, compile, qualify and disseminate information for campus constituents (faculty, staff, students) via website, reports, presentations and other means. Meet WASC requirements for the development of a “culture of evidence.”

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• What are the services it provides, and to whom (students, faculty staff, donors, other)?

  Services are still being identified, but the office is intended to provide one central location for all data needs of the university. Included in these services are the goals and objectives listed above, responding to national surveys, conducting internal surveys, producing an annual fact book, producing ad-hoc and standard reports for the campus and external communities, and providing assistance to faculty, staff and students in various data needs.

  With the increasing need for data to inform decision making and strategic planning the Mānoa IR office will also attempt to address the following: • Unmet and growing need for coordination across various offices that use data / information • Decreasing support from UH system IR office • Performance based budgeting and similar initiatives that require increasing data support as well as the merger of student and course data with financial and human resources data – Mānoa IR can oversee and facilitate this process • Need to conform with national and benchmark institution standards for a research university • Cost of a fully staffed IR office will be less than many comparable units

• What services does it receive from others?

  Coordinate with UH IRO, Office of Human Resources, academic unit Administrative Officers and Fiscal Officers in data collection/analysis efforts. Standardization of coding, data entry
protocols, terms and definitions, and methodology used in the conduct of analysis and reporting will be essential to coordinate with other offices across the Mānoa campus and the system.

• On what tasks/services does this program collaborate with others?

Collection, analysis, distribution of faculty, student, staff retention, turnover, enrollment, budgeting, grants data will be primary services offered by the MIR. Coordination of national surveys will require working with A&R, IRO, Financial Aid, various faculty and staff surveys of students, faculty or staff members.

Mandated state and federal reporting, enrollment analysis and forecasting, Student retention/attrition, transfer and graduation analysis, Prediction analysis of academic success/failure, Academic achievement assessment, Faculty resource and productivity analysis Strategic planning support, Accreditation support: University and program level, Academic program review productivity analysis, Performance/accountability measures for external agencies, Budget/staffing resource analysis support, Services/programs support evaluation, Research design/data collection: qualitative & quantitative, External survey/questionnaire responses, Internal survey/questionnaire responses, Ad hoc requests and special studies, Executive management analytic/technical support, Policy, planning, research support, Analytic support for University Assessment Program, Data presentation to University, community constituents, Web presence and ease of reporting to public

• Are these services elsewhere available at the University? In the surrounding community?

Although data are available from the UH system IRO, the services are not tailored to the specific and changing needs of the Mānoa campus. There are many additional services and information needs remain unmet despite high demand. The UH IRO has limited resources and cannot provide services to the Mānoa campus in a timely manner. Due to the lack of a central institutional research office at Mānoa, decentralization of data services has created numerous sources of data, with various methods and processes in place to meet existing demands. Consolidation of these efforts into one office will be among the top priorities for this growing office.

• What is the funding source(s) (state, self-sustaining, grants, etc)? At what level?

State funding will provide salary and operational funding to the OVCAA which will in turn allocate to the MIR appropriate levels to pursue research projects and conduct necessary work.

• Are there needs and demands for services that the program cannot meet? What are they, and how do they relate to the University’s mission?

Until staffing capacity is reached, need for data is met in a variety of methods: IRO, STAR, department records,

• How many, and what type of staff are employed?

Starting in March 2009, there will be one full-time analyst, one full-time senior analyst on loan from UH system OVPAPP, and one interim program officer acting as liaison between MIR, Assessment and OVCAA

• What are the basic responsibilities of each position? Which individuals are cross-trained and in what areas?
Once hired, the staff will be working on several projects, first to mainly support the work of the process committee by providing data relevant to the prioritization process, updating and contributing to the growing website: [www.manoa.hawaii.edu/ovcaa/mir](http://www.manoa.hawaii.edu/ovcaa/mir) that will be a source of data for the full campus. The IR office staff will become familiar with all the data systems on campus (Hr, ODS, FMIS) and the tools used to access those databases. The office will also build relationships with other administrative and academic offices that have collected and analyzed data in the lack of a central office, including Admissions and Records, Financial Aid, College & School administrative and fiscal officers, Office of Research Services, etc.

- **What technologies are available? Are there technological improvements that could be made to save on labor, or to improve the product/service offered? How does the program get technological support?**

  Software products such as Hyperion (formerly Brio), Cognos, PeopleSoft and MS Access and Excel are crucial to developing a competitive IR office that can access all relevant data for the campus. The creation of a dynamic website that will permit users to easily access large datasets in a simple manner is also necessary to aid in the distribution of data. The IR office will rely on information technology resources already in place in the OVCAA and STAR offices until an IT specialist can be obtained to work exclusively with institutional research.

- **How is the program’s success reviewed? By whom? How often?**

  The success or failure of the office will be readily viewed by many campus constituencies. Data production, analysis and dissemination will be a very public and transparent process requiring many sets of eyes on the process. A formal review process will exist within the OVCAA as the staff and its output is systematically evaluated by senior administrators and faculty who must rely on accurate data.

- **What data or evidence does the program have that reflects on its performance?**

  There are no data indicators yet on the performance of the office since capacity is still being developed.

- **Do our peers have a similar program? How do they differ?**

  Most peer institutions have similar offices with much larger staff.  
  Colorado State – 9 staff: 1 director, 3 assoc/asst dir, 1 analyst, 4 IT  
  Iowa State – 6 staff: 1 dir, 3 research analysts, 1 admin asst, 1 systems analyst  
  LSU – 4 staff: 1 dir, 1 program manager, 1 consultant, 1 analyst  
  UC Davis – 5 staff+: 1 dir, 4 staff, IT, data collection, admin specialist  
  Univ. of Georgia – 14 staff: dir, analysts, IT, programmers  
  Univ. of Kentucky – 5 staff: 1 dir, 2 asst dir, 1 analyst, 1 admin researcher  
  Univ. of Missouri – 6 staff: 1 dir, 3 analysts, 1 admin asst, 1 grad researcher  
  Univ. of North Carolina – 7 staff: 1 dir, 4 analysts, 1 office mgr, 1 asst provost  
  Univ. of Tennessee – 13 staff: 1 dir, 2 assoc/asst dir, 3 research assoc, 2 admin, 3 grad asst  
  Univ. of Utah – 5 staff: 1 dir, 3 analysts, 1 dbase/web admin  
  Univ. of Virginia – 8 staff: 1 dir, 1 assoc, 2 systems analyst, 4 grad research asst

- **What opportunities exist for greater collaboration and team approaches in the delivery of services?**
Collaboration with other offices will be a fundamental operating principle of the IR office; particularly as data needs are determined and existing data processes are examined. A team approach is also necessary for delivery of services so that multiple projects can be managed properly and several constituents can be engaged simultaneously.

• Are there efficiencies that could be gained by consolidating with a similar entity? Have such opportunities been explored before? If so, what was the outcome?

Certainly all efforts will be made to not duplicate efforts of other offices. Another primary goal of the office will be to streamline procedures for data collection, distribution and analysis where currently there are different processes operating throughout the university.

• What strategies could result in better efficiencies in the program?

By providing services when needed, but also allowing users to access data independently when preferred will enable the IR office to serve as a central information resource for the UH Mānoa campus. The office will constantly be seeking more efficient and simpler methods, systems and procedures to encourage all faculty, staff and students to rely on one location for all their data needs.