Institutional Research and Strategic Plan Implementation

The Capilano University Strategic Plan is founded on the goal of Student Success. Our institutional commitment to the scholarship of teaching, and providing efficient and effective learning opportunities to all students, requires a high degree of institutional reflection and rigorous examination of our plans, strategies, and outcomes as we strive to fulfill our promise to our students and our community.

This continuous self-examination of identities, goals, directions, plans, implementations, and outcomes requires that Institutional Research play a central role in supporting University decision making. The following information outlines the role of Institutional Research in the implementation of the Capilano University Strategic Plan, some projected costs of implementation, a broad timeline for implementation, and a proposed organizational structure for Institutional Research to efficiently and effectively realize the goals of our Strategic Plan.

ENHANCING LEARNING ENVIRONMENTS: Integrated Academic Support			
Capilano University Strategic Priorities 2015-18	**Institutional Research Response**	**Projected Implementation Costs**	**Projected Timeline**
1. Review Academic support services to identify areas of reduction, consolidation, and growth.	1.a IR will continue to monitor campus climate through the use of climate surveys, Student Services surveys, and other on-going and ad hoc surveys.	Expansion of survey capacity will require additional resources. Use of surveys such as Noel-Levitz and NSSE may be considered.	2015
	1.b IR will continue to facilitate and monitor Academic support unit and Student Services assessments.		2015
2. Establish a peer mentors program for student academic support.	2.a IR will work with the new peer mentors program to develop evaluation metrics and targets for unit assessment moving forward.		2016
3. Review developmental education programing and services	3.a IR has provided student and program data in support of this review.		2015

ENHANCING LEARNING ENVIRONMENTS: University Wellness

Capilano University Strategic Priorities 2015-18	Institutional Research Response	Projected Implementation Costs	Projected Timeline
1. Develop a strategic wellness plan	1.a IR will develop and support student wellness surveys supporting the development of a strategic wellness plan.	Expansion of survey capacity will require additional resources. Use of the National College Health Survey will be considered.	2015
2. Review student support services to identify areas of reorganization and growth.	2.a IR will develop student, faculty, and staff surveys to ascertain the use, perception, and needs for current and future student services.		2015
3. Review and rebuild university support of career services.	3.a IR will develop surreys, including continuous point-of-contact surveys, to determine the current use, perception, and need for career series.		2015
4. Build and expand student transportation, housing, and employment services.	4.a IR will work with the new transportation, housing, and employment services develop evaluation metrics and targets for unit assessment moving forward.		2016
5. Review campus life and recreation services.	5.a IR will revise campus climate surveys to determine student, faculty, and staff use, perception and need for recreation services and campus life enhancements		2016
6. Expand resourcing and programming for campus life and recreation services.	6.a IR will work with the new campus life and recreational programs to develop evaluation metrics and targets for unit assessment moving forward.		2017
7. Conduct an external campus wellness review.	7.a IR will develop and provide data supporting external review.		2018
8. Conduct and external student success review.	8.a IR will develop and provide data supporting external review.		2018

ENHANCING LEARNING ENVIRONMENTS: Learning and Teaching Development

Capilano University Strategic Priorities 2015-18	Institutional Research Response	Projected Implementation Costs	Projected Timeline
1. Conduct a needs assessment of faculty development.	1.a IR will develop and implement methods and tools for assessing faculty needs for development.	Expansion of survey capacity and qualitative methodologies will require additional resources.	2015
2. Establish a faculty learning communities program.	2.a IR will work with the new faculty learning communities program to develop metrics and targets for assessment moving forward.		2016

MANAGING STUDENT ENROLMENTS: Targeted Recruitment

Capilano University Strategic Priorities 2015-18	Institutional Research Response	Projected Implementation Costs	Projected Timeline
1. Target program-specific and international recruiting strategies.	1.a IR will work with university personnel to develop metrics and targets for assessment moving forward.		2015

MANAGING STUDENT ENROLMENTS: Coordinated Advising, Retention and Completion

Capilano University Strategic Priorities 2015-18	Institutional Research Response	Projected Implementation Costs	Projected Timeline
1. Conduct an internal review of advising practices.	1.a IR will continue to develop point-of –contact surveys in support of internal review of advising practices.		

MANAGING STUDENT ENROLMENTS: Retention and Completion

Capilano University Strategic Priorities 2015-18	Institutional Research Response	Projected Implementation Costs	Projected Timeline
1. Target program-specific and international retention and completion strategies.	1.a IR will provide retention and completion data and reports as needed, and will work with programs to develop metrics and targets for assessment moving forward.	The development of completion strategies will require temporary data input resources for the development of a "mini-degree audit" data table structure.	2015
2. Conduct an internal review of retention and completion practices.	2.a IR will provide retention and completion data and reports as needed.		

MANAGING STUDENT ENROLMENTS: Financial Aid and Marketing

Capilano University Strategic Priorities 2015-18	Institutional Research Response	Projected Implementation Costs	Projected Timeline
1. Target program-specific and international financial aid practices.	1.a IR will provide outcome data and reports to determine student success outcomes of strategies.		2015
2. Target program-specific and international marketing strategies	2.a IR will provide outcome data and reports to determine student success outcomes of strategies.		2015

DETERMINING PROGRAM OFFERINGS: Program Pathways, Experiential Learning

Capilano University Strategic Priorities 2015-18	Institutional Research Response	Projected Implementation Costs	Projected Timeline
1. Conduct a regular cycle of program review, starting with existing degrees.	1.a IR will provide data and reports in support of program review		2016
2. Conduct an institutional review of experiential learning currently underway.	2.a IR will collect and document program information about experiential learning practices.		2016

DETERMINING PROGRAM OFFERINGS: Common Experiences

Capilano University Strategic Priorities 2015-18	Institutional Research Response	Projected Implementation Costs	Projected Timeline
1. Establish an ad-hoc committee dedicated to the creation of The Cap Year, including a mechanism for review and assessment, proposal and creation	1.a IR will work with university personnel to develop metrics and targets for assessment moving forward.		2015
2. Pilot The Cap Year with ongoing assessments	2.a IR will collect and report assessments.		2015
3. Establish an ad-hoc committee dedicated to the creation of General Education, including an ongoing mechanism for review, assessment, proposal and creation.	3.a IR will work with university personnel to develop metrics and targets for assessment moving forward.		2015
4. Establish an ongoing review and revision process for General Education.	4.a IR will provide data and reports in support of program development and review.		2017
5. Review existing capstone courses and projects.	5.a IR will work university personnel to develop metrics and targets for assessment moving forward.		2016

DETERMINING PROGRAM OFFERINGS: Aboriginal, Community, and Industry Connections

Capilano University Strategic Priorities 2015-18	Institutional Research Response	Projected Implementation Costs	Projected Timeline
1. Review and expand all programs and services.	1.a IR will work with university personnel to develop metrics and targets for assessment moving forward		2016

STUDENT SUCCESS MEASURES

There are twenty student success measures outlined in the Strategic Plan. Seven of these measures are included in various IR reports and will be continuously monitored and reported to the Deans and VPA to inform service and program enhancement and development. These reports, as well as other standing reports, will be analyzed and distributed through our BI tool. As data demands increase, daily uploads of data place a burden on existing IT resources. More units and greater data demands increase competition for scheduled server access and for processing power. IR recommends acquiring an IR dedicated server to ensure the uninterrupted flow of data and to reduce the burden on IT resources. While vast amounts of data can be extracted and disseminated through BI tools, additional resources are required to analyze these data and produce reports in formats useful to the various publics we serve. Additionally, the student success measures outlined in the Strategic Plan require additional staffing so that that surveys can be developed, tested, distributed, administered, analyzed, and disseminated.

STRATEGIC DIRECTION MEASURES

The Strategic Plan outlines 16 Strategic Directions Measures in 4 categories. Each of these measures requires the development of survey instruments and co-curricular records and enhancements to existing Banner records (i.e., tagging, additional data input, and additional data fields). In some cases, metrics are available only through individual transcript analysis. Additional third-party measurement tools may be necessary. The development of these metrics will involve coordination of activities from various units and offices, including IT, Registration, Student Affairs/Services, and Career Services.

CONCLUSIONS

As Capilano moves towards a more data-informed model of decision making in support of student success, institutional research will need to respond and grow. This plan suggests that rather than being reactive to the immediate needs of the institution, IR should be an integral component of the proactive preparation for useful metrics, transparent data delivery, and cross-institutional coordination of information management in support of student success.

Submitted DATE