

### **Programs**

Strategic planning, implementation planning, and unit-based (compact) planning have been reassigned to another office temporarily while UPA planning staff work on accreditation.

New requests for data and consulting continue to flow into UPA. Larger requests included: survey assistance for HR, Campus Recreation, Housing, and Sustainability offices; requests for help with 3 ALM presentations; development of faculty credentials database; and support for Academic Program Review.

### **Major Initiatives**

UPA launched the University's SACS accreditation review by:

- Establishing an organizational framework including the Leadership Team, compliance reporting teams, QEP steering committee, and staff support team
- Leading process to select the QEP topic and to kick off the project
- Developing an accreditation web site (<http://accreditation.ncsu.edu/>)
- Purchasing a data system for collecting and storing faculty credentials
- Auditing dual degree programs for compliance with SACS policies
- Reviewing Prague Institute's readiness for a SACS review
- Auditing collaborative academic programs for compliance with University and SACS policies

In addition to routine projects, UPA staff completed several special initiatives, including:

- 2020 Enrollment Plan
- Selection of new university peers
- Four leadership reviews
- Triennial baccalaureate alumni survey, National Survey of Student Engagement (NSSE), COACHE faculty survey
- University metrics for Academic Program Review, Strategic Plan, and performance funding

To stem over-surveying of campus populations and to reduce the University's overall expenses for survey research, UPA:

- Established the NC State Survey Advisory Committee to recommend strategies for coordinating surveys
- Consolidated multiple Qualtrics licenses across the university into a single campus license paid for and supported by UPA

UPA invested substantially in improving data security by reorganizing files and moving protected data to remote computers.

### **Staff Kudos**

- UPA welcomed Mark Bodkin and Pat Spakes as new members of its team.
- Nancy Whelchel was promoted to Associate Director and chaired the UNC Survey Work Group for GA.
- Alice Taylor and Kate Christenbury serve on the Staff Senate.
- Kay StewartNewman served on the Council on the Status of Women and identified a lactation room for Peele.
- Trey Standish presented at two national conferences, was a finalist for a best paper award, and was elected Secretary of the North Carolina Association for Institutional Research.
- Karen Helm was elected to the SACS Board of Trustees.

### **Strategic Contributions**

*Student Success:* Quality Enhancement Plan focused on critical and creative thinking

*Investments in faculty:* "Instructor of Record" definition to improve the accuracy of faculty workload and credentials data

*Organizational excellence:* Performance metrics, evaluation of compliance with best practices and accreditation standards, improved UPA practices through updates and documentation, updated survey instruments to focus on outcomes and QEP

### **Issues of Concern**

- Despite increasing expectations for IR and priority given to improving decision-making, the number of UPA staff devoted to institutional research has been reduced in the last few years.
- Issues affecting the quality and availability of data on campus must be addressed at every level from base information systems to executive-level dashboard systems. UPA is in a unique position to point to problem areas related to performance and strategic metrics, yet is unable to contribute due to resources and opportunity.
- The combination of a high volume of more work, fewer staff, eroding mission, and data security strategies that slow down work has substantially reduced morale.