

## EMMAUS BIBLE COLLEGE

Institutional Research Plan

Spring 2017

*Updated July 2018*

### **Purpose Statement**

To provide accurate and timely institutional information through a systematic process of identifying, gathering, interpreting, and sharing of data for internal and external decision-makers and other users.

### **Duties and Functions of Institutional Research**

*(Association for Institutional Research (AIR) Guidelines)*

1. Identify information needs.
2. Collect, analyze, interpret, and report data and information.
3. Plan and evaluate.
4. Serve as stewards of data and information.
5. Educate information producers, users, and consumers.

### **Roles**

Part-time Institutional Research Analyst

Institutional Research Committee

### **Organizational Structure**

IR Analyst reports to the Vice President for Academic Affairs

## INSTITUTIONAL RESEARCH IMPLEMENTATION PLAN

### **Identify Information Needs**

In Fall 2016, an IR taskforce solicited information from all departments to identify information needs across the institution. These needs fall into two categories: (1) information needed for required and optional external reporting and (2) information needed in support of institutional planning and decision-making processes.

(1) The IR taskforce developed a list of external reports requiring institutional data and information.

<b>External Research Reports (required)</b>	<b>Due Date</b>	<b>Responsible Department</b>
FISAP	October 1	Financial Aid
Clery Security Report	October	Facilities Management
Equity in Athletics Disclosure Survey	October	Student Development
Iowa College and University Enrollment Report	October	Registrar
Fall IPEDS	October	Registrar
ABHE Annual Report	November	Academic Affairs; Business Office
Iowa College Student Aid Commission (ICSAC) Financial Aid Report	December 1	Financial Aid

Iowa College Student Aid Commission (ICSAC) Ethnic Diversity Report	Mid-October	Financial Aid
IRS Form 990	November	Business Office
Veteran's Administration SCO Survey	January	Registrar
ECFA Annual Membership Report	January	Business Office
Winter IPEDS	February	Financial Aid; Registrar
HLC Institutional Update	March	Academic Affairs; Business Office
Spring IPEDS	April	Registrar; Business Office
Iowa College Student Aid Commission (ICSAC) Budget Survey	May	Financial Aid

External Research Reports (optional)	Due Date	
Peterson's College Guide		Enrollment Services
The College Board Annual Survey of Colleges	February	Enrollment Services/Registrar
Wintergreen Orchard House Survey		Enrollment Services
ABACC Data Warehouse Survey		Business Office
ACT Institutional Data Questionnaire	April	Enrollment Services

The college intends to utilize the Common Data Set to collect institutional data in a centralized location. Institutional data needs not addressed in the template will be added to the data set over time. Department responsibilities for data set sections are as follows:

Common Data Set Section	Responsible Department
A. General Information	Academic Affairs
B. Enrollment and Persistence	Registrar
C. First-Time, First-Year (Freshman) Admission	Enrollment Services
D. Transfer Admission	Enrollment Services
E. Academic Offerings and Policies	Academic Affairs
F. Student Life	Student Development
G. Annual Expenses	Business Office
H. Financial Aid	Financial Aid Office
I. Instructional Faculty and Class Size	Academic Affairs
J. Disciplinary Areas of Degrees Conferred	Registrar

(2) The IR taskforce also developed a list of existing data reports designed to support institutional planning and decision-making processes.

Internal Research Reports	Internal Customer	Due Date	Responsible Department
Recruitment/Admissions Reports	Cabinet	Weekly on Monday	Enrollment Services
Advancement/Donor Summary Reports	Cabinet	First week of each month	Advancement
Cash Position Report	Cabinet	First week of each month	Business Office
Enrollment Management Summary Report	Cabinet	Third week of each month	Enrollment Services
Institutional Effectiveness (IE) Reports	Cabinet/Assessment Review Council	September	Various department heads
Fall Retention Reports	Cabinet	September (draft)	Registrar

		October (final)	
Demographics Report	Cabinet/Dean for Student Development	October	Registrar
Completion Reports	Cabinet	October	Registrar
Quick Facts Report	Cabinet/Assessment Review Council	October	Registrar/VPAA
Spring Retention Reports	Cabinet	January (draft) February (final)	Registrar
Placement Reports	Cabinet/Program Directors	April	Assessment Review Council (Alumni survey data)
SSI Summary Report (biennial)	Cabinet/OM Team	May	Assessment Review Council
Academic Assistance Report	Academic Committee/Enrollment Services	September	Student Development
Academic Program Retention Reports	Cabinet	June	Academic Program Directors
Accommodations/Tutoring Reports	Academic Committee	June	Director, ASC
Athletics Academic Report	Cabinet/Enrollment	June	Athletic Director

### **Collect, Analyze, Interpret, and Report Data and Information**

Many of the reports listed above are currently developed within departments or other work groups that collect, analyze, interpret, and report data to internal customers. Some of these reports utilize department-level data; others use institution-wide data sets. Many provide a snapshot of weekly, monthly, or annual data without setting much historical context. While useful in their current form, the college would benefit from reports that provide consistent analysis and interpretation of data over time.

*Phase One (2017)* of the centralized IR process outlined in this plan will involve regular collection of the data reports listed in the table above. The Institutional Research Analyst will use this data to develop longitudinal data sets for analysis and interpretation. Initial reporting efforts will focus on trends related to enrollment, retention, persistence, and completion at the program level and for the institution as a whole. The Institutional Research committee will assist in reviewing available data and recommending other data collection and research efforts to fill in information gaps.

*Phase Two (2018-2019)* of the process will involve development of additional data/trend reports in other areas of need, as well as design and implementation of an IR dashboard with key data points and interpretation for institutional decision-makers. The Institutional Research committee will provide input regarding the data needs of the institution.

### **Plan and Evaluate**

An important function of institutional research is to provide support for planning and assessment processes at the institution. These may include operational, budgetary, and/or strategic planning efforts as well as academic program or non-academic department review. The Institutional Research Analyst will collaborate with work groups to assist in data capture, analysis, interpretation, and reporting for these purposes.

### **Serve as Stewards of Data and Information**

The Institutional Research Analyst will develop data management systems and processes that ensure that institutional data is accessible and usable for institutional and other users. S/he will assist the college in developing policies appropriate to institutional research activities and functions.

### **Educate Information Producers, Users, and Consumers**

In collaboration with the Associate Dean for Institutional Effectiveness, the Institutional Research Analyst and IR Committee will assist programs, departments, and other workgroups to use data and analysis for informed decision-making. They will assist in developing institutional data and information to be shared with the public in various contexts including the Institutional Effectiveness page of the Emmaus website. Preliminary plans include posting the following information:

- Quick Facts (posted annually)
- Institutional and Educational Goals (updated as needed)
- Common Data Set (posted annually)
- IPEDS/NCES College Profile (posted annually)
- List of surveys and scheduled administration (updated as needed)
- Institution-wide student achievement data (i.e., ETS Proficiency Profile results)
- Program-level student achievement data
- Student Satisfaction data (e.g., Ruffalo Noel-Levitz SSI)

### **INSTITUTIONAL RESEARCH PLAN IMPLEMENTATION PROGRESS**

1. Established a standing committee to supervise Institutional Research process (August 2017).
2. Hired part-time Institutional Research Analyst (September 2017).
3. IR Committee met to review and confirm IR Taskforce plan/process (September 2017).
4. IR Analyst joined Association for Institutional Research (AIR) and engaged with IR professionals at similar institutions to explore their IR processes/metrics. Significant assistance was provided by IR directors at Bob Jones University (SC) and Lindenwood University (MO) (Fall 2017).
5. IR Committee met to review progress on plan implementation and required external reporting (October 2017).
6. IR Committee met to review progress on development of Common Data Set (November 2017).
7. Associate Dean for Institutional Effectiveness worked with Digital Communications Manager to develop updated Institutional Effectiveness page for [www.emmaus.edu](http://www.emmaus.edu) modeled after the IE page for Pepperdine University to include information in three categories: institutional research, learning outcomes and institutional effectiveness assessment data, and professional development information.
8. Based on research, IR Analyst developed and refined a list of approximately 25 enrollment, retention, completion, placement, and student engagement metrics for possible inclusion in the IR collection/reporting plan. Analyst presented these metrics to the president's cabinet for discussion. List approved as a good start (December 2017).
9. Contracted with CFO colleague to develop a tool for assessing financial contributions of the various academic programs/departments (January 2018).
10. CFO Colleague consultant provided a researched list of 30 operational/financial metrics for successful small colleges. Cabinet approved adding these metrics to the list approved in December 2017.
11. Developed and populated Institutional Research Data Report repository in Google Drive and shared with IR committee, analyst, OM Team, and President's Cabinet (February/March).
12. IR Committee met to review IR repository progress and discuss additions, deletions, and access. (April and June 2018)
13. Moved IR Repository to Team Drive to facilitate uploading and sharing data. (July 2018)