EFFICIENCY AND EFFECTIVENESS: CROSS-INSTITUTIONAL COMPARISON OF WORKFLOW TRACKING SYSTEMS

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Cailifornia Association for Institutional Research
44th Annual Conference
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Embassy Suites Seaside, Monterey California

California State University
SAN MARCOS

- Decision Support Group formed (Joint IITS, IR, Enrollment Management and other entities) to discuss data issues and requests
- Data Request and Tracking process formed to develop a process for tracking, assigning and declining data requests
- Improving the Process of Analysis with new data warehouse and visualization tools, loads of SELF SERVE data available
- Data Governance Committee formed to develop, implement and enforce data policies and to ensure data are vetted

DEVELOPMENT OF PROCESSES AND GOVERNANCE, 2015-PRESENT

DECISION SUPPORT GROUP (DSG)

- Consists of key IITS, IR, Enrollment Management, Community Engagement professionals
- Meets bi-weekly for 1 hour
- Creates collaboration and communication, access to each other
- Discusses upcoming issues and events, due dates, and initiatives
  - HIPS, GI 2025, the infamous B-P files
- Discusses data request process, workload, who gets what requests
  - Institutional and static reportable data to IR
  - Queries and RaDAR report enhancements to IITS
  - Complex queries to the Data Authority in various departments

IMPROVING THE PROCESS OF ANALYSIS: SELF-SERVE REPORTS

California State University SAN MARCOS

STUDENT PROFILE - ENROLLED STUDENTS

Home : Report Repository : All Reports

Report Notes: Fall terms only. Based on static ERS files. Stateside students only. Descriptions of selected variables used in the profile can be found at http://www.csusm

Year: 2016, 2015, 2014, 2013, 2012 | College: College of Business Administration, College of Education, Health
Student Type: Undergraduate | Major: Accounting, Anthropology, App
Data Format: Both

1 of 3 | Select a format | Export

Parameter	Value
Report Execution Date	11/14/2016 12:15:13 PM
Year	2016, 2015, 2014, 2013, 2012
Major	Accounting, Anthropology, Applied Physics, Biochemistry, Biology, Biotechnology, Business Admin (genl & pre-bus), Cell Biology, Chemistry, Child Development/Early Childhood Education, Communications, Comput Education - MA, Exercise Physiology, Finance, Global Business Management, Global Studies, Global Supply Chain Management, High Technology Management, History, Human Development, Info Systems, Kinesolo Systems, Marketing, Mass Media, Mathematics, Music, Nursing, Physiology, Political Science, Pre-Nursing, Pre-Physical Therapy, Psychology, Social Sciences, Sociology, Spanish, Special Major, Undeclared, Visual &
Student Level	Undergraduate
College	College of Business Administration, College of Education, Health and Human Svcs, College of Hum, Arts, Behavorial, & Soc Sciences, College of Science and Mathematics, Undeclared Major
Data Format	Both

Profile of All Students for Fall Term

College	2012		2013		2014		2015		2016	
College of Business Administration	19.0%	1891	18.6%	2002	18.9%	2189	18.0%	2189	18.2%	2281
College of Education, Health and Human Svcs	20.2%	2008	20.8%	2232	21.1%	2437	21.0%	2553	20.6%	2584
College of Hum, Arts, Behavorial, & Soc Sciences	41.6%	4135	40.6%	4357	40.2%	4650	40.2%	4902	41.3%	5174
College of Science and Mathematics	14.7%	1463	15.9%	1704	16.2%	1873	17.4%	2114	17.2%	2157
Undeclared Major	4.4%	432	4.1%	443	3.5%	410	3.5%	426	2.7%	333
Totals		***9929***		***10738***		***11559***		***12184***		***12529***

** Figures include students pursuing a second Bachelor's degree are included in undergraduate head count.*
** For the years 2008-2011, ERSS numbers for the Computer Science major included students in the Management Information Systems plan code.*

Class Level	2012		2013		2014		2015		2016	
Undergraduate	100.0%	9928	100.0%	10733	100.0%	11555	99.9%	12177	100.0%	12524
Second BA	0.0%	1	0.0%	5	0.0%	4	0.1%	7	0.0%	5
Totals		***9929***		***10738***		***11559***		***12184***		***12529***

** Graduate figures include Undeclared Postbacc Students.*

Age at Term	2012		2013		2014		2015		2016	
22 and under	64.6%	6416	66.6%	7155	67.4%	7787	68.1%	8302	68.4%	8566
23 to 25	18.8%	1863	18.3%	1967	18.6%	2146	18.0%	2197	17.2%	2157

California State University SAN MARCOS

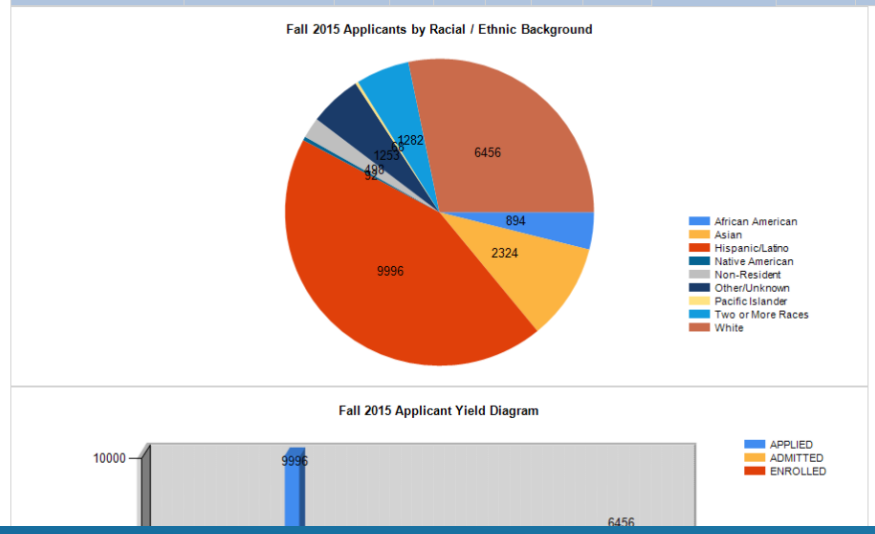
APPLICANT DEMOGRAPHIC REPORT DETAILED

Home : Report Repository : All Reports

Term: Fall | Year: 2015

1 of 1 | Select a format | Export

	Transfer	448	2.0%	126	1.2%	76	1.8%	28.1%	17.0%	60.3%
	Subtotal	1282	5.6%	597	5.8%	219	5.3%	46.6%	17.1%	36.7%
White	First-Time Student	3732	16.3%	2345	22.8%	650	15.8%	62.8%	17.4%	27.7%
	Returning Student	51	0.2%	35	0.3%	12	0.3%	68.6%	23.5%	34.3%
	Returning Transfer	83	0.4%	34	0.3%	3	0.1%	41.0%	3.6%	8.8%
	Transfer	2574	11.3%	823	8.0%	557	13.6%	32.0%	21.6%	67.7%
	Transitory Student	16	0.1%	16	0.2%	12	0.3%	100.0%	75.0%	75.0%
	Subtotal	6456	28.2%	3253	31.6%	1234	30.0%	50.4%	19.1%	37.9%
Total		22863	100%	10288	100%	4109	100%	45.0%	18.0%	39.9%



DATA REQUEST PROCESS DEMO

- https://www.csusm.edu/ipa/
- Student Requests need a faculty or staff sponsor
- Off campus requests (dissertation data, non-MOU school districts, fishers, all need an on-campus sponsor
- Web App (free): asp.net with Oracle Database behind it. Web form for data in, processes and sends emails as appropriate and stores in database for later viewing

DATA REQUEST TRACKING

- After the request is submitted it is assigned a number and informs the requestor it has been received
- The request is then either denied or assigned to the proper DSG member who receives an email- one person per request!
- Requests are able to be examined, prioritized, and updated according to status (e.g., Work in Progress, Stakeholder Approval, Complete)
- Effects: fewer unusual requests (number of homeless students, student gamblers, course evaluations) if name is attached

DATA GOVERNANCE

- Convened by CSUSM President
- Ensures a formalized and systematic approach to data and information security and management
- Specifies organizational data related decision-making authority (Data Steward)
- Identifies and maintains data standards, policies and procedures (PS data entry, student groups, when and how data is updated)

DATA GOVERNANCE FUNCTIONS

- Establish priorities for reporting, dashboard development and analytics
- Provide cross functional oversight and prioritization for Business Intelligence Projects, recommend new BI and analytics capabilities
- Recommend operating policies and practices that focus on data standardization
- Identify required information and related data; manage metadata documentation
- Ensuring a common understanding and consistent interpretation of data; ensure data are uniquely and consistently defined

DATA GOVERNANCE FUNCTIONS (CONT.)

- Develop policies and rules for data access levels, permissions and confidentiality
- Mediating escalated data issues
- Identify and assign Data Stewards. Provide guidance to ensure data are:
  - Accurate, complete, timely, relevant, and vetted by the proper Data Authority
  - Collected, maintained, used and disseminated in accordance with confidentiality and security policies
  - Meet the goals of promoting access to and use of data
  - Creating, maintaining and approving metadata definitions and data quality

INTERESTING DATA REQUEST ISSUES

- Outside Requests
- Campus Communications and Coordination
- Grant Support Issues: Initial Consultation Needed
- Vetting of Dashboards and Data Requests with DG structure
- Adding New Helpers

Strategic Planning

Organized and Systematic Workflow

The Office of Institutional Effectiveness

Strategic Plan
2019 – 2024

MISSION

The Office of Institutional Effectiveness provides high-quality data, analytical tools, strategic analysis, and partnership-based education and collaboration to foster a University culture of data-informed decision making.

VISION

Be the trusted source for data that drive University success and recognized as a leader in impactful higher-education research and insights.

WE WILL BE KNOWN FOR:

- Having high standards of data quality, including consistency and transparency in how data is collected and analyzed.
- Educating and empowering University constituents to access, analyze, and interpret data through user-friendly, self-service tools and ongoing education.
- Being on the leading edge of data delivery by employing automation, data visualization, predictive modeling and forecasting.
- Engaging University collaborators to become data experts and champions to support effective data governance.
- Facilitating meaningful, actionable research and insights.
- Supporting assessment of student learning outcomes, program review, and accreditation processes in an efficient and systematic manner.

www.calstatela.edu/ie
ie@calstatela.edu
323-343-2730

Priorities and Goals

Priority I: Ensure data quality through collaboration

Goal I:
Establish sustainable business practices for the IE data warehouse (e.g., training, technical processes, business processes).

Goal II:
Cultivate a collaborative and collegial IE culture.

Goal III:
Work with campus data partners to ensure data quality and create University-wide data governance infrastructure.

Priority II: Empower campus constituents

Goal I:
Establish more effective dialogue with constituents to promote understanding of IE offerings, resources, priorities, and opportunities for collaboration

Goal II:
Broaden and increase training offerings to enable constituent self-service and increase overall University data competence.

Goal III:
Broaden and increase collaboration efforts with University constituents.

Priority III: Deliver actionable data and insights

Goal I:
Ensure IE plays a leadership role in University data service by understanding and addressing University data needs.

Goal II:
Conduct in-depth, quality analysis of data in order to produce impactful research.

Goal III:
Expand data visualization capabilities.

Goal IV:
Establish consistent processes to improve University-wide survey implementation and analyses.

Goal V:
Deliver efficient and systematic support of University-wide assessment, program review, and accreditation.

Metrics

Assets

- Strategic Planning initiative identified three priorities
- Prior interest in Tracking Systems
- Existing self-service data dashboards
- Existing licenses for an online task management tool.

Challenges

- Changes to Team Structure
  - New Team Members
- Unnecessarily duplicated communication
- Push for more accountability
- Data Governance not yet established
- Different ways of getting requests

INSTITUTIONAL EFFECTIVENESS AT CAL STATE LA

LA'S PROCESS

1. Gather information
2. Write a plan
3. Set up the technology
4. Train people to use it

GOALS FOR A TRACKING SYSTEM

Goal
Be able to report on all completed, current, and upcoming requests.
Notify the team of new requests.
Allow us to study how our efforts align with Strategic Plan Priorities.
Enable clients to enter a request themselves.
Be simple for all parties.
Allow transfer of tasks from one staff member to another.
Previous or current work must be quickly and painlessly findable.
Be able to repeat methodology of previous work.
Everything should be made a "deliverable".

PRINCIPLES

1. Track as little as possible, but enough to satisfy ourselves, our clients, and our sponsors.
2. Avoid tracking data that are used infrequently but that could be calculated in the future.
3. Each request gets an ID. All files, directories and correspondence should use that ID.
4. Track the requests and tasks, but not how they get done.

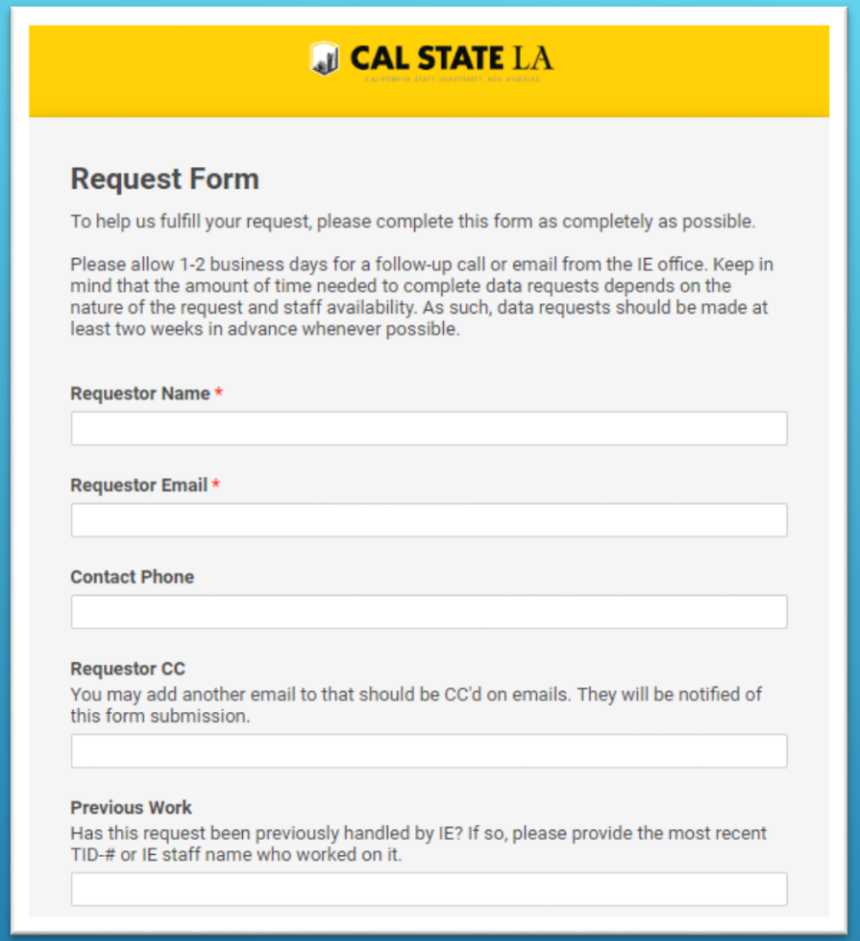
LA'S PROCESS

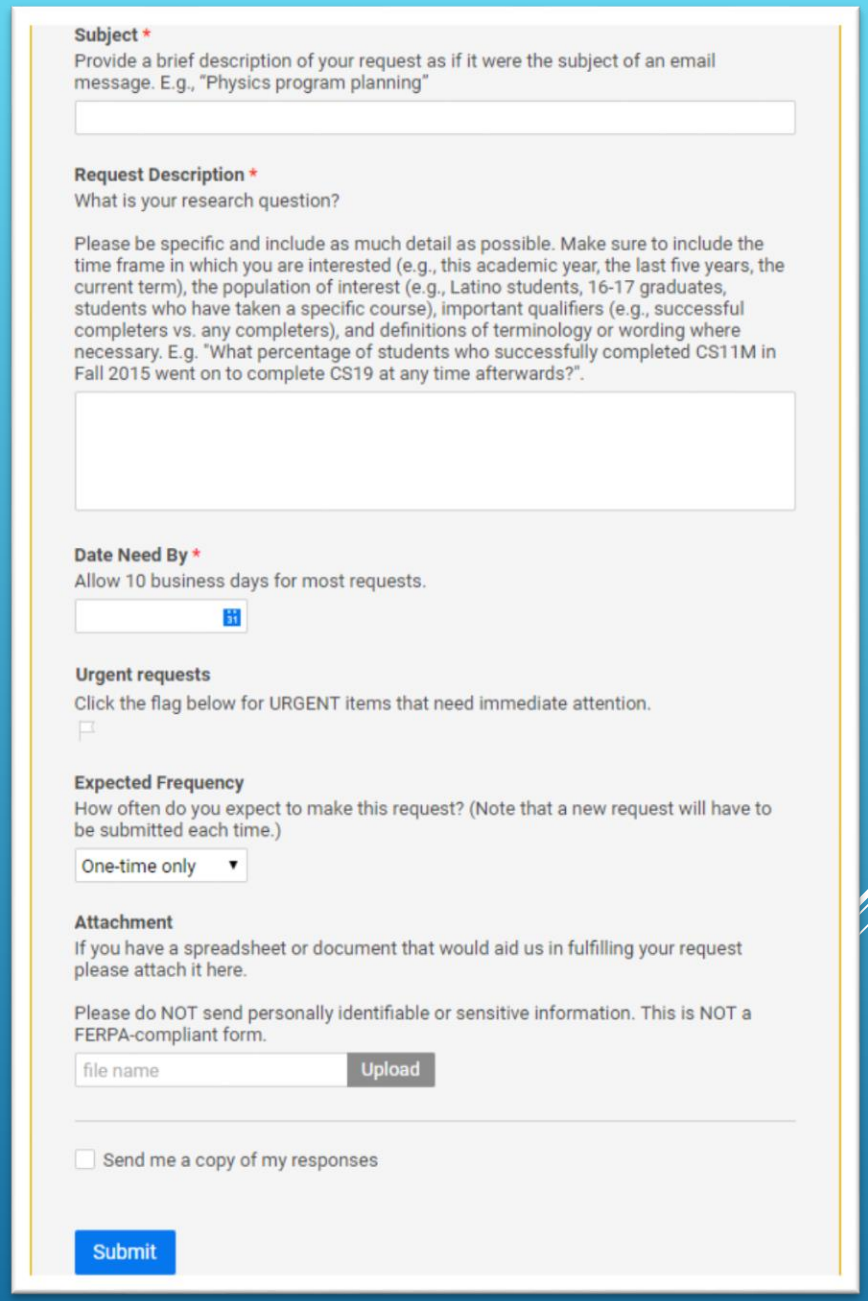
1. Gather information
2. Write a plan
3. Set up the technology
4. Train people to use it

LIFESPAN OF A TASK

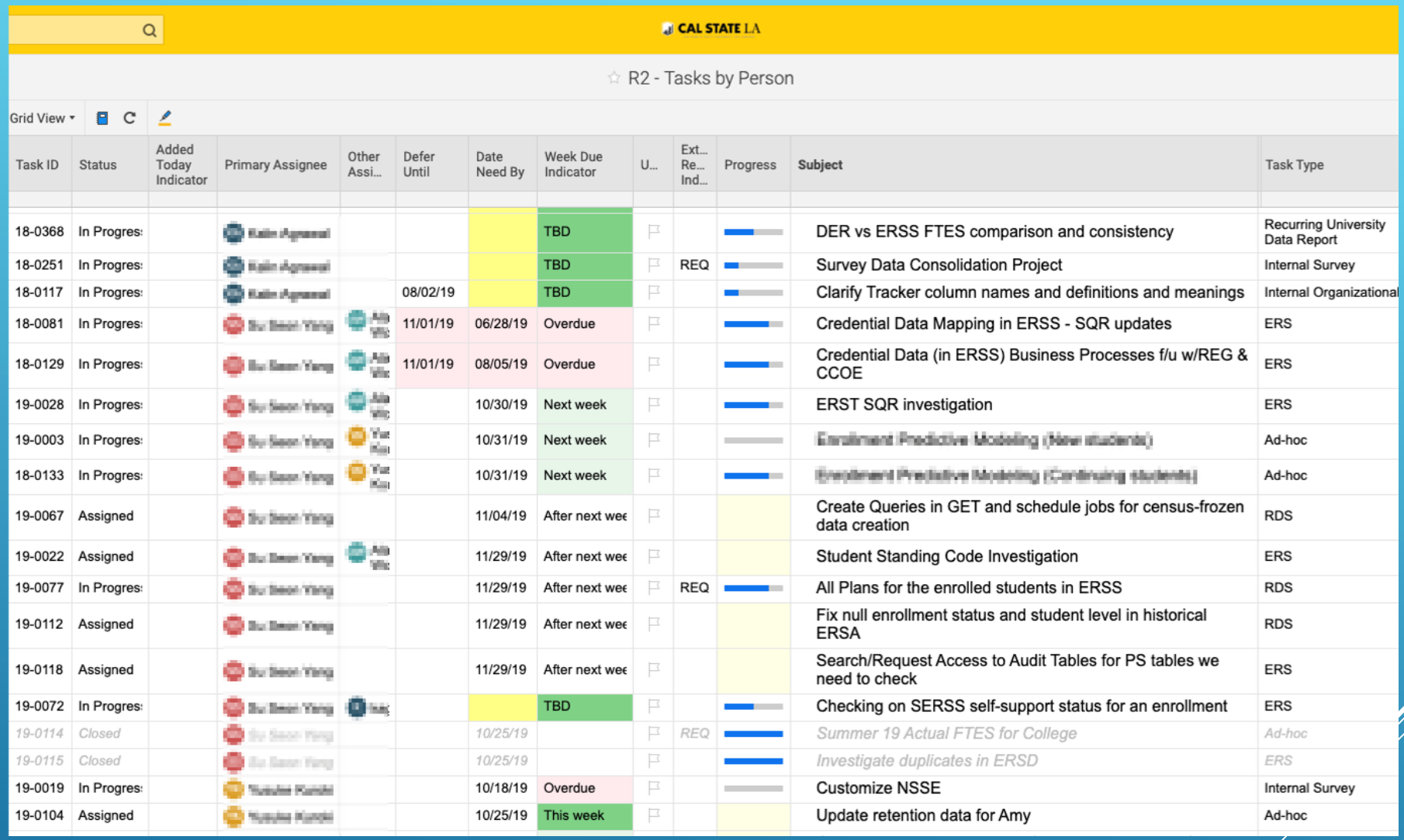
Actions include:

- Assigning
- Marking progress
- Completing, Stopping, or Denying





WEB FORMS FOR INTAKE



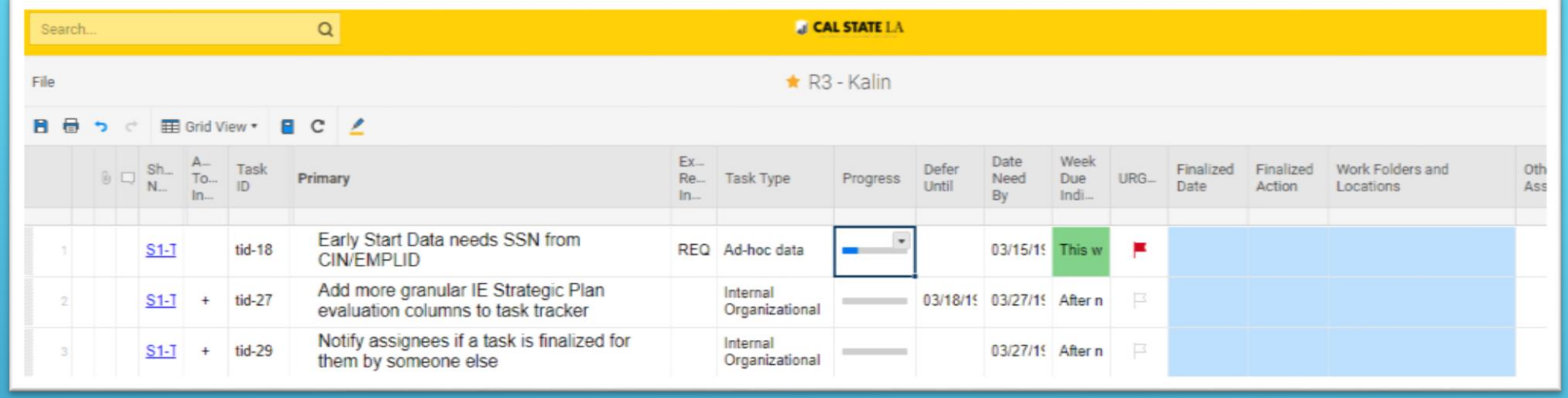
CAL STATE LA

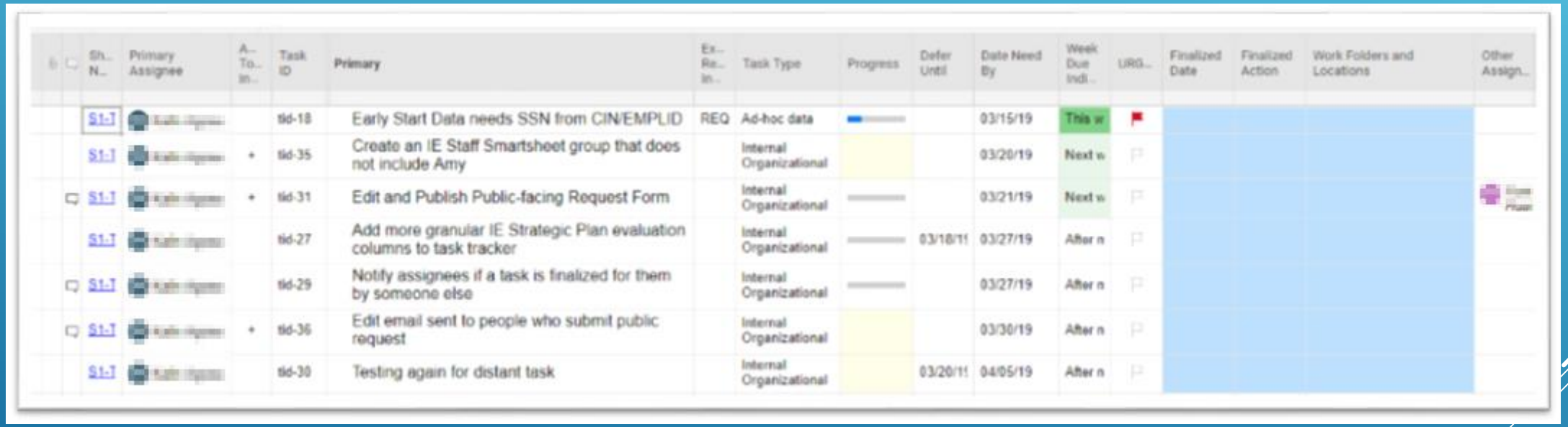
☆ R2 - Tasks by Person

Grid View

Task ID	Status	Added Today Indicator	Primary Assignee	Other Assi...	Defer Until	Date Need By	Week Due Indicator	U...	Ext... Re... Ind...	Progress	Subject	Task Type
18-0368	In Progres:		[redacted]				TBD				DER vs ERSS FTES comparison and consistency	Recurring University Data Report
18-0251	In Progres:		[redacted]				TBD		REQ		Survey Data Consolidation Project	Internal Survey
18-0117	In Progres:		[redacted]		08/02/19		TBD				Clarify Tracker column names and definitions and meanings	Internal Organizational
18-0081	In Progres:		[redacted]	[redacted]	11/01/19	06/28/19	Overdue				Credential Data Mapping in ERSS - SQR updates	ERS
18-0129	In Progres:		[redacted]	[redacted]	11/01/19	08/05/19	Overdue				Credential Data (in ERSS) Business Processes f/u w/REG & CCOE	ERS
19-0028	In Progres:		[redacted]	[redacted]		10/30/19	Next week				ERST SQR investigation	ERS
19-0003	In Progres:		[redacted]	[redacted]		10/31/19	Next week				[redacted]	Ad-hoc
18-0133	In Progres:		[redacted]	[redacted]		10/31/19	Next week				[redacted]	Ad-hoc
19-0067	Assigned		[redacted]			11/04/19	After next wee				Create Queries in GET and schedule jobs for census-frozen data creation	RDS
19-0022	Assigned		[redacted]	[redacted]		11/29/19	After next wee				Student Standing Code Investigation	ERS
19-0077	In Progres:		[redacted]			11/29/19	After next wee		REQ		All Plans for the enrolled students in ERSS	RDS
19-0112	Assigned		[redacted]			11/29/19	After next wee				Fix null enrollment status and student level in historical ERSA	RDS
19-0118	Assigned		[redacted]			11/29/19	After next wee				Search/Request Access to Audit Tables for PS tables we need to check	ERS
19-0072	In Progres:		[redacted]	[redacted]			TBD				Checking on SERSS self-support status for an enrollment	ERS
19-0114	*Closed*		[redacted]			*10/25/19*			*REQ*		*Summer 19 Actual FTES for College*	*Ad-hoc*
19-0115	*Closed*		[redacted]			*10/25/19*					*Investigate duplicates in ERSD*	*ERS*
19-0019	In Progres:		[redacted]			10/18/19	Overdue				Customize NSSE	Internal Survey
19-0104	Assigned		[redacted]			10/25/19	This week				Update retention data for Amy	Ad-hoc

OVERVIEW OF ALL CURRENT WORK





INDIVIDUAL WORK LIST

REVISITING OUR GOALS

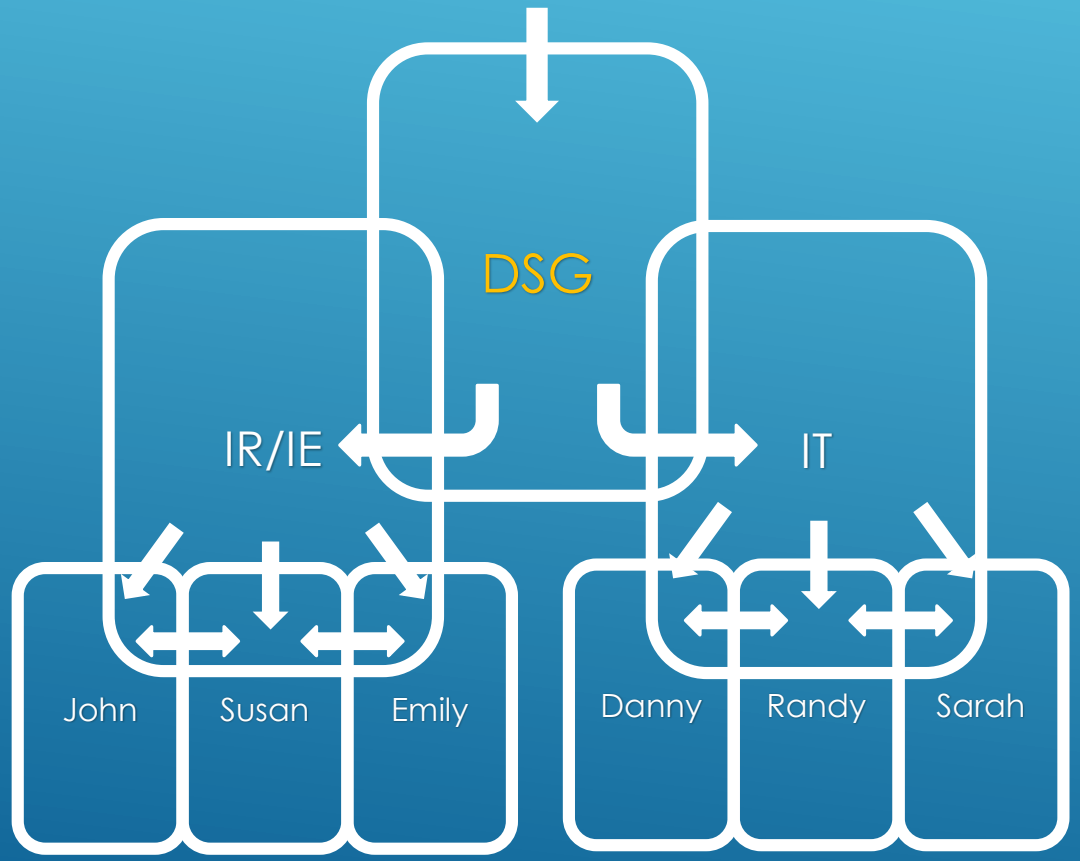
Goal	Result
Be able to report on all completed, current, and upcoming requests.	Yes
Notify the team of new requests.	Yes
Allow us to study how our efforts align with Strategic Plan Priorities.	Yes
Enable clients to enter a request themselves.	Yes
Be simple for all parties.	Maybe
Allow transfer of tasks from one staff member to another.	Untested
Previous or current work must be quickly and painlessly findable.	Yes
Be able to repeat methodology of previous work.	No
Everything should be made a "deliverable".	No

LESSONS

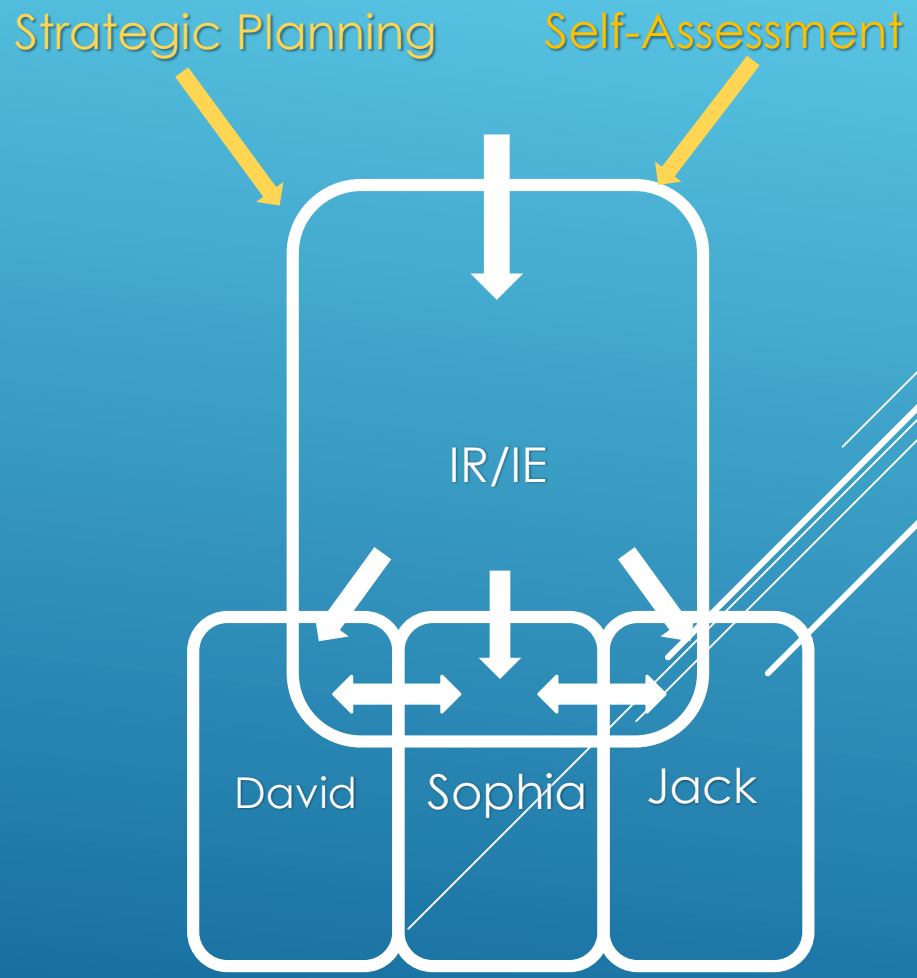
1. Use what is available.
2. Get everyone on board with using the same tools.
3. Commit to it by enforcing rules for all clients.
4. Train to establish skills and culture.

CONTRASTING SYSTEMS

San Marcos



Los Angeles



REMEMBER: WITHOUT A DATA REQUEST PROCESS GETTING DATA IS LIKE PULLING TEETH!

Q&A

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