



**Middle Georgia
State University**

Title.

Middle Georgia State University Administrative Assessment

Instructions. This form is used to collect administrative assessments for each budgeted unit at Middle Georgia State University (academic and nonacademic units). Departments should include a brief mission statement (describing what they do and who they serve), goals the department or unit is working to accomplish (in a 5 year time frame. Your goals and objectives should be reported out individuals, linked to the plan imperatives and strategies, align with the measurable objectives from the previous year , and defined and measurable objectives for the upcoming year. This form should be completed by each budgeted unit no later than the end of July. NOTE: All fields are required, please place NA or O in response field ONLY if the numbered objective is not being utilized, otherwise full responses are required. Provide ALL necessary information requested to the fullest extent possible, such that a peer reviewer is not required to assume any information not provided. Utilize the provided assessment scoring rubric drafting guideline to evaluate your report prior to submission. https://www.mga.edu/institutional-research/docs/IEB_Administrative_Score_Card.pdf

****Please SUBMIT the form within 30 minutes of opening this page. If you wait too long to submit you may lose your work**** In the event that you need to edit your submission, you may contact the Director of Institutional Effectiveness to secure a custom link to edit and resubmit.

Q1. Submitters Email

chris.tsavatewa@mga.edu

Q2. Who is the person responsible for this report?

Chris Tsavatewa

Q3. For which year are you completing this report?

- FY 23 (July 2022-June 2023)
- FY 24 (July 2023-June 2024)
- FY 25 (July 2024-June 2025)

Q4. To which division of the University is your unit assigned?

- Office of the President

- Advancement
- Academic Affairs
- Fiscal Affairs
- Enrollment Management
- Student Affairs

Q5. For which department or area are you reporting? (Ex. Financial Aid, Library, OTR, Athletics, etc)

OIRDS

Q6. The mission and goals of the department should be consistent over a 5 year period, although some institutional changes may necessitate and prompt a change in mission or goals for specific departments. In this section, report the mission statement for your department.

The Office of Institutional Research and Data Strategy (OIRDS) collects, analyzes, warehouses, and disseminates institutional data to support strategic and operational planning, data governance, institutional effectiveness, policy formation, and effective decision making.

Q7. What are the goals for this department? These should be the "big things" the department/area intends to accomplish within 5 years.

MGA's Data Strategy Governance Maturation One of our top priorities is data governance maturation. To move data governance toward maturation, we will be reconvening the functional data governance committee, encouraging broad-based involvement from data super-users and stewards, and refining our practices and protocols for acquisition of data and quality. With a fully staffed team, back to 2022 levels, we can begin cleaning up reports, processes, and errors as we discover them. The primary foci of this effort will be data acquisition, extraction, reporting, and quality. Access & Usage Another top priority for OIRDS is improving the access and usage of our data. We are in the beta testing phase of a new grades dashboard. With the launch of this tool. IR analysts Duane Day and Jonathan Joe will be hosting training and discussion sessions ("Stats Chats") to help others understand the data and how they might use it for decision support. We have several new dashboards, all internal, that are going to provide more streamlined access to more data about our institution. ∞ Analytics Once we have improved the quality, access, and usage of data, our next phase of the data strategy will be to push hard into analytics Currently, much of the work being done at MGA is descriptive. OIRDS wants to move deeper into benchmarking, analyses, and prediction. We implement a lot of intervention strategies; it is time to test those and identify where we could best leverage support in a tight resource environment.

0. Each year, every department should identify objectives the department hopes to accomplish in the next year. These should align with departmental goals and the MGA strategic plan. In the next section you will be reporting on the objectives you set and whether or not you achieved them in FY23. Later in the document you will report on objectives you hope to accomplish in the coming fiscal year, FY24.

8. Objective 1: What was this department's first objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

The Office of Institutional Research and Data Strategy will meet federal and state mandated reporting dates on time.

9. Objective 1: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

Submission Deadlines

10. Objective 1: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

100%

11. Objective 1: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

Past performance data and survey set deadlines.

12. Objective 1: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

100%

13. Objective 1: Did your department meet this objective?

- The department did not meet this objective.
- The department met this objective.
- The department exceeded this objective.

14. Objective 1: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

To optimize the maintenance of survey project deadlines, the Office of Information Research and Data Services (OIRDS) is committed to implementing a comprehensive strategy that ensures seamless data reporting across all departments. It is imperative that every department is equipped with the necessary tools and resources to facilitate timely and accurate data reporting within their designated domains and support institutional efforts when required. Lesson Learned 1: Limited utilization of the available reporting tools and resources hinders the efficiency and accuracy of data reporting processes. Change for Next Year: Enhance accessibility and familiarity with reporting tools by providing support and training sessions tailored to the specific needs of each area reporting or supporting reporting. Lesson Learned 2: Insufficient communication and collaboration among departments lead to misunderstandings and delays in data reporting, ultimately affecting the overall productivity of the organization. Change for Next Year: Foster a culture of open communication and collaboration through the implementation of regular interdepartmental meetings or updates. Encourage cross-departmental discussions and knowledge sharing to streamline reporting procedures and ensure that all departments are aligned with the overarching reporting objectives and timelines.

15. Objective 2: What was this department's second objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

The OIRDS will meet or respond to 80% of data requests within a 10 day window.

16. Objective 2: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

Number of tickets from the Banner Help Desk system, internal tracking of administrative adhoc and open records requests. Additional metric is time to completion for the request.

17. Objective 2: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

90% of our requests would be completed within 10 business days of being submitted.

18. Objective 2: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

Past performance data. We have consistently outperformed our target over the past four years and decided to maintain the target outcome

19. Objective 2: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

Of all request types, 99% of requests received were completed within 10 business days.

20. Objective 2: Did your department meet this objective?

- The department did not meet this objective.
- The department met this objective.
- The department exceeded this objective.

21. Objective 2: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

Lesson Learned 1: Ambiguity in data request ticket descriptions leads to delays and misinterpretations, resulting in inefficient allocation of resources and prolonged resolution times. Change for Next Year: Implement standardized templates for data request tickets, including clear and comprehensive guidelines for the required data. Provide training sessions to all users to ensure a unified understanding of the ticketing system and emphasize the importance of providing detailed and precise information in the requests. Lesson Learned: Direct email requests from cabinet members bypassing the established data request system create discrepancies in data management, leading to a lack of accountability and potential data mishandling. Change for Next Year: Explore the implementation of a stringent policy mandating that all data requests, irrespective of the source, must go through the official data request system. Conduct comprehensive training sessions to educate all staff, including cabinet members, about the importance of adhering to the established protocols. Additionally, enhance the efficiency and user-friendliness of the data request system to encourage widespread adoption and discourage circumvention. Regularly communicate the benefits of using the standardized system, including streamlined processes, increased data security, and improved accountability, to foster a culture of adherence to established data management practices.

22. Objective 3: What was this department's third objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

The Institutional Research Department aims to recruit and hire at least 2 highly skilled and qualified research analysts possessing relevant degrees and experience in data analysis, research methodologies, and institutional research practices.

23. Objective 3: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

Number of hires

24. Objective 3: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

100% - 2 hires for IR Analyst

25. Objective 3: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

Past staffing FTE

26. Objective 3: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

100% - 2 new employees began January 2023

27. Objective 3: Did your department meet this objective?

- The department did not meet this objective.
- The department met this objective.
- The department exceeded this objective.

28. Objective 3: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

Lessons Learned: Difficulty in Acquiring Qualified Data Analysts: Limited availability of skilled data analysts with the requisite expertise in advanced analytical techniques and institutional research methodologies has led to challenges in acquiring and retaining top talent in the field. Importance of Institutional Resources and Longevity in Positions: Insufficient investment in succession planning and professional development initiatives has resulted in a lack of sustainable resources and expertise within the institutional research department, leading to turnover and a loss of institutional knowledge. Changes for Investment in Succession Planning and Professional Development: Comprehensive Succession Planning: Develop a comprehensive succession planning strategy that identifies and nurtures existing talent within the organization for future data analyst roles. Implement structured training programs, mentoring opportunities, and job rotations to cultivate a skilled and adaptable workforce capable of seamlessly transitioning into key positions within the institutional research department. Robust Professional Development Initiatives: Allocate resources for targeted professional development programs focused on enhancing the technical proficiency of current employees in data analysis, research methodologies, and the latest technological advancements in the field. Encourage participation in external workshops, certification courses, and industry conferences to foster a culture of continuous learning and ensure that the institutional research team remains at the forefront of industry best practices and innovations.

29. Objective 4: What was this department's fourth objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

Develop a series of new dashboards (using alternatives to existing technology)

30. Objective 4: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

Number of new dashboards developed and implemented

31. Objective 4: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

3 new internal dashboards for academic administrators

32. Objective 4: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

Peer analysis

33. Objective 4: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

100%

34. Objective 4: Did your department meet this objective?

The department did not meet this objective.

The department met this objective.

- The department exceeded this objective.

35. Objective 4: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

Lessons Learned: Efficient Dashboard Development Methodology: The successful development of data dashboards using Microsoft Power BI has highlighted the significance of a well-structured and efficient development methodology, resulting in timely delivery and effective utilization of the platform's advanced features. User-Centric Training Approach: The successful implementation of new data dashboards underscored the importance of a user-centric training approach, enabling seamless adoption and active engagement with the platform's functionalities among all stakeholders. Changes for Next Year: Continuous Improvement and Innovation: Build upon the successful development methodology by fostering a culture of continuous improvement and innovation within the development team. Encourage the exploration of new features and enhancements in Microsoft Power BI to further optimize data visualization and analysis capabilities, ensuring that the organization stays at the forefront of data-driven decision-making. Sustainable User Engagement Initiatives: Expand the user-centric training approach to include ongoing engagement initiatives, such as user feedback sessions, advanced training workshops, and knowledge-sharing forums. Foster a collaborative environment that encourages users to share best practices and innovative use cases, promoting a culture of continuous learning and exploration of the full potential of Microsoft Power BI within the organization.

36. Based on your goals and objectives listed above please indicate their connection with MGA's Strategic Plan (https://www.mga.edu/about/docs/Strategic_Plan_Overall_DB.pdf) by checking all associated and relevant Imperatives / Strategies from the list below. (Check all the apply)

- Grow Enrollment with Purpose 1. Expand and enrich the face to face student experience
- Grow Enrollment with Purpose 2. Expand and enrich online instruction into new markets
- Own Student Success 3. Develop academic pipelines and expand degrees
- Own Student Success 4. Expand student engagement and experiential learning
- Build Shared Culture 5. Attract talent and enhance employee development and recognition
- Build Shared Culture 6. Sustain financial health through resourceful fiscal management
- Build Shared Culture 7. Cultivate engagement with its local communities

37. Please indicate which of the following actions you have taken as a result of the 2021/2022 Assessment Cycle (Note: These actions are documented in reports, memos, emails, meeting minutes, or other directives within the reporting area)(Check all the apply)

- Disseminating/Discussing Assessment Results/Feedback to Appropriate Members of the Campus Community
- Disseminating/Discussing Assessment Results/Feedback to Appropriate External Stakeholders
- Faculty or Staff Support: Professional Development Activities, Trainings, Workshops, Technical Assistance on 3
- Process Changes: Improve, Expand, Refine, Enhance, Discontinue, etc Operational Processes
- Request for Additional Financial or Human Resources
- Customer Service Changes: Communication, Services, etc
- Making Improvements to Teaching Approach, Course Design, Curriculum, Scheduling, other
- Evaluating and/or Revising the Reporting Lines Internal Assessment Processes
- Other

38. Please provide a comprehensive narrative outlining how assessment results are utilized for continuous improvement in this field. Your narrative should address the past, present, and future aspects of assessment,

with specific emphasis on how these results inform decision-making and drive improvement efforts.

In alignment with the goals to recruit proficient data analytics personnel, adhere to reporting deadlines, expedite responses to data requests within 10 business days, and establish innovative data dashboards, the organization has implemented a comprehensive framework for utilizing assessment results to drive continuous improvement in the field. Reflecting on the past, the assessment of recruitment practices has led to the identification of key competencies necessary for successful data analytics staff, fostering a targeted hiring approach to secure top-tier talent. Presently, the regular assessment of reporting timelines and data request response rates has enabled the refinement of operational strategies, ensuring heightened efficiency and adherence to established timelines. Looking ahead, the integration of assessment findings into the development and deployment of new data dashboards will facilitate informed decision-making, leading to the enhancement of data visualization and analysis capabilities. This commitment to utilizing assessment results as a cornerstone for informed decision-making underscores the organization's dedication to fostering continuous improvement and innovation in the dynamic field of data analytic and assessment.

39. Please indicate (if appropriate) any local, state, or national initiatives (academic or otherwise) that are influential in the operations, or goals, and objectives of your unit. (Complete College Georgia, USG High Impact Practice Initiative, LEAP, USG Momentum Year, Low-Cost No-Cost Books, etc)

None

40. Please identify and detail three to four measurable objectives for the next fiscal year. In listing the objectives, please use the format shown in these examples. 1) The Department of X will improve services levels by 5% as measured by our satisfaction survey. 2) The department of X will provide training in ABC for at least 73 MGA faculty and staff.

(1) Hire an AVP of OIRDS (2) Expand data dashboards both for internal and external stakeholders (3) Expand data literacy efforts at MGA (4) Meet 10 day data request standard.

41. Optional Mindset Update (Academic Deans ONLY) Please provide an update on the implementation of your school based mindset plan/strategy. Include any adjustments to metrics for the FY23 as well as outcomes associated with your appraisal of your schools activities.

None

42. Optional: The following upload portal is available to supplement your report with supportive documentation should you wish to provide any (instruments, data, etc).