

**Office of Institutional Effectiveness and Accountability**  
**Support Services Review**  
**June 1, 2011**

**1. What are the primary services or outcomes provided by the support service area and what is the impact of those services and outcomes on students and other key stakeholders?**

The primary services and outcomes of Office of Institutional Effectiveness and Accountability are listed below.

- Support institutional effectiveness and accountability by conducting institutional research and analysis to provide information for the college-wide decisions support system
- Promote and coordinate:
  - college-wide planning;
  - college-wide assessment;
  - continuous quality improvement;
  - reporting to state, federal and accrediting agencies; and
  - the use of accurate and accessible information in a professional and ethical manner.

The impact of OIEA's services and outcomes on students and other key stakeholders is to meet the needs for the following:

- Providing information for promoting and evaluating student success
- Providing information to key stakeholders to make data-informed decisions
- Facilitating the evaluation of the college's performance in achieving its stated mission
- Coordinating compliance reports and activities required by state, federal, and accrediting agencies

**2. What are the strengths, weaknesses, opportunities, and threats present that enhance or hinder the unit's ability to provide those services and meet expected outcomes during the next five years?**

OIEA conducted three SWOT analyses between 2009 and 2011. Based on these SWOTs, the following are the strengths, weaknesses, opportunities, and threats that were identified during the next five years.

- a. Strengths:
- i. Have qualified staff
  - ii. Have good diversity (knowledge and skills) of staff
  - iii. Produce quality products
  - iv. Provide good customer service

- b. Weaknesses:
  - i. Some staff have levels of unwillingness/inability to change or cooperate
  - ii. Not enough planning and prioritization of projects
  - iii. Have too many projects/requests and not enough time/staff
  - iv. Not enough documentation of projects/processes
  - v. Not enough standardization of procedures, especially for data requests
  - vi. Not enough standardization in definitions of data elements
  - vii. There are misperceptions about OIEA's function around the college and we have not done a good job of communicating what we do and why we do it
  
- c. Opportunities:
  - i. Changes in college priorities may help OIEA's work due to the following:
    - 1. SACS reaffirmation
    - 2. Change in college leadership (president and provost)
  - ii. New processes and tools may improve OIEA's products and make them available more easily and faster
  
- d. Threats:
  - i. OIEA experiences unrealistic expectations from requestors and stakeholders
    - 1. Too many bosses
    - 2. Last minute requests
    - 3. Conflicting priorities
    - 4. Increasing demands for services and data
  - ii. Compliance reporting is increasing and changing rapidly
    - 1. THECB
    - 2. Texas Legislature
    - 3. Gainful Employment regulations
    - 4. SACS
  - iii. IT support is not keeping up with OIEA needs

**3. Using the answers to the first two questions, what improvements to primary services and/or intended outcomes will occur during the next five years?**

Based on our primary services/outcomes and our multiple SWOT analyses, the following improvements are planned for the next five years.

- a. Automate Data Request via Enhancement of TIPS: The Information Portal System (TIPS) was designed to automate data request processes by providing a self-service center for data users. TIPS will be populated with various reports giving users the ability to generate data in many different ways without requesting special programming from OIEA staff. We plan to continue to add new reports for users and enhance capabilities of TIPS during the next five years. This improvement will address issues identified in the SWOTs including:

- i. Weaknesses, iii – Too many projects/requests, not enough time/staff
  - ii. Opportunities, iv – Improved products through new processes/tools
  - iii. Threats, i – Unrealistic expectations
  
- b. Standardize Data Request Process: While TIPS can provide users with easy and flexible access to data, OIEA provides other services. Currently, we have a process for requesting data, but not for these other services. During the next year, we will develop detailed procedures to standardize the way request are made which will form the basis for enforcement of those procedures. This improvement will address issues identified in the SWOTs including:
  - i. Weaknesses, ii, iii, v, vii
    - 1. Planning and prioritization of projects
    - 2. Too many projects/requests, not enough time/staff
    - 3. Standardization of procedures
    - 4. Misperceptions of OIEA function
  - ii. Threats, i – Unrealistic expectations
  
- c. Cross-Train OIEA Staff: OIEA does not have enough staff to have redundancy in positions. Due to the workload, each staff member has specific assignments with few overlaps. Therefore, when a staff member is out of the office for an extended period, there is no backup for that position. We plan to develop a system for cross-training similar positions so that there is a backup. Cross-training will also provide staff members insight into other projects. This improvement will address issues identified in the SWOTs including:
  - i. Strengths, i, ii, iii, iv
    - 1. Qualified staff
    - 2. Diversity of knowledge and skills
    - 3. Quality products
    - 4. Good customer service
  - ii. Weaknesses, ii, iii
    - 1. Planning and prioritization of projects
    - 2. Too Many projects/requests and not enough time/staff
  
- d. Educate Users: OIEA has always supported users by providing training users on a one-on-one basis. During the next five years, we plan to develop a comprehensive system of training for users of our services.
  - i. Using TIPS
  - ii. How to use data
  - iii. Instructional Program Review (IPR) process
  - iv. Support Services Review (SSR) process
  - v. Master Plan (MP) process
  - vi. Survey development and analysis
  - vii. Developing and Assessing Student Learning Outcomes (SLO)

**4. How will the unit measure the extent to which planned improvements have resulted in better service or intended outcomes for students or other key stakeholders?**

To measure the effectiveness of the planned improvements, OIEA will monitor the following performance indicators:

<b>Improvement</b>	<b>Measure</b>	<b>Baseline Data</b>	<b>Target</b>
Automate Data Requests via Enhancement of TIPS	1. Number of users of TIPS 2. Number of reports available on TIPS	1. TBD 2. 12	1. 50% increase over 5 years 2. Increase over previous year
Standardize Data Request Process	1. Number of requests by exception	1. TBD	1. Less than or equal to 25%
Cross-Train OIEA Staff	1. Percent of positions with a backup	1. 30%	1. 75%
Educate Users	1. Number of workshops	1. 3	1. Increase over previous year

**5. How will the planned improvements align with and contribute to the Mission and Intended Outcomes of Austin Community College?**

The planned improvements align with and contribute to the Mission and Intended Outcomes of Austin Community College by providing data in an easy and flexible manner to stakeholders and the college community for making data-informed decisions.

The planned improvements will:

- improve access to data,
- provide standardized request processes to help OIEA staff plan and prioritize projects,
- ensure backups for OIEA positions,
- provide users with training on various tools for accessing, using, and analyzing data.

These improvements will help ACC assess where we are in terms of achieving our Mission and Intended Outcomes, what improvements are needed, and evaluate how well those improvements helped us achieve our goals.