Strategic Plan
FY 2006-2008
Introduction

Mission

The mission of Georgia Perimeter College’s (GPC) Office of Institutional Research and Planning (OIRP) is to be the premier source of high quality data and research for and about GPC. Within this capacity, OIRP provides data and analysis critical to the formulation of institutional, local, state, and national policies regarding education. As such, OIRP must develop in a manner consistent with the needs of GPC and relevant users of the information produced by the office.

The production of high quality, relevant statistical information rests on principles that guide OIRP. Adherence to GPC’s overall strategic vision, being responsive to those who need and use our products or services, and continuous improvement under gird our entire range of activities.

In sum, OIRP regularly generates, collects, manages, analyzes, and reports on large volumes of data for various constituencies. The data OIRP uses originate from a wide range of sources including institutional, local, state, and national databases. Furthermore, through surveys, analyses of existing data, and other methods OIRP also generates a significant amount of data. OIRP’s analyses and reports are used directly (or indirectly) for a wide variety of reasons including the formulation of policies and responding to regular or ad hoc data requests.

To accomplish its mission, OIRP must meet the following standards:

- Facilitated largely by the deployment of technologic resources, continuously ensure that high levels of efficiency are present throughout all office functions

- Maintain a systematic approach to how OIRP operates and effectively negotiates challenges

- Generate high quality relevant data for the institutional leadership

- Develop new and innovate methods, products, and services in order to ensure a steady stream of insightful data and analysis to institutional decision-makers

Through strategic planning, OIRP determines the most efficacious manner to accomplish its mission. OIRP’s strategic plan is the paradigm the office will use to develop goals, achieve consensus, and better serve GPC.
Products and Services

OIRP is the chief statistical, research, and data analysis component of GPC and the College leadership. While best known for the Fact Book, enrollment analyses, and surveys, OIRP is also responsible for additional products and services. For example, OIRP conducts social and economic analyses, develops population and enrollment projections, and also manages the assessment process. OIRP products and services include:

- Enrollment Reports
- Facility and Service Needs Analysis
- Survey Design, Analysis, and Implementation
- Social and Demographic Data Analysis
- Enrollment Projections
- Learning Outcomes Assessment
- Strategic Planning Research
- Semester Credit Hour Patterns
- Workload Analysis and Projections
- Ad Hoc Research, Analysis, and Reporting
- Software Customization and Development

Challenges to OIRP

There are several challenges OIRP will encounter as the strategic planning process moves towards implementation. Some of these challenges already exist, while others are a direct result of activities necessary to facilitate the strategic plan. Furthermore, as the demand for OIRP’s products, services, and activities continue to grow, challenges will also become more numerous. Where possible, OIRP will act to mitigate these challenges.

Challenges can be organized in two basic groups: internal and external.

Internal challenges include:

*Developing, maintaining, or implementing processes that yield maximum internal efficiency levels:* In order to successfully deploy OIRP’s strategic plan, internal processes must be designed to facilitate the efficient flow of work and information within the office. This will require the widespread dissemination of automation within every conceivable facet of office activity including: data access, generation, and production, all phases of the quantitative and qualitative research process, and the internal and external reporting process.

*Recruiting and maintaining a highly skilled workforce:* To ensure the strategic vision’s success, OIRP personnel must continue to refine existing skills while, when and where necessary, expanding their abilities as needed. This will invariably include learning new software, equipment, and data management methods.
External challenges include:

_Satisfying a growing demand for OIRP’s services:_ As needs and expectations continue to grow, OIRP must find ways to ensure that clients of our products and services receive information from our department in the most convenient formats possible. Large amounts of data and information must be made available to individuals with varying data-use experience. This will also lead to an intense reliance on technology and higher levels of efficiency.

_Surveillance of external policies, events, and data necessary to the formulation of sound decisions by the College leadership:_ Data and information exists within the context of local, regional, state, and national realities. Furthermore, external data sources continue to expand both in scope and number. OIRP must regularly assess these components of GPC’s operational context in order to ensure that information and research reflects these realities.

**Strategic Goals Overview**

Given the rapidly changing landscape of society in general and education in particular, OIRP must position itself to meet the growing and diverse needs of GPC’s senior leadership, the GPC community in general, and local, state, and national data constituents. Therefore, it is imperative that OIRP’s strategic plan and planning process are synchronized with the institution’s overall planning efforts. Furthermore, it is in the best interest of the institution that OIRP anticipates the current and future needs concomitant with GPC’s strategic priorities.

In order to properly serve the college, the OIRP Strategic Plan, contains three important principles: 1) the need to provide reliable, high-quality, and consistent information; 2) the use of technology to streamline all office processes and achieve higher levels of internal efficiency; and 3) the use of technology to accelerate innovation and the development of new products and services. These three principles, in turn, lead OIRP’s strategic planning process to focus on four areas: 1) Institutional Research, 2) Planning, Assessment and Decision Support, 3) Technological Innovation; and 4) OIRP Operations.

**Strategic Goals**

Below are OIRP’s four strategic goals for the FY06-FY08 planning period.

- **Strategic Goal 1 – Institutional Research:** Meet the institutional data analysis and information needs of institutional leadership, the GPC community, and the public at large for current analysis and summary of GPC institutional, local, regional, national, and global data.

- **Strategic Goal 2 - Planning, Assessment, and Decision Support:** Support the institutional strategic plan by producing benchmark and ongoing measures of key institutional, academic, demographic, economic, and social data for the administration, and the equitable distribution of the college’s resources and activities.
- **Strategic Goal 3 - Technological Innovation**: Support innovation, develop new products and services, and promote data use at all levels of the college’s operations.

- **Strategic Goal 4 - OIRP Operations**: Re-engineer all OIRP internal processes including but not limited to data production, analysis, and dissemination, survey production, assessment, enrollment reporting and projections, and workload production and analyses to efficiently maximize the use of technology and facilitate greater productivity while requiring less time resources.

### Strategic Goals and Objectives

**Strategic Goal 1 – Institutional Research**: Meet the institutional data analysis and information needs of institutional leadership, the GPC community, and the public at large for current analysis and summary of GPC institutional, local, regional, national, and global data.

Objective 1.1: Produce relevant and accurate information about the college, its various constituencies, the region, state, and nation.

Objective 1.2: Provide statistical summaries and/or in-depth analysis of a broad range of academic, social, and economic issues affecting the College community, drawn from both internal and external data sources.

Objective 1.3: Meet the information and analysis needs of the GPC community as well as external agencies, and organizations seeking GPC related data.

**Strategic Goal 2: Planning, Assessment, and Decision Support**: Support the institutional strategic plan by producing benchmark and ongoing measures of key institutional, academic, demographic, economic, and social data for the administration, and the equitable distribution of the college’s resources and activities.

Objective 2.1: Support and encourage College-wide implementation of strategic planning and institutional effectiveness, consistent with best practices in the academic community, and expectations of external oversight agencies (i.e. BOR, SACS).

Objective 2.2: Develop baseline statistics, measures, indices, and reports in order to assess the achievement of College-wide and departmental objectives.

Objective 2.3: Produce accurate, timely and detailed enrollment projections for resource allocations.
Strategic Goal 3: Technological Innovation: Support innovation, develop new products and services, and promote data use at all levels of the college’s operations.

Objective 3.1: To the maximum extent possible, and where applicable via the use of software technology, automate data generation, production, and use for OIRP projects and activities.

Objective 3.2: Develop and maintain a unified OIRP format for all types of information originating from or disseminated by the office.

Objective 3.3: Actively promote OIRP’s information products and services to the College community.

Strategic Goal 4: OIRP Operations: Re-engineer all OIRP internal processes including but not limited to data production, analysis, and dissemination, survey production, assessment, enrollment reporting and projections, and workload production and analyses to efficiently maximize the use of technology and facilitate greater productivity while requiring less time resources.

Objective 4.1: Develop a comprehensive OIRP Data Management System to organize the production, storage, use, analysis, and dissemination of OIRP’s data.

Objective 4.2: Develop and maintain a project management and communication system.

Objective 4.3: Maintain a high quality workforce typified by the constant improvement of current skills and the regular addition of new skills in an environment supportive of OIRP personnel within the parameters establish by the college.

Outcome Measures

Outcome measures for each objective are detailed in the ensuing pages.
## Goals, Objectives and Indicators of Success

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<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
<th>Indicators of Success</th>
<th>Actual Performance</th>
<th>Follow-up</th>
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</table>
| #1: Institutional Research | 1.1: Produce relevant and accurate information about the college, its various constituencies, the region, state, and nation. | FY 06  
Publish hard and disk copy Fact Book by Dec. 2005  
Enrollment demographics produced after each census date  
Grade distribution reports, by discipline, each semester  
FY 07  
Redesign Fact Book for Fall 06 publication  
Publish GIS information on student enrollment by July 07  
FY 08  
Develop interactive Fact Book for Fall 07 publication  
Expand GIS analysis | Publication delayed due to organizational changes. Released on CD and GPC home page Apr 06  
Enrollment data on track; grade data approx one semester behind due to staff shortages | Continue to identify and implement opportunities to improve efficiency  
Hire second data analyst to reduce bottlenecks in data production |
| 1.2: Provide statistical summaries and/or in-depth analysis of a broad range of academic, social, and economic issues affecting the College community, drawn from both internal and external data sources. | FY 06
Establish a schedule of reports and updates to be produced and distributed on a regular schedule in FY 07
Establish a formal Research Agenda for large-scale projects to be conducted in FY 07-08
FY 07
Produce regular reports on or before established deadlines.
Produce reports of Research Agenda projects on or May 1, 2007
FY 08 | In progress
Agenda and targets for completion established. | Hire second data analyst to reduce bottlenecks in data production |
|---|---|---|---|
| 1.3: Meet the information and analysis needs of the GPC community as well as external agencies, and organizations seeking GPC related data. | FY 06
Maintain Information Request Form (IRF) database to ensure requests completed in timely manner.
FY 07
Conduct online survey of usage and satisfaction with OIRP products/services Spring 07
FY 08
Based on Spring 07 survey findings, establish targets for increased usage/satisfaction | All requests completed on schedule. | Continue to identify and implement opportunities to improve efficiency |
#2: Planning, Assessment, and Decision Support
Support the institutional strategic plan by producing benchmark and ongoing measures of key institutional, academic, demographic, economic, and social data for the administration, and the equitable distribution of the college’s resources and activities.

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<tr>
<th>2.1: Support and encourage College-wide implementation of strategic planning and institutional effectiveness, consistent with best practices in the academic community, and expectations of external oversight agencies (i.e. BOR, SACS).</th>
<th>FY 06</th>
<th>In progress; dependent upon College leadership</th>
<th>Continue to stress benefits of planning and assessment to College leadership, emphasizing compliance with external requirements.</th>
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<tbody>
<tr>
<td>Assist College executive leadership in updating GPC strategic plan</td>
<td>FY 07</td>
<td>Fully implement College-wide planning and assessment</td>
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<td>Develop or purchase web-based application to facilitate progress reporting</td>
<td>FY 08</td>
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<th>2.2: Develop baseline statistics, measures, indices, and reports in order to assess the achievement of College-wide and departmental objectives.</th>
<th>FY 06</th>
<th>Completed</th>
<th>Cooperate with Educational Affairs to transition responsibility for academic assessment to OIRP</th>
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<tr>
<td>Conduct assessment audit of existing products and services, and recommendations for future additions.</td>
<td>FY 07</td>
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<tr>
<td>Develop appropriate assessment measures and reporting templates for all College-wide and departmental/functional objectives</td>
<td>FY 08</td>
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<td>Develop an “index of institutional health” consistent with external accountability requirements (i.e. BOR), including appropriate benchmarks</td>
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<tr>
<td>Expand “index of institutional health” to include measures critical to the College’s mission and goals that may not be featured in externally-driven models</td>
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| 2.3: Produce accurate, timely and detailed enrollment projections for resource allocations. | FY 06
FY 07
Complete development of enrollment and resource modeling software application by Feb 07
With new application, project enrollments to accuracy within 5% + or - FY 08 | Produced and updated upon request |
|---|---|---|
| #3: Technological Innovation: Support innovation, develop new products and services, and promote data use at all levels of the college's operations. | FY 06
Implement “Class Climate” software for survey design, production and analysis FY 07
Develop software application to facilitate an automated response to regularly occurring data request (both external and internal), and the vast majority of data requests in the existing OIRP database FY 08 | Installed Feb 07
In use |
| 3.1: To the maximum extent possible, and where applicable via the use of software technology, automate data generation, production, and use for OIRP projects and activities. | FY 06
Establish template for written documents FY 07
Develop full range of “OIRP Look-and-Feel” templates for all visual communication, including website, reports, faxes, correspondence, etc. FY 08 | In progress; template in use for reports, but not all documents |
| 3.2: Develop and maintain a unified OIRP format for all types of information originating from or disseminated by the office. | | |
| 3.3: Actively promote OIRP’s information products and services to the College community. | FY 06  
Issue semi-annual email announcements to College community with data items of interest and information about OIRP resources and services.  
Update OIRP website to increase utility to College and external communities.  
FY 07  
Increase interactivity of OIRP website  
Establish targets for increased utilization of OIRP website, based on findings from Spring 07 survey (described in 1.3)  
FY 08  
In progress; more ad hoc than regularly scheduled  
In progress  
Strive for better consistency  
Hire second data analyst to free up staff time for development of more sophisticated solutions |
|---|---|
| 4.1: Develop a comprehensive OIRP Data Management System to organize the production, storage, use, analysis, and dissemination of OIRP’s data. | FY 06  
Establish OIRP Central Store  
Use Information Request Form (IRF) system to identify cyclical requests  
FY 07  
Develop interactive data sheets for desktop of all OIRP staff  
Review and streamline file sharing and IRF process  
FY 08  
Established, but not fully utilized  
Streamline procedures for file sharing to ensure consistent participation and access by all staff. |
| 4.2: Develop and maintain a project management and communication system. | FY 06  
Identify and communicate target dates for completion of all major projects  
FY 07  
Implement use of online calendar for all OIRP staff  
Identify and implement strategies to improve intra-office communication  
FY 08  
Identify more formalized project management systems (e.g. software applications) as appropriate to accommodate growth of staff and scope of responsibilities | In progress | Fully utilize Central Store as described above |
|---|---|---|---|
| 4.3: Maintain a high quality workforce typified by the constant improvement of current skills and the regular addition of new skills in an environment supportive of OIRP personnel within the parameters established by the college. | FY 06  
OIRP will subscribe to at least one professional journal in the areas of institutional research, strategic planning, assessment, and information management.  
Each professional staff member will attend at least one professional conference annually.  
FY 07  
Each staff member, in consultation with the Director, will identify a skill or knowledge base and establish specific targets for acquisition and/or enhancement.  
FY 08 | In progress | In progress | Continue to monitor literature and internet resources for best practices  
Continue to seek most appropriate opportunities |