INSTITUTIONAL RESEARCH

"I believe that we should be held accountable by parents, by students, by taxpayers, by employees, by the Legislature. If someone asks…about a specific research program or asks about diversity or asks about new technology – whether it's worth the cost and what are you getting out of it – I think we ought to be able to give an honest answer, backed up by empirical data, and that is my view. My motto… 'In God we trust – all others bring data.'"
"Proving the Value of Higher Education," speech by UC President Mark Yudof to Commonwealth Club of California, Nov. 17, 2008

> ***WASC Commission's Guiding Recommendation 10:***   Provide resources to establish and appropriately staff the institutional research office on a permanent basis, and create a central data resource at its disposal such as a data warehouse extracted from the student information system, to enable consistent and effective support for campus data reporting and analytical needs.

Institutional research has proven to be a critical element to all areas of the WASC review and to the university's ongoing commitment to plan, measure, and improve the educational effectiveness at UCSF. The ALO and the Director of the Office of Institutional Research are aware of their responsibility to inform WASC of any matter that could affect the accreditation status of UCSF, and have consistently done so (for example, by informing WASC when it found that an existing Masters program was not yet formally approved) (Revised CFR 1.9). At present, institutional research is distributed between several campus administrative units at UCSF, primarily the Office of Institutional Research, the Graduate Division, the Admissions Offices and the Offices of Student Affairs for the professional programs, and the program administration for the graduate academic programs. Budget and Resource Management, Campus Planning, Human Resources Information Systems, and Campus Life Services also have some institutional research functionality with respect to student data; for example, a proposed increase in enrollment requires projection of current and future classroom use, revenue sources and allocation, and staffing necessary for high quality teaching and educational innovation (CFR 4.2). All these units provide timely responses to strategic data needs, and the data and analyses that they provide are regularly used to inform decision-making and in institutional review (Revised CFR 4.4, Revised CFR 4.5, CFR 4.3, 4.6).

The WASC review team recommended that the UCSF administration create a central data resource at its disposal such as a data warehouse extracted from the student information system, to enable consistent and effective support for campus data reporting and analytical needs (Revised CFR 1.2, Revised CFR 4.4, Revised CFR 4.5, CFR 4.3). As illustrated below, UCSF has made significant progress in coordinating data sources.

The UCSF Office of Institutional Research (OIR) in Student Academic Affairs was formally re-established in fall 2009, and is staffed by a full-time Director and a half-time analyst. The OIR is the source for validated student and trainee data and both periodic and ad-hoc reports and analyses that are provided to campus leadership and Public Affairs, the UC systemwide office, and the U.S. Department of Education and to other clients (Revised CFR 1.2, CFR 4.6). Student learning assessment at UCSF takes place at the program level, however the OIR plans to institute a campus climate and student satisfaction survey modeled on the University of California Undergraduate Experience Survey (UCUES) in the near future, and is working with Student Experience in the Research University (SERU) staff to implement this initiative (Revised CFR 2.10). The Office of Institutional Research has also taken a lead role in the WASC affirmation of accreditation and was able to move UCSF to 'Specified' degree level approval in October 2009.

The majority of data used by the OIR is currently obtained from the data systems of the Registrar and Student Financial Aid, with additional data provided as needed from Services for International Students and Scholars, the Office of Student Life, and Student Health and Counseling Services. An arrangement has been made with Institutional Research at the University of California Office of the President (UCOP) to create a data warehouse for the UCSF campus as part of the Decision Support System (DSS) currently under development at UCOP. The expectation is that this will eventually become the primary means of campus data reporting and analysis (Revised CFR 1.2, Revised CFR 4.4). The Payroll component of the DSS is nearly completed, and will be available Fall 2010; the Student Data component is on track for Fall 2011; and the Budget and Finance component is still in the process of preliminary development.

The Director of the OIR is a member of UCOP's Decision Support System Student Data Business Requirements Work Group that is in the process of developing business requirements and functional specifications for DSS Phase II - Student and Instructional Data. Once these requirements and specifications are completed, the next step will be to build the data model for the first release of Phase II as well as to develop data dictionaries and a glossary of business terms. The DSS will make it possible to integrate data systemwide as well as incorporate data from external sources, and (where appropriate) will provide users in the University community with direct access to data from many of the University's major administrative systems (Revised CFR 2.10).

The **Office of Institutional Research** web page publishes student data (Revised CFR 2.10) and provides links to campus, faculty, staff, and UC systemwide data, including UC Accountability. Google Analytics tracks use of the web pages. There is an ongoing review of the OIR that includes a comparison of data collection methodologies, a critical examination of performance indicators for the campus, creation of partnerships with other institutional research-related units on campus as well as other graduate-only institutions in California, and active outreach to existing and potential constituencies (Revised CFR 4.4, Revised CFR 4.5). The Director of the OIR attends and presents at

the annual meetings of the California Association for Institutional Research (CAIR) and the Association for Institutional Research (AIR), and uses these opportunities to do an informal assessment of OIR functionality.

Graduate Division Institutional Research/Information Technology (IR/IT) provides data for program review and grant applications, is responsible for the administration of various surveys, responds to federal, State, UC systemwide, and campus information requests, and implements and oversees the graduate school application process. Staffing consists of the Director of IR/IT and one staff member. The data for program review and grant applications is obtained from Student Financial Aid and the Office of the Registrar. Graduate Division IR administers the NSF-NIH Graduate Student Survey and the Survey of Earned Doctorates (the SED), UC systemwide's triennial Graduate Student Survey, the UCSF Survey of Doctoral Experiences, and the CGS/GRE Survey of Graduate Enrollment and Degrees. This unit supports the Graduate Division web pages.

Each graduate professional program at UCSF has its own **Admissions Office** and the Graduate Division administers admission to graduate academic programs. Data on applicants and offers made (number, gender, race and ethnicity) is transmitted to the Registrar in the late fall or early winter of each academic year, and information regarding the preparation and selectivity of applicants is maintained at the program level. Admissions Office staffing varies by program, and there is an admissions webpage for each professional program and for the Graduate Division. As noted earlier, student assessment takes place at the program level and is conducted by each **Office of Student Affairs** for the professional programs. Assessment data is used internally to track student progress and to fulfill programmatic accreditation requirements. As a rule, student assessment in the **Graduate Division** is done during program review (Revised CFR 4.4, Revised CFR 4.5).

Other units that work with student data include the following:
- The Institutional Analysis (IA) unit in Budget and Resource Management has three FTE, and is charged with conducting analyses relevant to decisions regarding the funds to support building projects, including instructional space. Institutional Analysis publishes an in-depth UCSF Institutional Profile each year that includes student data.

- Human Resources Information Systems tracks part-time student employees serving as technical, laboratory or office assistants. This data may be useful when looking at persistence and time to degree for some programs. Student data is also reported when students take staff trainings.

- Campus Life Services (CLS) has a marketing group that does research regarding the use and potential use of CLS Services (including housing, shuttle service, recreation, arts and events, childcare and retail on campus) by the campus community. They regularly use surveys and focus groups to obtain feedback on existing services and identify future needs. Since some of their survey questions

concern student satisfaction, the Office of Institutional Research will be working with CLS to avoid repetitive questions and survey fatigue on the part of students (Revised CFR 2.10).

In addition to streamlined and centralized processes to gather and report data, UCSF's planning processes are data driven. This commitment to the utilization of data in planning is demonstrated by the processes used to propose and approve courses and program changes and additions. These processes are outlined below. The creation (or substantive modification) of a course requires the submission of a course form, which in addition to asking for such information as instructor(s), content, prerequisites, and units involved, also requires that the course educational objectives be written as learning outcomes using Bloom's Taxonomy of Educational Objectives. After approval by the School's Educational Policy Committee, the completed course form is submitted to the Academic Senate's Committee on Courses of Instruction (COCOI) for review. Once approved, the course is listed in the online catalogue and is available for online enrollment. A pilot course may be given only twice without this formal approval (Revised CFR 1.2, Revised CFR 2.3, Revised CFR 4.4).

The [review process](#) for a new graduate academic program is described in detail in the Appendix, which is currently undergoing review. Briefly, the proposal for a new program is developed by members of the faculty. Once the proposal is developed, it undergoes review by the Graduate Council, which considers such issues as the need, nature, governance, and resources required to support the program. If the proposal receives the approval of the Graduate Council and has the support of the campus administration, then it undergoes a rigorous review by the Coordinating Committee on Graduate Affairs of the UC Systemwide Academic Senate. This review typically takes four to 12 months (Revised CFR 2.2b, Revised CFR 4.4, CFR 2.1).

UCSF has Specified degree approval for Masters degrees and General Approval for Doctoral degrees. The processes required to establish new schools, colleges and programs as well as research units (ORUs/MRUs), and to reconstitute academic programs and units are also outlined in the *Compendium*.

Extensive external reviews of each professional program are done as part of its affirmation of accreditation (usually every ten years), while all graduate academic program undergo external review every five years (CFR 2.1). Graduate program review includes an evaluation of the goals of the program, the curricular offerings, admissions criteria and diversity of students, how evaluation of student performance is done, faculty quality and support, physical resources, and so on (for reviewer guidelines, see '[University of California, San Francisco Graduate Council and Graduate Division Academic Program Review External Report Suggested Guidelines](#). Both the Graduate Division and the program evaluated receive copies of the final review, which is brought before the Graduate Council as well (Revised CFR 4.4, CFR 4.7).

The WASC review team also recommended that the Registrar's Office and deans of admissions continue to pursue standard definitions of demographic categories, as well

as consistent methods for capturing them such that at students' matriculation in the degree programs, data describing diversity categories, such as ethnicity, are stored at the greatest level of detail that can provide useful data for subsequent re-tabulation of categories or disaggregation of data for various reporting and analytical purposes (Revised CFR 1.2, Revised CFR 4.5, CFR 1.5, 3.7, 4.3).

Prior to the admission cycle culminating in fall 2010 admissions, the Registrar received 'raw' race and ethnicity data from Dentistry, Pharmacy and Physical Therapy CAS admissions applications. Since these programs all use the same CAS provider, the race and ethnicity categories were the same. However, the School of Medicine provided ethnicity values that it determined based on a hierarchy that it designed, as did the Graduate Division.

For fall 2010, the Registrar will receive and process raw data from all the Schools and the Graduate Division, and a crosswalk has been developed (in consultation with the admissions directors) by UCOP to map the race and ethnicity data collected to the categories used by UCOP. In addition, there are ongoing discussions between representatives of the UC Graduate Divisions to develop a consensual race and ethnicity hierarchy to be used by all campuses.

Institutional research is recognized as an important priority by UCSF. Additional resources and support have been dedicated to the goal of coordinating, streamlining, and institutionalizing the collection of relevant data. The Office of Institutional Research has been re-established and strong partnerships are in play with other institutional research-related units on campus and in the Office of the President.   The office, in collaboration with its partners, has provided significant support to various academic planning and evaluation efforts, the capturing and reporting of important academic data such as ethnic reporting categories, and the cohesive compilation of information that has assisted in the preparation of the WASC reports and supporting documentation. The Office of Institutional Research—in collaboration with its key partners--has established itself as a critical contributor to the assessment and planning activities of the University.