Institutional Research Plan

Sheridan

Summary Statement

Moving forward to 2022, the Sheridan learning community will invigorate our enviable organizational **character**; maintain and intensify our pursuit of **quality**; and continue to develop, implement and deploy tools that promote individual and organizational **accountability**.

Academic Priorities

» Build community by embodying Sheridan's unique character.

» Advance quality teaching and deep learning through inclusive, learner-focused design and academic support services that embrace the diverse strengths of our students.

» Cement our commitment to polytechnic education by promoting and supporting scholarship, research and creative activities.

» Fuel academic and career success by cultivating curiosity, a passion for growth and learning, perseverance, fun and a sense of purpose.

» Enhance the student experience through programs, services and space design.

» Develop an operational culture of planning, accountability and continuous improvement.

CHARACTER

QUALITY

ACCOUNTABILITY

Institutional Research Plan

The mission of the Office of Institutional Research (IR) is to enhance planning, policy formulation and strategic decision making by developing actionable intelligence and delivering impactful analytical services to Sheridan's leadership teams.

The realization of Sheridan's Academic Plan and its key operational sustainability priorities require building an institutional culture of planning, evaluation and accountability. As the principal office responsible for providing decision support at Sheridan, IR will play a leadership role in the development and execution of strategies that will support, promote and enable this culture shift.

Build community by embodying Sheridan's unique character.

Institutional Research aims to advance an institutional culture of accountability and evidence-based decision making. The main way that greater adoption and application of data and analysis can be achieved is through the development of collaborative relationships with Faculties and other departments to demonstrate how data and analysis can be used to inform and support planning, decision making and resource allocation.

Goals

» Increase engagement with internal stakeholders to support a culture of data-informed decision making.

Actions to achieve this initiative

» Establish a department intranet site.
» Develop and implement institutional Survey Policy.
» Develop internal client feedback processes.
» Explore the following engagement tactics:
  » Periodic meetings with each Faculty each term to review metrics and other key data.
  » Establish office hours/drop-in sessions to serve clients needs.
  » Liaison model for client relations.
  » Develop principles and a framework for the dissemination and use of research/analysis in decision making.

Metrics

» Client feedback.

Advance quality teaching and deep learning through inclusive, learner-focused design and academic support services that embrace the diverse strengths of our students.

Sheridan is implementing a student course evaluation framework and system that utilizes best practices in assessment to provide Faculties and individual professors with robust feedback about students' learning experience. In addition to institution-wide questions, the model enables each Faculty and each individual professor to introduce questions to get student feedback on their specific teaching and learning priorities.

Goals

» Complete course evaluation rollout to support faculty development and advance quality teaching.

Actions to achieve this initiative

» Bring remaining non-postsecondary programs into the course evaluation platform.

» Complete consultations with remaining Faculties and complete rollout.

» Undertake procurement of a course evaluation system to meet the needs of Sheridan for the next five years.

» Develop and implement an institutional communications plan to promote the project.

» Develop an integrated plan with the Centre for Teaching and Learning (CTL) to promote the use of results to inform teaching and learning strategies.

» Undertake 'monitoring and analysis' projects: post-course evaluation survey data; student focus groups; ongoing validity/reliability testing.

» Complete core software functionality upgrades: dynamic report viewing, text analytics, survey structure for multiple professor courses, automatic data uploads.

» Develop a performance measures dashboard to understand program, faculty, institution-wide trends and segmentation analysis (e.g. by credentials, years of study, student residency).

» Undertake review of the model and plan future development (e.g. department, program-level questions).

Metrics

» Student response rates.
» Percentage of professors selecting faculty-specific questions.

Fuel academic and career success by cultivating curiosity, a passion for growth and learning, perseverance, fun and a sense of purpose.

Enhance the student experience through programs, services and space design.

Sheridan has begun the development of an integrated Strategic Enrolment Management (SEM) Plan aimed at optimizing the student experience at each stage of their lifecycle. Supported by the establishment of the Strategic Enrolment Intelligence Team, IR will be the office principally responsible for developing and supporting research initiatives to support the planning and implementation.

Goals

» Enhance strategic enrolment intelligence and planning to support the development and execution of Sheridan's Strategic Enrolment Management Plan.

Actions to achieve this initiative

» Develop and execute a sustainable and scalable three-year strategic enrolment intelligence strategy to support the Strategic Enrolment Management Plan.

» In coordination with Deans, facilitate development of a multi-year enrolment plan.

» Develop and deploy a domestic admissions forecasting model.

» Analyse data to better understand volatility in international forecasting.

» Develop and deploy market share reports for both domestic and international students.

» Develop research plans to support the development of SEM.

» Plan on behalf of the Steering Committee and the following strategy teams:

  » Persona, Early Alert/Intervention, Integrated Services, Optimizing the Prospective Student Pipeline, and Multichannel, Targeted Student Communications.

» Review Student Entrance Survey and develop a plan to increase participation rates.

Metrics

» Client feedback.
» Frequency of usage of reports.

Develop an operational culture of planning, accountability and continuous improvement.

Sheridan is introducing several initiatives to enhance planning, accountability and continuous improvement. These initiatives include the adoption of an activity-based budget model. IR's program costing model will provide Faculties with key insights about revenue and cost drivers that will enhance decision making in this environment. Sheridan's integrated planning process requires the development of a performance measurement framework.

This goal also requires a more robust business intelligence platform than is currently in place. Last year, IR prototyped a server-based platform to disseminate IR data to its key internal clients, and it has rolled out enrolment forecast reporting to select users. The next phase of development is to expand both the user base and reports available on the server environment.

Goals

- » Enhance program costing model to support Sheridan's fiscal sustainability strategy and the activity-based budgeting model development.

- » Develop performance measurement framework to help leaders track progress towards key institutional objectives and support integrated planning.

- » Deploy business intelligence platform.

- » Align IR resources to build capacity.

Actions to achieve this initiative

- » Rebuild the model to connect to the DCU replacement of AI.
- » Model space utilisation metrics.
- » Incorporate instructional space price/costs into costing model.
- » Connect the costing model to the enrolment forecasting model to enable expenditure forecasting and impacts of enrolment plans.
- » Refine model and reports based on user feedback.

- » Develop measures that aggregate at the institution level, and where feasible, cascade to the division, faculty, school and program/unit level. In subsequent years, expand and refine based on usage and feedback.
- » For each summary institutional measure, develop a second tier of indicators that explain, diagnose or supplement the measure.
- » Provide guidance, advice and coaching to departments in the identification and development of unit level measures.
- » Where systems data is available, develop dashboards for unit-specific measures and integrate these with the integrated planning platform.

- » Procure system and hardware to support 300+ users.
- » Institute procedures for report development and deployment (access, quality assurance, user acceptance, user feedback, and training).
- » Develop a roadmap to deploy performance measurement, admissions, program review and other SEM reports.

- » Review department resources, identify any skills/resource gaps and develop plan to align.

Metrics

- » Client feedback.
- » Frequency of usage of reports.

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