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## University of Missouri System Institutional Research and Planning Strategic Plan

### Mission

Institutional Research and Planning strives to provide timely, accurate information and analytical services for executive decision-making and policy development and internal and external constituent needs.

### Vision

Institutional Research and Planning will be recognized as a leader within the University of Missouri System as well as acknowledged statewide and nationally for its quality of work, processes, and research products.

### Core Values

The unit will pursue its vision in the context of a University-wide environment that fosters integrity, trust, openness, fairness, quality performance, and accountability. The unit specifically holds in high value:

- **Workplace where people grow, learn and contribute.** People are our primary and most valued asset. They are the intellectual capital and the principal performance drivers of the unit. To sustain this most important resource, the unit is committed to creating opportunities for staff to develop to their full potential.
- **Operational excellence is achieved through organizational excellence in the conduct of all institutional research and planning endeavors.** The unit is committed to achieving, through individual and collective effort, the highest levels of performance as measured by national standards and best practices.
- **Stakeholder confidence and trust is built by teamwork and the positive effect of synergism that is realized when people and organizations work together in a spirit of cooperation and collaboration.** The unit is committed to developing and sustaining productive alliances and partnership relations inside and outside the institution in order to increase the quality and efficiency of services provided.
- **Client confidence and trust is built by adherence to the highest ethical standards in relating to people and in conducting all activities for the University.** The unit is committed to communicating and modeling best practices in business ethics.

## ***Strategic Theme 1: Client Centered Relations***

**Goal: Provide planning and decision support to create value for clients.**

Objective 1: Manage data to assist senior executives in planning, decision-making, developing policy, and related university-wide efforts.

Strategy: Provide a leadership role in the responsible use of data and information, especially in relationship to administrative systems.

Strategy: Support decisions related to select issues regarding enrollment, completions, financial aid, performance, human and financial resources, teaching and research productivity, and research funding.

Objective 2: Assist in the development and maintenance of the University of Missouri Strategic Plan and/or performance benchmarks.

Strategy: Provide a leadership role in developing strategic themes, goals, and indicators.

Strategy: Create operational definitions of the performance indicators.

Strategy: Provide support to implement performance indicator baseline data and subsequent evaluations.

Strategy: Work with campus and system administrators to establish and monitor annual targets for each indicator.

Strategy: Provide continued evaluation and update of the strategic plan.

Objective 3: Provide integrated and accessible data for analysis to support institutional research and the strategic plan system-wide.

Strategy: Work with Enterprise Applications Services: Data Warehouse and Reporting Team to develop and/or enhance a data repository of de-normalized data accessible to institutional researchers and planners. The data repository will have data, consistent with state and federal reporting guidelines, from all administrative systems, including; students/sections (enrollment, completions, financial aid, and performance), resources (human and financial), faculty productivity (teaching and research), and research funding.

Strategy: Develop and maintain methods of integrating the various administrative systems, including maintenance of a departmental schema to link the various data at the lowest level possible.

Strategy: Help develop and maintain a seamless method of integrating new PeopleSoft data with historical data for trend reporting in institutional research and planning.

Strategy: Develop and maintain methods of consistently reporting integrated data over time.

## ***Strategic Theme 2: Exceed Client Expectations***

**Goal: Provide the highest quality of service tailored to key internal and external constituents.**

Objective 1: Facilitate and support the Board of Curators and General Officers in executing their administrative and academic responsibilities.

Strategy: Provide timely and accurate analysis or executive reports.

Strategy: Assist in updating and developing Board policies and procedures.

Strategy: Provide timely informational presentations and recommendations.

Objective 2: Provide timely, consistently reliable, useful, and efficient support services to internal constituents.

Strategy: Provide timely and accurate information through standard reports and the Executive Data Reference.

Strategy: Help facilitate the design and implementation of reporting from the administrative systems. This includes, enrollment, completions, financial aid, performance, human and financial resources, teaching and research productivity, and research funding.

Strategy: Conduct training seminars, workshops, and provide other informational forums regarding data reporting and analysis.

Strategy: Provide development, collection and analysis for system-wide surveying of faculty, staff and students.

Strategy: Take a leadership role in directing system-wide institutional research and planning support.

Objective 3: Exercise responsible leadership and demonstrate timely response in meeting the needs of external constituents.

Strategy: Strengthen CBHE and NCES ties.

Strategy: Provide leadership for institutional research and planning at the state, regional, and national level.

Strategy: Assist state and national leaders in formulating higher education strategies to promote quality in post-secondary education.

Strategy: Provide timely responses to informational requests from the state legislature and other governmental entities.

### ***Strategic Theme 3: Innovative Business Solutions***

#### **Goal: Develop innovative cost effective services, processes, and information systems**

Objective 1: Help maintain and improve institutional research and planning processes to ensure the timely, and responsible reporting of select data from University administrative data systems and external sources.

Strategy: Provide timely, reliable and accessible value-added data to support system and campus institutional research and planning functions.

Strategy: Integrate financial, human resource, student, section, financial, financial aid, grant and contract information systems for system and campus reporting.

Strategy: Evaluate institutional research and planning reporting processes and implement process improvements.

Objective 2: Maintain compliance with internal policies and external regulations.

Strategy: Maintain compliance with federal and state statistical reporting requirements.

Strategy: Monitor compliance with Board policy concerning faculty instructional productivity and comply with reporting requirements.

Strategy: Support academic affairs with new program/academic unit/viability audit.

Strategy: Monitor compliance with undergraduate exceptions to the admissions policy and report to the Board on an annual basis.

### ***Strategic Theme 4: Workplace where people grow, learn, and contribute***

#### **Goal: Competent and capable employees, technology enabled workforce, and high performance workplace**

Objective 1: Achieve staff competency and skill levels needed to deliver quality service to constituents and support cost-effective business processes.

Strategy: Intensify recruitment and retention of highly qualified staff.

Strategy: Establish professional development plans for all professional employees.

Strategy: Annually fund professional development opportunities for staff.

Strategy: Identify and develop cross-training opportunities.

Objective 2: Provide access to strategic information technologies required to produce value for constituents and improve business processes.

Strategy: Routinely upgrade information technologies tools (hardware & software).

Strategy: Ensure availability and access to on-line management information about operations.

Strategy: Ensure appropriate transfer of knowledge about management processes and information systems.

Objective 3: Create a work environment that promotes employee motivation, initiative, and productivity and aligns individual and organization goals.

Strategy: Encourage self-directed cross-functional work teams.

Strategy: Drive operational decisions to lowest level of the organization.

Strategy: Encourage staff to identify and initiate process improvements.

Strategy: Establish a system for evaluating and aligning individual performance with divisional goals.

Strategy: Align compensation with performance.