Background
In September 2007, three units were combined to form the Office of Institutional Research and Planning Support (OIRPS). These units were the Office of Enrollment Research, the Office of Institutional Research and Evaluation, and Institutional Planning and Support Services. Over the course of the past year, this transformation has reduced staff by 2.26 FTE and produced cost savings of $140,000 (approximately 10% levels of net reduction both in budget and FTE), while also providing opportunities to develop and strengthen several areas. As discussed below, more work remains to be done.

OIRPS Strengths
1. Enrollment research and planning support, including admissions, financial aid, course availability, enrollment, teaching load, cost of instruction, and tuition revenue
2. Human resource data, analysis, and reporting
3. Curricular and retention data, analysis, and reporting
4. Teacher Course Evaluation (TCE) production—consultant hired for FY09 at .25 FTE to provide recommendations about oversight and development
5. Public Records compliance
6. Mandated reporting (Federal, State, ABOR, AAU Data Exchange, Fact Book, Common Data Set)
7. Consolidation of accountability metrics for Governor’s Office (OSPB Master List), ABOR 2020 planning, UA Strategic Plan, and Arizona legislature (JLBC)
8. Responsiveness to campus needs (dashboards on OIRPS website, for example)

Strategic Directions
In addition to continuing to build on its current strengths, OIRPS will begin development or make improvements in the following areas.
1. Finance Analysis
OIRPS needs to strengthen its capabilities to support the Budget Office and Office of the Vice President for Research to meet increasing campus and ABOR needs, especially as UA explores tuition funds flow and responsibility-centered budgeting models; and as both UA and ABOR strategic planning activities become more closely linked to funding and budgeting processes. A new OIRPS analyst began work in this area in mid-November.
2. **Mosaic Business Intelligence**
   OIRPS needs to be fully engaged in decisions about: 1) data to be included in the warehouse environment; 2) decision rules and queries that need to be developed; and 3) reports, dashboards and other data displays. Two OIRPS analysts will be the primary staff to assist in this area, but other staff will be involved as needed.

3. **Planning Support**
   It is not clear for whom OIRPS is providing planning support, or what level of support is needed. Future OIRPS staffing will depend on the answers to these questions.

4. **Learning Outcomes Assessment**
   To more successfully embed assessment into the campus culture and to meet accreditation needs, the Director of Assessment is working with the Assessment Coordinating Council to develop a UA Assessment Plan. In addition to guiding specific strategies and activities, this plan will help determine the best organizational structure needed to meet UA assessment objectives.

5. **Teacher Course Evaluation**
   A draft of a TCE strategic plan will be available by mid-December. Areas of focus will include moving more fully into an on-line environment; improving the web front end; reviewing and revising survey questions; and enhancing customization options.

6. **Information Technology Infrastructure**
   The current OIRPS IT support is not as effective or efficient as it needs to be. A UITS consulting team was convened early in the fall to study the situation. They have finished their review and will provide a report and recommendations by mid-December, which will serve as a springboard for improving OIRPS IT support.

7. **Support for North Central Accreditation**
   OIRPS has dedicated the Academic Planning Coordinator (1.0 FTE, $92,000 annual salary) to the NCA Executive Team for the next two years. In addition, OIRPS will dedicate a senior analyst to attend NCA committee meetings to consider data requests. Requests that he is unable to address directly will be brought back to OIRPS for assignment.

**Budget Summary**
September 2007 to November 2008 OIRPS budget changes:
- Net budget reduction of $140,202 before the 8/25/08 cut (a net decrease of 2.26 FTE), which was used to meet the initial OIRPS FY09 5% budget reduction obligation of $69,400.
  - $310,676 saved on eliminated positions, unfilled positions, and salary reductions; decrease of 5.25 FTE.
  - $170,474 spent on new positions, salary increases, and salary transfers; increase of 2.99 FTE.
  - Initial FY09 budget reduction (8/25/08): $69,400.
An additional 5% mid-year budget reduction of $69,400 can be made using salary savings generated from a recent staff resignation combined with some of the remaining salary savings generated from the previous year’s transformation process.

- Resignation of 0.59 FTE Principal Research Specialist: $35,272 annual salary savings
- Carry-forward salary savings from FY 2008, net initial FY09 5% budget reduction: $34,128

Future reductions may be made as follows.

- Any remaining State budget salary savings would be used first.
- Contingent on the OIRPS IT review, some efficiencies and cost savings may be gained.
- Contingent on the outcome of the TCE strategic planning process, some efficiencies and cost savings may be gained.