

## Student Affairs and University Planning Program Review Summary

<b>Program Name</b>	Institutional Research
<b>Date of Review</b>	Summer 2009 to Fall 2010
<b>Major Findings</b>	<p>The program review for OIR, which began in May 2009, has been very thorough, examining each major function of the office. It has been a very collaborate process that revealed many positive things and challenges for the office, and how it is perceived throughout JMU.</p> <p>Strengths:</p> <ul style="list-style-type: none"> <li>• OIR is highly respected and trusted by senior management and other internal and external constituents as being knowledgeable about the university; providing reliable, accurate and timely information; proactive in respects to SACS and other major issues affecting the university; and creating and maintaining an internal supportive atmosphere.</li> <li>• The staff are considered to be detail-oriented with a very strong customer-orientation.</li> </ul> <p>Challenges</p> <ul style="list-style-type: none"> <li>• The office has grown and had some major changes in staff and responsibilities in the last few years. This growth and change presents challenges that must be addressed in the next several years. <ul style="list-style-type: none"> <li>○ Workload Management</li> <li>○ Project Management</li> <li>○ Communication and Marketing</li> <li>○ Documentation</li> <li>○ Mission Alignment</li> <li>○ Cross Training.</li> </ul> </li> </ul>
<b>Contact Person</b>	Frank Doherty
<b>Location of Report -Hardcopy</b>	Institutional Research
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• Evaluate workload and project management to determine ways to gain efficiencies and identify core services and needs.</li> <li>• Enlist assistance in creating a staffing plan for the next five to seven years.</li> <li>• Evaluate use of new documentation process to determine its effectiveness.</li> </ul>

	<ul style="list-style-type: none"> <li>• Complete The 7 Habits of Highly Effective People as a team (to be facilitated by the Training &amp; Development Department).</li> <li>• Develop a policy manual of OIR processes not included in the University's policies and procedures.</li> <li>• Develop a procedures manual of OIR processes not included in the University's policies and procedures.</li> <li>• Identify "single points of failure" in OIR and create a strategy for cross-training in these specific areas.</li> <li>• Redesign OIR web site.</li> <li>• Review documentation templates from peer institutions to determine their applicability and usefulness to JMU.</li> <li>• Develop a comprehensive communication/marketing plan. Identify, develop and implement specific marketing strategies that clearly communicate and support the vision/mission of OIR.</li> <li>• Evaluate the need for newsletter.</li> <li>• Consider the possibility of creating an informational brochure.</li> </ul>
<p><b>Action Plans</b></p>	<p>June 2011 - Evaluate workload and project management to determine ways to gain efficiencies and identify core services and needs.</p> <p>June 2011 - Enlist assistance in creating a staffing plan for the next five to seven years.</p> <p>March 2011 - Evaluate use of new documentation process to determine its effectiveness.</p> <p>March 2011 - Complete The 7 Habits of Highly Effective People as a team (to be facilitated by the Training &amp; Development Department).</p> <p>December 2011 - Develop a policy manual of OIR processes not included in the University's policies and procedures.</p> <p>December 2011 - Develop a procedures manual of OIR processes not included in the University's policies and procedures.</p> <p>December 2011 - Identify "single points of failure" in OIR and create a strategy for cross-training in these specific areas.</p> <p>August 2012 - Redesign OIR web site.</p> <p>March 2011 - Review documentation templates from peer institutions to determine their applicability and usefulness to JMU.</p> <p>June 2013 - Develop a comprehensive communication/marketing</p>

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