Letter from the Director

2018-19 was an exciting year for the Office of Institutional Research (OIR). At the start of the year, the office launched its first-ever Strategic Plan, which included the development of vision and mission statements to guide the office’s work. The three-year plan is comprised of four main goals, and each member of the staff spent the year leading initiatives related to the goals. The launch of the Strategic Plan coincided with a name change for the office, from Office of Institutional Research & Evaluation to Office of Institutional Research, which better represents our work and expertise.

One of the first strategic initiatives to be implemented in FY19 was an overhaul of the methods we use to code survey comments. Most of our surveys ask open-ended questions, and each of these questions can receive hundreds or thousands of answers. To assist our clients in interpreting the responses, we train undergraduate students to categorize (or “code”) comments into themes representing common responses. The software and methods we had been using for comment coding had been unchanged for over a decade, and were becoming increasingly outdated and inefficient. To address the issue, several members of the office worked with a student intern to develop a new comment coding process that utilizes NVivo, a state-of-the-art qualitative analysis software. The new process was implemented in Fall 2018, and the quality and speed of comment coding has improved dramatically as a result.

In addition to work on our strategic plan, during the year the OIR staff completed hundreds of short- and long-term projects, supported dozens of university committees and initiatives, and worked on a variety of accreditation-related projects. In addition, OIR continued to partner with Tufts Technology Service’s Data and Analytic Services team to expand and improve data access across the university. Over the course of the year, this partnership allowed us to forge new collaborations with the Office of Financial Aid and with admissions offices across the university.

Time and attention in 2018-19 was devoted to supporting several major initiatives and projects, many of which are detailed in this report. Of particular note is the launch of the Deans’ Data Hub, a centralized reporting tool with school-level data, which was rolled out to school deans, the provost, and other senior administrators during the year. The Deans’ Data Hub provides easy access to information about admissions, enrollment, degrees granted, courses, and graduation rates. The hub also links users to additional information in the areas of Research Administration, Advancement, and Finance. Via the Deans’ Data Hub users now have on-demand access to current and historical data in an interactive, dynamic reporting environment. The Deans’ Data Hub will continue to expand the areas it covers throughout the upcoming year.

2018-19 was a productive and eventful year, and I look forward to 2019-20.

Jessica Sharkness
Director
Institutional Research

August, 2019
Mission
The Office of Institutional Research serves as a resource for the Tufts University community. We provide accurate and timely information to stakeholders across the university, support informed planning and decision-making at all levels, and fulfill key external reporting requirements. We employ an innovative and resourceful staff with expertise in survey research and data analysis, who can communicate the results of their research clearly and effectively.

Primary Functions
OIR’s core activities include the following:

Mandated reporting & accreditation
OIR manages many of the university-wide federal reporting requirements, including the Integrated Postsecondary Education Data System (IPEDS) Surveys and the data disclosures mandated in the Higher Education Opportunity Act (HEOA). On a five- and ten-year cycle, the office participates in the university’s self-study for reaccreditation by the New England Commission on Higher Education (NECHE, formerly called the New England Association of Schools and Colleges, or NEASC); on an annual basis, the office prepares the NECHE Annual Report. OIR also works to provide schools and academic departments the data needed to complete their own self-studies for program review and reaccreditation.

Tufts University Fact Book
OIR annually produces the Tufts University Fact Book, a compilation of basic information about Tufts, covering its history, programs, students, staff, facilities and finances. Updating it each year is a major undertaking that involves working with hundreds of individuals across the university. The final product is a comprehensive collection of information about Tufts.

Survey research for the university community
Survey research is an integral part of the work of OIR. The office develops and conducts surveys for a wide variety of offices on campus, including annually-administered admissions, exit, and student experience surveys, faculty and staff surveys, alumni surveys, employer surveys, ad hoc projects on specific topics, and consortial surveys. OIR also provides consultations on survey best practices for individuals across Tufts who are interested in doing their own surveys.

Data requests and short-term projects
OIR is regularly called upon to assist university stakeholders in answering questions about the university. These questions range from simple enrollment inquiries to more complex analyses on particular topics. OIR also responds to a large number of data requests from external agencies such as University & College Accountability Network (U-CAN), Boston Business Journal (BJJ), and Thomson Reuters, and provides data to a variety of rankings agencies like U.S. News and World Report, Peterson’s, Times Higher Education, and QS. In addition, OIR annually facilitates the collection and reporting of faculty compensation data to the American Association of University Professors (AAUP).
Dashboards, Risk Register, and other university-level undertakings
In conjunction with the trustees and the Offices of the President and Provost, OIR develops, collects, organizes, monitors and maintains university- and school-level strategic indicators. Some examples of this work include the University Dashboard, the Risk Register, the Trustees Academic Affairs Committee (TAAC) dashboards, and the Diversity Dashboard.

Business Intelligence and Data Integrity
OIR is actively involved in issues of business intelligence and data integrity at Tufts. One member of the office staff is appointed to work closely with TTS’ Data and Analytic Services Team, which ensures an open flow of communication between the two offices. OIR has also led the effort to ensure the accuracy and accessibility of student and faculty data in data warehouse.

Service to the university
All members of OIR staff serve on committees across the university. These include outcomes assessment committees on all three campuses, the Institutional Review Board, the Sexual Misconduct Prevention Task Force, the ASE Enrollment Council, and the IT Governance Administration Subcommittee, among many more. A member of the office also convenes and leads the university-wide Tableau User Group.

Knowledge dissemination and service to the profession
One of OIR’s points of pride is the service that it provides to the institutional research profession and the higher education community at large. Office staff members hold memberships in the North East Association for Institutional Research (NEAIR) the Association for Institutional Research (AIR). OIR staff routinely review conference proposals for the NEAIR and AIR annual conferences, serve on association committees, and present at NEAIR and AIR on topical issues in institutional research. The OIR staff also periodically publishes work in journals and books.
Our work

During the 2019 fiscal year, OIR staff logged approximately 392 projects, the bulk of which were internal and external data requests (~170 projects) and survey-related work (~99 projects). Most of the remaining projects involved committee work, business intelligence and data integrity projects, mandatory reporting, accreditation-related projects, and work on dashboards, strategic metrics, and the risk register. In addition, the member of the office that sits on the SBER IRB reviewed ~60 IRB proposals and modifications.

OIR 2018-19: By the Numbers

- **392+** Projects Completed
  - 170 Data requests
  - 99 Survey-related projects
- **24,300** Survey Responses
  - Students: Most respondents
  - Month with most responses: May
  - Rideshare: Largest survey
  - Top data requests:
    - 75%+ of all undergrads who took at least one survey during 2018-19
- **130+** Clients Served
  - 40% of clients were from AS&E
- **43,400** Web page views
  - Of the non-homepage visits:
    - Fact Book: 21%
    - Common Data Set: 17%
    - Tufts University Consumer Information: 31%
    - Survey Info: 16%
    - All other pages: 4%
- **19** University Committees served
- **12** Professional meetings attended
- **12** Professional Presentations
- **65,200** Comments Submitted
  - 7 Student workers coded
  - 39,100 survey comments from 22 surveys—that's 5,586 comments each!
  - One survey—the 2018 Senior Survey—accounted for 26% of all coded comments!

The following pages summarize some of our major projects in FY19.
### Our Work - Highlights

#### Mandated reporting & accreditation

<table>
<thead>
<tr>
<th>NECHE</th>
<th>IPEDS</th>
<th>HEOA</th>
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<tbody>
<tr>
<td>• Complete &amp; submit NECHE annual report&lt;br&gt;• Continuous push to develop sustainable assessment programs; serve on outcomes assessment committees</td>
<td>• Serve as IPEDS Keyholder &amp; ensure timely and accurate data submissions&lt;br&gt;• Develop IPEDS reporting capabilities out of SIS&lt;br&gt;• Maintain official university statistics</td>
<td>• Maintain Tufts University Consumer Information (TUCI) page&lt;br&gt;• 31% of OIR web traffic goes to TUCI pages&lt;br&gt;• Top pages: net price calculator, top undergraduate majors, student financial data</td>
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#### University Fact Book

- Released in February/March
- 80 printed copies
- Fact Book page is single most-visited page on our website, accounting for a fifth of all website traffic
- Approximately 760 views per month

#### Data requests and short-term projects

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
<th>Rankings</th>
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<tr>
<td>• Over 150 requests for data from the Tufts community&lt;br&gt;• Primarily enrollment, faculty info, addresses, student majors and degrees awarded&lt;br&gt;• Key reports/analyses: Clearinghouse/admissions&lt;br&gt;• Faculty salary analyses&lt;br&gt;• Graduation/retention</td>
<td>• Academic Analytics&lt;br&gt;• AAUP&lt;br&gt;• AICAD &amp; NASAD&lt;br&gt;• Common Data Set&lt;br&gt;• NEBHE&lt;br&gt;• CGS/GRE&lt;br&gt;• Boston Business Journal&lt;br&gt;• UCAN&lt;br&gt;• NCAA&lt;br&gt;• NPSAS</td>
<td>• Petersons&lt;br&gt;• GRUP&lt;br&gt;• Kiplinger&lt;br&gt;• US News&lt;br&gt;• QS&lt;br&gt;• Clarivate Analytics&lt;br&gt;• Times Higher Ed</td>
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#### Dashboard & Strategic Metrics

- Maintain metrics and template for University Dashboard and TAAC Dashboard; update three times a year for trustee meetings
- Ongoing work in developing, collecting, organizing and presenting strategic metrics (done in close partnership with Trustees, Provost, President and other senior leadership)
- Maintain and update Diversity Dashboard

#### University Risk Register

- Create, maintain and disseminate annual risk and compliance schedule
- Solicit data from key constituents and stakeholders, follow-up and provide data to Office of the EVP
- Serve as key contact for data requests and questions
- Maintain integrity of reporting schedule and risk and compliance template changes
### Our Work - Highlights

#### Admissions
- Enrolling and/or Non-Enrolling Surveys for:
  - Graduate A&S and EN
  - Undergraduate AS&E
  - Fletcher
  - Cummings - Vet
  - Friedman
  - Medical

#### Student Experience (Undergrad)
- Orientation Survey
- First-Year First Week
- First-Year and Sophomore Surveys
- Student-athlete Survey
- Senior Survey
- Course Demand Survey

#### Student Experience (Grad & Prof)
- Fletcher Continuing Student Survey
- Fletcher MATA Survey

#### Survey Research
- Dining Survey
- Spiritual Interests Survey
- SMFA Student Curriculum Survey
- NACUFS Customer Satisfaction Survey

#### Student Experience (Grad & Undergrad)
- Fletcher Continuing Student Survey
- Fletcher MATA Survey

#### Student Exit Surveys
- AS&E Undergrad (Senior Survey)
- GSAS & SOE (Grad)
- Fletcher
- PHPD
- Cummings - Vet
- Friedman
- Dental

#### Faculty, Staff & Students
- RideShare survey
- Public Safety Survey

#### Faculty/Staff
- Catering Survey
- International Research Survey
- Fletcher Dean Search Advisory Committee Survey
- Fletcher Faculty Diversity and Inclusion Survey
- 360 Evaluations

#### Alumni
- Alumni surveys for:
  - PHPD
  - Dental
  - Cummings - Vet
  - Engineering
  - Medical

#### Other
- TUSDM Patient Satisfaction Survey
- Employer Surveys for:
  - Cummings - Vet
  - TVFS Client Feedback Survey

#### Workshops & User Groups
- Intro to logistic regression in SPSS Workshop
- Introduction to SQL Workshop
- Conveners of Tableau User Group

#### Survey Consulting
- Survey consultation with a variety of individuals on projects, including:
  - Leadership Summit Survey
  - AS&E Faculty Elections
  - Tufts Osher Lifelong Learning Institute Survey
## Our Work - Highlights

### Committee Work

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<th>Committee Membership</th>
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<tbody>
<tr>
<td>• Social, Behavioral and Educational Research (SBER) IRB (Vice Chair)</td>
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<tr>
<td>• Outcomes Assessment Committees for Cummings, Dental, Engineering, Liberal Arts</td>
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<tr>
<td>• Alcohol and Other Drugs Steering Committee</td>
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<td>• ASE Enrollment Council</td>
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<td>• Mental Health Task Force</td>
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<tr>
<td>• Title IX Adjudication/Liaison</td>
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<td>• FIS Steering Committee</td>
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<td>• IT Governance Administrative Subcommittee</td>
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<td>• IT Teaching and Learning Subcommittee</td>
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<td>• Information Stewardship Subcommittee</td>
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<td>• Data Strategy Advisory Group</td>
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<td>• TransSupport Task Force</td>
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<tr>
<td>• Tisch College Social-Emotional Learning and Civic Engagement Steering Committee</td>
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<tr>
<td>• Undergraduate Admissions and Financial Aid Committee (UAFAC)</td>
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<td>• Risk and Compliance Committee</td>
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<td>• Undergraduate Admissions Dean Search Committee</td>
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### Additional Work

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<th>Evaluations</th>
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<tr>
<td>• FAST-TRAC Evaluation</td>
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<td>• Postbaccalaureate Research Program (PREP) Evaluation</td>
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<td>• Pre- and Post-surveys for faculty mentors &amp; PREP scholars</td>
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<th>Qualitative Research</th>
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<tr>
<td>• Cummings School Exiting DVM Student focus group</td>
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<td>• GSAS First-Year Masters' Students focus group</td>
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### Knowledge Dissemination & Service to profession

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<th>Service</th>
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<tr>
<td>• NEAIR 2018 and AIR 2019 Conference proposal reviewers</td>
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<td>• NEAIR Communications and Outreach Committee</td>
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<td>• NEAIR ad hoc Research Committee co-chair</td>
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<tr>
<th>Presentations (NEAIR &amp; AIR)</th>
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<tr>
<td>• What we Did on our Summer Vacation: Qualitative Analysis Process Improvement (AIR)</td>
</tr>
<tr>
<td>• Almost Too Easy: A New Way to Wrangle IPEDS Data (AIR; presented with Smith College staff)</td>
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<td>• Rethinking Data Requests via On-Demand Tools (NEAIR)</td>
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<th>Panel and Group Discussions (NEAIR &amp; AIR)</th>
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<tr>
<td>• Strategic Planning for Institutional Research Offices (AIR)</td>
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<td>• Considering Quality, Quantity, and Value: Strategies for Survey Projects (AIR)</td>
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<tr>
<td>• Enhancing Survey Data Insights with Longitudinal and Cohort Analysis (AIR)</td>
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<tr>
<td>• The Balancing Act: Ethics &amp; Relationships (NEAIR)</td>
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Our Staff

The Office of Institutional Research experienced a few personnel changes during FY2019. First, the office expanded in October to 9.2 FTE when Research/Data Analyst Inger Bergom joined the office. Inger was a familiar face at Tufts; she worked previously at Tisch College. In the spring of 2019, the office fell to 8.0 FTE as Stephanie Topping and Don Smith vacated their positions. Don’s position was posted to be filled in FY2020.

We had one promotion during the year: in February, Rebecca Hatch was promoted to Senior Research Analyst.