Drexel
UNIVERSITY

2022-23 ANNUAL REPORT

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Executive Summary

Welcome to the 2023 Annual Report for the Office of Institutional Research Accreditation and Assessment. In this report, we reflect upon a year of dedication, innovation, and impactful initiatives aimed at enhancing our institution's academic excellence, focusing on student success, fostering an inclusive community, and ensuring a strong foundation for future growth. As we navigate the dynamic landscape of higher education, we are proud to share our accomplishments and outline our strategic roadmap for the future.

At the heart of our endeavors lies a commitment to enriching the student's academic experience and bolstering retention rates. By focusing on the quality of our academic programs, embracing experiential learning opportunities, and providing tailored support mechanisms, we aim to ensure that every student thrives academically, professionally, and personally. We believe that a well-rounded education empowers our students to excel in their chosen fields and equips them with the skills and insights necessary to contribute meaningfully to society.

As you delve into the pages of this annual report, you will find a comprehensive overview of our achievements, insights into our strategic initiatives, and a glimpse into our unit's remarkable dedication. Together, we are working towards shaping the future of education, research, and innovation.

We extend our heartfelt appreciation to every institution member for their contributions, resilience, and unwavering commitment to our shared goals. Your collective efforts have propelled us forward, and we are excited to embark on another year of growth, collaboration, and achievement.

Thank you for joining us on this journey of progress and promise.

Sujoy Das, PhD
Vice Provost IRAA

Meet Our Team

Anupma Singh, PhD
Executive Director IR

Joseph Hawk
Executive Director IAA

Esul Park, PhD
Director Survey Research

Jenell Robinson Fritz
Administrative Assistant

Kalpana Paudel Sapkota
Programmer Analyst IR
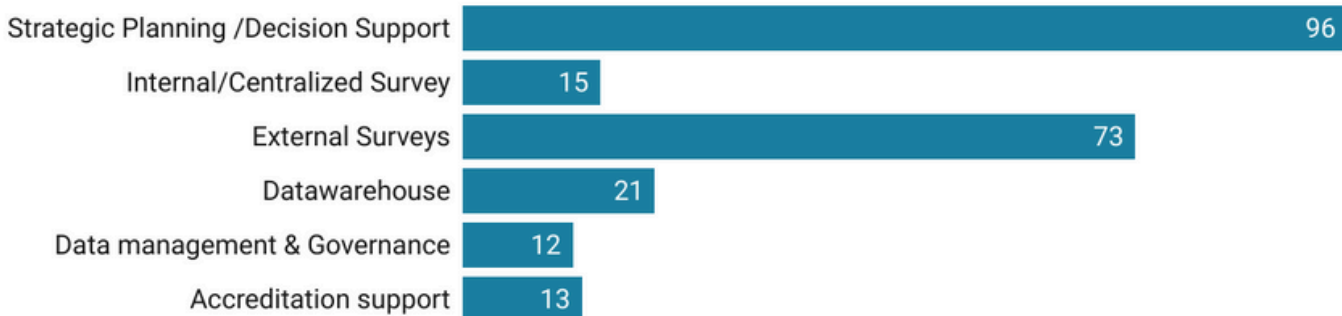
Manny Sanchez
Manager of Operations

Aakanksha Prashant Rao
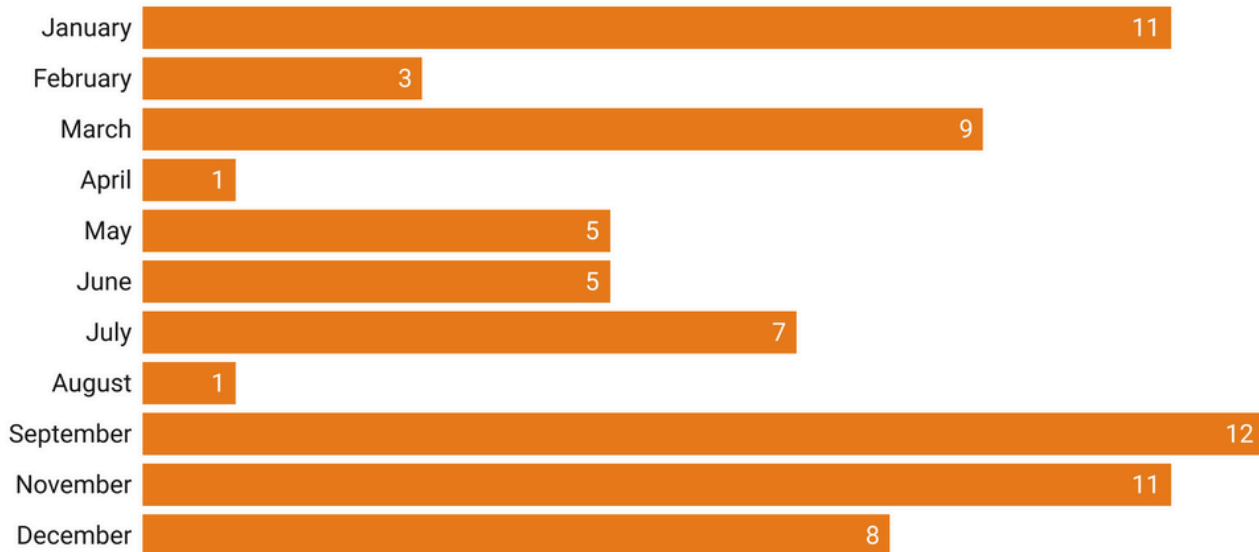Decision Support Analyst IR

Foundational Work

The foundation work section of the IRAA Annual Report highlights the fundamental operational calendar as the backbone for IRAA office functions. This comprehensive calendar encompasses crucial projects, timelines, and milestones that lay the groundwork for the institution's overall functioning.

The operational work calendar underscores the systematic and essential aspects of the unit's success, from strategic planning-related projects to handling ad-hoc requests, conducting internal submitting data to various ranking agencies and external surveys, and running the early warning system quarterly. It also includes the meticulous planning and execution of survey launches, reflecting the institution's commitment to organized and well-coordinated operations. This section provides a detailed overview of the core activities that shape the IRAA landscape throughout the year, showcasing our dedication to excellence in every aspect of its operational framework.

Number of Projects Completed (2023)
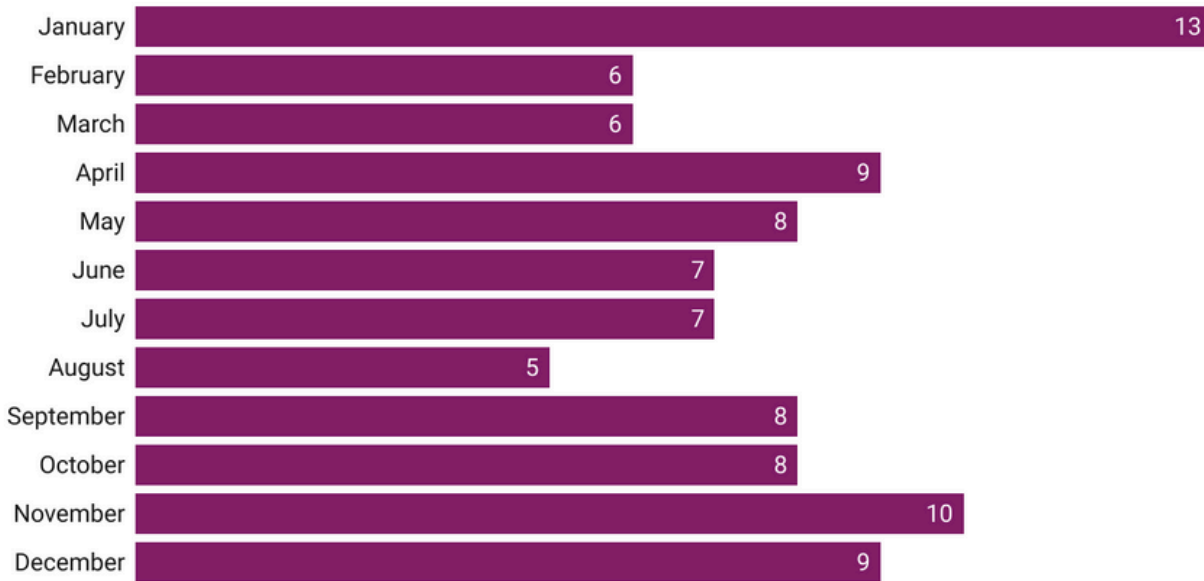

Category	Number
Strategic Planning /Decision Support	96
Internal/Centralized Survey	15
External Surveys	73
Datawarehouse	21
Data management & Governance	12
Accreditation support	13

Number of External Surveys (2023)

Month	Count
January	11
February	3
March	9
April	1
May	5
June	5
July	7
August	1
September	12
November	11
December	8

Major External Surveys

- American Association of University Professors (AAUP) Faculty Compensation Survey
- Integrated Postsecondary Education Data System (IPEDS)
- MSCHE Annual Institutional Update (AIU)
- NC SARA
- American Talent Initiative (ATI)
- Annual Survey of Educational Programs(ASEP)
- Best for Vets
- College Board's Annual Survey of Colleges
- Council of Graduate School
- Emma Bonds
- Military Friendly Survey
- Moody's Survey
- National Collegiate Athletic Association (NCAA)
- Peterson's Survey of Undergraduate Schools
- Philadelphia Alliance for Minority Participation
- Philadelphia Business Journal
- Princeton Review
- QS Rankings
- Standard & Poor Information
- Survey of Graduate Students and Post-doctorates in Science and Engineering (GSS) for the National Science Foundation (NSF)
- Times Higher Education Rankings
- US News

Strategic Planning/Decision Support

Month	Value
January	13
February	6
March	6
April	9
May	8
June	7
July	7
August	5
September	8
October	8
November	10
December	9

Major Projects

- Academic Programs Assessment Inventory
- Administration Management Report - Student/Employee Section
- Admitted Student Questionnaire (ASQ)
- Assessment Day
- Building Early Warning Modeling System
- Co-Curricular Assessment Inventory
- Common Data Set
- Fact Book
- HR Dashboard Update
- Institutional Benchmarking
- National Clearing House Data
- Benchmarking
- Public Safety
- Training

Number of Centralized Surveys (2023)

Month	Value
January	3
April	3
June	1
July	3
September	3
October	2

Major Projects

- AEFIS Course Evaluations
- Diversity Equity and Inclusion Survey (DEI HEDS)
- Doctoral Exit Survey
- First-year Self Assessment survey (FSA)
- Graduate Exit survey (GES)
- Senior Exit survey (SES)
- Admitted Student Questionaire

1 Data Governance and Management

Ensure Consistency, Accuracy, and reliability of Institutional Data through Data Governance and Management.

GOAL

- Develop and implement clear data ownership and accountability mechanisms across departments, ensuring data integrity and reducing duplication.
- Define and communicate standardized data definitions, formats, and coding conventions to enhance consistency and interoperability. Implement regular data quality assessments and validation processes to maintain a high level of accuracy and reliability.
- Design and enforce data access controls and security protocols to safeguard sensitive information and comply with privacy regulations. Provide ongoing training and resources to empower staff with effective data management practices and ensure adherence to data governance policies.
- Review and refine the data governance framework periodically to accommodate evolving data needs and technological advancements.

Accomplishments and Initiatives

Effective data governance and management have been critical in enhancing the quality and reliability of institutional data at Drexel. Over the past year, the Institutional Research, Assessment, and Accreditation Office has made significant efforts to systematically identify and address gaps within our data reporting processes systematically. Our proactive approach to gap identification is critical to out data management journey. We comprehensively reviewed various data sets, including specific HR data, to gain a deep understanding of underlying issues. This involved meticulously analyzing complex data requirements, collaborating with institutional stakeholders, and thoroughly examining our data ecosystem. By doing so, we ensured that our data collection processes were refined and that the correct data was being collected.

An exemplary project in this regard was the 'Collecting Terminal Degree' initiative, where we collaborated closely with the HR department to reconcile existing data, collect new information, and produce a comprehensive final report. This addressed a critical gap in our data management and bolstered the accuracy of our data reporting. Furthermore, our office has been responsible for revisiting and redefining specific data categories for external reporting purposes, such as 'Non-Faculty Researchers,' in collaboration with HR and the Office of Research and Innovation. This collaborative approach aimed to establish a consensus on the definition of NFRs, which has far-reaching implications for our institution's rankings, the sustainability of our Very High Research (R1) designation, and the accuracy of data reporting.

Our efforts have also addressed data gaps in international rankings, such as QS and THE, which are crucial for our institution's global reputation. We have identified and resolved data-related issues and collected additional data to ensure our submissions are accurate and position the institution favorably in these international standings.

These initiatives align closely with data management and governance principles, emphasizing the systematic management of data assets, including their quality, security, availability, and usability. By identifying and addressing data gaps, we have reinforced the integrity of our data reporting processes, ultimately enhancing our institution's decision-making capabilities.

It is worth noting that our commitment to data management and governance extends to constant value addition in addressing new reporting needs for Integrated Postsecondary Education Data System (IPEDS) and US News & World Report rankings. This ongoing commitment enhances our institution's visibility and reputation on both the national and international stages.

In summary, the efforts of the IRAA office in data governance and management have been instrumental in improving data accuracy, ensuring data integrity, and supporting data-informed decision-making. These endeavors underscore our dedication to data excellence and its transformative potential.
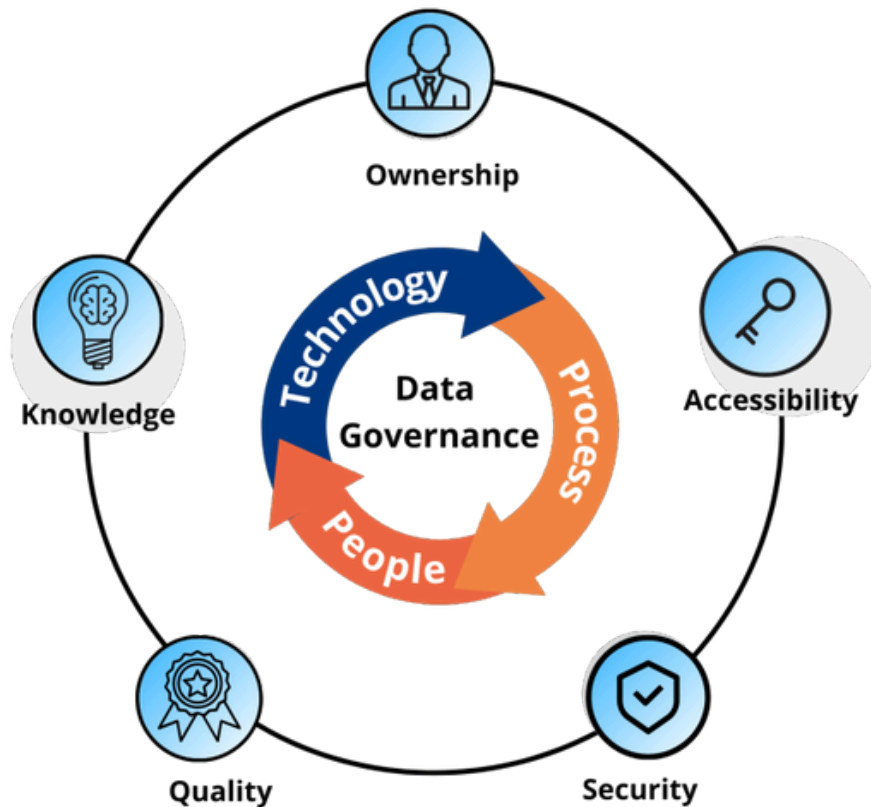
2 Support Data-informed Decision Making

GOAL

- Supporting the process of Academic Program Review to ensure overall educational quality, including working with departments and faculty to guide program self-studies
- Collaborate with senior leadership to identify key decision points where data insights can drive strategic planning and policy development.
- Develop user-friendly data visualization tools and dashboards that provide relevant and timely insights to support decision-making processes.
- Provide training to stakeholders on how to interpret and effectively use data to make informed decisions aligned with institutional goals.

Accomplishments and Initiatives

Program Annual Review

IRAA office created the Annual Program Review dashboards and process, which will be implemented to drive data-informed decision-making throughout the academic units. The office led a committee of representatives from the colleges and schools and the Office of the Provost to develop dashboards that programs and colleges will use to review annual progress with an eye toward continuous improvement. The Tactical Dashboard is a set of sixteen key metrics the committee determines, including metrics related to the admission funnel, retention, graduation rate, overall satisfaction, and many more. The Strategic Dashboard is a rubric mapped to the Drexel 2030 Strategic Plan that will have the programs rate themselves on their contributions to each imperative. This new process will replace the old Program Alignment and Review Process, which had strengths but wasn't as timely and integrated as this new process. With this new process, programs and colleges will use the data and the reflection/evaluation to develop action plans to guide each academic year. The new system will begin in the spring of 2023-24 academic year and be fully integrated by the fall of 2024-25.

Admitted Student Questionnaire

IRAA office successfully launched the Admitted Student Questionnaire, which resulted in a high response rate (21.3%, above the industry standard of 20%). By bringing this survey in-house, we now have the flexibility to include Drexel-specific questions, saving Enrollment Management and Student Success (EMSS) approximately $20,000 annually. This project has proven invaluable to our community, especially the EMSS team, who use this data to refine their recruiting and financial aid strategies. It also gives senior leaders valuable insights into incoming students' demographics and expectations, enabling us to better cater to their needs.

Doctoral Exit Survey Deployment

The IRAA office also successfully launched the Doctoral Exit Survey last year, and we are now ready to share the information gathered with internal stakeholders. This survey is particularly significant given Drexel's focus on enhancing its reputation through increased research activities. It offers a wealth of information regarding the performance and experiences of research and professional doctorate students at Drexel, which can inform strategic decisions and improvements for the Graduate College.
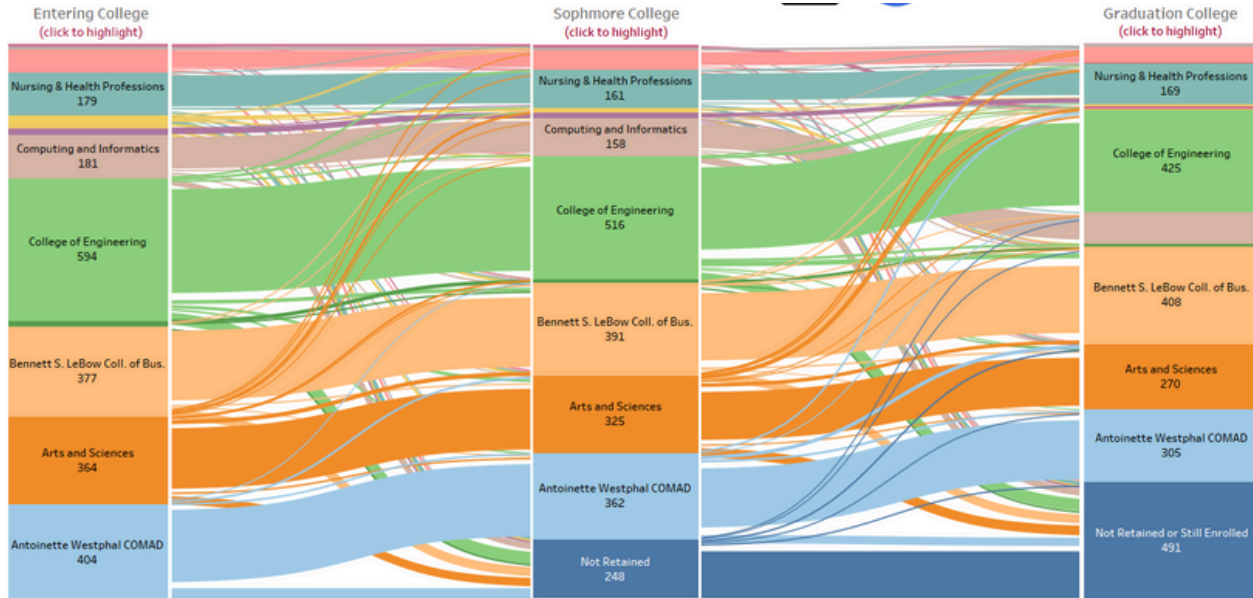
Co-curricular Assessment

One of the significant accomplishments this academic year was working with CLASS/ARC and leading them through a collaborative workshop series for co-curricular assessment. The first workshop last year was focused on goals and alignment. The subsequent two were on outcomes and initiatives and KPI's. We helped the team align their goals and suggested aligning them to CAS (Council for the Advancement of Standards in Higher Education) standards, considered a best practice and will help us compare ourselves to similar institutions. After the goals and alignment workshop was completed, we moved on to creating measurable outcomes that fit under each goal. After a few edits between us, the group had a solid consensus of their outcomes. Finally, we help a workshop on initiatives and KPI's, which were shorter workshops combines as they go hand in hand. Once again, after the workshop, the group went through various rounds of edits and changes. By the end, the team had a measurable and sustainable assessment plan framework which included goals, outcomes, initiatives, and KPI's they could use each year. The goal for AY 23-24 is to work with EMSS and create overarching goals and outcomes for each unit to align with.

Assessment Inventory Survey

In response to Drexel's recommendation from our MSCHE evaluation in 2022, the assessment inventory survey was created to determine a baseline of assessment information at the university. This survey was created in collaboration with the ALC and Institutional Research to ensure the questions were equitable and the survey process was transparent. The survey consisted of roughly 15 questions. While we faced significant challenges with participation in the survey, the responses we did receive provided incredible insight into programmatic continuous improvement. The data also showed that there are schools/colleges that are exemplary in their continuous improvement process. This upcoming academic year, the goal is to increase participation to make the data even more robust. While there was varied participation from each department, each school/college was represented in the survey. The data gathered from the survey will be used to identify programs that need additional continuous improvement support and where Assessment and Accreditation should marshal its resources.
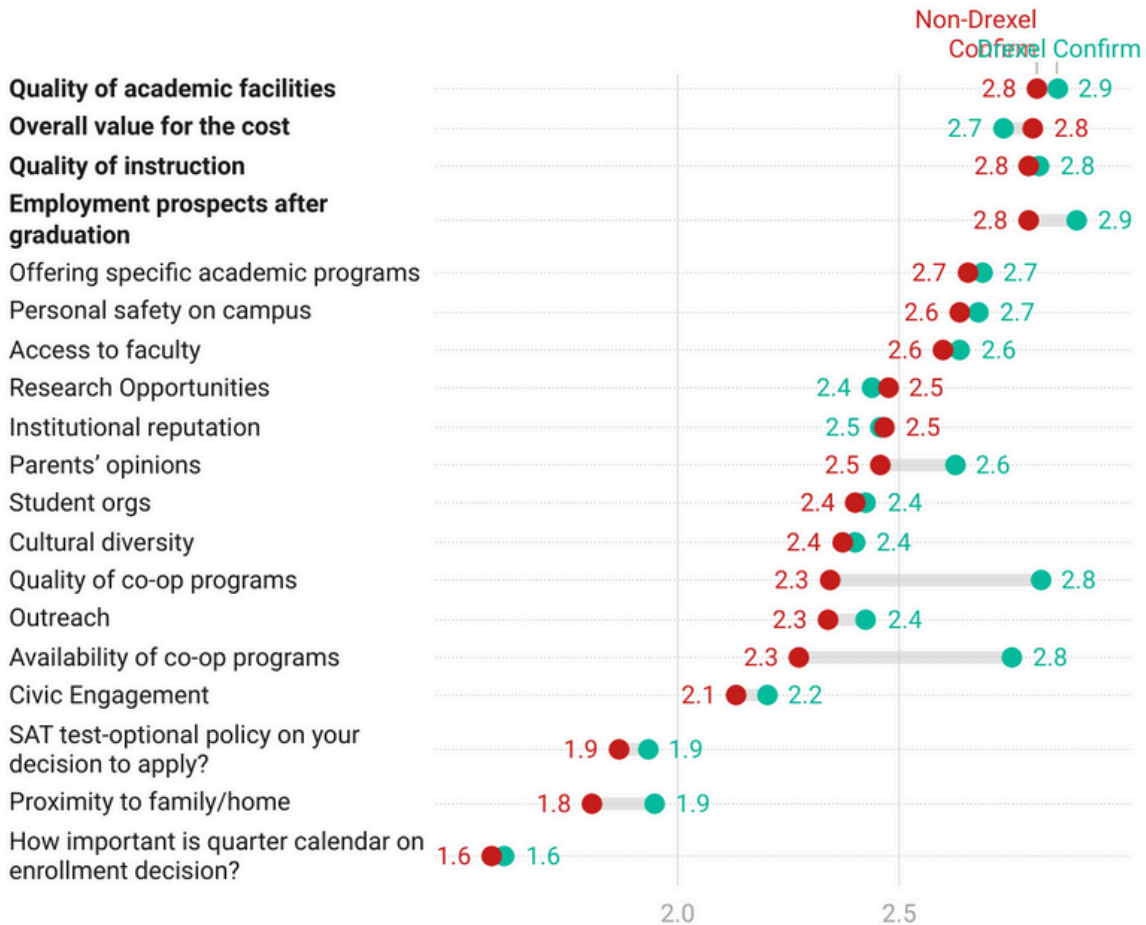
Student Migration among Colleges

75+ Tableau Data Visualizations were created or modified serving 1088 Tableau users

Entering College (click to highlight)	Sophmore College (click to highlight)	Graduation College (click to highlight)
Nursing & Health Professions 179	Nursing & Health Professions 161	Nursing & Health Professions 169
Computing and Informatics 181	Computing and Informatics 158	College of Engineering 425
College of Engineering 594	College of Engineering 516	Bennett S. LeBow Coll. of Bus. 408
Bennett S. LeBow Coll. of Bus. 377	Bennett S. LeBow Coll. of Bus. 391	Arts and Sciences 270
Arts and Sciences 364	Arts and Sciences 325	Antoinette Westphal COMAD 305
Antoinette Westphal COMAD 404	Antoinette Westphal COMAD 362	Not Retained or Still Enrolled 491
	Not Retained 248	

Factor Importance

Factor importance rating by enrollment status

Factor	Non-Drexel Confirm	Drexel Confirm
Quality of academic facilities	2.8	2.9
Overall value for the cost	2.8	2.7
Quality of instruction	2.8	2.8
Employment prospects after graduation	2.8	2.9
Offering specific academic programs	2.7	2.7
Personal safety on campus	2.6	2.7
Access to faculty	2.6	2.6
Research Opportunities	2.4	2.5
Institutional reputation	2.5	2.5
Parents' opinions	2.5	2.6
Student orgs	2.4	2.4
Cultural diversity	2.4	2.4
Quality of co-op programs	2.3	2.8
Outreach	2.3	2.4
Availability of co-op programs	2.3	2.8
Civic Engagement	2.1	2.2
SAT test-optional policy on your decision to apply?	1.9	1.9
Proximity to family/home	1.8	1.9
How important is quarter calendar on enrollment decision?	1.6	1.6

3 Compliance and External Surveys

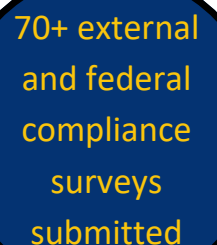Ensure Timely and Accurate Data Compliance for Accreditation and External Surveys.

GOAL

- Ensure timely and accurate preparation of data for external surveys and compliance reporting required by accrediting bodies and government agencies.
- Working with senior leadership to coordinate processes of accreditation for new and existing programs, including completion of institutional self-studies, and ensuring compliance with accreditation requirements and recommendations.
- Establish a centralized repository for compliance-related documentation and data, making the retrieval process efficient during audits.
- Implement a proactive approach to address potential compliance issues and streamline the preparation process for external surveys.

Accomplishments and Initiatives

Integration and Tracking of Middle States Recommendations

Following the self-study and site visit from the Middle States Commission on Higher Education, we worked tirelessly to integrate the recommendations from the external review into everyday work, including presentations at the President's Cabinet, President's Executive Council, Academic Council, Council of Associate Deans, etc. The delivery of this information includes current initiatives that would satisfy the requirements as well as seeking information to support those that didn't have initiatives underway. Members of IRAA are now included in committees/projects that will produce results that will meet the requirements. IRAA will track this work through an annual report that will start in AY 2023 and will build into the next accreditation review.

In pursuing excellence, our institution actively engages with prominent ranking agencies, including the Department of Education, NSF, GSS, and others, by submitting over 80 external surveys in 2023. This commitment to transparency and accountability showcases our dedication to continuous improvement and adherence to high standards. Through these submissions, we highlight our institutional strengths and contribute valuable data to national and international benchmarks. Our active participation in external assessments solidifies our position as a key player in the educational landscape, reflecting a commitment to excellence beyond our campus boundaries.

70+ external and federal compliance surveys submitted

GOAL

- Identify opportunities for process improvement within the office to enhance operational efficiency.
- Explore sustainable practices, such as digitalization and automation, to minimize paper usage and optimize resource utilization.
- Regularly assess the office's operational performance and seek feedback from stakeholders to drive continuous improvement.
- Providing information and techniques related to institutional effectiveness through workshops, teaching, and other resources.

Accomplishments and Initiatives

IRAA Website Merger

In integrating Institutional Research and the Office of Assessment & Accreditation, we collaborated with WebSupport to combine the two websites, including a revised architecture for the home page. This creates a unified web presence and marketing for the department. The next step will be to rework the mission and goals and move into the new Sitecore system.

Most viewed pages and number of users for IR website during 2023
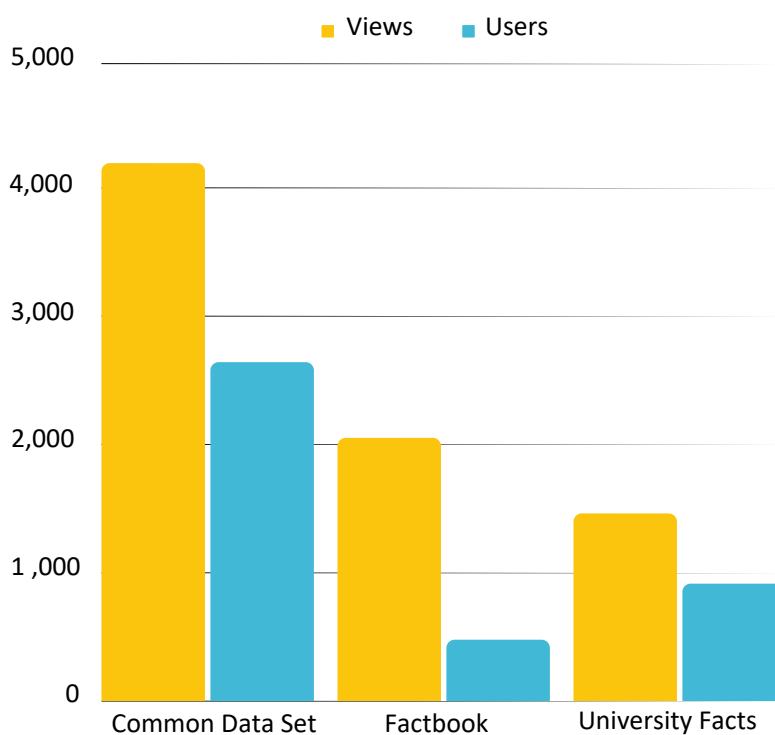
Looking Ahead

As we anticipate the year ahead, the IRAA office is committed to aligning our efforts with Drexel's strategic initiatives, emphasizing the importance of data governance and analytics in guiding our path forward.

Our focus will be on fortifying our data governance practices and ensuring that our information is accurate, secure, and reliable. Through clear guidelines and advanced technology, we aim to create a solid foundation upon which strategic decisions can be confidently made. Looking ahead, the IRAA office is dedicated to utilizing the principles of data governance and analytics to drive our institution's strategic initiatives forward, ensuring continued progress and success in the years to come.

IRAA office remains dedicated to fortifying Drexel University's strategic imperative of bolstering student retention and success. our focus on retention-related analytical studies remains paramount, as we strive to uncover insights crucial for enhancing student success. We will continue to actively engage with various committees and task forces, ensuring our efforts are seamlessly integrated into the institution's overarching objectives. As part of our proactive approach, we are committed to expanding data literacy through ongoing Tableau workshops, empowering stakeholders with the analytical skills needed to drive impactful decisions. Furthermore, we are poised to address emerging data needs for forthcoming rankings, leveraging our analytical prowess to fill any informational voids and maintain our competitive edge. Anticipating the evolving landscape, we will intensify our analysis of internal surveys, extracting nuanced insights to inform tailored strategies aimed at fostering student achievement and retention.

Announcing the launch of our Annual Program Review initiative this spring, replacing the old Periodic Alignment and Review (PAR) process. This comprehensive review, overseen by an oversight committee in collaboration with the Provost's Office, will involve program, college, and university-level assessments. It features two key dashboards: 1) a Tactical Dashboard: Highlighting 16 critical metrics for the University and 2) a Strategic Dashboard: Demonstrating program contributions to our strategic plan.

IRAA office, in collaboration with the Assessment Liaison's Council, will create a Assessment Inventory Report recommending the next steps, building upon the past UAC on Teaching and Learning Assessment. Expanding on the success of co-curricular assessment in Academic Resource Center (ARC), IRAA will collaborate with EMSS offices to establish aligned assessment practices and shared outcomes across units, facilitating an annual review process.

Introducing Drexel's inaugural Assessment Day this Spring, organized by IRAA office. Featuring sessions and best practices from across the Provost Office, co-curricular offices, faculty, and staff, building on a decade of successful Drexel Assessment Conferences.