

**Making the Most of Institutional Research:
Whole-of-Institution Approaches**

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Where is the Life we have lost in living?

Where is the wisdom we have lost in knowledge?

Where is the knowledge we have lost
in information?

T.S Eliot Choruses from The Rock

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Overview

1. The "wicked problem" of quality in higher education
2. Indicators of HE quality: Australian update
3. We have all these data – what do we do next?

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1. “Wicked problems” in higher education

*e.g. What is quality in higher education?
How do I enhance the quality of the FYE & outcomes?
How do I enhance the Senior Year Experience & outcomes?
How do I demonstrate that I've been successful?*



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1. “Wicked problems” in higher education

*e.g. How do I enhance the quality of the FYE?
How do I demonstrate that I've been successful?*

Characteristics of wicked problems

1. Ill-defined
2. Many interdependencies, multi-causal aspects
3. Problems may be unstable, evolving
4. No clear, correct solution
5. Socially complex, many stakeholders
6. Responsibility stretches across organisation(s)



APSC (2007)

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You don't so much “solve” wicked problems as you help stakeholders negotiate shared understanding and shared meaning about the problem and its possible solutions. The objective of the work is coherent action, not final solution.

(Conklin, 2007:5)

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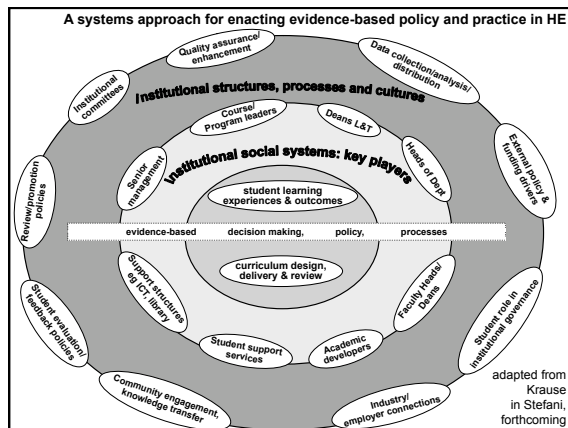
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Think about your role

- What is one 'wicked problem' you confront in your role in relation to IR?
- Chat with your neighbour
- 2-3 characteristics of this problem and why it's particularly wicked

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The "wicked problem" of quality in higher education

- Quality assurance
- Quality improvement
- Quality enhancement
- Total quality management
- Quality audits
- Quality indicators and measures

etc etc etc



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2. Indicators of HE quality: Australian update

4 Proposed indicators

- i. Student participation and inclusion
- ii. *Student experience*
- iii. Student attainment
- iv. *Quality of learning outcomes*

Source: <http://www.deewr.gov.au/HigherEducation/Pages/IndicatorFramework.aspx>

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2. Indicators of HE quality: Australian update

Student experience indicator

Goal

- ✓ improve teaching, learning and support provided to students

Proposed measures

- ✓ retention of first year students
- ✓ satisfaction of graduating students (CEQ)

Further possibilities

- ✓ possible "university experience survey" for first years

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2. Indicators of HE quality: Australian update

Quality of learning outcomes indicator

Goals

- ✓ improve students' cognitive learning outcomes
- ✓ improve universities' teaching and learning performance

Proposed interim measures

- ✓ CEQ generic skills scale, graduate destinations
- ✓ number of staff with Grad Cert in HE qualification

Further possibilities

- ✓ Graduate Skills Assessment – value add indicator – generic skills
- ✓ Role of Assessing Higher Education Learning Outcomes (AHELO) and new Tertiary Education Quality and Standards Agency (TEQSA)?

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3. We have all these data – what do we do next?

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**Institutional case-study:
Tackling the wicked problem of enhancing quality in the
student experience and outcomes**

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**Institutional case-study:
Tackling the wicked problem of enhancing quality in the
student experience and outcomes**

1. Embed the vision and the values

- ✓ Subdivide the problem –e.g., first year, senior year
- ✓ Analyse the problem from all angles, theoretical framework
- ✓ Staffing and resource allocation
- ✓ Professional development strategies
- ✓ Policies - e.g., promotion guidelines revised

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**Institutional case-study:
Tackling the wicked problem of enhancing quality in the student experience and outcomes**

1. Embed the vision and the values
2. Re-align local department/faculty KPIs and funding
3. Student and staff engagement with survey and feedback processes, closing the loop
4. Strategic collection and dissemination of data

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IR in the scheme of things

- Where does your IR activity fit into the institutional scheme of things?
- How well are you connecting within your institution and across the sector?
- Examples of successful strategies for achieving whole-of-institution impact through IR?

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Thank you and questions

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