



# Service Level Agreement

Department Name	Institutional Analysis	Functional Service Area	N/A
Person Responsible	Executive Director, Institutional Analysis Rosemary Zanutto	Date	January 2024
Email Address	<a href="mailto:Rosemary.Zanutto@uwindsor.ca">Rosemary.Zanutto@uwindsor.ca</a>	Phone	519-253-3000 ext 2162
Location	Lambton Tower Room 1101	Web site	<a href="http://www.uwindsor.ca/institutional-analysis/">www.uwindsor.ca/institutional-analysis/</a>

## Functions Performed

The Office of Institutional Analysis (IA) advances the strategic goals of the university by providing leadership and direction for institutional data and analyses. The office provides comprehensive analysis, research, and guidance for evidence-based decision-making, institutional assessment and rankings, policy formulation, and strategic planning. The office also facilitates the interpretation and insightful use of institutional data as well as builds relationships with government to advance the University's strategic priorities.

## Boundaries of Operations

Regular hours of operation: Mon-Fri, 8:30-4:30. The office follows the regular campus schedule in observing all statutory and collectively bargained holidays. Vacation time is requested and approved according to the appropriate collective agreement (CUPE 1393 and Unifor 2458).

The office participates in the [UWindsor Flexible Work Arrangements program](#) with some staff being on campus every workday. We exercise flexibility and adjust remote working schedules for various meetings and activities to meet clients' needs.

The Office of Institutional Analysis consists of six full-time staff: the Executive Director, Manager, Data and Analysis, three senior analysts and a junior analyst and one part-time secretary/assistant.

High work volumes can vary with government and institutional priorities; however, the period from November to February during the development and planning for the enrolment, tuition, and government grant projections as well as the monitoring of the Strategic Mandate Agreement (SMA3) is a very busy time in which response times to requests may be delayed.

Institutional Analysis does **NOT** provide the following services:

1. Compilation and analyses of transactional or operational data (current or future semesters).
2. Data entry for information (i.e., administrative).

3. Assistance with personal research projects (i.e., dissertation, class project or research) or work assigned to a faculty member as part of their contract (i.e., scope of work as a principal investigator of a grant).
4. Troubleshoot technology issues.
5. Email lists, and
6. Completion of Research Ethics applications.

## Primary Clients

The mandate of the Office of Institutional Analysis covers the provision of data and analysis to the following clientele on the priority basis:

### **Primary**

- President, including the Chief of Staff for the President, Governing Bodies,
- Provincial Government, particularly the Ministry of Colleges and Universities, and other government/legislative bodies,
- Institutional Quality Assurance Process (IQAP)

### **Followed by:**

- Provost and Vice-President, Academic,
- Vice-President, Finance and Operations,
- Vice-President, People, Equity, and Inclusion,
- Vice-President, Research, and Innovation and
- Council of Ontario Universities

### **Following the groupings above, the office would then work on the requests from:**

- Deans,
- Associate Vice-Presidents, University Registrar, and
- Universities Canada/NSSE/REB as well as other agencies.

During heavy workload period or periods of high volume of requests, in the occasional situation in which the office cannot meet all requests within the timeframe required, the resources of the office will be assigned on the above priority basis.

In any situation of uncertainty regarding competing requests, discretion will be used to address the priority level.

During the period in which the enrolment and tuition projections are being developed, many of the budget requirements will take precedence.

Unless critical to projects undertaken by the above clientele, other requests are referred to the public information available on the website.

The Services that Institutional Analysis offers fall under eight main categories:

### **Data Centre**

There is a need to effectively manage and maintain a Data Centre, ensuring that systems, data models, reporting, and websites are up to date, secure, and meet the needs of users and stakeholders.

Work falling in this category includes but is not limited to:

1. Systems support and updates (Cognos and Power BI)
  - a) IBM Cognos version upgrades and patches.
  - a) Performance monitoring and optimization, Process updates
  - b) User access management

## Services Offered

- c) Integration with other data sources or systems. (Importing/exporting, Creating data model connection between Cognos and Power BI).
  - d) Training and user support for Cognos and Power BI users.
2. Modelling updates
    - a) Data model design and development
    - b) Data extraction, transformation, and loading (ETL) updates, Turbo Integrator updates
    - c) Data cleansing and quality assurance. (Validation /alert tools developed)
    - d) Integration of new data sources.
    - e) Dimension and fact table maintenance (new programs, plans, new department added)
    - f) Data modeling documentation (notebook documentation)
  3. Automated reporting
    - a) Design and development of automated report templates (PAW and Power BI)
    - b) Scheduling and automation of report generation (Auto refresh, scheduling uploading in Power BI)
    - c) Data source connectivity and integration (SQL Developer import and export connection with TM1, Excel, Power BI)
    - d) Report distribution to specified recipients (testing/planning Row-Level Security (RLS) and Service-Level Security (SLS) are two distinct security features that control access to data in reports and dashboards and group of user usage)
    - e) Error handling and notification mechanisms
    - f) Performance optimization for report generation. (TM1 model performance monitor: Datasets/DAX Optimization for reporting model)
  4. Dashboards and Self-serve reports
    - a) Data visualization and dashboard development.
    - b) Monitoring and ensuring data accuracy in dashboards.
  5. Website support
    - a) Maintenance and updates of the Data Centre's website.
    - b) Content management and publication.
  6. Other Ad hoc requests

## **Institutional Surveys**

The office handles key institutional surveys as follows:

1. National Survey of Student Engagement (NSSE)- Administration, analysis and distribution of results including the related annual survey for SMA3 skills.
2. Law School Survey of Student Engagement (LSSSE) Provision of advice and limited support to Law for administering the survey and analysis of results.
3. Canadian Graduate and Professional Student Survey (CGPSS) -administration of the survey as well as analysis and distribution of results.
4. Ontario University graduate Survey (OUGS) – providing the required information to the third party that is contracted by the Government for administration of this survey. Analysis of results and distribution are handled within this office.

To ensure timing of various other campus surveys will not affect the response rate of the key institutional surveys above, IA has an Administrative Survey Policy (Appendix B and works with the Research Ethics Board as necessary for administrative surveys.)

## Accountability and Evaluation

The Office of Institutional Analysis supports the University of Windsor's efforts related to performance and accountability, quality, and transparency. This includes:

1. Strategic Mandate Agreement: Involvement in SMA3 discussions with MCU on any changes, funding allotments and/or technical adjustments to the metrics. Institutional Analysis is responsible for monitoring and reporting on institutional performance, as well as the completion and submission of all annual reports related to the SMA.
2. MCU Performance Indicators: As required by the Ministry of Colleges, and Universities (MCU), the University of Windsor publishes data on three performance indicators (graduation rates, graduate employment rates (these rates are from the OCGS survey noted above, and OSAP default rates).
3. Common University Data Ontario: The office works with COU on the overall CUDO elements, confirming the data and publishing it in the prescribed format.
4. Government of Ontario and Council of Ontario Universities Reporting (as required): Reporting to the Ontario government as required on all aspects of the provincial operating funding, tuition compliance reports and other reports as required. The Office also provides information to the Council of Ontario Universities for planning and advocacy purposes.
5. Institutional Quality Assurance Process: Undergraduate and graduate programs at the University of Windsor participate in the cyclical program review with each program undergoing review every 7 years under the Institutional Quality Assurance Process (IQAP). The Office of Institutional Analysis is responsible for the delivery of data and reports on programs undergoing cyclical program reviews to the University's Office of Quality Assurance. The office participates in the New Program Review Committee as well as other initiatives falling under IQAP processes.

## University Rankings

University rankings enable the benchmarking of the University of Windsor to national and global peer institutions. Strategically determining the participation in key rankings and ensuring that submissions are comprehensive and appropriate is critical.

Institutional Analysis is responsible for:

1. Analysis of Methodology,
2. Recommendation on participation in the various rankings,
3. Compilation and submission of data to domestic and international rankings agencies,
4. Comprehensive analysis of performance,
5. Recommendations of strategies for improvement,
6. The Office will collaborate on communications as well as prepare and deliver presentations on the rankings and performance.

## Assessment of University Activities

The Office of Institutional Analysis Initiates, formulates, develops, and coordinates the provision of information, survey data and other analysis to support the strategic initiatives (quality assurance, rankings submissions, government funding submissions, internal decision making, accountability) to advance the University's mission and support planning and decision making. IA provides reliable and

consistent data and research to support the planning functions of the university and ensures dissemination of such.

IA provides leadership in the effective use of institutional research and analysis. This includes supporting institutional decision makers in making appropriate and meaningful interpretation of the data.

Institutional Analysis designs and executes various research studies and projects on a variety of issues (e.g., enrolment/student life cycle, teaching, and courses) to inform decision making, monitor the impact of strategies that are undertaken, assess the university's performance, and to support improvement processes and understand progress towards strategic priorities. Special studies – analysing the relationship between intake characteristics and academic performance

## **Training and Literacy**

Design and develop presentations to communicate complex data, findings, and trends, visually and efficiently to senior management and other audiences.

Presentations are made to various groups (Deans, ELT, Governing Bodies) on many different issues (government funding, SMA3 and performance, Rankings)

Training on use of the dashboard under Power BI is done as needed or on request.

## **Government Funding and Government Relations**

The office will

1. Initiate, formulate, and recommend plans, advocacy and negotiating positions to advance the University's interests on matters that impact the university including government funding, university performance and accountability as well as enrolment and competitive positioning. Undertakes specific research and analysis necessary to support advocacy position.
2. Interpret and advise on government initiatives and the impact on the university.
3. Oversee compliance with various regulations and completion of reporting to government (e.g. Tuition compliance reports).
4. Represent and /or advocate for, the University's interests on external committees.
5. Research, prepare and co-ordinate the development of studies or submission related to post-secondary funding or policy.
6. Advocate to the Ministry on behalf of the institution on funding and policy issues affecting the Post Secondary Sector as well as U Windsor.
7. Monitor performance on Institutional operating grants, as well as participate in discussions with MCU on issues that affect either the Operating Funding/corridor and/or the performance funding and metrics.

## **Budget: Enrolment, Tuition and Provincial Operating Grants**

Institutional Analysis provides support for the annual budget and planning cycle of the university and monitoring of such in the following manner:

1. Participation in the Tuition and Financial Aid Steering Committee
2. Data and Analysis for mid-year reviews and for the year-end process for Government operating funding.
3. Projections for Tuition, enrolment, provincial government grants and analysis of government policies.
4. Develops and maintains several Cognos models that are used in the projection of enrolment and the calculation of tuition.

The Office formulates and co-ordinates the development of the annual and longer-term enrolment and tuition projections. In addition, the office will develop the government grant projections for the annual budget.

The office is responsible to:

1. Develop, maintain, and update the analytical models used to project the institutional and Faculty enrolment forecasts as well as the preparing estimates for enrolment and the accompanying tuition.
2. Provide relevant research and analysis to inform tuition fees setting and the budget process.
3. Prepare the University operating grant revenue budget including the corridor position and funding, performance funding, other operating grant funding as well as special grant funds. Government announcements and regulations are analysed to determine the effect on revenue.
4. Monitor performance on grants, as well as participate in discussions with MCU on issues that affect either the Operating Funding/corridor and/or the performance funding and metrics
5. Monitor and report on the University's corridor position that supports the Core Operating grant funding.
6. Provide regular reporting against the budget at specific points in time: enrolment (first day of classes, add/drop).
7. Monitor Undergraduate enrolment intakes during the recruitment/admission cycle by providing projections from applications, confirmations, or registrations to inform Senior management and Deans about expected upcoming Fall enrolment.
8. Develop and maintain models to project university enrolment, both at the overall university level and by Faculty.
9. Prepare various reports and data for use by the Finance office to assist in developing the overall Operating budget and determining individual Faculty financial positions.
10. Develop and provide presentation slides and information for use by Finance in reporting to the Board and other bodies on the Annual Operating Budget.

To ensure a timely and efficient response, IA provides a single point of contact (ticketing system) for all data and support requests.

Deadlines—will meet the deadlines associated with:

1. Regular COU and Ministry data requests – tuition compliance, COU fee survey, COU enrolment survey
2. Deadlines for SMA3 reporting (multiple)
3. Provide data and analysis of Rankings: QS and THE
4. Provision of reports to IQAP for areas undergoing cyclical review

Will ensure the Dashboard enrolment data is available on the website no later than one month after the enrolment reports are submitted to the Ministry.

The Institutional Analysis team subscribes to The Association for Institutional Research Code of Ethics which is attached in Appendix A and will follow de-identification and small cell rules for protection of privacy as well as the FIPPA and legislation to protect the privacy of the campus community. All university rules and guidelines that apply to data will also be followed.

IA has a policy on administrative surveys (Appendix B) and a statement on data practices (Appendix C)

Key Performance Indicators (KPIs)

Policies/ Responsibilities

Security, confidentiality and control of institutional research data, reports and information associated with IA is of paramount importance to the institution. The Office of Institutional Analysis will take all necessary precautions within available resources, in cooperation with internal and external stakeholders, and in accordance with FIPPA provisions, to ensure that data, reports and information is protected in the conduct of our work. The protection, confidentiality and control of such data will be in accordance with all applicable federal and provincial legislative or regulatory requirements and the policies of the University

There will likely be instances where IA may have to communicate to an information requestor that the information will not be provided by IA. Such instances may include, but not be limited to, requests that:

- Are not FIPPA compliant.
- Are outside the mandate of IA (e.g., financial statements, audits).
- Would consume an inordinate level of available resources (e.g., major projects for which dedicated resources would normally be required);
- Are not of direct benefit to the planning processes of the institution;
- Are from external individuals for their specific research (or other) purposes (e.g., graduate students, faculty members)

To ensure you receive timely and quality service from IA, prior to making a new data request:

- Review the website for the publicly available data.
- Check existing self-service data tools to ensure data that is being requested does not exist elsewhere.
- Be flexible as the specific details of a request may be modified based on the availability of data and tools and the principles of effective research and evaluation methods.
- Provide sufficient time when determining requested due dates. During peak reporting periods, please allow at least 3 weeks' lead time.
- Respond to communication about a request in a timely manner.
- If necessary, request follow-up data within 5 business days of receipt of the report/data/analysis. Requests beyond 5 business days will be treated as a new request and a new ticket will need to be generated.

Feedback/  
Resolution  
Framework

If service performance by Institutional Analysis does not meet the levels outlined in this SLA, please contact OIA by email to [Rosemary.Zanutto@uwindsor.ca](mailto:Rosemary.Zanutto@uwindsor.ca) with a detailed description of your concern and you will receive a response within 5 business days.

Regular Review  
Timeline

Review and updates of the Service Level Agreement will take place annually.

Signature

Name

Rosemary Zanutto

*Name of the Person Submitting this Form (print)*

Date of Signature

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2024

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# AIR Statement of Ethical Principles

The Association for Institutional Research affirms the following overarching principles regarding the use of data to facilitate insights and improve decision making. These principles guide us as we promote the use of data, analytics, information, and evidence to improve higher education.

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## We act with integrity:

We recognize the **consequences** of our work. The analytic algorithms and applications we build and/or implement, as well as the policy decisions incorporating information we analyze and disseminate, impact people and situations.

We acknowledge that the individuals whose information we use have **rights**, derived from both legal and ethical principles that can cross national borders. We make intentional efforts to protect their information from misuse or use that could cause them harm.

We protect **privacy** and maintain **confidentiality** when collecting, compiling, analyzing, and disseminating information.

We act as **responsible data stewards**. We secure the data and information over which we have control, following generally accepted guidelines and professional standards for physical and electronic security and data sharing.

We provide **accurate and contextualized** information. We do not knowingly or intentionally mislead the consumers of our information.

We deliver information and analyses **appropriate** to the questions being asked, to the quality of the data available, and to the context in which the questions are asked.

We seek to be **fair and transparent**, minimizing our own personal biases in our research assumptions, methodologies, and conclusions.

We avoid **conflicts of interest**, and disclose them when unavoidable, particularly with third parties and vendors. We act in the best interests of our institutions, students, and stakeholders.

We strive to make our work **accessible** to those who need data, information, and analysis to generate insight and make decisions.

We share **knowledge** of the Institutional Research field and its application so we may facilitate insights and promote common understanding to our institutions and stakeholders.

We value lifelong learning and the enhancement of our field. We draw on and contribute to relevant and emerging **scholarship** and educate ourselves on developing trends. We utilize those methods and techniques for which we have, or can obtain, appropriate knowledge and capabilities.

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We recognize that technological advancements have and will continue to impact our work. We remain committed to serving as educators and role models on the ethical use of data to benefit students and institutions and to improve higher education.

Approved by the AIR Board of Directors September 13, 2019

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**Policy Title:** Administrative Survey Policy  
**Policy Number:** IA-0508-01  
**Established:** July 2008, Institutional Analysis  
**Approved by:** Senior Management  
**Last Approval:** May 2008  
**Revision Date:** May 2013

**Position Responsible for maintaining and administering the policy:**

Executive Director, Institutional Analysis

**Contact:** Robyn Nease, Institutional Analyst  
519-253-3000; ext 2156

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**Policy Statement:**

The university will be coordinating the administrative survey research on campus in order to ensure meaningful and reliable results.

Over the past few years there has been a significant increase in the number of surveys administered across campus. Given the increasing profile and importance of survey results, it is imperative that results be meaningful and reliable and that actions are coordinated in order to maximize response rates. With the increasing number of surveys administered, survey fatigue has become a serious concern, thus survey coordination is critical.

**Purpose:**

The purpose of this policy is to maximize the benefits of the administrative surveys on campus by:

- Avoiding the collection of duplicate information;
- Reducing possible survey fatigue by limiting the number and timing of surveys to any one specific group;
- Maximizing the participation rates for critical university administrative surveys;
- Ensuring those who undertake survey research are aware of Freedom of Information and Protection of Privacy (FIPPA) issue as well as the need to have Ethics committee approval;
- Encouraging the communication and sharing of survey results with the campus community.

**Scope:**

This policy applies to all administrative surveys which involve a broad sampling or census of a population at the University (including applicants and alumni).

Faculty wide administrative surveys are covered by this policy; however, surveys involving small samples are not covered by this policy.

If there is any uncertainty as to whether or not the survey falls under this policy, Institutional Analysis (IA) should be contacted for guidance.

**Exceptions to Policy:**

This policy **does not apply** to:

- a) individual faculty research;
- b) surveys that involve small, specific sampling;
- c) surveys that are part of assigned work of a course or degree requirements;
- d) evaluation of an event by participants or feedback from clients at the point of service;
- e) teaching evaluation forms.

**Definitions:**

NSSE (The National Survey of Student Engagement): This survey involves first entry program students in first and final year;

CUSC (Canadian Undergraduate Survey Consortium): The population of this survey rotates from all direct entry program undergraduates, all direct entry first year students and all direct entry programs with students just about to graduate. This survey does not include Law and Education students.

CGPSS (Canadian Graduate and Professional Student Survey): This survey covers all graduate students.

OUAC (Graduate Placement Survey): This survey is administered to students who have graduated from with an undergraduate degree from all programs.

LSSSE (Law School Survey of Student Engagement): This survey is designed specifically for Law students in all years.

**Procedure:**

An individual or group wishing to conduct a broad administrative survey or having responsibility for managing an external survey, should consider whether or not it falls within this policy. If so, the individual or group must make an application to Institutional Analysis prior to administering the survey.

This application will identify:

- The purpose of the survey and who is managing it;
- What data is to be collected and from what population;
- The sample size;
- How the survey will be administered;
- The planned timelines;
- If it is a one-time survey or if it will be administered on a cycle (frequency);
- If the final results will be made public or shared.

The application is to be made in the prescribed format (Appendix: Administrative Survey Form).

Institutional Analysis (IA) will discuss the survey with the group considering criteria such as:

- Is there other data available that will allow the survey to be avoided;
- Can the data needs be combined with other surveys planned;
- What is the optimal timing to ensure it does not interfere with university surveys. The surveys as noted in the definition section will take precedence over other survey research;
- Approvals required by the Ethics committee and FIPPA issues.

IA will recommend, annually, a schedule of surveys to be done (both by IA and others). This proposal will be brought forward to the Vice Presidents committee for review and to the Senior Management Group for approval.

**Contact Information:**

Office of Institutional Analysis ext 2162

**Appendix:**

Administrative Survey Form

## ADMINISTRATIVE SURVEY FORM

If you are interested in conducting a survey of a population at the University of Windsor, in accordance with the Administrative Survey Policy, please send this completed form along with the Ethics application to Institutional Analysis (IA). IA will determine if the survey fits into the overall University plan. In addition, IA will advise you if:

- a) the required information is available from other surveys or sources;
- b) the office can assist in the gathering of the information, or
- c) the timing of the administration of the survey should be adjusted to achieve optimal results

**1. Is this a onetime survey or will it be administered on a cyclical basis (annual, bi-annual)?**

**2. Identify any additional resources outside the department that will be asked to provide assistance (IT Services, etc.)**

**3. How will the data be used and how will the final results be shared?**

**4. Have you discussed the survey with the Privacy Coordinator and resolved any privacy issues?**

**5. Other comments (if any)**

Name of person or office conducting the survey: \_\_\_\_\_

Date: \_\_\_\_\_

If you have any questions, please contact **Institutional Analysis** at [oia@uwindsor.ca](mailto:oia@uwindsor.ca)

## **Appendix C**

### **Principles for Data and Analyses**

Institutional Analysis has the following principles for data and analyses:

**Data Quality:** Data is accurate and reliable. Ensure data consistency, accuracy, completeness, and reliability by implementing data validation checks, regular reviews, and other appropriate data practices e.g., security and access. Maintain comprehensive documentation for data sources, definitions, to enhance trust and understanding.

**Robust Modelling and Analyses:** Model Validation: Implement robust model validation processes to ensure the accuracy of analytical models. Employ appropriate statistical and data analysis techniques to generate meaningful insights.

**Data Ethics and Responsible Use of Data:** The office has adopted the Statement of Ethical Principles as developed by the Associate of Institutional Research (Appendix A) to promote ethical data handling practices, including transparency, fairness, and responsible use of data.

**Privacy and Confidentiality** Ensure compliance with legislation (e.g., FIPPA) and the protection of private, sensitive, and confidential data. This includes but is not limited to anonymizing or de-identifying data and/or providing aggregate or summary data only.