Project Charter for Evening and Weekend Graduating Student Report

1. Project Summary

Beginning in 2001, Chicago Booth has conducted anonymous incoming Evening and Weekend student surveys on a quarterly cycle in an effort to gain insight about the overall Evening and Weekend student experience, differences in student sub-group perception, and the relationship between different aspects of the student experience. The knowledge gained from these surveys is used to understand Booth’s Evening and Weekend student landscape and identify opportunities for program improvement and student support.

The Evening and Weekend graduating student survey is a digital survey taken by graduating Evening and Weekend MBA students during weeks two through four of each academic quarter. This survey data is collected, cleaned, and analyzed to investigate year-over-year trends and potentially identify growth opportunities for Evening and Weekend MBA students. The resulting report will allow Booth to better understand the Evening and Weekend MBA student experience, and provide insights that can be applied to Booth’s program, career services, and admissions teams, among others.

The most recent survey cycle, completed in spring 2018, explored Evening and Weekend student experience as it relates to the following specific areas: overall student experience, value of MBA investment, likelihood to recommend Booth, program attributes and priorities, Booth experience, MBA knowledge and skills, leadership growth, Career Services, and alumni engagement analyzed through demographic and satisfaction variables.

For the 2018-2019 fielding cycle, we fielded a mid-point survey titled the “Continuing Student Survey” to students who were halfway through the program.

For the 2019-2020 fielding cycle, Stacey initially wanted us to field the Graduating Student Survey twice per year (autumn and spring quarters) and the Continuing Student Survey once per year (spring quarter). In August/September 2019, Stacey decided that she would prefer we instead continue to field the GSS every quarter. It was, of course, too late at that point to field the survey to summer quarter 2019 graduates, so the decision was made to not field to those students at all. Therefore, keep in mind that when we complete the 2019-2020 fielding with the spring quarter 2020 graduates, we will have smaller N values overall since we didn’t field to summer 2019 grads.

2. Project Objectives

To identify and translate institutional strengths and growth opportunities into actionable insights in a way that enhances the school and strengthens the student and alumni experience.

- Longitudinally measure the depth and detail of the overall Evening and Weekend student experience.
- Measure and evaluate the perceived overall student experience, value of MBA investment, and likelihood to recommend Booth and respective drivers.
- Measure and evaluate student perceptions of overall program attributes and priorities.
- Measure and analyze specific aspects of students’ Booth experience, MBA knowledge and skills, and leadership growth.
- Assess all perceptions of Evening and Weekend MBA program in relation to variables such as gender, program, etc.

3. Project Timeline

The following table includes major project milestones for the Evening and Weekend Graduating Student Survey data entry and analysis. The Milestone Dates are based on the 2019-2020 survey cycle but they shouldn’t change much from year to year. See the appendix for a more detailed step-by-step overview and timeline of the Evening and Weekend Graduating Student Survey process from beginning to end.

<table>
<thead>
<tr>
<th>Milestone Date</th>
<th>Milestone</th>
<th>Owner</th>
<th>Milestone Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>May-June 2019</td>
<td>GSS Survey Review</td>
<td>Sponsors, Strategic Initiatives, EW Office</td>
<td>Review and update existing survey</td>
</tr>
<tr>
<td>June 2019</td>
<td>GSS Survey Approval</td>
<td>Sponsors, Strategic Initiatives, EW Office</td>
<td>Final approval of updated survey</td>
</tr>
<tr>
<td>July, October, January, April 2019/2020</td>
<td>GSS Survey Deployment</td>
<td>Strategic Initiatives</td>
<td>Survey administered during second or third week of each academic quarter</td>
</tr>
<tr>
<td>May 2020</td>
<td>GSS Survey First Look Dashboard</td>
<td>Strategic Initiatives</td>
<td>Provide a quick overview of the survey results</td>
</tr>
<tr>
<td>May-June 2020</td>
<td>GSS Survey Analysis</td>
<td>Strategic Initiatives</td>
<td>Analysis of survey results</td>
</tr>
<tr>
<td>June-July 2020</td>
<td>GSS Survey Report Completion</td>
<td>Strategic Initiatives</td>
<td>Delivery of final analysis</td>
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4. Summary of Evening and Weekend Graduating Student Survey Results

As Booth continued to improve its MBA programs, the Strategic Initiatives team insourced the Graduating Student Survey projects and gradually moved towards more efficient data reporting practices by

- Creating clear charter documents and timelines
• Working with stakeholders to revise the survey questionnaire annually
• Applying new survey dissemination techniques to increase efficiency of fielding
• Decreasing the analysis and reporting time by over 80%
• Increasing the quality of the analyses by applying increasingly robust statistical methods
• Vetting the factors that have impacted the student experience and advising on improvements
• Distilling insights into a report and presenting findings
• Making the data available to staff through the Google Drive Repository.

5.  Project Deliverables

• Updated analysis of survey data and a summary of results
• Ad-hoc follow-up analyses and results summaries
• Clean survey and demographic dataset for internal use
• Updated project charter, including detailed documentation in the appendix

6.  Project Roles and Responsibilities

The following table summarizes project roles and responsibilities of stakeholders in the EW GSS data entry and analysis process. See the appendix for a detailed step-by-step overview and timeline of the process from beginning to end, including task owners.

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stacey Kole, Deputy Dean of the EW MBA Program</td>
<td>Project Sponsor</td>
<td>Leads the overall direction of the survey and provides final approval.</td>
</tr>
<tr>
<td>Sona Margaryan, Strategic Initiatives</td>
<td>Project Manager</td>
<td>Overall project management of the project.</td>
</tr>
<tr>
<td>Brandon Allen, Strategic Initiatives</td>
<td>Project Lead/Analyst</td>
<td>Cleans data and confirms its validity. Conducts analyses and delivers final product.</td>
</tr>
</tbody>
</table>

7.  Confidentiality and Data Sharing

• The student data used in the analysis, including all demographic information and hiring outcomes, is strictly confidential.
• The Strategic Initiatives team will only share project deliverables with the project sponsors.
• All project deliverables that include student identifying information (i.e. raw data file) will be shared using a secure file sharing system (e.g. Google Drive, Dropbox) and not as an email attachment.

8.  Risks

<table>
<thead>
<tr>
<th>Risk Area</th>
<th>Risk Description</th>
<th>Probability</th>
<th>Impact</th>
<th>Mitigating Actions</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low response rate to survey</td>
<td>Poor response rate to survey questions. Failure to generate accurate data.</td>
<td>Low</td>
<td>High</td>
<td>Ensure that students are provided with sufficient reminder emails to reach target 80% response rate.</td>
<td>Evening and Weekend Program Office, Strategic Initiatives</td>
</tr>
<tr>
<td>Inability to gain consensus among stakeholders</td>
<td>Difficulty agreeing on final survey structure and outcome.</td>
<td>Medium</td>
<td>Medium</td>
<td>Set parameters for each stakeholder at beginning of project. Clearly communicate objectives.</td>
<td>Sponsor</td>
</tr>
<tr>
<td>Length of survey</td>
<td>Difficulty limiting the number of survey questions resulting in a lengthy survey.</td>
<td>Medium</td>
<td>Medium</td>
<td>Set guidelines for the optimum number of questions and length of time to complete and try to adhere.</td>
<td>Strategic Initiatives</td>
</tr>
<tr>
<td>Data confidentiality</td>
<td>Confidential information would be compromised if student data were leaked.</td>
<td>Low</td>
<td>High</td>
<td>Only send data using a secure file sharing system and never as an email attachment.</td>
<td>All Stakeholders</td>
</tr>
<tr>
<td>Quality of source data</td>
<td>Data that we pull from BDW and use in the analysis is inaccurate due to issues with the system itself or incorrect information entered.</td>
<td>Low</td>
<td>High</td>
<td>Perform routine checks on data before adding to the analysis and manually correct obviously inaccurate data if needed.</td>
<td>Strategic Initiatives</td>
</tr>
</tbody>
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Appendix

1.  Step-by-step guide to Strategic Initiatives team’s Graduating Student Survey internal processes
Graduating Student Surveys:

1. Questionnaire
   a. Review and revise questionnaire in anticipation of upcoming fielding process
   b. Solicit respective deans and staff for feedback and suggested revisions for the questionnaire
      i. It used to be that we asked EW staff from every department to weigh in on the questionnaire. Now the process is to only ask Stacey Kole for feedback and suggested revisions
   c. Finalize questionnaire

2. Email Communications
   a. Review and revise email communications for initial invitation email and subsequent follow-up emails
      i. This can be completed any time before fielding begins
   b. Solicit relevant staff for feedback and suggested revisions for the email communications
   c. Finalize email communication

3. Qualtrics Upload
   a. Make a copy of the existing Qualtrics survey and update it to match the agreed-upon questionnaire
   b. Receive the graduating student list each quarter from Cesar Flores
   c. Create unique survey links for each student (step-by-step process found here)
   d. Double and triple check that all of the logic works, there are no spelling mistakes, that the Qualtrics questionnaire matches the questionnaire we agreed upon, etc.

4. Qualtrics “Students you plan to stay in contact with” Update
   a. Create a list of all Full-time and Evening/Weekend students who entered since the survey was last updated
      i. You can create this list by pulling Full-time and EW students from the Booth Data Warehouse “Graduating Student Demographics” report
   b. Adapt these instructions to create the “Booth Magazine/Classmate” question
      i. You’ll want to use the list of Full-time and Evening/Weekend students that you created above
   c. Slate Fielding (2019-2020 Fielding also includes the Continuing Student Survey)
      i. Create a list of student IDs with respective unique survey links
      ii. Collaborate with Keenan Gannon (Gannon@chicagobooth.edu) to append the unique survey links to students’ Slate records
      iii. Collaborate with Keenan Gannon (Gannon@chicagobooth.edu) to update the Slate query
      iv. Open Slate via https://apply.chicagobooth.edu/manage/
      v. Click the button along the top of the screen that looks like a megaphone
      vi. Along the right side of the screen, click on the “EW – GSS” link
      vii. Click on the “EW – GSS Invitation – Autumn 2019”
      viii. Click “Copy Mailing” and name the copy something like “EW – GSS Invitation – Winter 2020”
      ix. Make sure that the “Copy Query” box is checked
      x. Update recipient query (the query accepts logic like a SQL query)
      xi. Update email text by clicking “Edit Message”
      xii. Update recipient excel sheet by clicking “Edit Recipient Lists”
   xiii. NOTE: Feel free to adapt this guide for being certain that you are sending the correct contact list
      1. Additionally, here’s an example of what to do in the event you do send an email to the wrong contact list
      xiv. Send test emails to your email address
         1. Double-check that the emails look correct
         2. If you run into this issue where the email body text is showing “Your link will remain "live" until Friday, May 24,” you would think that you could just add a space back in there, but I have found that this inexplicably doesn’t always work. So instead, if you simply re-type that sentence it will again, inexplicably, look as it should.
   xv. Double- and triple-check the recipient list to ensure that the recipients are correct
   xvi. Schedule the email to be sent around 4:35 pm

   d. Qualtrics Update
      i. For the next email reminder, return to Qualtrics
      ii. Export reports of completed and incomplete responses
      iii. Repeat the “Survey Fielding via Slate” steps above
      1. Any student who has completed at least the first two questions has, from our perspective, sufficiently completed the survey. However, Stacey mentioned that she may want to increase the completion rate for this year, so if she still wants that I would recommend considering revising our threshold from two questions to something else
      2. Generally, we’ll plan to send one invitation email followed by four to five reminder emails until 80% response rate is achieved
   iv. When fielding is complete, close the survey and export the responses

   e. Dataset
      i. Sign in to the Booth Data Warehouse
      1. Booth Intranet/Technology/Booth Data Warehouse
      2. The BDW prefers Internet Explorer (or any browser than can handle its Java nonsense)
      ii. Navigate to the "Strategic Initiatives" tab
      iii. Scroll down to “Graduating Student Demographics (v1.14) and open it
      iv. When the report opens, make sure you are on the “Graduate List“ tab
      v. In the top right corner of the screen, click “Design”
      vi. Select the “Data Access” tab, and under “Data Providers” click “Edit”
      vii. Under the “Query Filters” section, click the Latest Program vertical ellipses that say “Define filter type” when you hover over it
      viii. Click “Values from list”
      ix. Confirm that “Evening MBA” and “Weekend MBA” are selected and click “OK”
      x. Under the “Query Filters” section, click the MBA Graduation YearQuarter vertical ellipses that say “Define filter type” when you hover over it
      xi. Select the quarters you want (FYI 20193 = 2019 Summer, 20194 = 2019 Autumn, 20201 = 2020 Winter, 20202 = 2020 Spring)
      xii. Click “Run Queries”
      xiii. A prompt window will pop up – re-enter the query filters that you entered above. Leave the “Latest Program = Non-Booth” as-is
      xiv. Click “OK”
   xv. Under the “File” tab, click the “Export” button
Export it to an Excel sheet
Merge the data from the “Graduate List” tab with the Qualtrics response data
Merge the resulting dataset with the dataset from past years found here

Coding/cleaning Data in R
Open the EW GSS RMD
Clean the data using existing functions

Conduct Analysis in R
Update the code to reflect any new questions, and remove any old questions
Run the significance testing function and export the .csv files to the sharedrive
Use the false discovery rate control to determine our target p-value threshold
Think critically about the significant outputs, especially in light of the Ns
Run any additional significance testing that might not be reflected in the above significance testing function
Run regression and classification modeling as you see fit
Create correlation matrices
Use the spaCy code to lemmatize the open-ended survey responses
Read through the open-ended responses in Excel and analyze any themes that arise

Quickly create and deliver a “First Look” version of the dashboard
Update the Tableau dashboard (here’s the most recent)
The “Data Source” tab in the Tableau dashboard should show you where the current Excel datasets are located in the sharedrive
You can do this by selecting the data source you want on the “Data Source” tab (click the button next to the large-text title at the top of the screen), and then under the bold “Connections” on the left side of the screen, click the dropdown and click “Edit Connection” to see where the document resides
Review the dashboard with Sona
Feel free to make improvements as you see fit
Deliver the final report, including an Excel sheet of open-ended responses
Offer to set up a presentation to discuss it with Stacey
Solicit Feedback from Stacey
Present Report to Relevant Staff
We used to present to every Evening/Weekend staff member in a two/three hour presentation, but for the past year we have simply shared the report with Stacey. She has since determined how best to distribute the findings
Respond to Follow-up Requests
Capture and Apply Feedback

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