Data Driven Decision Making:
Beyond The Basics

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Higher Education is feeling the pressure

Pressures on…   **Drives Leadership Focus On…**

1 – Student Achievement → Graduation Rates & Learning Outcomes

2 - Budget And Funding → Operational Efficiencies & Leveraged Investment

# Critical question:
How to use data most effectively?

"In years past, data were simply collected and used for basic accounting, or reporting purposes as opposed to driving important decisions to facilitate meaningful change."

Source:
Diane Wright, PhD July 2010. Using Data Driven Decision Making in Higher Education: A Pilot Case Study with Implications for Technology Policy

What we are hearing:
Need for a metrics-driven approach

STRATEGY

SET MEASURES AND TARGETS

MONITOR AND EVALUATE

PLAN AND EXECUTE
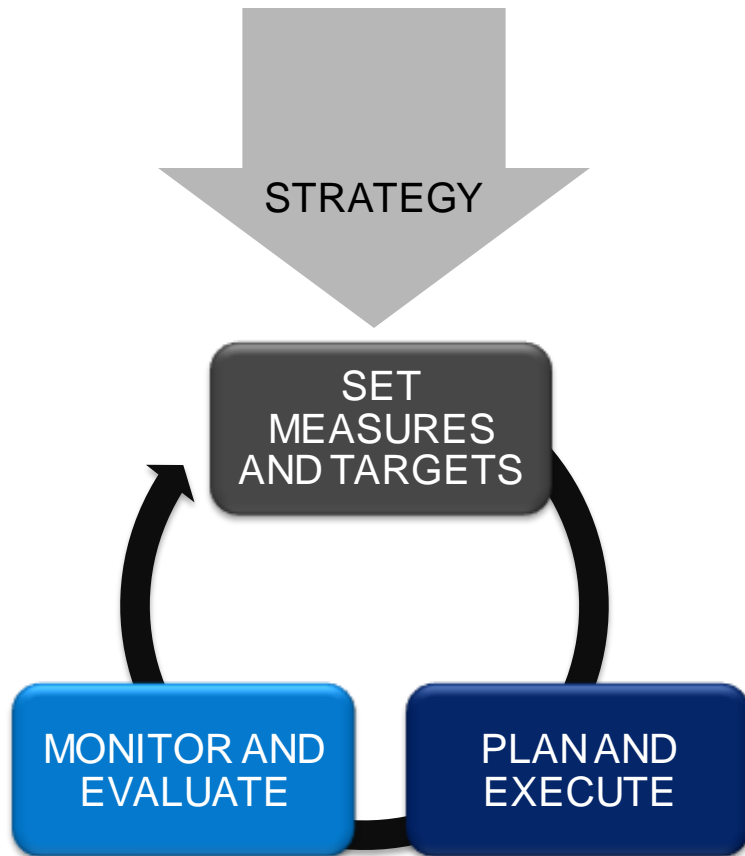
- Provides a measure of progress toward goals

- Facilitates communication between institutional departments

- Maintains accountability

- Timely distribution and use of data

From the October 4th Symposium…

"How do you bring the technology, process and resources together to affect learning – and harvest the aggregated data that drives micro-level alterations to improve learning outcomes?"

"What kind of data can be pulled from the LMS to drive best practice adoption? There's lots of support in this room for that kind of best practice sharing."

"I know less about my technology plan than I do about the roof maintenance on my buildings"

Our focus today:
How can data inform decisions?

1 - Student achievement

2 - Operational efficiency

Our vision of data-enabled institutions

Current challenges
Data trapped in unintelligible tables in multiple systems
Misaligned data breeds skepticism and confusion
40+ hours request to report delivery timeframe
No way to drill into reports
Expensive super-users
Functional champions managing by instinct

Our vision of data-enabled institutions

Current challenges		Evolved paradigm
Data trapped in unintelligible tables in multiple systems	»	All systems' data accessible and in simple, understandable terms
Misaligned data breeds skepticism and confusion	»	Single data source fosters confidence and trust
40+ hours request to report delivery timeframe	»	Right report needed in minutes
No way to drill into reports	»	View source data and slide-and-dice quickly
Expensive super-users	»	Anyone can generate needed report
Functional champions managing by instinct	»	Self-service analysis inform decisions of functional champions

Metrics inform leaders to transform the entire student lifecycle
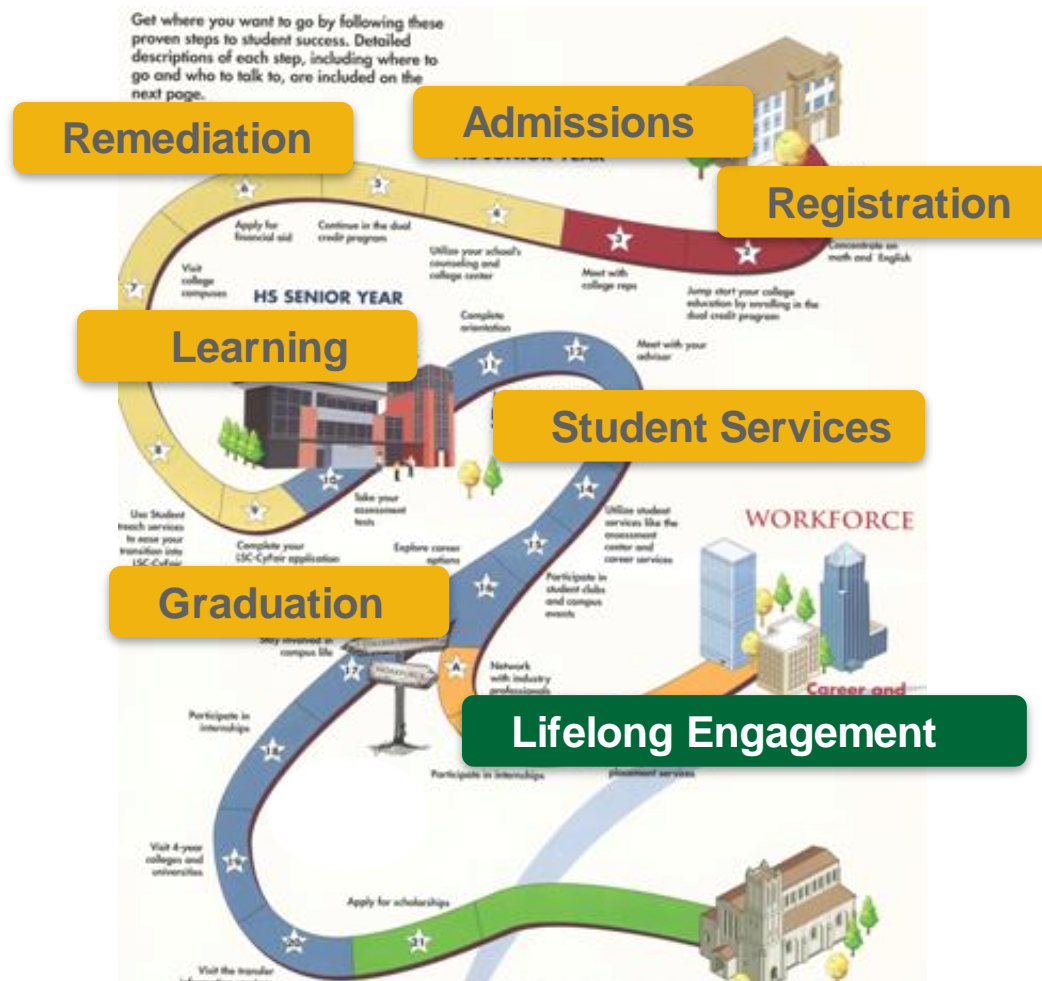
Case Studies

Examples of institutions on the leading edge

Best Practice Case Study #1: SUNY Partnership Balanced Scorecard

BUILDING BLOCKS   EXAMPLE STRATEGIC OBJECTIVES

Financials	Total cost of operations	Cash flow	ROI	Enterprise Level Pricing
Teaching & Learning	Program quality	Mobile access	Engaged community	Learning Outcomes
Operational Efficiency	IT integrations	Helpdesk	System performance	Technology Roadmap
Relationship Intangibles	Trust	Sharing goals & knowledge	Involvement in each others key initiatives	Communication

Best Practice Case Study #2:
Univ. of Maryland Baltimore County

"Now I can ask good questions immediately, find the answers myself and take the level of thinking to a deeper level of thought to get an even more interesting analysis….It makes a big difference in being able to make decisions that are far more data driven."

EDUCAUSE Keynote Address
Dr. Freeman Hrabowski
UMBC President

Starter Questions For Discussion

Does this resonate?

As it pertains to data-driven decision making, where do you see pockets of innovation happening on campus today?

What is your "nirvana" vision for your institution's access to data (ex. SIS, LMS, other systems)? What does success looks like and why?

Breakout Structure

Two Working Groups

Student Achievement / Academics

- Learning outcomes
- Retention & graduation
- Accreditation

Operational Effectiveness / Administrative Services

- Physical resources
- Financial aid
- Human resource management
- Capital management

90 Minutes: Conceive a working plan to evolve your institution

1. Document: Current impediments / roadblocks

2. Uncover: Who has been effective at overcoming these roadblocks today, and how?

3. Capture: What enabling structure - people, process or technology – are needed to achieve this evolved vision?

Other relevant points…

There will be…

- 2 co-facilitators per working group

- 1 scribe per working group

- 1 volunteer presenter

Working Plan Output

Impediments / Challenges	Current Examples of Overcoming These Roadblocks	Enabling Structure (people, process, technology)
1	**2**	**3**