From Words to Action: Accelerating Change Using the Joint Statement on Analytics

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Agenda

• Introductions
• The Statement’s Six Principles
• Takeaways
• Q&A

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Analytics is a team sport—build your dream team

Invest what you can—you can't afford not to

Analytics has real impact on real people—avoid the pitfalls

Tick-tock, tick-tock—the time to act is now

Go big—make an institutional commitment to analytics

Prepare for some detours on the road to success

The urgency of analytics

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Tick-tock, tick-tock

- Late January: First COVID case in Washington state
- Early March: No classes held in person at the University of Washington
- Questions
  - Who is going lose revenue?
  - How much are preventive measures costing the university?
- President, Provost and Executive Leadership are meeting everyday
- Challenge: Have updates ready every morning for leadership meetings
Go big — make an institutional commitment to analytics

- Senior leadership support and alignment – cascading effect
  - Frequent expression of support
  - Embrace institutional dashboard and performance measures
  - Open to use data analytics to inform decisions
  - “In God we trust. All others must bring data”
- A pervasive recognition that data is an institutional strategic asset, not the property of individual offices
Go big — make an institutional commitment to analytics

- Focus on delivering value and building on incremental success
  - Prioritize development efforts on key organizational objectives / needs
  - Connect results to core institutional mission: student and faculty success
  - Aim high but start with small wins
  - What works in State U may not work for Ivy U, vice versa
  - Develop clarity by building a roadmap with stakeholder inputs

If you aren’t focused on providing value, you aren’t focused on anything at all.

The urgency of analytics

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Sometimes changes start with a sketch on a piece of paper...

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The pandemic as a catalyst for change

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Relentless Collaboration -> Better Outcomes

Working at all levels of our decision-support maturity model

GOVERNANCE/ORG STRUCTURE
ACTIVATION
LITERACY
CONFIDENCE/TRUST
MOTIVATION
ACCESS
ENGAGEMENT/ALIGNMENT

How do we scale and sustain?
How do we use data to drive action?
What can we do? What meaning can we make?
How do I know the information is correct?
Why should I change?
Where is the information?
What do decision-makers need?

The pandemic as a catalyst for change
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Analytics has real impact on real people — avoid the pitfalls

- Protection data assets like your other assets – they are highly valuable
- Privacy and security are serious matters with real consequences
- Invest early on to build in safety valves and guardrails to protect and security data assets
- Understand the unintended consequences and built-in biases in machine algorithms
- Assign “honest broker” role for research data sharing
- Be ethical and responsible in use of data

"If you torture the data long enough, it will confess to anything."  
RONALD COASE

The Death and Life of an Admissions Algorithm

GRADE (GRaduate ADmissions Evaluator) was created in 2011-12 by a UT faculty member and UT graduate student to help the graduate admissions committee to save time.
- GRADE predicts how likely the admissions committee is to approve an applicant and expresses that prediction as a numerical score out of five.
- The system also explains what factors most impacted its decision.

"Humans code these systems. Humans are encoding their own biases into these algorithms"

- Race and gender may be encoded into the system due to historical data.
- Women’s colleges and historically Black universities may be undervalued by the algorithm.
- Letter of recommendations are not given sufficient weight due to difficulty in translating into quantitative data for the modeling process.
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Investment can come in many forms

• Headcount, specific skills, time, space, opportunity, etc.
• Our team’s investment in analytics
  • Specific skill set hires: Tableau
  • Time to explore data
  • Problem statements without a defined solution structure
  • Space to test new ideas
  • Opportunities to produce data visualizations that solved real university problems
Takeaways & Questions

Recommendations for what you can do right now

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The full statement and resources, including institutional case studies, are available at:
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