Ideas from Collective Wisdom

## Data/Tools/Reporting

* LMS data – currently sits in LMS, move into DW
  + Run MEANINGFUL reports
* Moving into cloud, software as a solution
  + Need to evaluate carefully
* Watch for data siloing! (And analytic siloing.)
* Challenge – data visualization. Hard to make graphs meaningful.
* New technology for Cloud – Enterprise Service Bus – for combining cloud/internal data

## Governance/Infrastructure

* Need a single-point of ownership, shared models
* Data as a shared resource – not just who manages database

## Investment

* Challenge in understanding NEED for analytics
* Use smaller data initiatives as stepping-stones
* “Barter” with other systems/units

## Expertise

* A major issue!
  + Competing with industry $$
  + Finding on campus
* Start grass-roots efforts with Faculty
  + Bonus: Buy-in!

## Culture

* Find areas where people have been successful
  + Learn from them
  + Highlight them
* Start small, use influence
* Create a sense of urgency around an opportunity or strategic imperative

## Process

* Governance and leadership are key
  + CIO support – report to both admin and academic sides of the house
* Implementation
  + More than technology
  + Discovery process to start (Horizontal across departments? Vertical?)
  + Consider goals as you go