**Breaking Down Silos to Foster a Culture   
of Data-Driven Decision Making**

**What are the key action(s) an institution should take to create a culture of data-driven decision making?**

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2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**How would you rate your institution’s current level of maturity regarding data-driven decision making?**

Note: This scale is used for the *2014 ECAR Analytics Maturity Index for Higher Education*, online at <http://www.educause.edu/ecar/research-publications/ecar-analytics-maturity-index-higher-education>.

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**Group Exercise Instructions:** Please select one of the playing cards in the center of the table. Once everyone has their card, identify the role that you will be asked to play, based on the on-screen key. Please note: the cards are for assignment purposes only and do not denote gender or organizational importance.

*Congratulations! Each of you has been selected to serve on a cross-functional committee tasked with developing a strategy to create a data-driven culture of decision making at our institution. Please read the brief description of your assigned role, as well as the key motivators unique to this role. Use this as your guide to try to think through the key components of a successful strategy, using a new lens or filter. Consider requirements for governance, infrastructure, data collection and reporting tools, process, culture, expertise, and investment. You have been tasked with answering these three questions:*

1. *What are the characteristics of institutional readiness?*
2. *How would you ensure institutional buy-in?*
3. *What elements are needed for successful data collection and appropriate use?*

*Use the markers and paper at each table to organize your notes, as we will ask each group to share their strategy.*

***Academic Advisor***

*Description:* An academic advisor collaborate with students to develop an academic plan that reflects and achieves their personal goals to the greatest extent possible within the limits of university regulations and requirements. The advisor's primary function is to mentor and coach their students toward academic success.

*Key Motivations:*

* I need to determine whether or not we have enough staff to provide individual appointments, or if we need to move to a group advising model.
* I need to be able to access student records to audit student progress and identify students that are on academic warning, probation, dean’s list, eligible for graduation, etc.
* I need to be able to record notes on advising sessions.

***Academic Dean***

*Description:* The Dean's primary objective is to provide compelling and innovative leadership to every part of the School or College they manage, including academic affairs, administration, planning, student recruitment, enrollment management, financial aid, financial management, and institutional advancement.

*Key Motivations:*

* I need to plan course and section offerings to ensure we meet the requirements/needs of our students.
* I need to know that students in my school are progressing through their degree programs in a timely manner.
* I need to evaluate the need and viability of new and existing programs.

***Chief Information Officer (or equivalent)***

*Description:* The CIO (or equivalent) is the most senior executive in an enterprise responsible for the information technology and computer systems that support enterprise goals. CIOs manage the University’s IT systems and functions, creates and delivers strategies and policies, and places great emphasis on the customers (faculty, staff, students, and alumni).

*Key Motivations:*

* I need to know the level of resources required to effectively deploy a reporting system.
* I need to ensure the availability and reliability of the system.
* I need to minimize the university’s risk of data exposure.
* I need to focus on business process and maturity that can lead an organization to accomplish their goals.
* I need to identify ways to help the university be more innovative, often in partnership with others.

***Dean of Students***

*Description:* The Dean of Students supports student learning through programs and services that promote growth and development, communicate the values and standards of the university community, and advocate for students' needs. The Dean of Students serves as the university's Title IX Coordinator and is responsible for the university's compliance efforts to provide a work and learning environment free of sexual harassment, sex discrimination (including pregnancy), and discriminatory harassment, including sexual assault, dating/domestic violence, and stalking.

*Key Motivations:*

* I need to be able to identify and support at risk students.
* I need to be able to provide students with essential services, such as housing, food, activities, and health care.
* I need to be able to get student data into the systems my team uses.

***Head of Enrollment***

*Description:* This university executive is tasked with the recruitment, admission, and enrollment of new first year and transfer students to their institution.

*Key Motivations:*

* I need to be able to identify prospective students and understand who they are.
* I need to be able to gauge how close we are to our enrollment targets to be able to make adjustments, as necessary.

***Head of Facilities***

*Description:* Facilities Operations’ mission is to effectively operate and maintain a safe, functional, clean, and attractive living and learning environment for our institution.

*Key Motivations:*

* I need to know how our classrooms are being used, so that we maintain a replacement cycle for classroom furniture, fixtures, equipment (including A/V), and infrastructure (including heating and cooling).
* I need to comply with building and regulatory requirements, as well as industry best practices (e.g., ADA, Energy Management).
* I need to evaluate staff and equipment/infrastructure productivity and customer satisfaction.

***Head of Human Resources***

*Description:* A Human Resources Administrator is responsible for overseeing the Human Resources department, which provides services to faculty, staff, and prospective employees. This includes policy and procedure processing, employee benefits administration, compensation administration, employee training and development, employee performance management, new hire and termination processes, federal and state employment compliance issues, and communicating HR-related information to employees.

*Key Motivations:*

* I need be able to ensure compliance with local and federal labor regulations.
* I need to report on staff enrollment in benefits programs to recommend improvements or modifications.
* I need to accurately track compensation and benefits costs.
* I need to understand employees' concerns and needs.
* I need to be able to protect confidential data.

***Head of Institutional Research***

*Description:* This executive oversees the institutional assessment program for their university, including in many cases, coordinating assessment of student learning and overseeing the university accreditation process. Their mission is to provide accurate and meaningful information and analysis to University decision makers, the community, and external stakeholders in order to advance the University's mission and foster a culture of continuous improvement and institutional effectiveness*.*

*Key Motivations:*

* I need this institution to use the data we have to make decisions.
* I need this institution to think about how data can be more accessible so that others can access information without having to ask an office, like IR or IT, every time they need something. To do this, I want the institution to prioritize its data needs.
* I need to ensure the institutional data is reliable, and used consistently and appropriately.
* As the person in charge of accreditation, I need this institution to do a good job of documenting that we are a data-driven institution and that decisions are assessment-based.

***University Registrar***

*Description:* The University Registrar provides leadership and direction in all matters associated with in-person and online registration for undergraduate and graduate programs, post-baccalaureate and continuing education programs, records storage, federal and state compliance, coordination of class schedules and classroom assignments, preparation and editing of the academic catalogs, preparation and distribution of enrollment statistics, support of internal data review related to the academic program as well as internal and external reporting of student enrollment and academic data, and clearing all students for graduation or certification.

*Key Motivations:*

* I need to use registration data to inform future course planning, looking at course enrollments, waitlists, and number of sections offered.
* I need to ensure the use of student data complies with FERPA.