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| **Dimension** | **Key Factors** |
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| Data efficacy |
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| * Data are of the right quality/are clean.
 |
| * Possess the right kinds of data.
 |
| * Data are standardized to support comparisons across the institution.
* Data processes are repeatable; No need to reinvent the wheel to address questions and problems.
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| * Data are accessible to those who need it.
 |
| * Data are collected for a purpose.
 |
| * Reports are in the right format and show the right data to inform decisions.
* Data are standardized to support comparisons across institutions.
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| Technical Infrastructure |

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| * Use the right tools/software for analytics.
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| * Possesses sufficient capacity to store, manage, and analyze increasingly large volumes of data.
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| Policies |

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| * Information security policies and practices are sufficiently robust to safeguard uses of data for analytics.
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| * Policies that specify rights and privileges regarding access to institutional and individual data.
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| * Institutional Review Board (IRB) has policies and practices for handling proposals involving analytics.
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| Investment/resources |
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| * IT professionals know how to support analytics.
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| * Funding level for analytics is sufficient to meet our current needs.
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| * Funding for analytics is viewed as an investment rather than an expense.
 |
| * An appropriate number of data analysts are on staff.
 |
| * Analysts know how to present processes and findings to stakeholders in a way that is visually intuitive and understandable.
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| * Dedicated professionals have specialized analytics training.
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| * Business professionals know how to apply analytics to their areas.
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| * Analytics training is part of our investment.
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| * A sufficient number of professionals who know how to support analytics are on staff.
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| Decision-making culture |
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| * Senior leaders are publicly committed to analytics and data-driven decision-making.
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| * Institution's culture accepts the use of data to make decisions.
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| * There are processes for moving from what the data say to making decisions.
 |
| * Faculty members largely accept the use of analytics for institutional decision-making.
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| * The administration largely accepts the use of analytics.
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| * Use of data is part of our strategic plan.
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| * Key institutional outcomes we are trying to improve with better use of data.
* There has been at least one high-profile “win” that analytics can lead to improved decision-making, planning, or outcomes.
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| IR involvement |
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| * There is effective communication between our IT and IR departments.
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| * Senior institutional research leaders are involved in the planning process for strategic initiatives or questions.
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