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| **Dimension** | **Key Factors** | |
| |  | | --- | | Data efficacy | | | | | | |  | | --- | | * 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. | |  | | |  | | --- | | * 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. | |
| Technical Infrastructure | |  | | --- | | * Use the right tools/software for analytics. | | * Possesses sufficient capacity to store, manage, and analyze increasingly large volumes of data. | | |
| Policies | |  | | --- | | * Information security policies and practices are sufficiently robust to safeguard uses of data for analytics. | | * Policies that specify rights and privileges regarding access to institutional and individual data. | | * Institutional Review Board (IRB) has policies and practices for handling proposals involving analytics. | | |
| |  | | --- | | Investment/ resources | | | | | | | | | |  | | --- | | * IT professionals know how to support analytics. | | * Funding level for analytics is sufficient to meet our current needs. | | * 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. | | |  | | --- | | * Dedicated professionals have specialized analytics training. | | * Business professionals know how to apply analytics to their areas. | | * Analytics training is part of our investment. | | * A sufficient number of professionals who know how to support analytics are on staff. | |
| |  | | --- | | Decision-making culture | | | | | | |  | | --- | | * Senior leaders are publicly committed to analytics and data-driven decision-making. | | * Institution's culture accepts the use of data to make decisions. | | * 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. | | |  | | --- | | * The administration largely accepts the use of analytics. | | * Use of data is part of our strategic plan. | | * 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. | |
| |  | | --- | | IR involvement | | | |  | | --- | | * There is effective communication between our IT and IR departments. | | * Senior institutional research leaders are involved in the planning process for strategic initiatives or questions. | | |