# The Last Lap: Empowering Stakeholders to Take Action on Data Findings
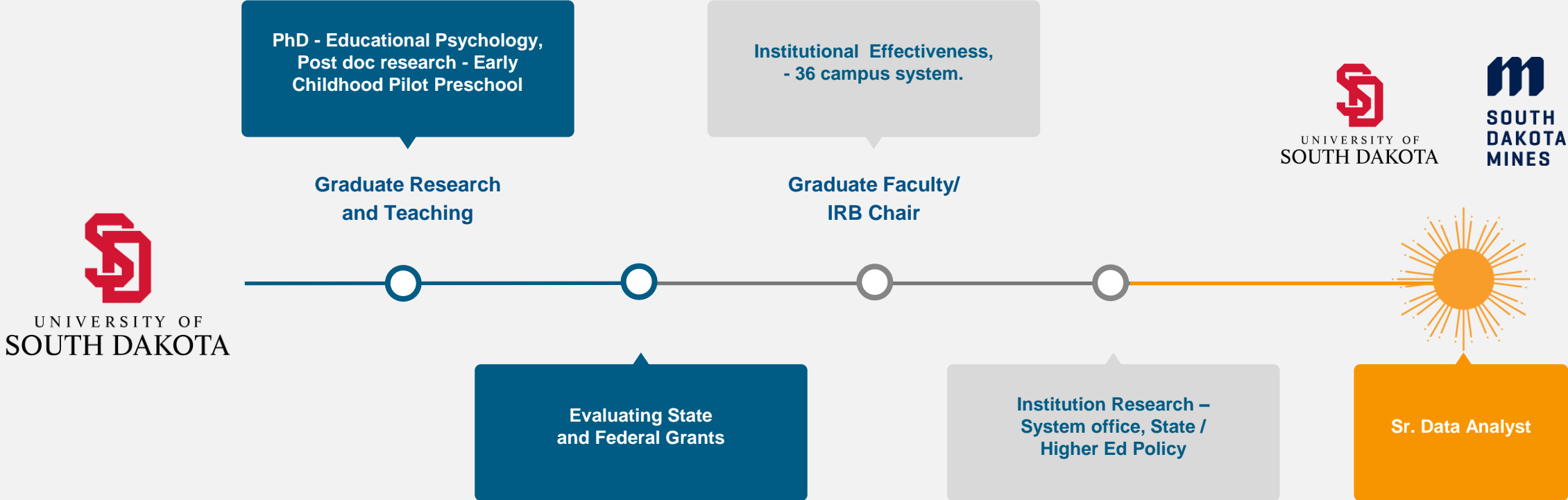
**Tasha Almond-Dannenbring, PhD**
**Senior Data Analyst**

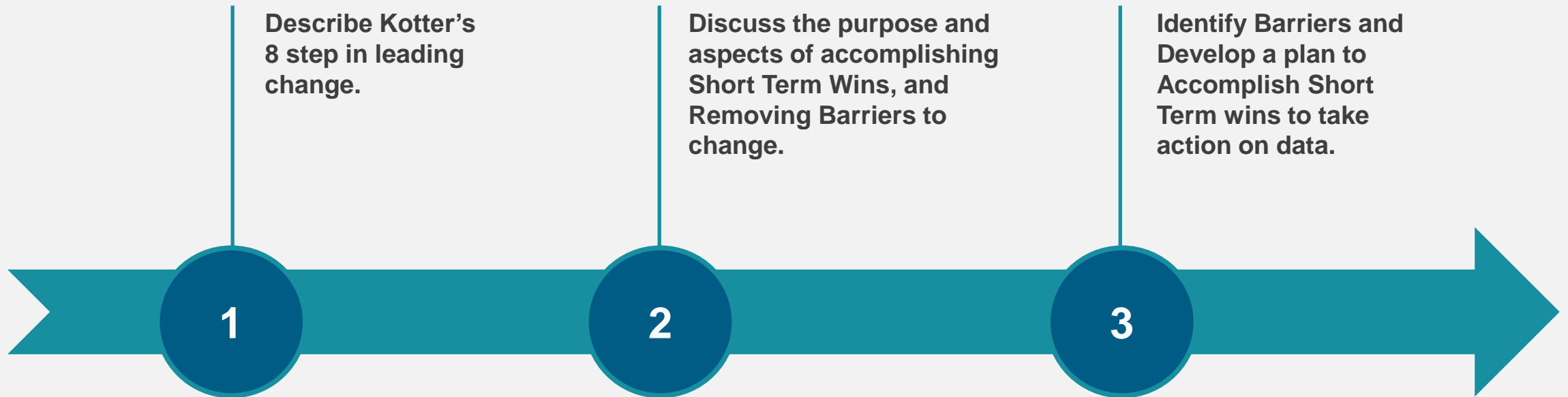# Session Outline

- **Introduction**
- **Session Objectives**
- **About NMU**
- **Kotter's change leadership framework**
- **Accomplishing remove barriers – short term wins**
- **Think Pair Share**

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# Introduction



PhD - Educational Psychology, Post doc research - Early Childhood Pilot Preschool

Graduate Research and Teaching

Evaluating State and Federal Grants

Institutional Effectiveness, - 36 campus system.

Graduate Faculty/ IRB Chair

Institution Research – System office, State / Higher Ed Policy

Sr. Data Analyst

# Session Objectives

**Describe Kotter's 8 step in leading change.**

**Discuss the purpose and aspects of accomplishing Short Term Wins, and Removing Barriers to change.**

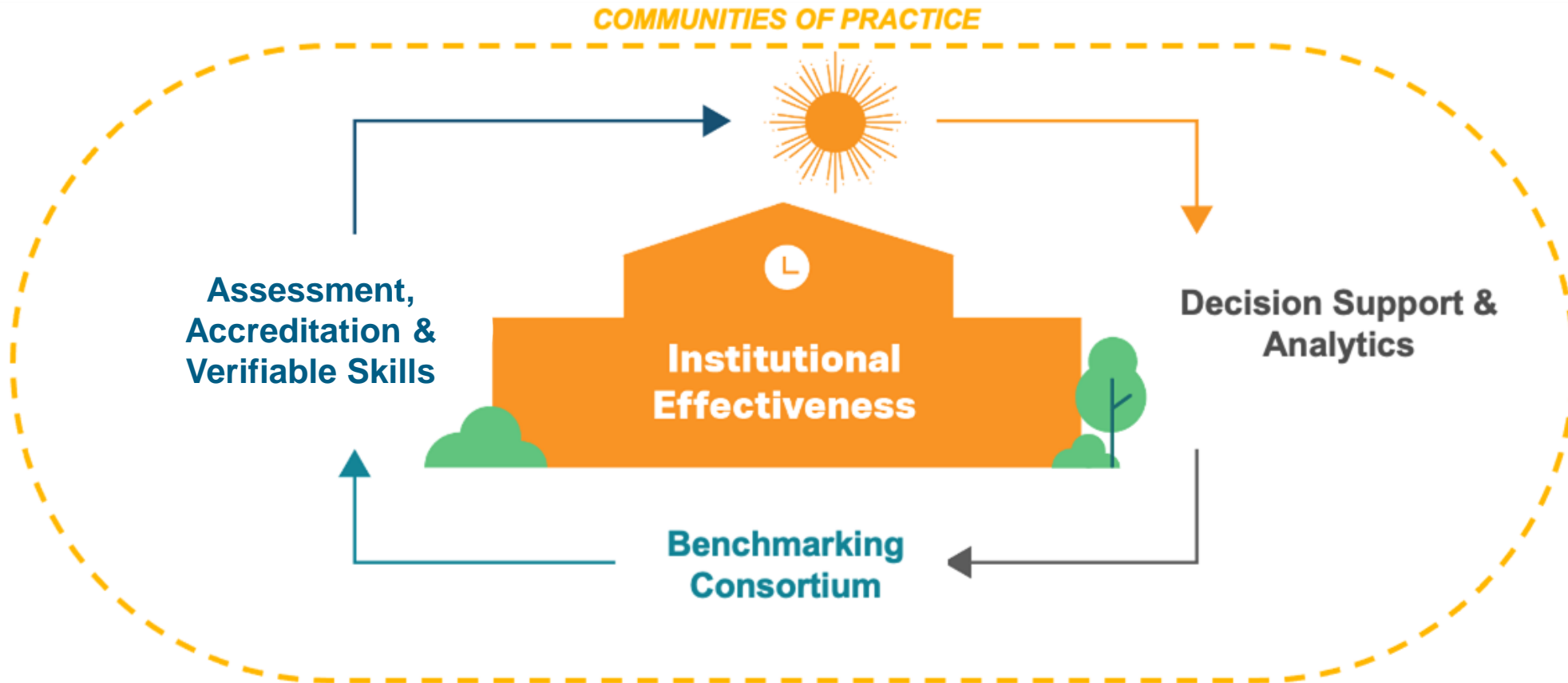**Identify Barriers and Develop a plan to Accomplish Short Term wins to take action on data.**

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# Formula for Institutional Effectiveness 2.0

HelioCampus empowers institutional effectiveness, helping colleges and universities better align investments with both financial and student learning outcomes.

# About NMU (Client)



- 4 year public located in Marquette, Michigan
- Population of ~7,200 undergraduate and graduate students
- 170 degree offerings, 25 graduate programs.
- 300+ faculty, 75% with highest degree in field.
- Open enrollment.

- **NMU Office Of Institutional Effectiveness**
  - 6 FTE
    - Assistant Provost
    - Director of Institutional Reporting
    - Institutional Researcher II
    - Director of Accreditation / Assessment
    - Educational Analytics Specialist
    - Senior Secretary
  - Cross Departmental Partnerships

- **Responsibilities**
  - Accreditation
  - Assessment
  - Analytics
  - Fact sheets
  - Strategic Planning

# About our Team- Northern Michigan University and HelioCampus

**Project Core**

- NMU: Math Faculty/ Retention Project for Provost Office
- NMU: IE Analyst
- HelioCampus: Sr. Data Analyst

# Goal, Scope, Milestones

## Goal

Utilize data on course outcomes and the relationship to re-enrollment to inform academic advising and curriculum review.

## Narrative

Northern Michigan University has leveraged their data warehouse to look at sequential course grades and matched this with student re-enrollment/persistence activity to identify classes in which students that earn a non successful grade are less likely to re-enroll at a higher rate than other classes.
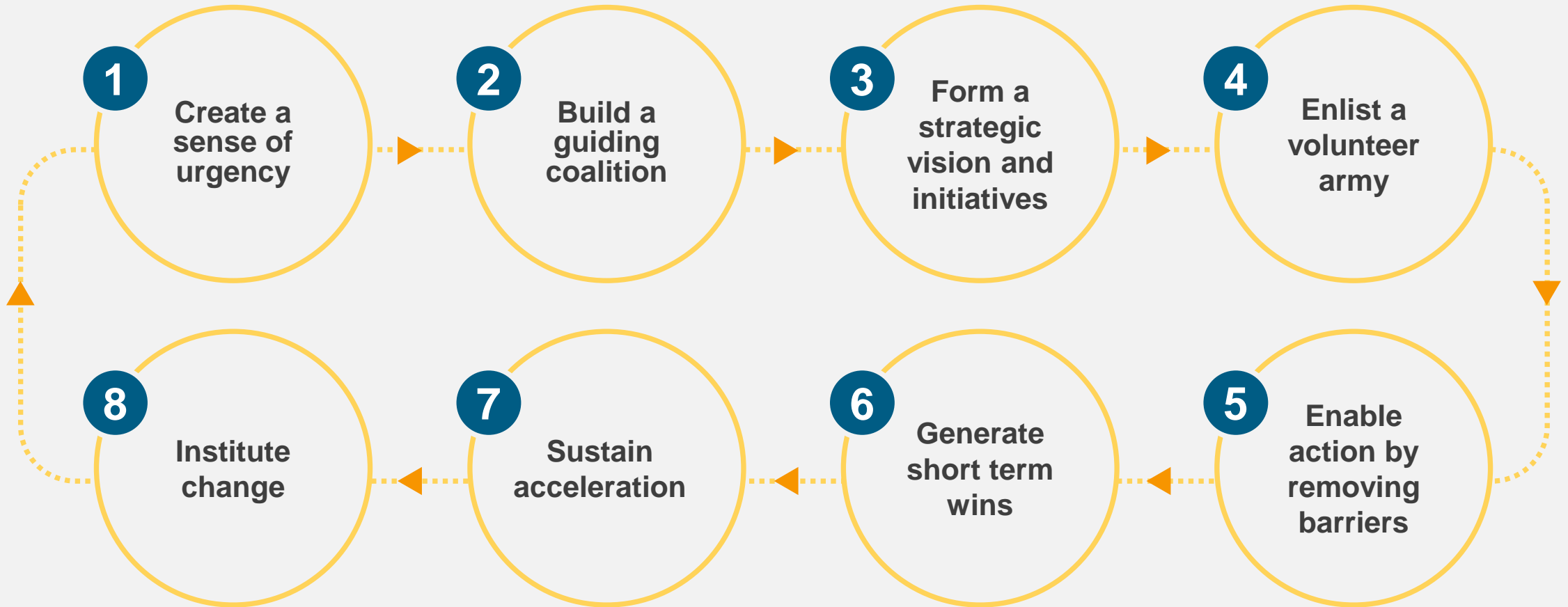
## Timeline

12 months for dashboard build and training/use

## Milestones

- Rollout of overview dashboards.

- Presentations with departments.

- Follow Up training sessions.

- Using Dashboards.

- Update and dashboard review.

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# Change Leadership Theory



1. Create a sense of urgency
2. Build a guiding coalition
3. Form a strategic vision and initiatives
4. Enlist a volunteer army
5. Enable action by removing barriers
6. Generate short term wins
7. Sustain acceleration
8. Institute change

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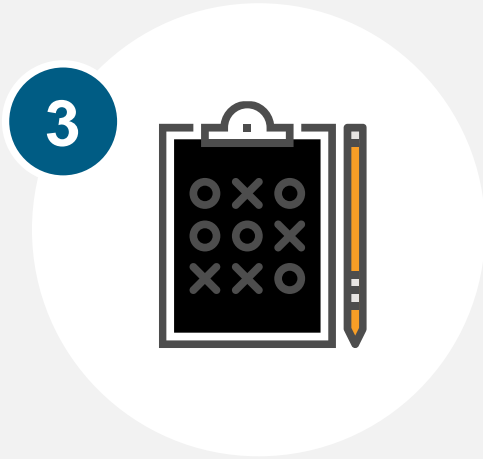# Kotter's Framework: Steps 1-2

**1**

Create a Sense of Urgency involves garnering the support of those individuals in the organization. Everyone should feel the need for change or that the change is critical for student success to be improved.

**2**

Putting Together a Guiding Coalition involved bringing together a diverse team who are invested in the initiative.

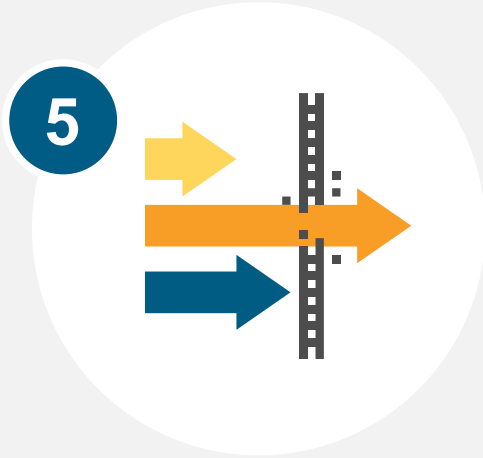HelioCAMPUS

# Kotter's Framework: Steps 3-4

**3**

Developing Vision and Strategies to direct the initiative. If we are going to improve retention we need to think through the steps we need to accomplish this.

**4**

Enlist a volunteer army involves inviting other to join.

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# Kotter's Framework: Steps 5-6

**5**

Remove barriers to action - requires the identification and removal of the barriers to progress and change. Create a culture that allows for individuals to "try new things".  What an IE office does, and what faculty do - missions can overlap, but rarely do they interact.

**6**

Generate short term wins involves breaking down the change project into smaller parts with short-term goals. Acknowledge those who are responsible.

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# Kotter's Framework: Steps 7-8



**7** Sustain acceleration: Celebrate success of small wins and use that to keep the momentum going.



**8** Institute change: make the change stick.

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# Think Pair Share

**Challenges/ Barriers?**

**Small wins?**

**Next steps for your institution?**

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# HelioCampus Portfolio

Three complementary solution areas help colleges and universities usher in a new era of institutional effectiveness.

| ASSESSMENT | BENCHMARKING | DECISION SUPPORT | | |
|---|---|---|---|---|
| MANAGE INSTITUTIONAL ASSESSMENT, ACCREDITATION & SKILLS ARTICULATION | MANAGE ACADEMIC & ADMINISTRATIVE LABOR SPEND | DRIVE STUDENT SUCCESS & GROW REVENUE | UNDERSTAND SUSTAINABILITY OF ACADEMIC PROGRAMS | MANAGE COSTS & STREAMLINE OPERATIONS |
| Assessment & Accreditation Management  Continuous Improvement & Strategic Planning  Verifiable Skills & Achievements | Staffing Intensity & Mix  Organizational Structure  Community of Practice | Student Lifecycle | Academic Performance Management | Strategic Financial Planning** |
| Institutional Assessment Platform | Benchmarking Consortium Membership | Enterprise Decision Support Platform | | |
| Vision: Underlying Data Tier | | | | |

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# Strategic Decision Support

Accelerate strategic decision support with Integrated data platform and data science services joining together student, financial and learning data.

| Extend Value of System-Wide Datamart | Re-Platform | Build New Enterprise Data Platform |
|---|---|---|
| THE UNIVERSITY OF NORTH CAROLINA SYSTEM | UNIVERSITY OF DELAWARE | UMass Amherst |
| **Need:** Increase usability and remove technical barriers to UNC datamart for constituents across the System. | **Need:** Expand existing data access and usability to existing and new data sources. | **Need:** Broad data access through a homogenized and comprehensive view to facilitate analysis, forecasting and enable better decision making. |
| **Approach:** Extend existing datamart by building out metadata, visualization layer and ongoing data science and analysis. | **Approach:** Build a new platform (cloud infrastructure, data platform, models and visualizations), migrate existing data marts and build new integrations. | **Approach:** Build cloud infrastructure, core student lifecycle data platform, models and visualizations |

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# Assessment, Continuous Improvement & Lifelong Learning

Manage institutional assessment, accreditation and skills articulation through assessment management, continuous improvement and lifelong learning.

| | | |
|---|---|---|
| **Student Learning Outcomes Assessment** | MESSIAH UNIVERSITY | • SLOs for General Education has reporting rate of 90-100 percent.<br>• Access to review aggregate and section level data automatically<br>• Identify difference in aggregate performance by learning objective or course assessment<br>• Sharing real-time results with faculty and staff is a game changer for quality improvement |
| **Re-Accreditation & Self-Study** | UNIVERSITY of ROCHESTER | • Informed decision-making processes for Middle States accreditation reporting and programmatic improvement plans.<br>• Implemented customized templates and workflows for academic and unit assessment, integrating with their learning management system Blackboard to collect direct assessment data.<br>• Employing AEFIS evidence bank to collect and link artifacts to strategic plan and self-studies. |
| **Continuous Improvement & Strategic Planning** | OSWEGO STATE UNIVERSITY OF NEW YORK | • Instituted an institution-wide strategic planning process which takes into account the university's shared understanding and governance structure, and in alignment to the strategic priorities of the university mission.<br>• Provided a transparent and collaborative workspace for empowering faculty and staff to contribute to continuous improvement initiatives. |
| **Verifiable Skills & Achievements** | UNIVERSITY OF MINNESOTA | • Assessment and institutional effectiveness management of data for continuous improvement and quality enhancement of their programs leading to HLC re-accreditation.<br>• Embarking on a comprehensive learner record initiative to enable learners to review the skills they are achieving and share evidence of these achievements in a verifiable and portable record with employers. |

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**Questions/Request for information:**

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# Resources

1.  **Lightning Talks Series - Addressing Problems of Practice: Collaboration with your Community to Establish a Foundation to Collect Meaningful Data.**
    https://www.aefisacademy.org/community-event/lightning-talks-series-addressing-problems-of-practice-collaborating-with-your-community-to-establish-a-foundation-to-collect-meaningful-data/#

2. *Join the Student Success Analytics Community Group! Goal: The goal of the community group is to promote, educate, and further a network of practitioners with a desire to improve student success through the use of analytics.  The more we can collaborate and share on these efforts, the easier it is for these initiatives to grow and succeed. To join, visit: https://bit.ly/SSACG*

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# Thank you

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