

## **Action Project 6 Charter**

### **Development of a Data-Driven Decision-Making Culture**

**Opportunity for the team:** The team will develop processes and procedures enabling Evangel to collect, analyze, and use internal and external data to make data-driven decisions. The project will help us assess our performance, identify and respond to our stakeholders, and set benchmarks to measure our institutional effectiveness. The goal is to collect internal and external data which we can organize, analyze, and disseminate, in order to make good institutional decisions and plans.

**Data that led to the selection of this project:** The absence of an Assessment Office has been discussed informally for more than a decade. Evangel's acceptance into AQIP has heightened the awareness of, and need for, a centralized data center; the Systems Appraisal Feedback Report provided further impetus for the project, wherein appraisers noted the development of systematic, data-driven approaches to quality improvement as a strategic issue. Further recommendations were found in categories 1, 7, and 8.

**Project Scope:** The team task is to:

1. Identify key internal and external stakeholders, including but not limited to academic department heads, administrative and support staff directors, alumni, community members, parents, and pastors/youth leaders within the Fellowship.
2. Identify key expectations, relationships, requirements, processes and procedures for each area.
3. Identify and/or develop objective measures for key requirements, processes and procedures.
4. Develop an implementation plan to obtain objective data for key requirements, processes, and procedures.
5. Develop a plan to use the data to target improvement in each area.
6. Develop an assessment plan to measure the effectiveness of the measures.

**After the team is chartered it will:**

- Negotiate and refine any details of the charter
- Clarify Project Components
- Establish timelines for each phase of the project
- Design and/or obtain measurement instruments
- Collect data
- Analyze data
- Identify opportunities for improvement
- Design an implementation plan
- Recommend implementation processes
- Develop an evaluation plan
- Make recommendations for improvement

**Customer Requirements:** The customer is the Evangel University community, including internal and external stakeholders. The development of a data-driven decision-making culture will help virtually all stakeholders' needs to be better met. Decisions about academic programs and support services, budgeting, marketing, public relations, recruitment and retention of students and employees, alumni and community relations, and institutional planning will be made based upon data-driven processes and systems. It is anticipated that developing a data-driven decision-making culture will enable faculty and staff to gather and analyze data and measure performance, track progress, and communicate results to stakeholders with confidence. With increased demand for accountability, it is essential we make decisions confidently, which will lead to priorities which have the greatest impact on our constituents.

**Team Selection Guidelines:** The team will be composed of current members of the Assessment Committee, as well as staff members to represent key areas.

**Reporting Structure between the team and the Campus Planning Council sub-committee:** The team will operate according to the EU AQIP Project Improvement Process Flowchart, as approved by the Campus Planning Council and set forth in the Systems Portfolio, Page 8.5.

The Project Manager will bear responsibility to keep the team on task and time targets. The team will provide monthly progress updates to the Campus Planning Council AQIP Subcommittee who will in turn report to the full Campus Planning Council. EU community members will be updated through e-mails, web postings, and departmental and campus-wide meetings.

**Project Constraints:** The team will consist of the current Assessment Committee, as well as staff members from key areas, who will be empowered to gather data pertaining to, but not limited to, needs of internal and external stakeholders, processes and procedures currently used to measure effectiveness within respective areas, and results and effectiveness of the measures.

**Authority to consult experts:** The team may consult with knowledgeable individuals within the University and at other institutions as needed. They may engage consultants with the understanding that any consultant that would require a fee will need prior approval of the Campus Planning Council.

**Authority to change processes:** The team will make recommendations to the designated AQIP contact and/or appropriate Campus Planning Council sub-committee. At appropriate intervals, the findings and recommendations will be referred to the Campus Planning Council for implementation approval. Oversight of newly implemented programs and processes will rest with the respective Vice-President or his designee.

**Deliverables at the conclusion of the project:** The team shall deliver the following:

1. A comprehensive list of key internal and external stakeholders.
2. Key expectations, relationships, requirements, processes and procedures for each area.
3. Objective measures for key requirements, processes and procedures.
4. An implementation plan to obtain objective data for key requirements, processes, and procedures.
5. A plan to target improvements in each area.
6. An assessment plan to measure the effectiveness of the measures.

**Timeline for completion of the project:** The team will develop time targets for each phase of the project; project completion no later than April 1, 2011.

**Recognition of efforts and team accomplishments:** Incremental milestones will be publicly recognized within the Evangel community through e-mails, web postings, and community gatherings. Upon completion of the project, the team members will feel satisfaction in having addressed an important issue impacting the efficiency and effectiveness of the Evangel University Community. Team members will receive recognition at the campus-wide meetings commensurate with the quality of the report, along with an honorarium for a team celebration.