

## 6 Create a Data Driven Culture

Annual Update: 2009-08-28

### A. Describe the past year's accomplishments and the current status of this Action Project.

The team has met four times with the following specific achievements: (1) Established meeting ground rules; (2) Evaluated and amended the team charter; (3) Had meeting with EU administrators to discuss previously defined performance measures and gain their perceptions on shifting from intuitive to data-driven decision-making culture; (4) Invited representative from American National Property and Casualty Company (2005 recipient of Missouri Quality Award) to present overview and demonstration of their structure, systems, and tools for data-driven decision-making culture to team and administrators; (5) Reviewed/discussed gap analysis and discussed potential barriers to developing the desired culture change that must be addressed; (6) Used affinity diagram process to identify key elements of a data-driven-decision-making culture and arranged elements into a cause and effect diagram; (7) Identified, shared, and discussed potential benchmarking resources (other universities); and (8) Reviewed opportunities created by newly developed Institutional Research Office, resources to develop a virtual data center, and, potential strategies for receiving feedback on leadership commitment to change core processes. We had a lag in meetings between February 11 and July 28 because of obligations of faculty participants. We have established monthly meeting dates throughout the fall semester.

#### **Review (09-15-09):**

EU states that this Action Project most directly effects Category #7: Measuring Effectiveness, but the achievement of this Project goal (the creation of a Data-Driven Decision-Making Culture) will obviously benefit the school's efforts in all the other Categories, particularly #8 Planning Continuous Improvement as the Project's success will deepen the college's practice of the Information Principle. While the Project Team has achieved eight important steps in their first year of work, the six month lapse due to conflicting team obligations was a major obstacle to making more progress during the first third of their projected timeline. Hopefully the newly scheduled monthly meetings will avert ongoing delays so that the Team can perform their tasks with greater Agility. Perhaps the Team could consider virtual meetings through electronic media if a face-to-face quorum is not always possible.

### B. Describe how the institution involved people in work on this Action Project.

The 8 initial members of the time are all highly motivated and committed to the project. They represent administration, staff, and faculty. The team includes the chair and one other member of the Assessment Council. We have recently invited the recently appointed Institutional Research officer to join the team. The Director of Information Technologies has agreed to serve as a consultant to the committee. The chair and two other members of the team have been included in two meetings of the AQIP Steering Council to provide progress reports and receive updates on the Steering Council's activities. The Council regularly reminds Team #6 that their mission is priority. Future activities have been planned to engage the EU faculty and staff in a conversation day that will focus on the need to use data to measure performance.

#### **Review (09-15-09):**

The Project Team demonstrates EU's intent to involve a broad representation of their People in a Collaborative effort. However, the limited number of Team members could still result in the Project appearing isolated from the majority of employees which could achieve less than an actual full blown Culture shift as the Project intends. The planned future conversation day with EU faculty and staff will hopefully serve as a major step in preventing the Team's work suffering from a disconnect with the rest of the school's internal stakeholders.

### C. Describe your planned next steps for this Action Project.

Key actions planned: (1) Contact Northwest Missouri State (2-time recipient of Missouri Quality Award) to arrange briefing on key elements of their culture and their recommendations regarding the transition process (will invite administrators to participate); (2) Team members will review AQIP progress reports from universities with similar project and application summaries for higher education recipients of the Baldrige National Quality Award for education; (3) Use data/information from steps 1 & 2 to update the previously

developed cause and effect diagram; (4) Identify key decision processes and develop ideal data-driven process to compare to actual process used; (5) Identify decision areas where the greatest impact on performance of key success factors will be most evident and develop supporting systems change plan for data collection, analysis, reporting, improvement planning, training, and recognition.

**Review (09-15-09):**

EU appears to be engaged in preliminary information gathering as they seek best practice models of the Data-Driven Decision-Making Culture which they hope to achieve. They have selected strong resources in the first two action steps listed. The successful achievement of their complex fourth action step will probably require a great many more specific process steps than they have been able to offer in this brief Annual Update. Hopefully the Team Leadership will be able to use the Information obtained in the first two action steps to plan for an effective transition into the fourth action step within a reasonable amount of time and effort.

D. Describe any "effective practice(s)" that resulted from your work on this Action Project.

None yet available

**Review (09-15-09):**

Perhaps the seeking for best practice models will prove to be an effective practice emerging from this Project.

E. What challenges, if any, are you still facing in regards to this Action Project?

One key challenge is that current economic uncertainty has added to everyone's workload and reduced available resources; both factors that create resistance to change. Strategy will be to identify how proposed changes will improve effectiveness and efficiency. Another key challenge is to determine if administration will support core changes in thinking and systems that are essential to shifting to a data-driven decision-making culture. Our strategy is to involve the administrators in benchmarking other universities that have a strong data-based decision culture to identify several of these areas and to request the administration to provide feedback on whether they see these areas as priorities for change.

**Review (09-15-09):**

The Team recognizes formidable challenges. Probably the greater of these is a possible lack of top administrative support through resources necessary for achievement of the Goal's intended outcomes. If it becomes apparent the EU's top Leadership cannot provide adequate resources to support the successful pursuit of the Project's goals then it may become necessary for the Project Team to rethink the scope of the Project to impact a more narrow segment of the school's operations rather than trying to create a total Culture shift.

F. If you would like to discuss the possibility of AQIP providing you help to stimulate progress on this action project, explain your need(s) here and tell us who to contact and when?

**Review (09-15-09):**

N/A