

MAKING MANAGEMENT STEW

**The Role of
Data
in**

Strategic Planning

ONLY ONE OF MANY

Data is one ingredient in a very full stew.

Mission
Objectives
Goals
Environmental
Conditions
Data
Resources
Accountability
Desired Outcomes
Assessment

Strategic Planning

WITH MANY JOBS

But data is also the spoon the stirs the stew.



DATA's STRATEGIC PLANNING HATS

- Data wears four hats in the planning process. It is used to:
 - ❖ Provide a substantive profile of the institution and institutional trends to create a common understanding of the institution and its issues.
 - ❖ Highlight potential strategic opportunities and suggest direction and priority.
 - ❖ Inform the goal setting process with reasonable levels for expected outcomes.
 - ❖ Measure levels of achievement for quantifiable outcomes, identify areas needing continued work, and highlight new areas for attention and focus.

SO WHAT DATA IS NEEDED?

- Identifying what data is needed depends on:

↻ Where you are in the planning cycle.

? What question you are trying to answer.

Σ What the intent of the question is.

WHERE DO YOU BEGIN?



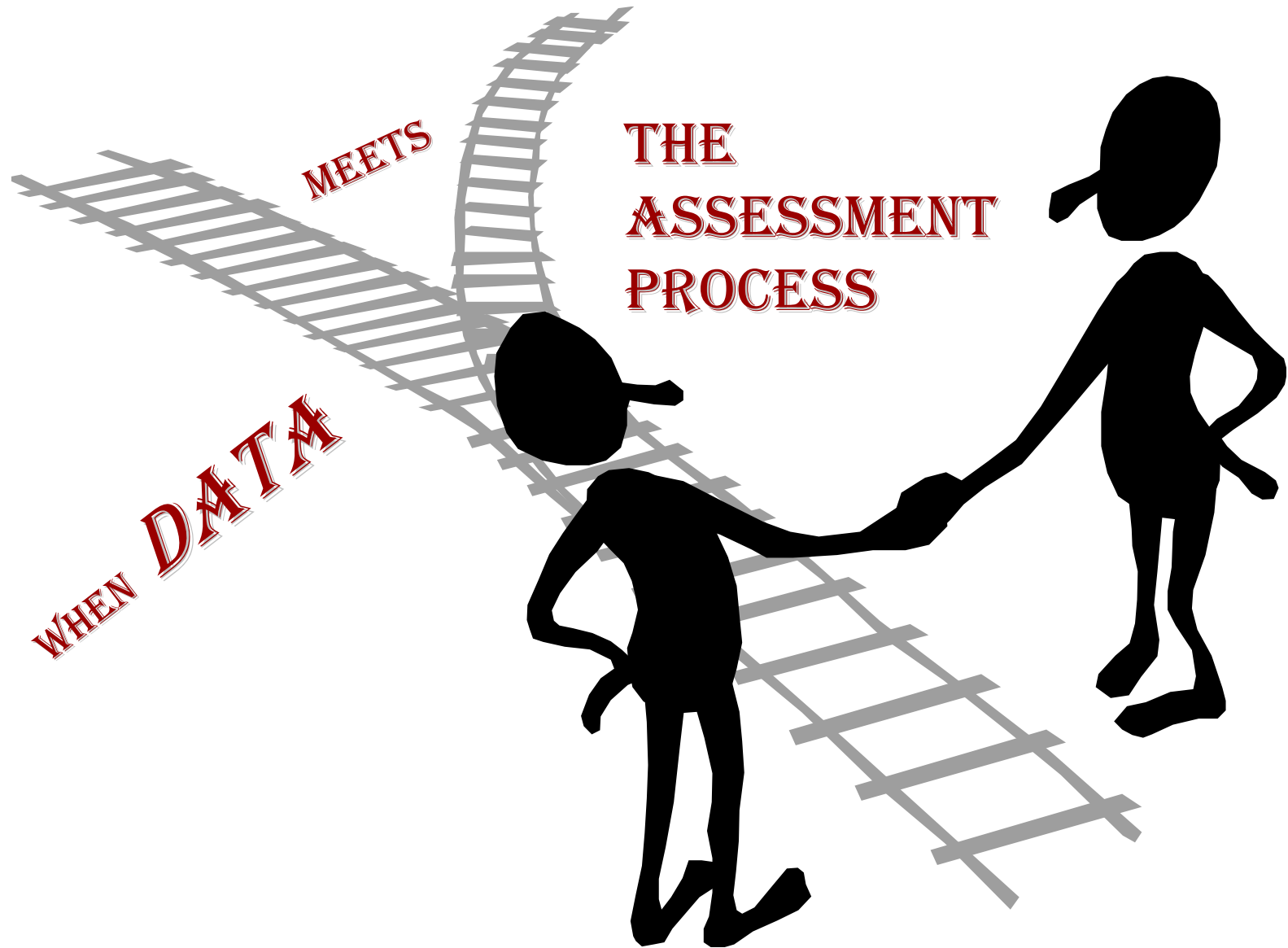
BEGIN AT THE END!



WORK BACKWARDS



COME FORWARD AGAIN



When is data relevant?

➤ **Data is relevant when:**

1. It answers a specific question.
2. It highlights other questions that need to be addressed.
3. It completes the picture or understanding of a situation.

➤ **Data is not relevant when:**

1. It is developed inconsistently with the intent of the question.
2. It does not answer the question.
3. It adds no additional understanding to the question.

When is data relevant in assessment?

➤ **Data is relevant when:**

1. It helps evaluate the currency and effectiveness of an activity, a program or the institution.
2. It highlights both the strengths and weaknesses.
3. It provides pointers to potential solutions or directions.

➤ **Data is not relevant when:**

1. It is developed inconsistently with the intent of the question.
2. It provides no insights into institutional effectiveness.
3. It does not support decision-making efforts for planning.

What questions are relevant in a assessment?

➤ **Questions that are relevant include:**

1. Is an activity, program, or objective relevant in the current economy, in this specific market place, in the region?
2. Does the activity, process, objective or curriculum support an outcome needed by the market place?
3. Are the resources provided effective to support success?
4. Has the activity, process, objective or curriculum led to the desired outcome required by the market place?

➤ **Questions that are not relevant are those that:**

1. Do not provide insights into institutional effectiveness.
2. Do not support decision-making efforts for planning.

How do you determine what data elements are relevant to these questions?

➤ **A data element is most relevant when:**

1. Both an input element and an output element can be matched to assess *programmatic* quality.
 - a. An input element is a programmatic or environmental variable which influences the beginning of the process.
 - b. An output element is an outcome or environmental variable which arises as a result of the process.

➤ ***Remember - Data is not relevant when:***

1. *It is developed inconsistently with the intent of the question.*
2. *It provides no insights into program quality/institutional effectiveness.*
3. *It does not support decision-making efforts for planning.*

How do you determine what data elements are relevant to these questions?

➤ **A data element is also relevant when:**

1. Either an input element or an output element can be examined to assess *programmatic* quality.
 - a. An input element is a programmatic or environmental variable which influences the beginning of the process.
 - b. An output element is an outcome or environmental variable which arises as a result of the process.

➤ ***Remember - Data is not relevant when:***

1. *It is developed inconsistently with the intent of the question.*
2. *It provides no insights into program quality/institutional effectiveness.*
3. *It does not support decision-making efforts for planning.*

Examples of data elements that are relevant

...when the intent of the assessment is program review.

- **Input Elements:**

- ↻ Curriculum
- ↻ Enrollment Trends
 - ✓ Incoming Class
 - ✓ Course Completion Rate
 - ✓ Retention
 - ✓ Graduation Rate
- ↻ Program Objectives

- **Output Element:**

- ↻ Student Learning
- ↻ Employer Satisfaction
- ↻ Placement Rate
- ↻ Student Competency

How are these data elements derived?

- ❖ **Define** the data element.
- ❖ **Verify** that the definition correctly reflects the intent of the question being asked.
- ❖ **Identify** appropriate source of the data element and the most effect data collection methodology.
- ❖ **Collect and analyze** the data to forge information.
- ❖ **Interpret** the significance of the findings and
- ❖ **Apply** the insights to enhance program quality and institutional effectiveness.

Using program review as an example, which data element is evidence for which question?

Relevant Questions

1. Is the program relevant in the current economy, in this specific market place, in the region?
2. Does the curriculum support the skill development needed by the market place?
3. Is the preparation provided to the students effective?
4. Have the students gained the desired skill level required by the market place?

Relevant Data Elements

- ✓ Trends in the size of the incoming class and enrollment behaviors.
- ✓ Student placement after graduating.
- ✓ Complement of curriculum map to program objectives.
- ✓ Employer Feedback.
- ✓ Assessment of Student Learning
- ✓ Complement of demonstrated student competencies with program objectives.

Using program review as an example, what other data elements are important?

- Programmatic Human and Financial Resources
 - Full-time Faculty
 - Part-time Faculty
 - Adequacy of Equipment
 - Adequacy of the Budget
- Faculty Qualifications
- Student/Faculty Ratio
- Reliance on Part-time Faculty
- Professional Development Opportunities
- Complement of the Program to the Institutional Mission

Where do you find this information?



Institutional Research



Human Resources



Departmental Records



Division Records



Administrative Services

THEN WHAT?

- Once you have defined *WHAT* is relevant — and *WHY* it is relevant...
 - Define the appropriate data elements.
 - Systematize data collection.
 - Identify reporting time periods and report content.
 - Analyze and use the data to inform the process.

Institutional Research Mission Statement

- *Institutional research has been described as an attitude of commitment to the institutions purpose in society and to the value of critical appraisal and careful investigation.*
- *Institutional governance is informed and rational to the degree that such an attitude pervades the institution.*

Research is formalized curiosity. It is poking and prying with a purpose.

Zora Neale Hurston