Successes and Challenges with Higher Education Student Data Implementation

Ken Murphy and Lauri Mantooth
Chapman University
February 1st, 2018
Chapman University, Orange, California

- 9400+ students: 7000 undergraduate; 2400 masters/PhD
- 10 Colleges including Business, Law, Pharmacy, Health Sciences, Film
- Adding Engineering in the next 2-5 years
- Traditional, on-campus educational experience
- PeopleSoft implementation completed: Finance & HCM (2014) and Campus Solutions (2015)
Panther Analytics: Project Goal and Project Plan

• Purpose: Provide campus managers access to operational data as well as the data needed to support tactical and strategic decision making

• Technologies: Blackboard Analytics/Pyramid Reports

• Project Timeline
  – Nov 2015  Project initiation
  – July 2016  Vendor selection
  – Sept 16-Feb 17  System setup, training and storyboard development
  – Mar 2017  First storyboard rollout: “Dean’s Dashboard”
  – Oct 2017  New data sources/New Dashboards
Dean’s Dashboard
Project Team

• Ken – Associate Provost
• Lauri – Director IS&T
• John – Project Manager IS&T
• Rose – System Administration IS&T
• Janice – System Administration IS&T
• Robert – Report Developer Institutional Res
• Nick – Report Developer Admissions and Registrar
• Andy – Report Developer Admissions Operations and Systems
• Stephanie – Report Developer, Office of the Provost
• Kristin – Report Developer, Office of the Provost
Project Status-Feb 2018

• Dean’s Dashboard
  – 12 production reports
  – Students, course enrollment and admissions

• Financial and HR
  – Training underway
  – Data under validation

• # of Users University-wide 110+ in
  – Academic operations including deans, department chairs, program directors and key staff
  – Business operations including IR, Provost’s office, Admissions, Registrar
Project Challenges 1: Commitment and Motivation of Management and Staff

• Senior leaders committed in spirit → clearly 😊
  – Engaged in meetings, demos, site visits, etc.

• Senior leaders understanding of the implications → mas/menos 😊
  – Not only new technology, but a cultural transformation about data

• Senior leaders project resource allocation → nominal 😊
  – Staff already fully allocated/almost all staff still have day job

• Project staff governance and motivation → mixed 😊
  – Who is in charge of report decision making?
  – Shift to empowering users to present data (PeopleSoft Query vs. Pyramid)
Project Challenges 2:
User Adoption

• Prioritizing the right questions
  – Who is in my program versus who is not going to graduate on time?
  – Predictive vs. Descriptive Analytics: Forecasting versus knowing current status

• Technology
  – Skill levels of employees with obtain and managing data
  – Understanding of systems architecture, data definitions, etc.

• Change is hard
  – Deans and Chairs were used to receiving reports delivered to their inbox
Questions for the Audience

1. How should we structure our BI project to help to ensure commitment in resource allocation and by the project personnel themselves?

2. What levers does management have to support successful use of business intelligence in academic operations?

3. What strategies support the necessary cultural change for the widespread use of analytics in academic organizations?
Big Picture:
How do we move towards widespread use of analytics?

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
</table>
| Analytically Challenged       | Dis-integrated data architecture  
                                | Missing analytical tools and skills                                         |
| Prove-It                      | Tactical projects/local ROI                                                 |
| Analytical Aspirations        | Executive business sponsorship  
                                | Broad acceptance of key metrics                                             |
| The “Analytical University”   | Analytics fully implemented  
                                | Focus on change management                                                  |
| Competing on Analytics        | Analytics fully drives decision making                                       |

Framework modified from “Competing on Analytics”, Davenport and Harris, 2017

#BBANALYTICS