

Supporting Institutional Planning, Policy Formulation and Decision Making through Strategic Assessment and Evaluation

Ethiopian Higher Education, Leadership,
Management, and Governance
October 16, 2023

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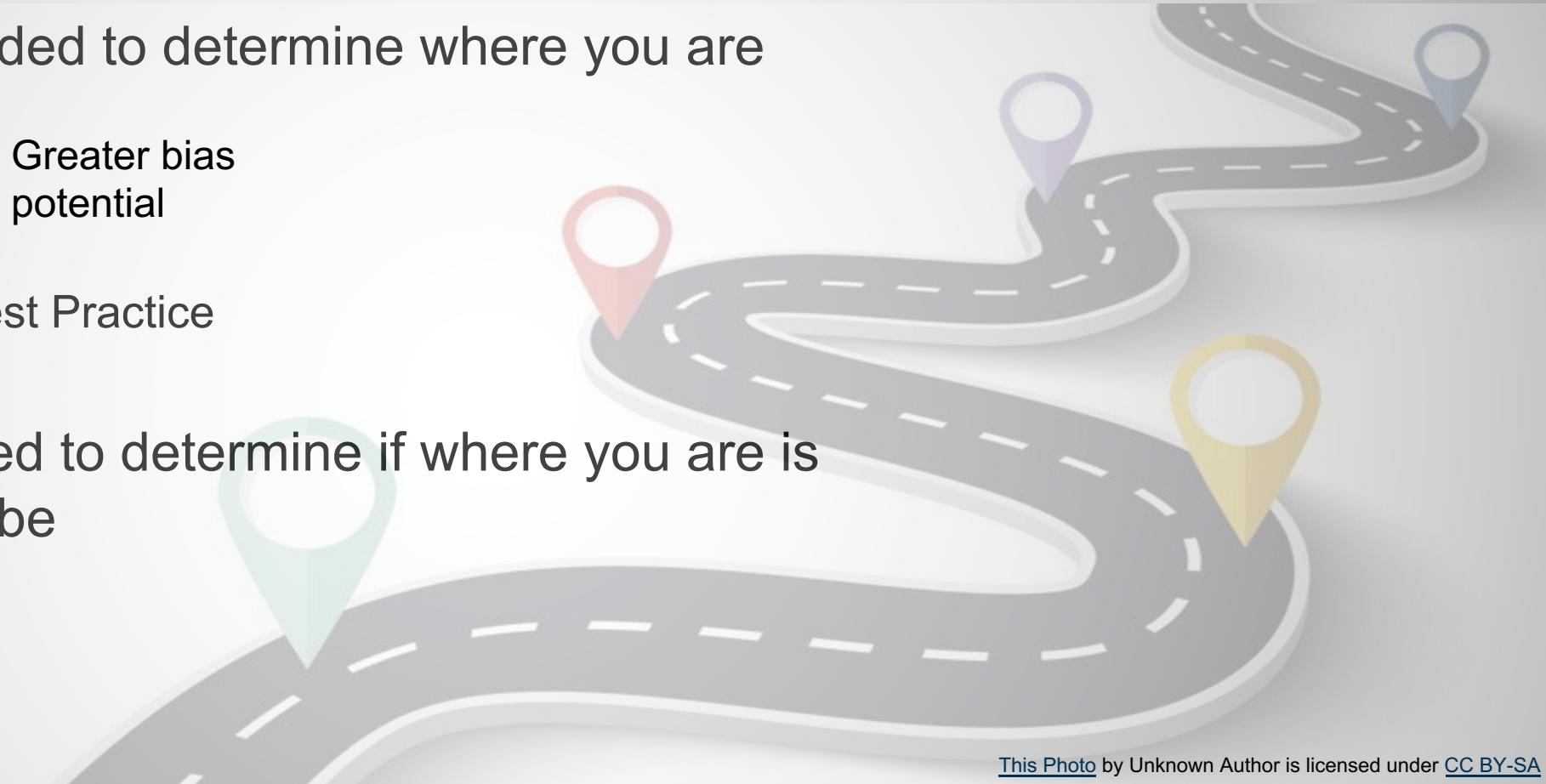
Strategic Plan

- Provides the framework for the mission, vision, values, and short and long-term goals
 - Students
 - Faculty
 - Staff
 - Community
- } Stakeholders
- Prioritization of Goals
 - Decision-making framework
 - Accountability
 - Engagement of stakeholders
 - Propagate through all units
 - Continuous improvement



Role of Assessment and Evaluation

- Assessment is needed to determine where you are
 - Anecdotal
 - Heuristic
 - “Gut-feeling”
 - Data-informed – Best Practice
- Evaluation is needed to determine if where you are is where you want to be

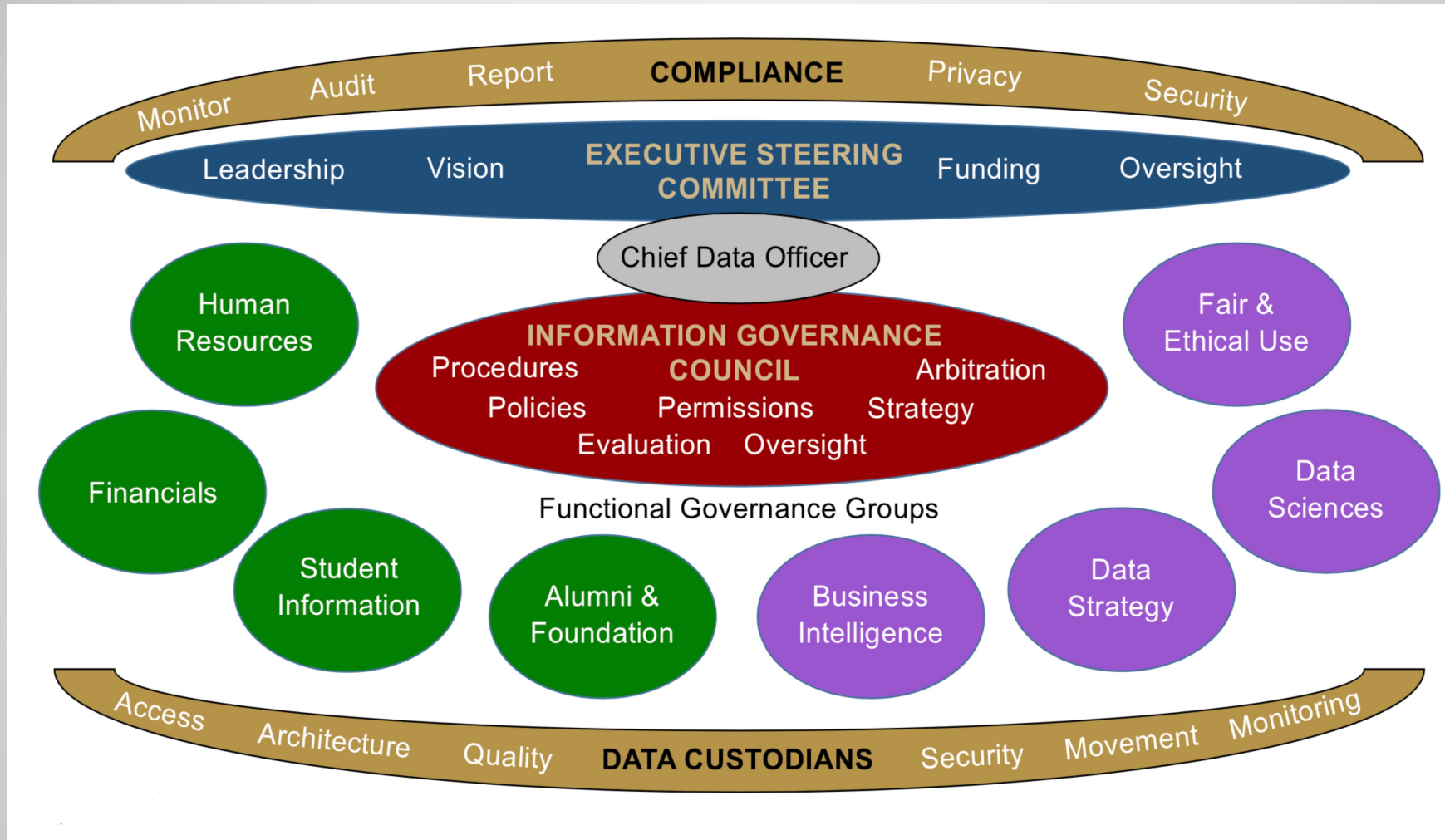


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Data-Informed Decision Making

- Data Governance
- Data Literate Employees
- Data Usability
- Data Use Expectations

Data Governance



Burnette and Hosch
APLU 2019



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Data Literacy

Best Practice:

- Train all faculty and staff to understand data and its definitions
- How to identify and report issues with data
- How data are collected
- Possible uses of data
- Data tools available

Most institutions assume data literacy magically occurs. We need data literate employees.

Data Usability

- User trust
 - Accurate and consistent, well-defined
- Accessible
 - No silos!
- User Friendly
 - Relevant data that is clear and comprehensible
 - Intuitive interface
- TTU: spreadsheets to dashboards



Matriculation Example

- What percentage of students persist in my college?
- Where do students go that we lose?
- When do we lose students?
- Is there a matriculation difference between FTIC and transfers?

Data Use Expectations

- Create a Data-Informed culture
 - Permeate all academic levels
 - Permeate all support unit (non-academic) levels
- Clearly communicate expectations
- Open and transparent
 - Successes
 - Failures
 - Critical feedback



Data Maturity Index (DMI)

- TTU was the lead institution for the APLU Powered by Publics initiative “Data Integration” cluster.
- DMI is an assessment of the institutional data capacity by users of the data to support a learning community to improve the use of data at institutions.
- Data maturity is the ability of an institution to improve the organizational, procedural, and technical levels of its data ecosystem to leverage institutional data to produce insights that inform strategic initiatives that meet institutional goals and support student success



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Data Maturity Index (DMI)

- Does the institution have a data governance structure?
- Does the institution have a data-informed culture?
- How are data collected and managed?
- How is data quality maintained?
- How are the data distributed?
- How do we ensure that the reports and analysis add value?
- Are units using the data in their strategic or operational discussions?
- Are the data leading to insights and change?
- Is the overall effectiveness of our data strategy and interventions evaluated?



Data Maturity Index (DMI)

Data Maturity Index						
Indicator description	Question	Level 1	Level 2	Level 3	Level 4	Level 5
1. Data Governance – Systemic and intentional practices and policies to support the effective use of data						
Identify the key stakeholders who will help to create a new culture.	Who are the key stakeholders that will transform the culture?	The institution has not identified key stakeholders for data culture.	The institution has an informal set of stakeholders who may occasionally interact with one another, but none are part of the leadership.	The institution has a set of stakeholders that does not include executive leadership and little engagement comes from areas of the institutional community.	The institution has a set of stakeholders that includes executive leadership with limited engagement.	The institution has a committee of key stakeholders to include executive leadership team, institutional research, information technology, academic affairs, student services, admissions, registrar, facilities management, enrollment management, public affairs, and marketing. They meet regularly and are engaged.
Transparent policies and procedures on how to use the data are communicated to the users.	Are policies and practices around the use of data communicated to the campus community?	There are no standard policies or procedures on the use of data.	There are some practices that are expected, but nothing formal.	There is an informal group that meets to discuss standard acceptable practices, but it is not official.	There is a formal group, but no standard policies or practices are communicated to users.	There is a formal group and standard <u>policies</u> and practices are communicated to users.
	Is there a data governance	The institution has no data governance	The institution has an informal group that meets	The institution is forming a data governance	Data governance structures are implemented and	The institution has a data governance committee that include



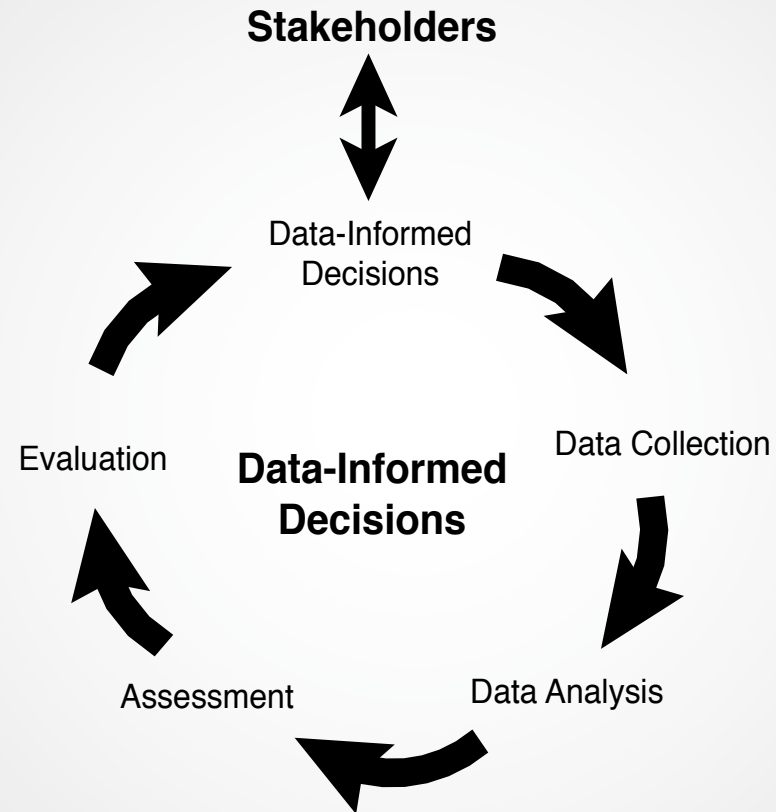
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Accreditation and Compliance

- TTU's USDoE accreditor is the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
 - Maintain accreditation (~74 core requirements and standards)
 - A report is submitted every five years (Fifth-Year Report and Decennial Reaffirmation, Compliance Certification Report)
- Core requirement: the institution engages in ongoing, comprehensive, and integrated research-based planning and evaluation processes that (a) focus on institutional quality and effectiveness and (b) incorporate a systematic review of institutional goals and outcomes consistent with its mission

Data-Informed Decision Making



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