Business Analytics for a Dime: Organizational Change? That’s a Dollar

OBJECTIVES
- Consistency in definitions, data sources, timing
- Clarity of interpretation
- Transparency of data
- Early warning system
- Accountability for providing data and ultimately for performance
- Vehicle for communicating and expressing priorities

COMMON REPORTING CHALLENGES
- Many different authors
- Different frequencies of production
- Different periods of relevance
- Inconsistent data definitions
- Different decision-making purposes
- Data not available to all Cabinet members
- Updates not always systematically shared

EXCEL 2007 FEATURES
- Functions: Vlookup and others
- Filter: Top 10, Above/Below Avg, By Color
- Conditional formatting
- Eye-catching charts
- Tables
- Pivot tables
- External data
- Data mining Add-In

OTHER RESOURCES
- Dashboardspy.com
- Perceptualedge.com
- Edwardtufte.com
- Dashboards.org
- Tableausoftware.com
- Digitalmeasures.com
- Rapidinsightinc.com

A “FEW” DESIGN CONSIDERATIONS
- Measures
- Context
- Level of detail
- Data coding
- Display media
- Variety
- Design/Color
- Attractive Display
- Arrangement of data
- Single Screen
- Highlight important data
- Avoid useless decoration

DATA SOURCES
http://nces.ed.gov/ipeds/datacenter/
http://www.ucan-network.org
http://collegeresults.org/
http://www.voluntarysystem.org (publics)
http://www.commondataset.org
http://www.academicanalytics.com
http://www.udel.edu/IR/cost/index.html

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**CONTEXT**

**CHANGE**

**FINANCIAL PLANNING**

**STRATEGIC PLANNING**

**NEASC 2010 ACCREDITATION**

**THE 5 x 5 MATRIX OF PLANNED CHANGE**

<table>
<thead>
<tr>
<th>STAGES</th>
<th>Attention</th>
<th>Engagement</th>
<th>Commitment</th>
<th>Action</th>
<th>Integration</th>
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<tbody>
<tr>
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**STAGES OF SUCCESSFUL CHANGE**

1. Seeing a need
2. Becoming involved
3. Committing to a position—acceptance or rejection
4. Acting on one’s resolve
5. Accepting the change as a regular part of life/work

**CHANGE PROCESS**

- Appreciative inquiry: Establish the vision
- IDEO Design process (*breakthrough thinking*)
  Help find the way to the vision
- Matrix model for planned change: Crossing the t’s and dotting the i’s

**APPRECIATIVE INQUIRY**

*Cooperative search for the best in people and organizations*

- Human systems are made and imagined by those who live and work in them
- Inquiry produces collection of people’s stories of the organization at its best
- Stories provide model for future success: people repeat what was successful
- The opposite of “problem solving”

**FUTURE CONSIDERATIONS**

- **Content Evolution**
  More qualitative data, Industry standard metrics, Best practices across industries, Summary scorecard view & assessments
- **IT Architecture**
  User interface, Datawarehouse
- **Excellence in Higher Education (NACUBO)**
  Strategic Plan monitoring, Self Study reporting structure