CULTIVATING DATA CULTURE: DATA MINDSETS & BEHAVIORS TO FUEL SUCCESS

Texas Association for Institutional Research

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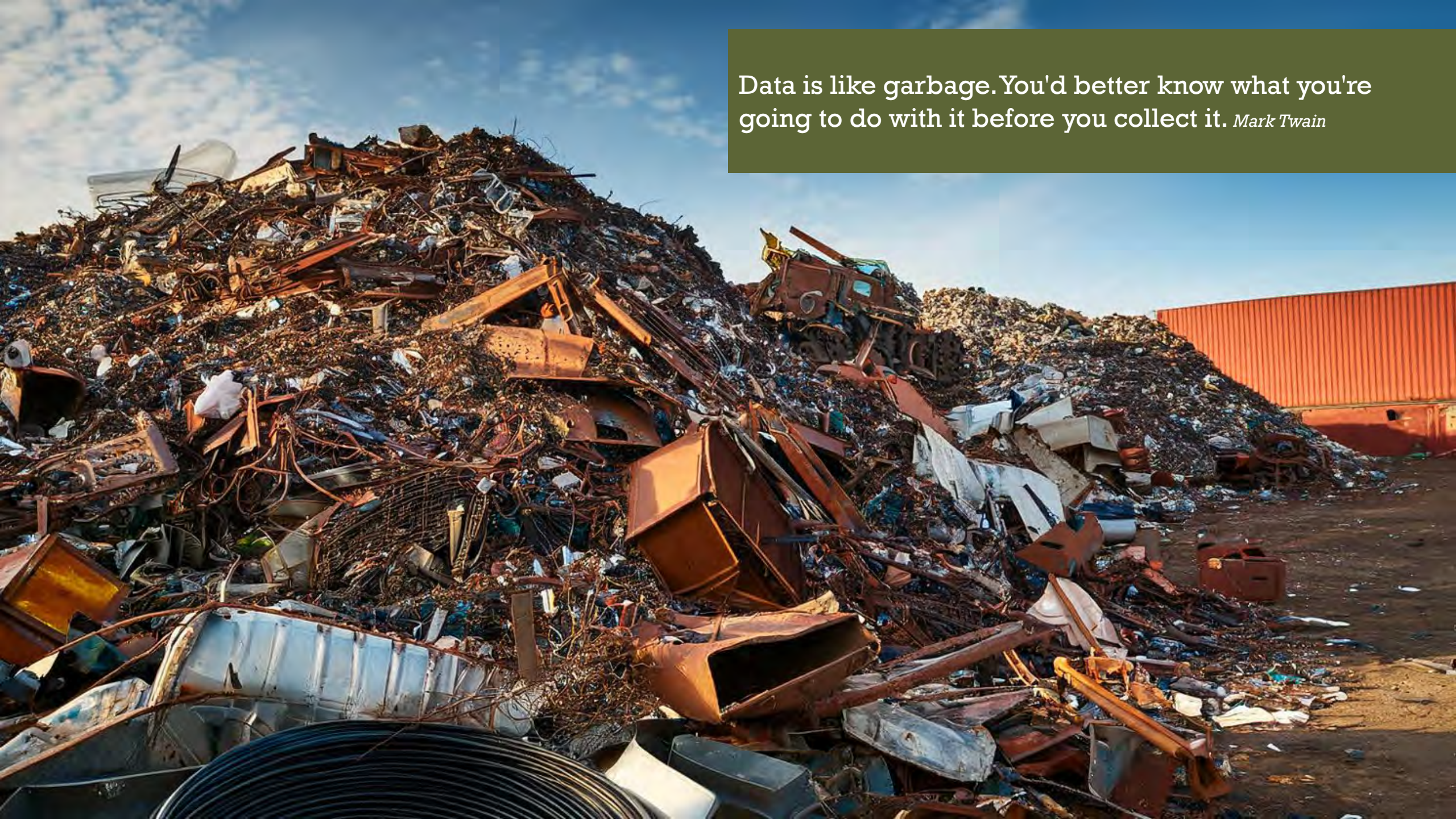
The Old West is not a certain place in a certain time, it's a state of mind. It's whatever you want it to be. *Tom Mix*

rapid reports ready right quick
git all the data yer need here
COUNTS & FACTS
ENTERING
Data Dawn
WARNING
NO Sheriff
NO Jail
NO Laws
NO Rules
BEWARE
OF CORRELATION NOT BEING CAUSATION
ATTENTION:
DATA MAY BE WEAPONIZED IN BROAD DAYLIGHT

Power, today, comes from sharing information, not withholding it.. *Keith Ferrazi*

Finance Data
HR Data
Student Data

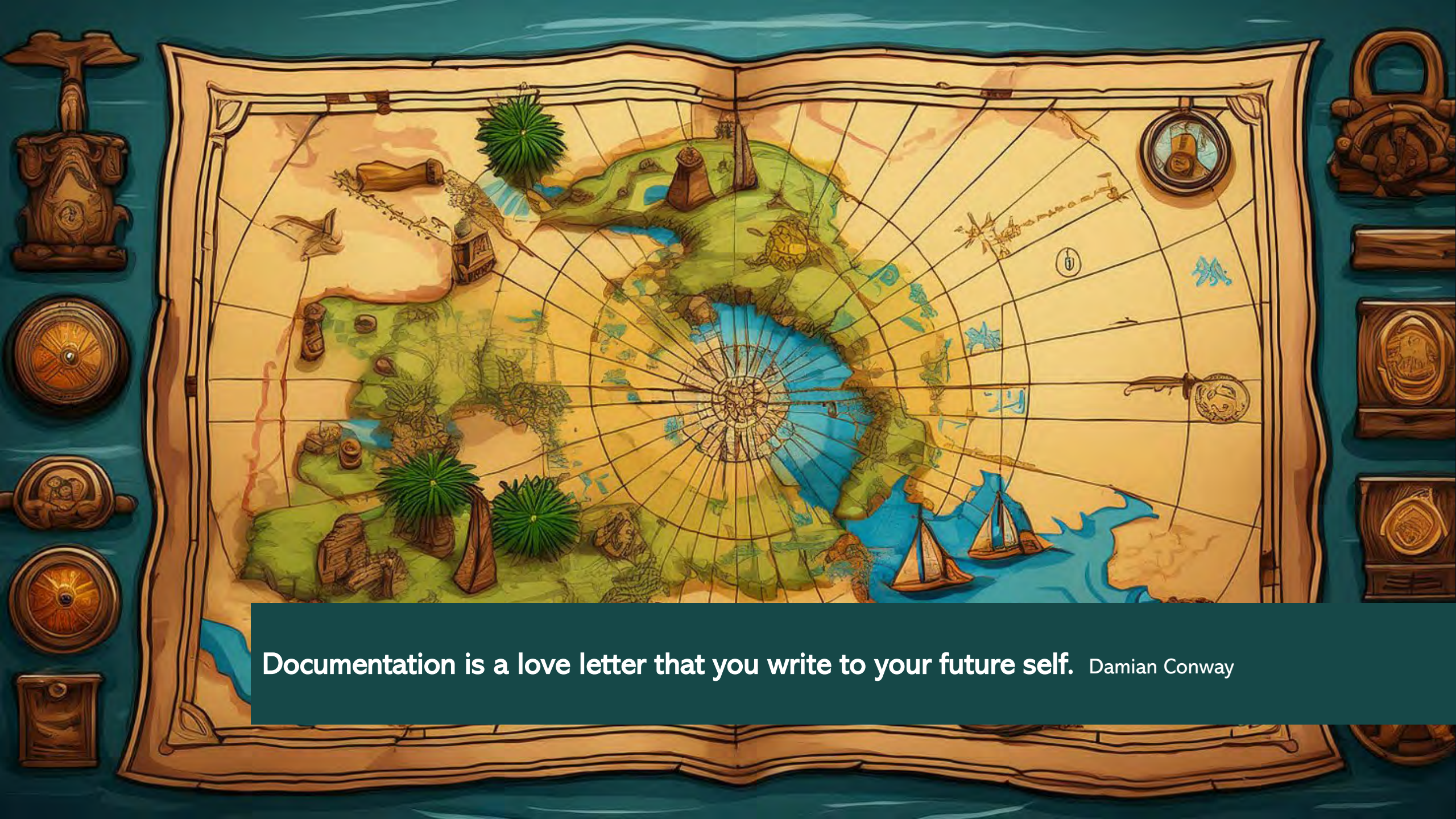


Data is like garbage. You'd better know what you're going to do with it before you collect it. *Mark Twain*

FTSE
GRADES
DEGREES
CAREER AND OUTCOMES
STUDENT TO FAC RATIO
FINANCIAL AID INFO
REVENUE PER SCH
LEADERSHIP ACTIVITY
RETENTION
FIRST-GEN STATUS
GRADUATION RATE ATTRIBUTES

Data, data everywhere, but not a thought to think. John Allen Paulos

NAVIGATE
INSIGHTS
SELF SERVICE & FUTURE FOCUSED ANALYTICS



Documentation is a love letter that you write to your future self. Damian Conway

DATA
ROI

Information is just bits of data. Knowledge is putting them together.
Wisdom is transcending them. *Ram Dass*

Red Squirrels
Drive slowly

SLOW DOWN
DRIVE AROUND

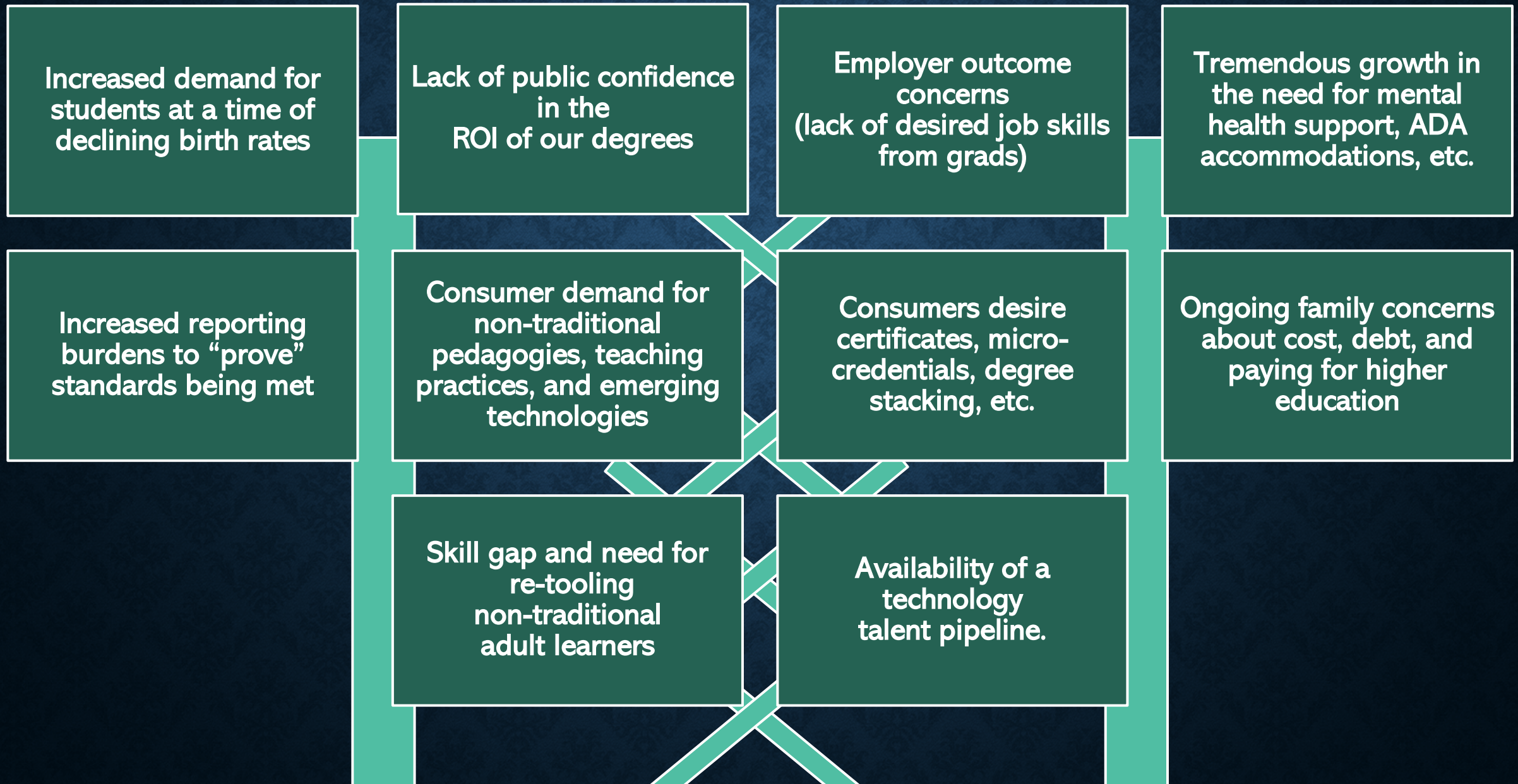
PIONEERTOWN
BANK
WAGON WHEEL
SALOON
HOTEL
Bath House
NO ENTRY

YOUR DEGREE JOURNEY

WELCOME TO
PINE LIVING &
LEARNING HALL

GRADUATION
ON TRACK
Amiko Mooko id:98743321

External Competitive Forces



Internal Challenges & Forces

Proliferation of "silver bullet" vendor solutions

Data quality initiatives delayed to address immediate fires

Pace of change in technical skills required to compete … and keep up

Disconnect between data entry errors and downstream cleanup efforts

Role clarity issues between technical, functional, and subject matter experts

Integration challenges to intentionally link disparate data systems

Lack of clear data management and governance practices

Fear of using data and being "wrong" or not feeling "confident"

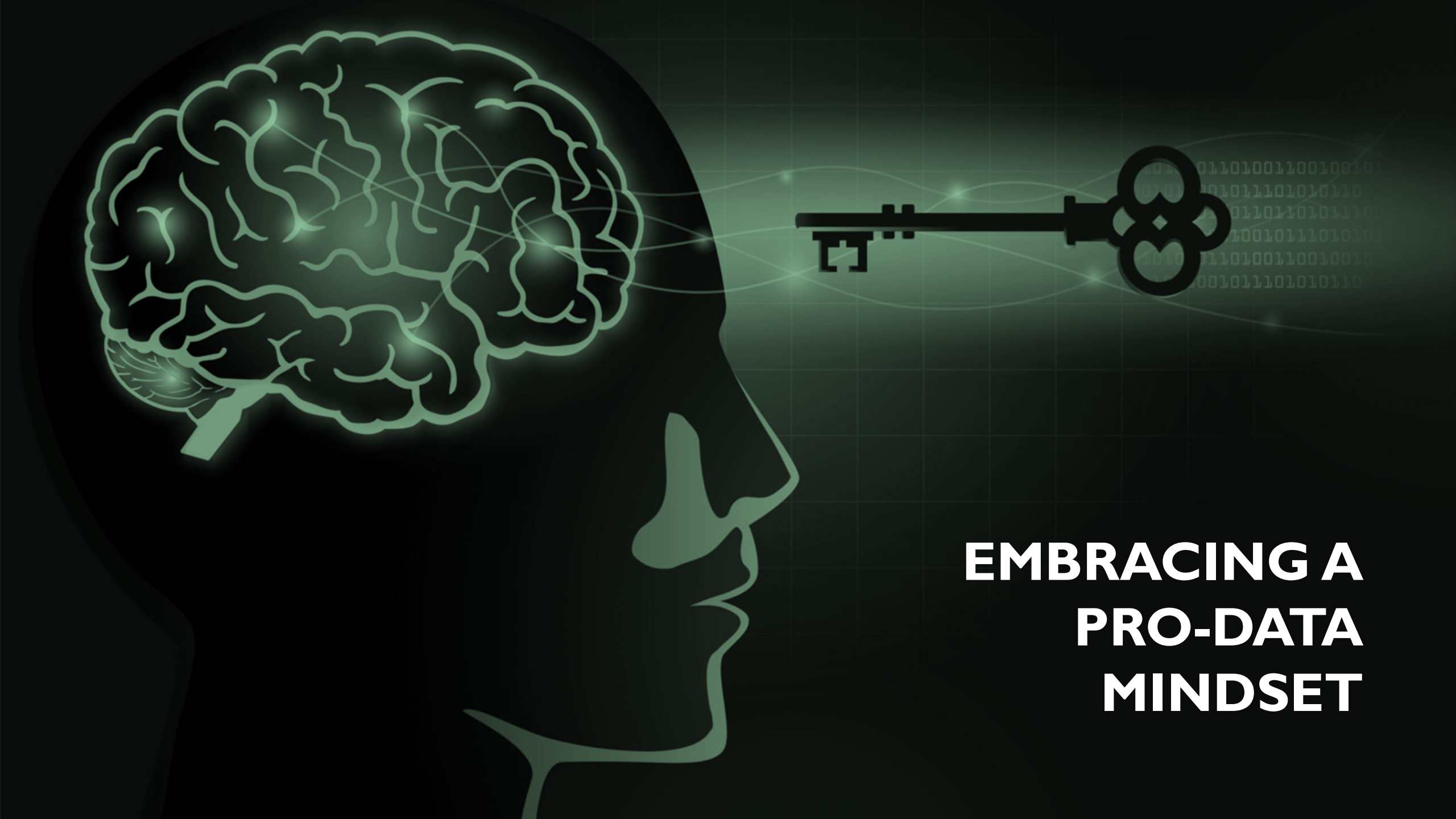
Gaps in comprehensive data awareness and data literacy across Division

Lack of clarity about who is Responsible, Accountable, Consulted, and Informed about our Data

EMRACING A PRO-DATA MINDSET

CONNECTING TO CAMPUS CULTURE

ADOPTING DATA FORWARD BEHAVIORS



EMBRACING A PRO-DATA MINDSET

MINDSET (NOUN)

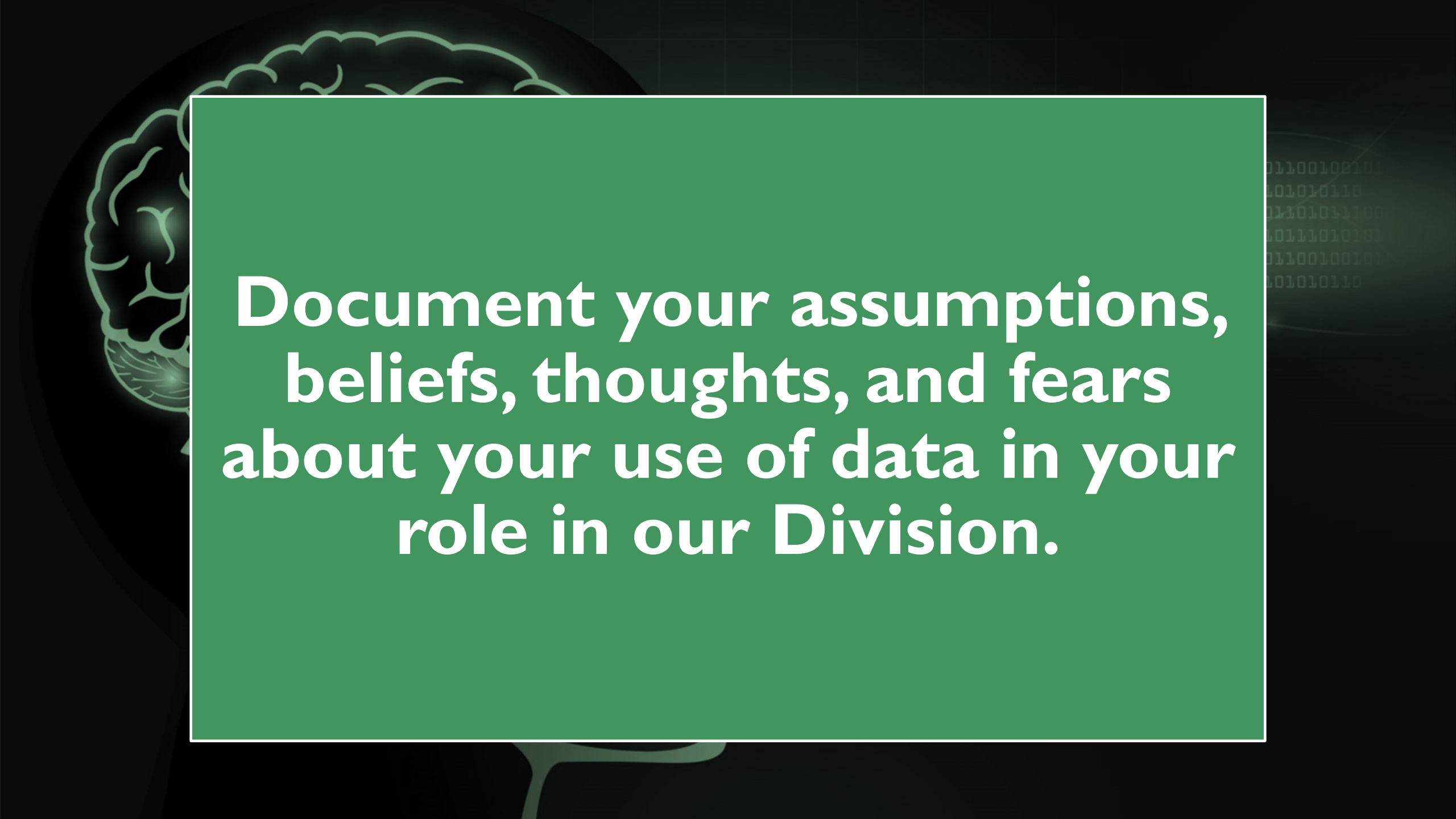
1. A fixed mental attitude or disposition that predetermines a person's responses to and interpretations of situations.
2. An inclination or a habit.
3. A way of thinking; an attitude or opinion, especially a habitual one.

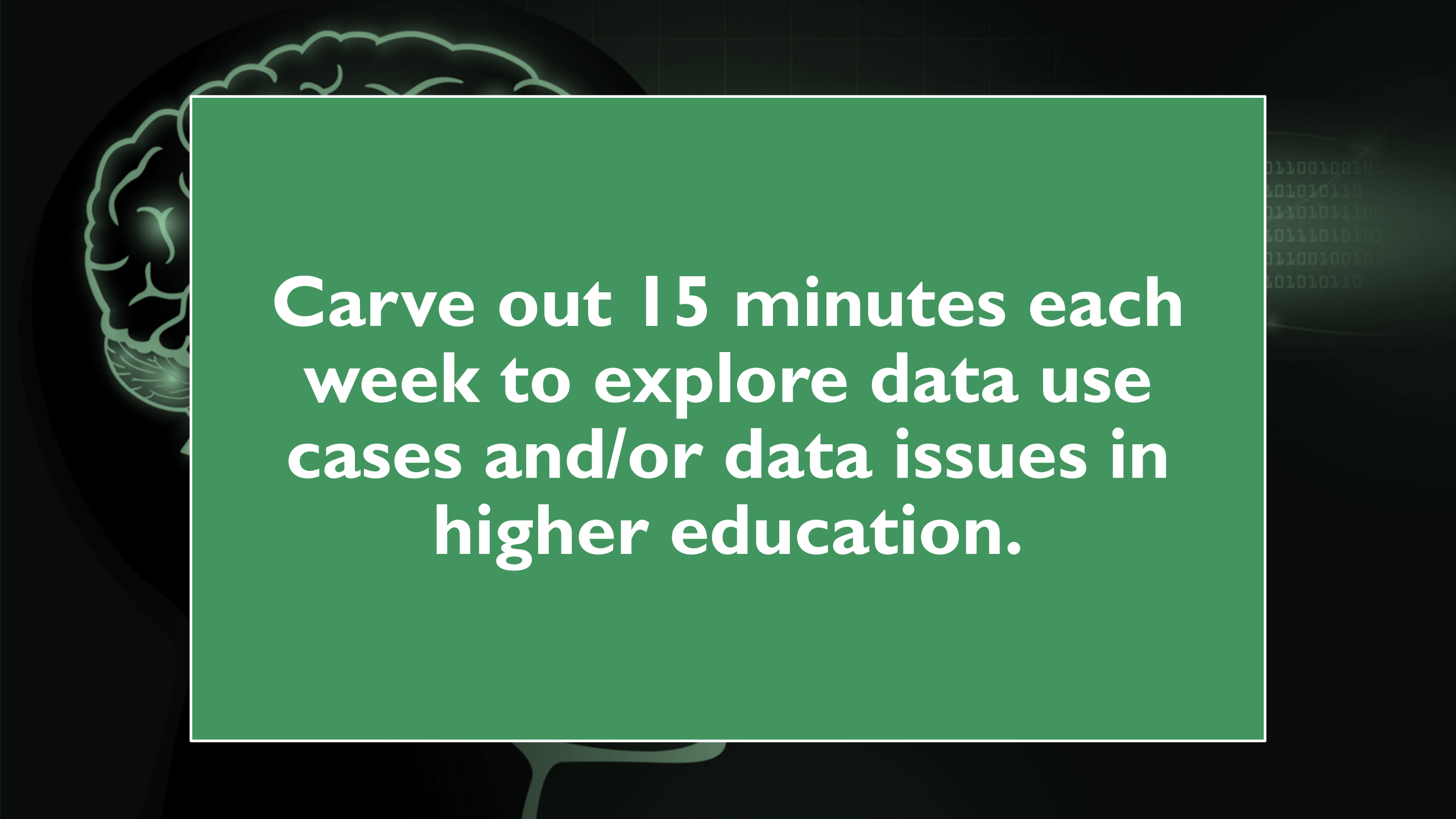
The American Heritage® Dictionary of the English Language, 5th Edition.

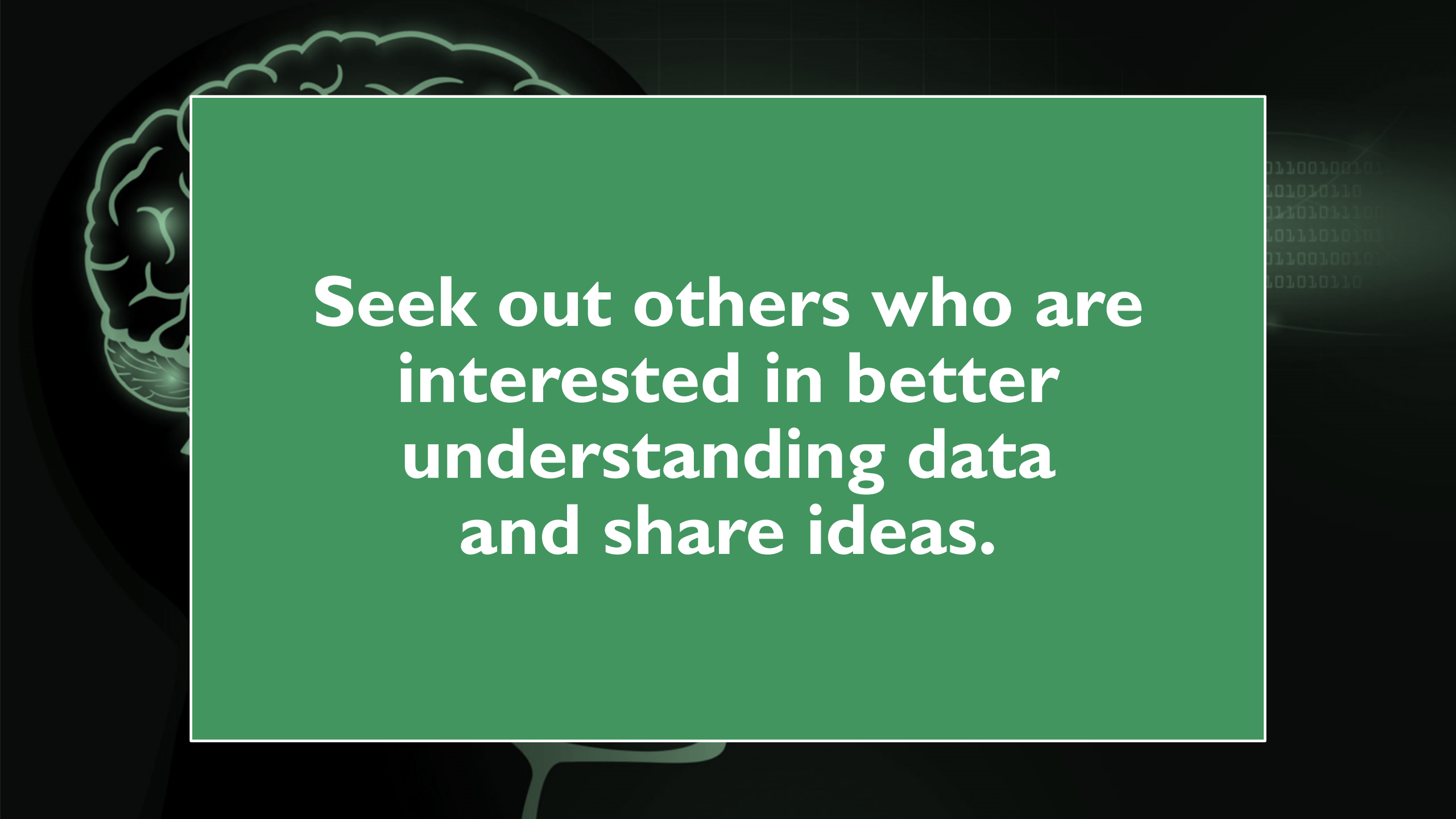
PRO-DATA MINDSET (NOUN)

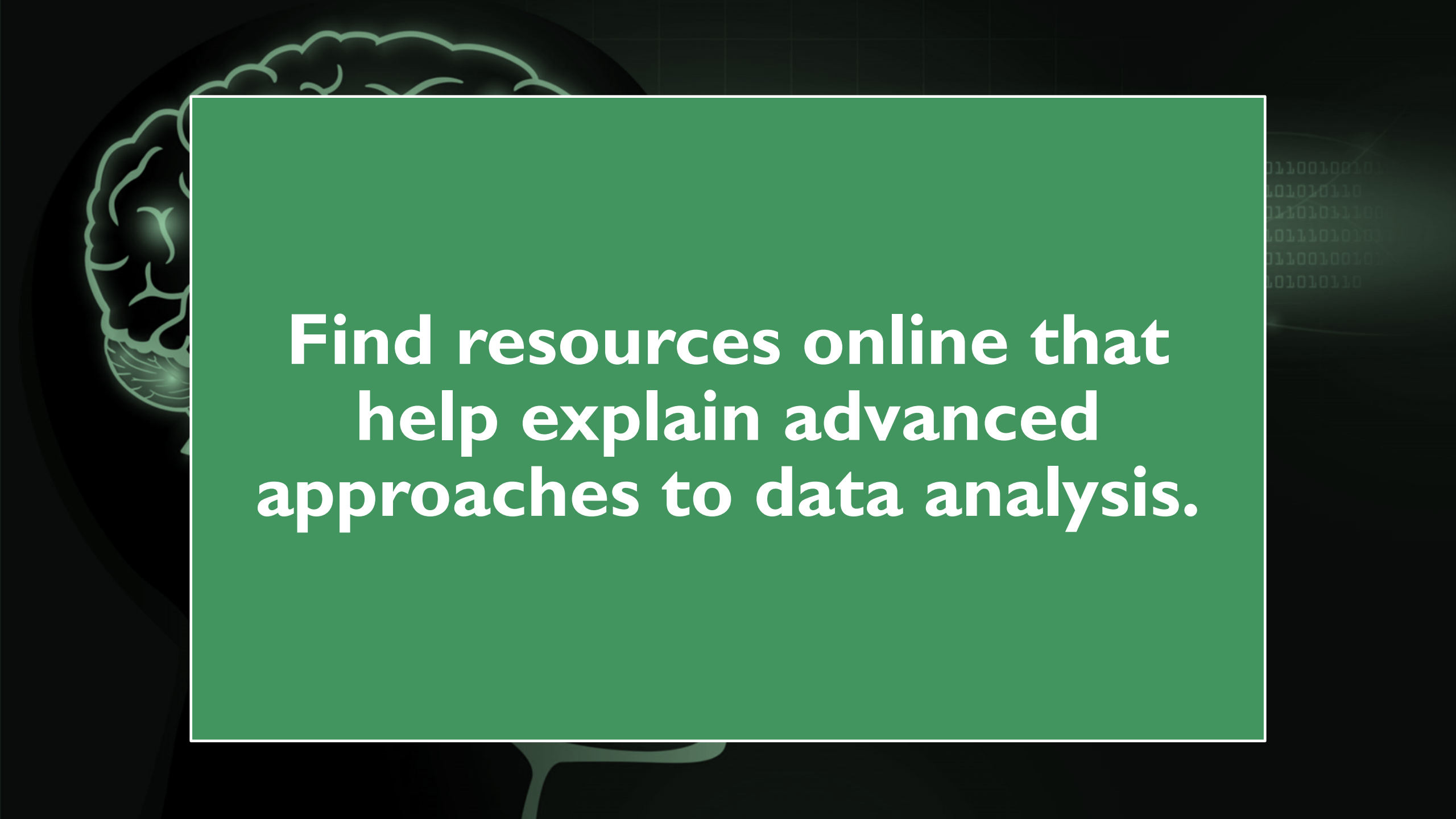
1. A willingness to be open to change, learn new things, and commit to self-improvement even when it is uncomfortable.
2. A set of attitudes and behaviors that enable ourselves and others to see how data, machine learning, algorithms, and AI methods opens new possibilities.
3. A recognition that our work is increasingly dominated by data-intensive and automated technologies.
4. A balanced view of the promise and potential perils of these methods and approaches.

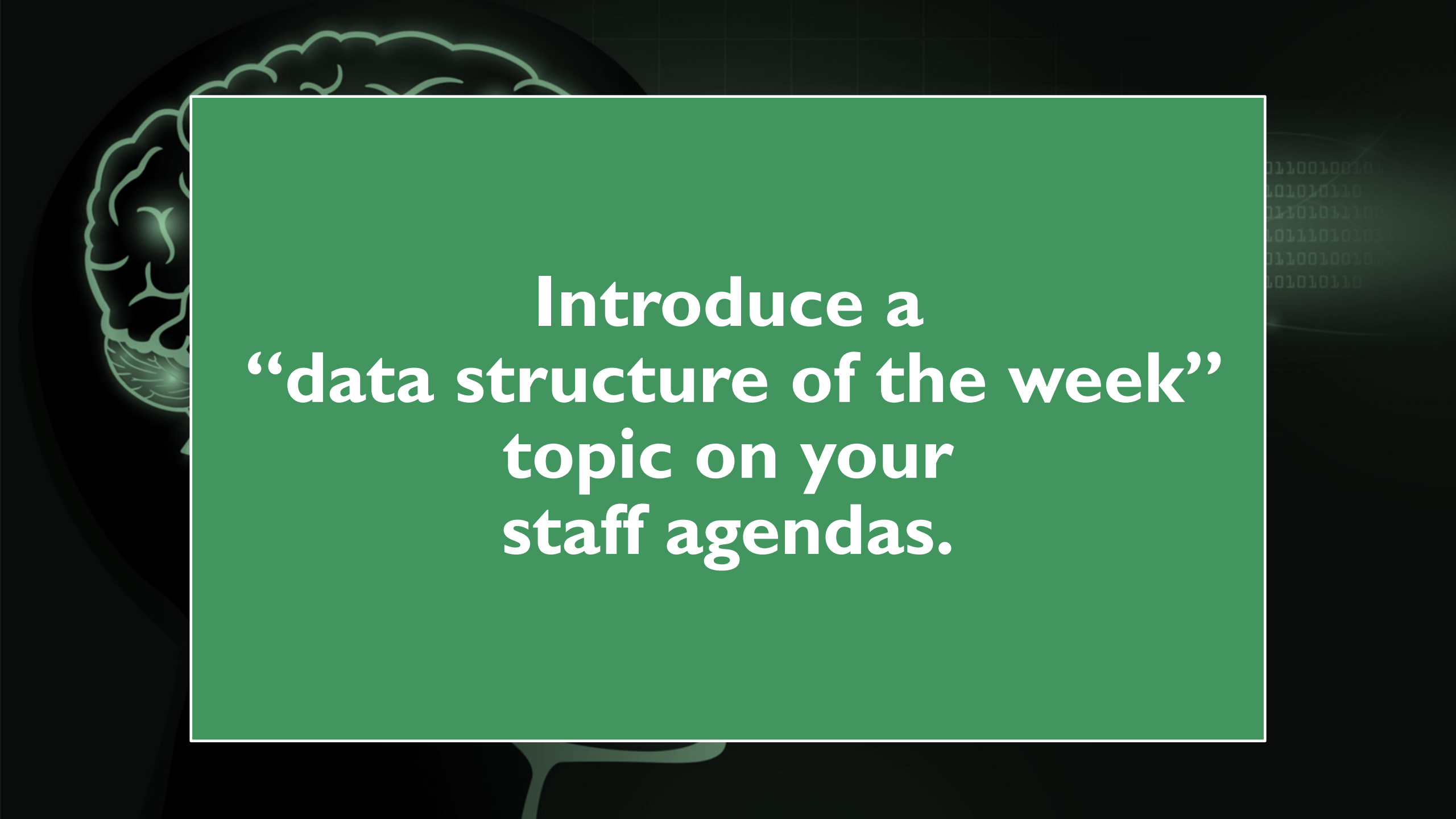
POSSIBLE PRO-DATA
MINDSET HACKS

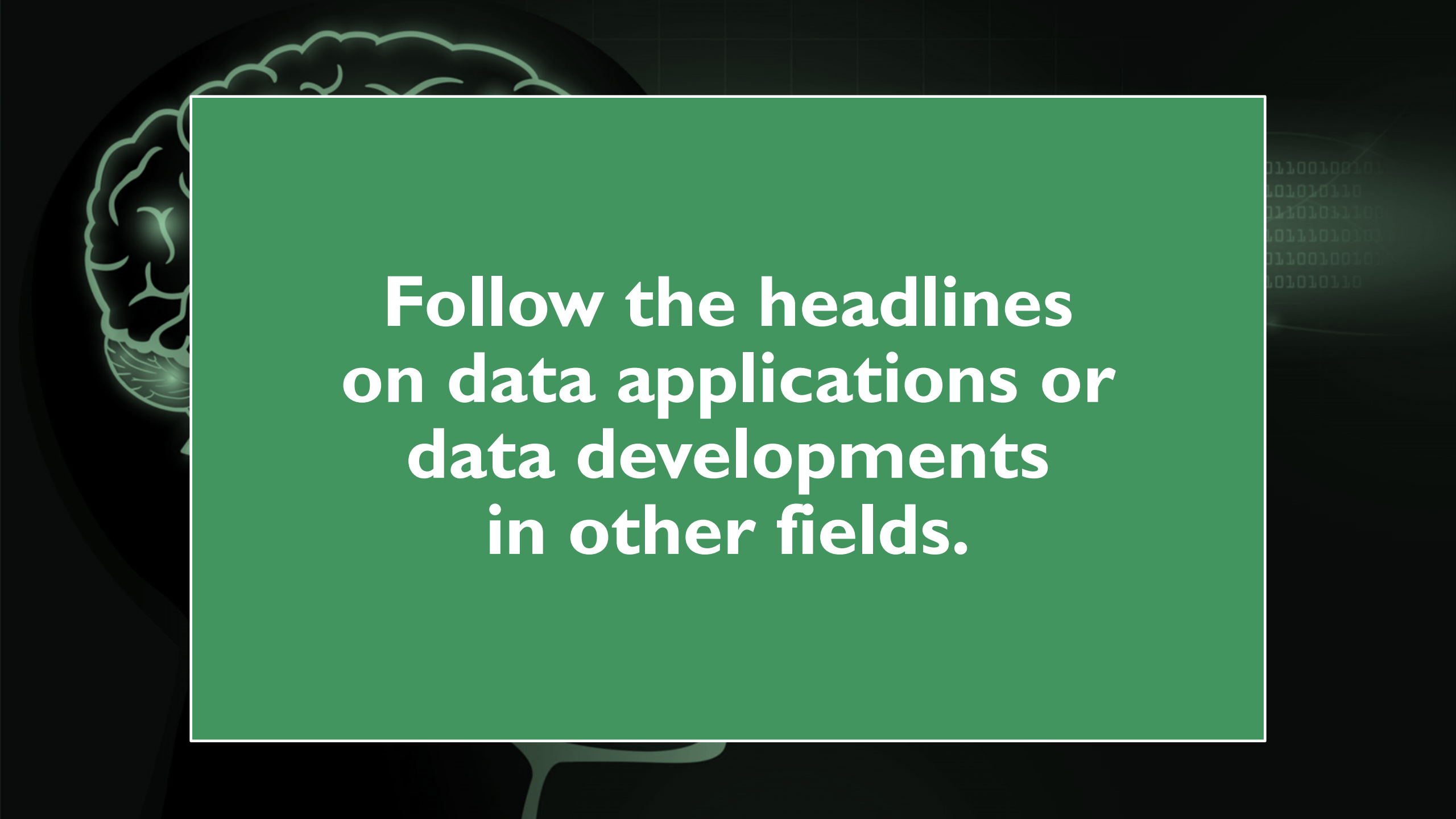

Document your assumptions, beliefs, thoughts, and fears about your use of data in your role in our Division.

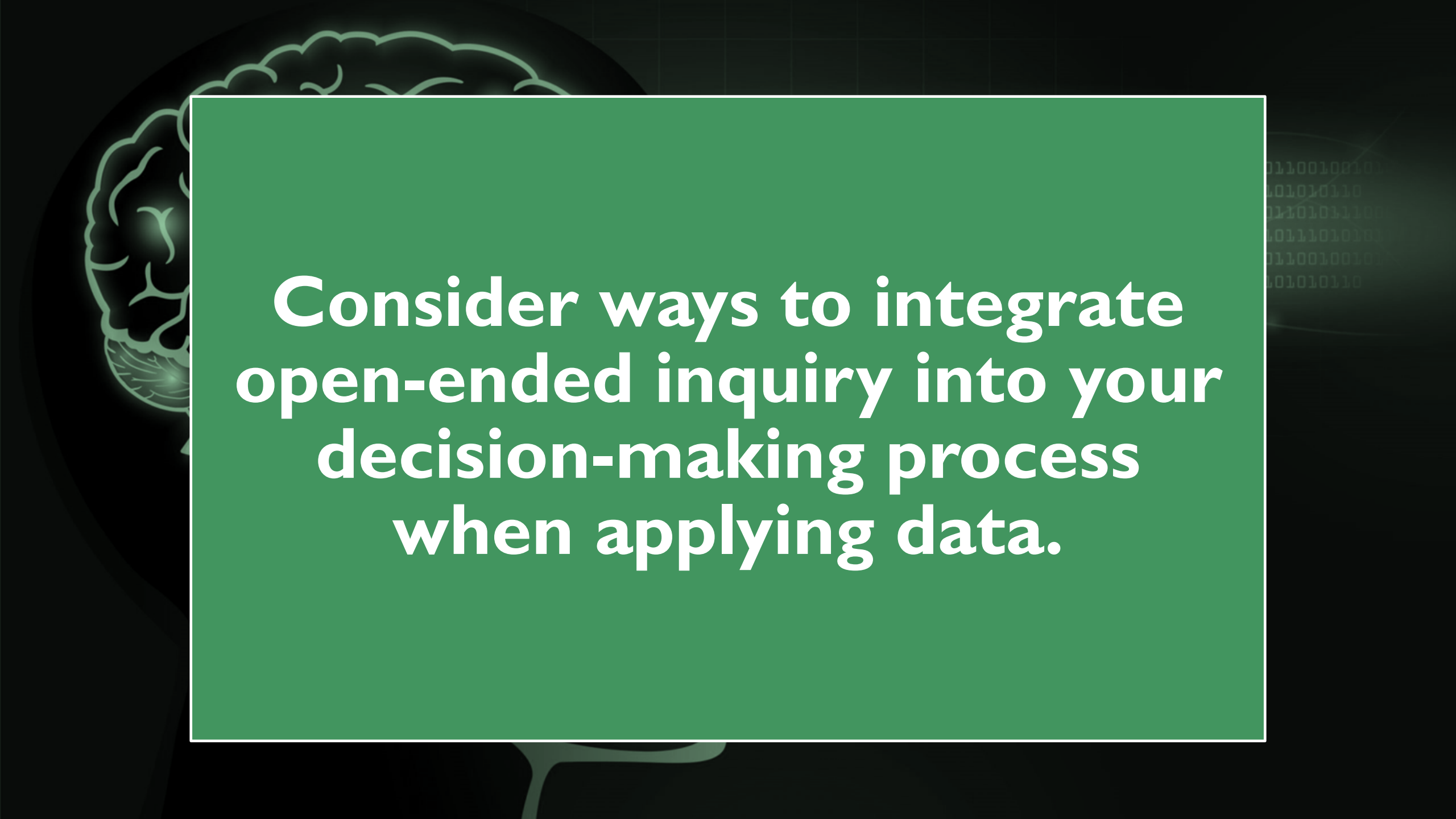

Carve out 15 minutes each week to explore data use cases and/or data issues in higher education.

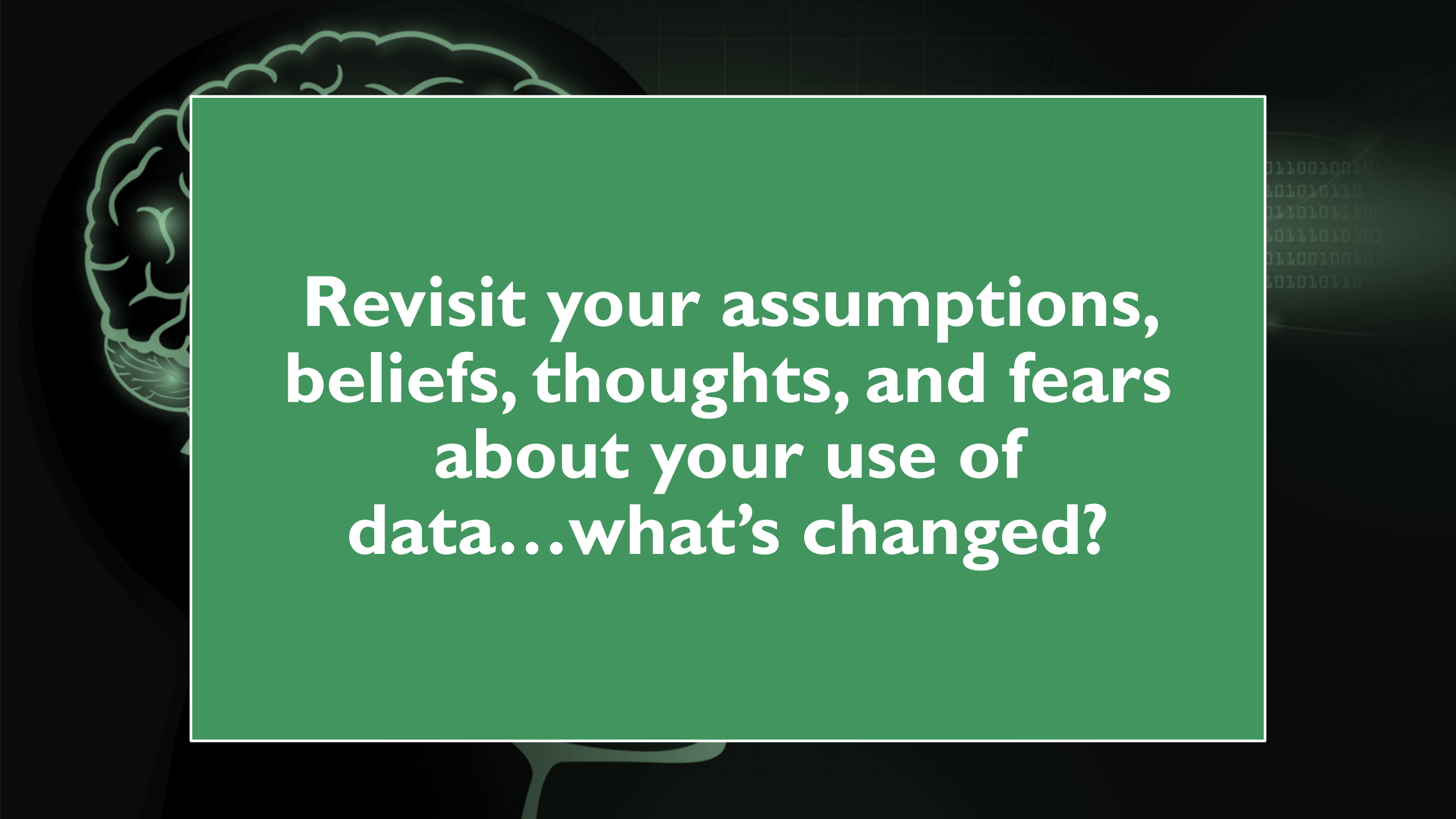

Seek out others who are interested in better understanding data and share ideas.

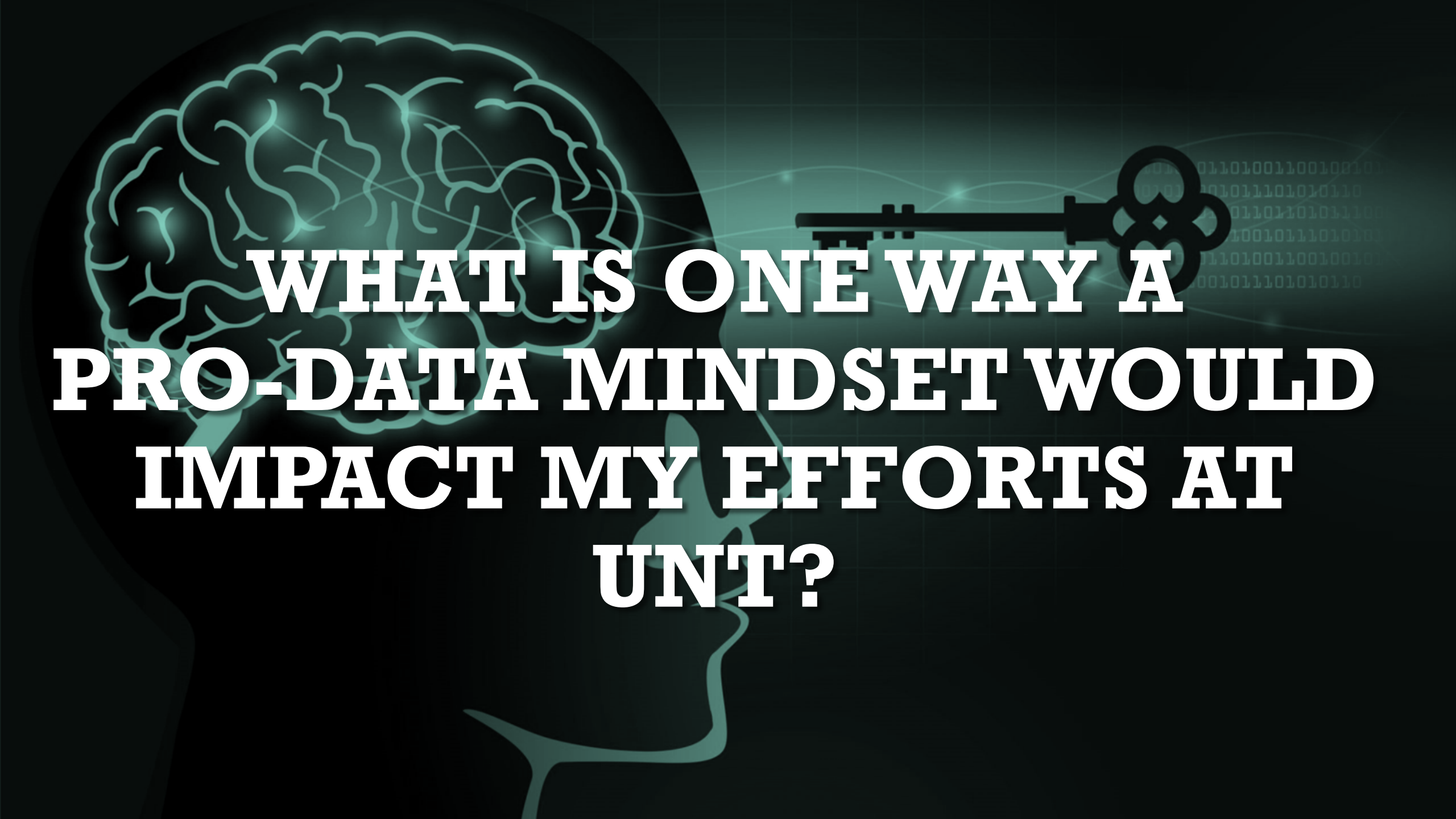

Find resources online that help explain advanced approaches to data analysis.

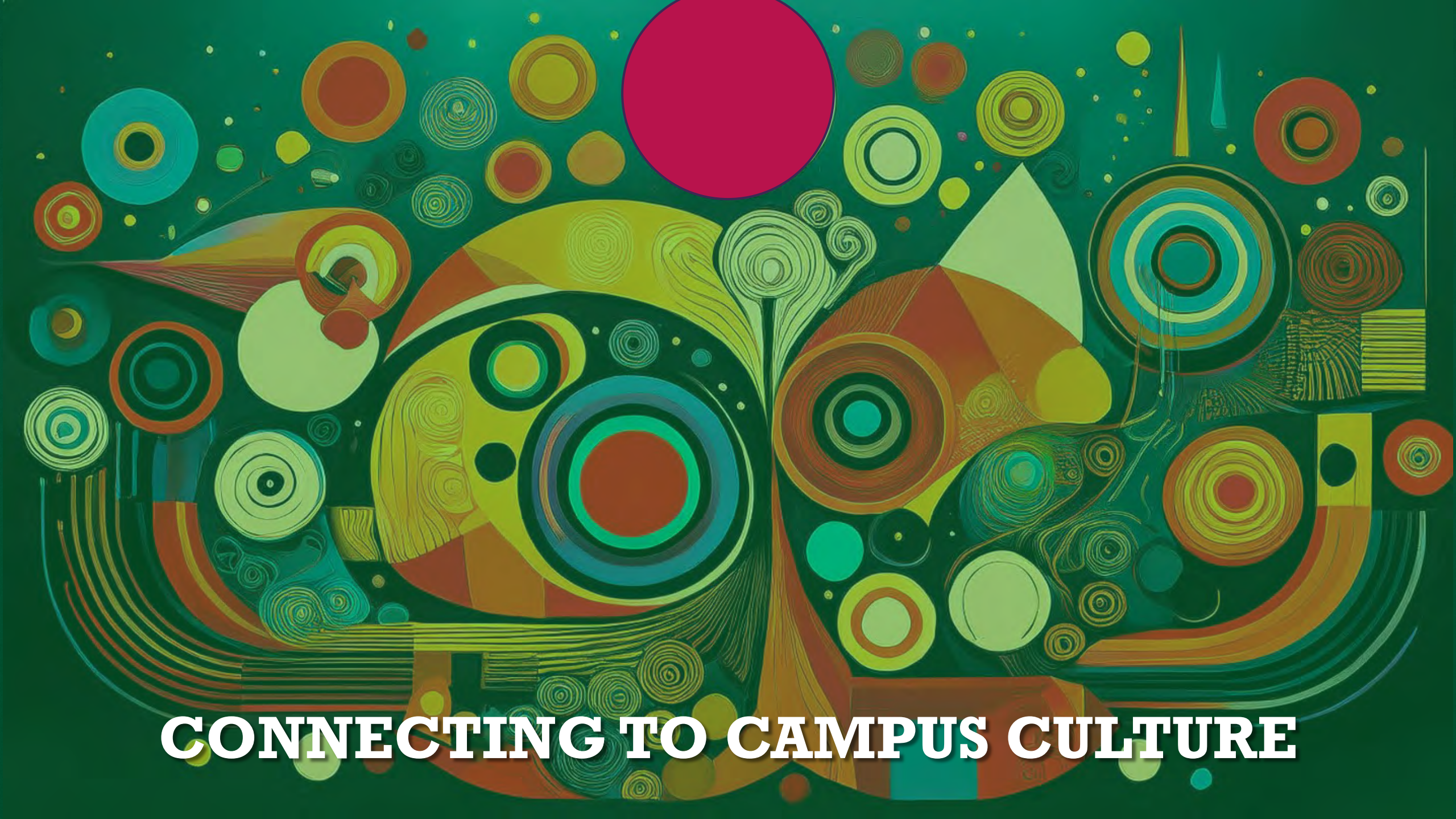

Introduce a
“data structure of the week”
topic on your
staff agendas.


Follow the headlines
on data applications or
data developments
in other fields.


Consider ways to integrate open-ended inquiry into your decision-making process when applying data.


Revisit your assumptions, beliefs, thoughts, and fears about your use of data…what's changed?


WHAT IS ONE WAY A PRO-DATA MINDSET WOULD IMPACT MY EFFORTS AT UNT?


CONNECTING TO CAMPUS CULTURE

Common Language
Rituals
History
Values
Symbols
Shared Beliefs
Artifacts
Norms
UNPACKING CULTURE

WHY EFFECTIVE LEADERS CONNECT DATA EFFORTS TO CULTURE

We know that "Culture eats strategy for breakfast."

We know we face challenges in establishing effective data practices that are bigger than tools or technologies.

We know we often overlook culture, but it is crucial for successful data informed decisions.

We know we cannot enhance a data ecosystem in generic fashion, rather we must get specific about the unique cultural landscape at your institution that has helped or hindered efforts in the past.

We know we need a holistic perspective on culture to norm our efforts across campus to succeed with data maturation, literacy, and governance initiatives.

CULTURE IN ACTION

Listening Between the Lines

Spotting Explicit and Implicit Cues

Making Sense of Your Culture

Deciphering Leaders' Words and Actions

Recognizing Power & Praxis

Responding to Change

LISTENING BETWEEN THE LINES

Remain vigilant in spotting direct versus indirect communication patterns around data and tools.

Recognize whether and how level and authority impact data initiatives in communications.

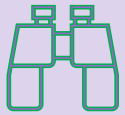
MAKING SENSE OF YOUR INSTITUTIONAL CULTURE

Study your campus culture with intention. What data related artifacts, symbols, or rituals exist?

Identify ways culture impacts institutional priorities and the role (or lack of a role) data plays.

SPOTTING IMPLICIT & EXPLICIT CUES

Embrace active listening and hone your understanding of how (and what) words/data are used in regular communications.



Recognize the significance of how (and what) data are used in strategic plans, celebrations, and community interactions.

DECIPHERING LEADERS' WORDS & ACTIONS

Stay up-to-date on your institution's most important topics and the community's reactions and expressions. How do data tie in?

Identify primary themes that you observe in messages from leaders to shape your communications around data initiatives.

RECOGNIZING POWER & PRAXIS

Join forces with a network of colleagues who support data initiatives and have had previous successes.

Locate the person/people who get things done and consider cooperating.

RESPONDING TO CHANGE

Consider your institution's typical approach to change. Are we quick to take on a new idea or not? Why?

Determine if resistance to change is due to a lack of resources (e.g., time, labor, funding) or an unwillingness to change.

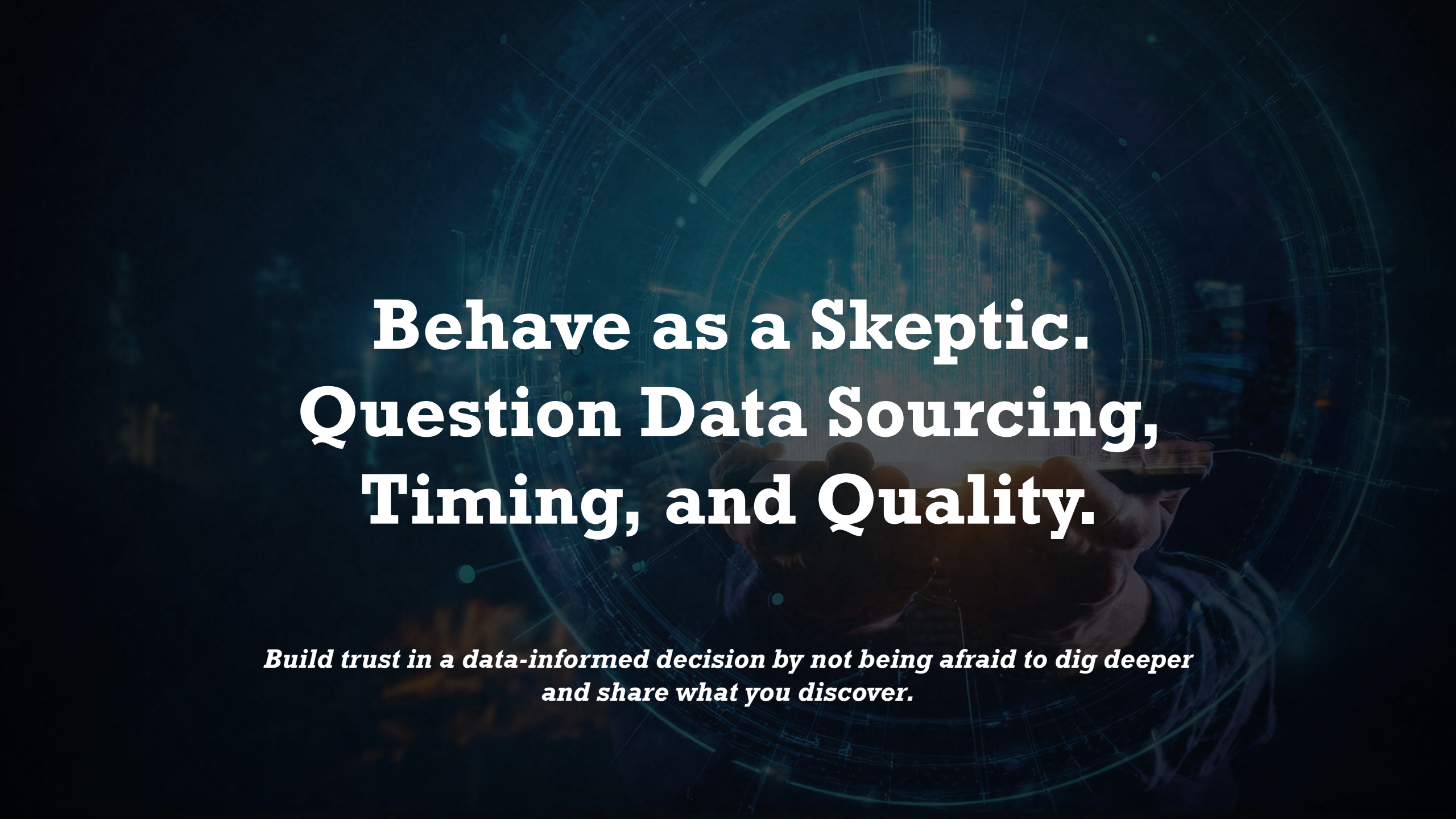
Curate reports and communications on prior data initiatives and efforts at your institution.

WHAT IS ONE WAY I COULD LEVERAGE CULTURE AT MY INSTITUTION TO ENHANCE OUR APPROACHES TO DATA?

ADOPTING NINE
DATA-FORWARD
BEHAVIORS

Behave with Confidence. Make Data a Non-Negotiable in Decision-Making.

If our data could speak for itself, what would it say about this decision or course of action?



Behave as a Skeptic. Question Data Sourcing, Timing, and Quality.

Build trust in a data-informed decision by not being afraid to dig deeper and share what you discover.

Behave as a Visionary. Train Yourself to See the Forest Through the Trees.

Cry "foul" when n of one cases are used as a proxy for robust data analysis in meetings and decision points.

Behave as a Champion. Promote Data Literacy Across all Roles.

Partner across all data typologies to offer the community training and resources to deepen skill and comfort in utilizing data.

Behave as a Student. Prioritize Your Own Learning with Data and Data Skills.

It's a rapidly changing tech landscape.
Embrace ways to improve your data/analytic maturity

Behave as a Connector. Break Down Data Silos Wherever Possible.

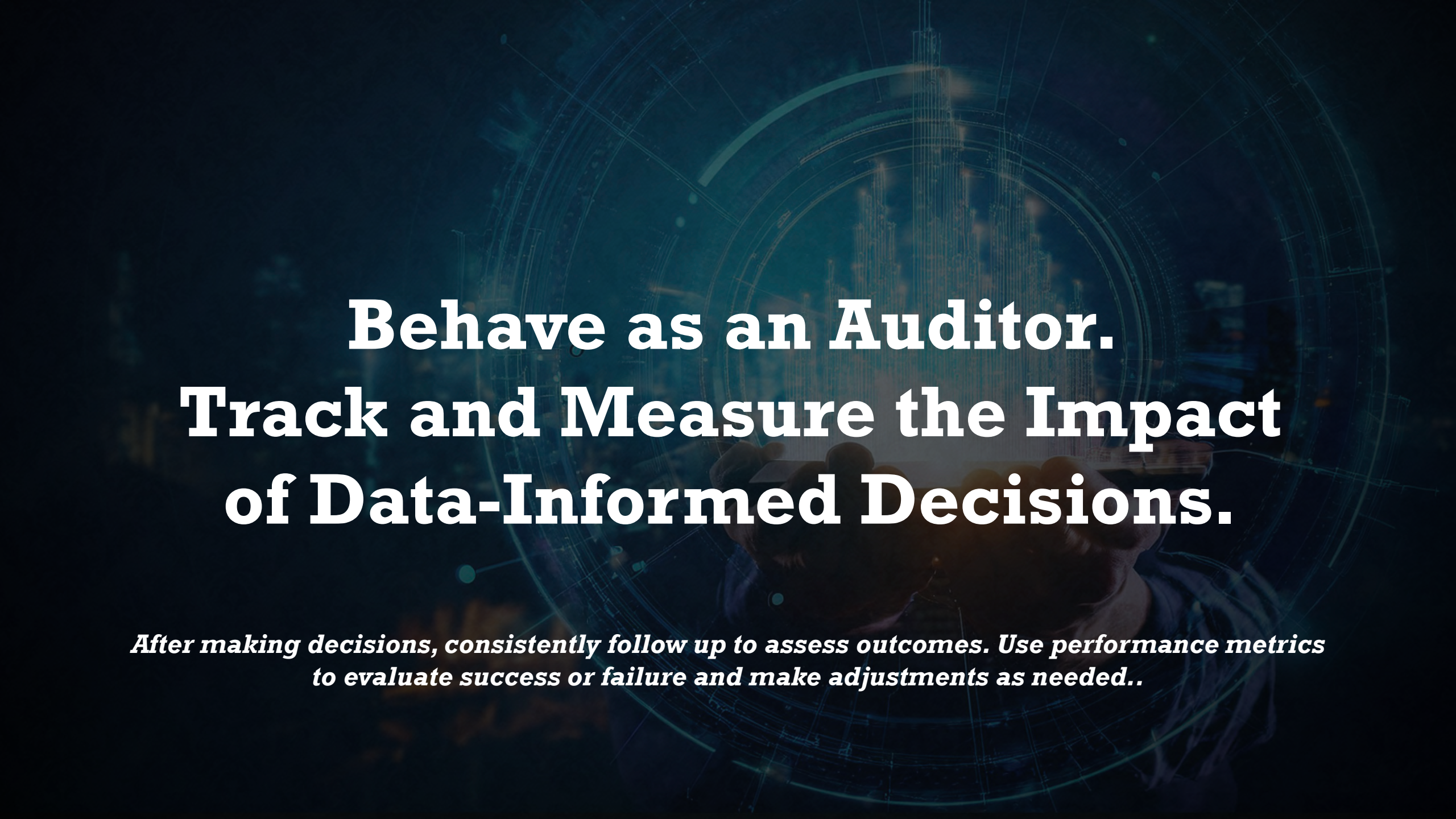
Actively work to integrate data from various departments. Facilitate conversations and collaborations across units to ensure data is shared and leveraged institution-wide.

Behave as an Author. Look for Ways to Evangelize Your Story.

Simplify data communication so that everyone can understand key insights. Use storytelling techniques to ensure your findings are actionable.

Behave as an Ethicist.
Call out Bias, Spurious Correlations, or Potential Misuses of Data.

Be vigilant and engage in active questioning about the data, the conclusions being derived from it and the approaches that lead to it's creation.



Behave as an Auditor. Track and Measure the Impact of Data-Informed Decisions.

After making decisions, consistently follow up to assess outcomes. Use performance metrics to evaluate success or failure and make adjustments as needed..

WHAT IS ONE BEHAVIOR I CAN EMBRACE TO IMPROVE OUR DATA ECOSYSTEM AT MY INSTITUTION?

To Fuel a Successful Data Culture

Q&A

THANK YOU

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