

Cultivating Data-Informed Change in Community Colleges: Leading through Clarity, Communication, and Collaboration

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SHEEO

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

Agenda

- About SHEEO
- Clarity, Communication, & Value of Data-Informed Approaches
- Data-Informed Change Constraints & Challenges
- Collaborating & Planning for Data-Informed Change
- Questions & Conversation

About SHEEO

SHEEO serves the chief executives of statewide governing, policy, and coordinating boards of postsecondary education and their staffs.

Founded in 1954, SHEEO promotes an environment that values higher education and its role in ensuring the equitable education of all Americans, regardless of race/ethnicity, gender, or socioeconomic factors.

About Strong Foundations & Communities of Practice

Since 2010, SHEEO has conducted the Strong Foundations survey to document the content, capacity, and effective use of state postsecondary data systems (PSURSs).

Postsecondary student unit record systems (PSURSs): the primary means for states to collect data and analyze student progress, completions, and outcomes.

Since 2017, SHEEO's Communities of Practice project is focused on increasing the capacity and utilization of state postsecondary data systems and providing a forum for states to work on solutions to common issues with those systems.

Strong Foundations 2023

Administration: February – March 2023

Respondents: 72 SHEEO and non-SHEEO agencies, including 52 agencies overseeing or relying on data from two-year public institutions

Initial Results:

- Evolving nature of data systems
- Improving insights via equity and opportunity associated metrics and disaggregation
- Securing data privacy via policies and practice
- Providing value to states, institutions, and stakeholders

Data Informed Change Success Story

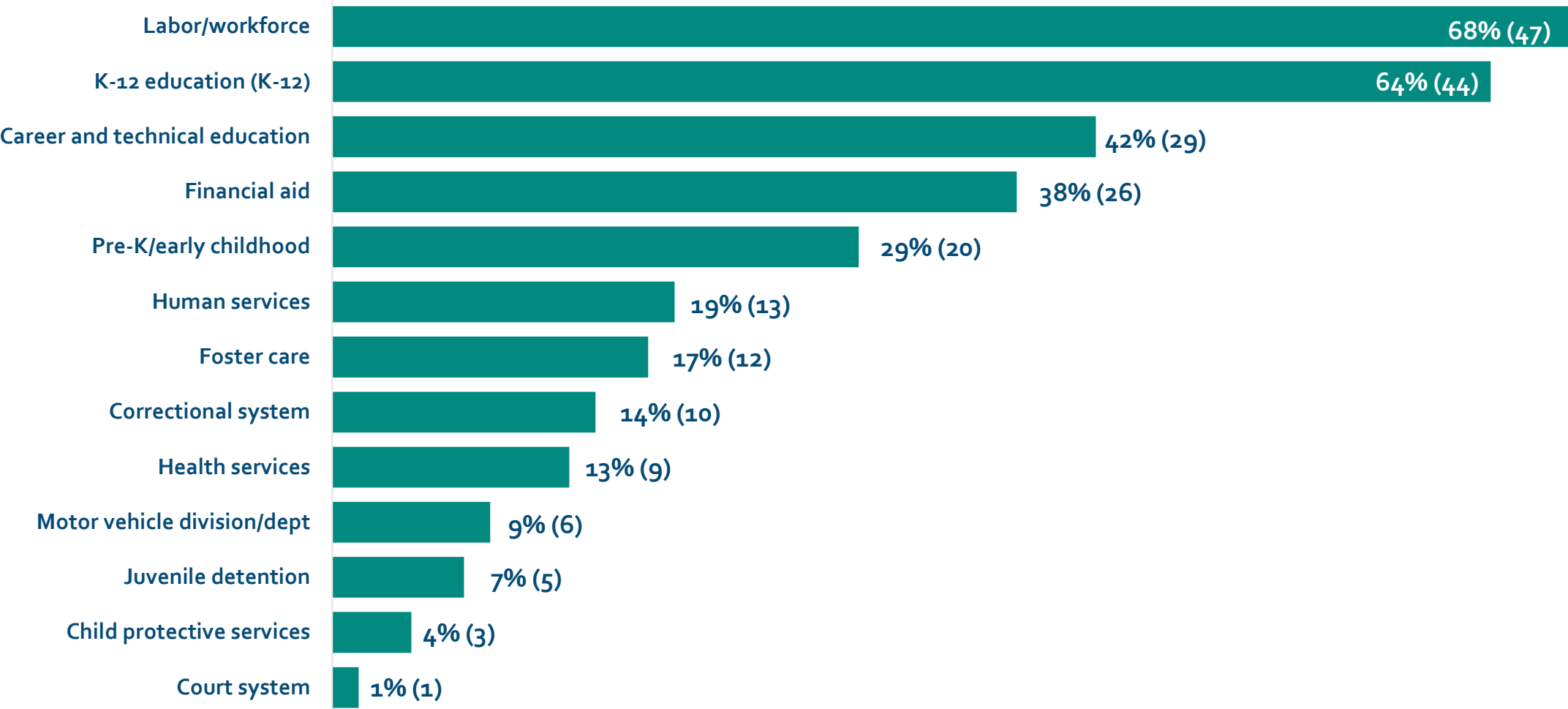
*Change in Practice:
An example from Pennsylvania's State
System of Higher Education (PASSHE)*

Clarity through Data

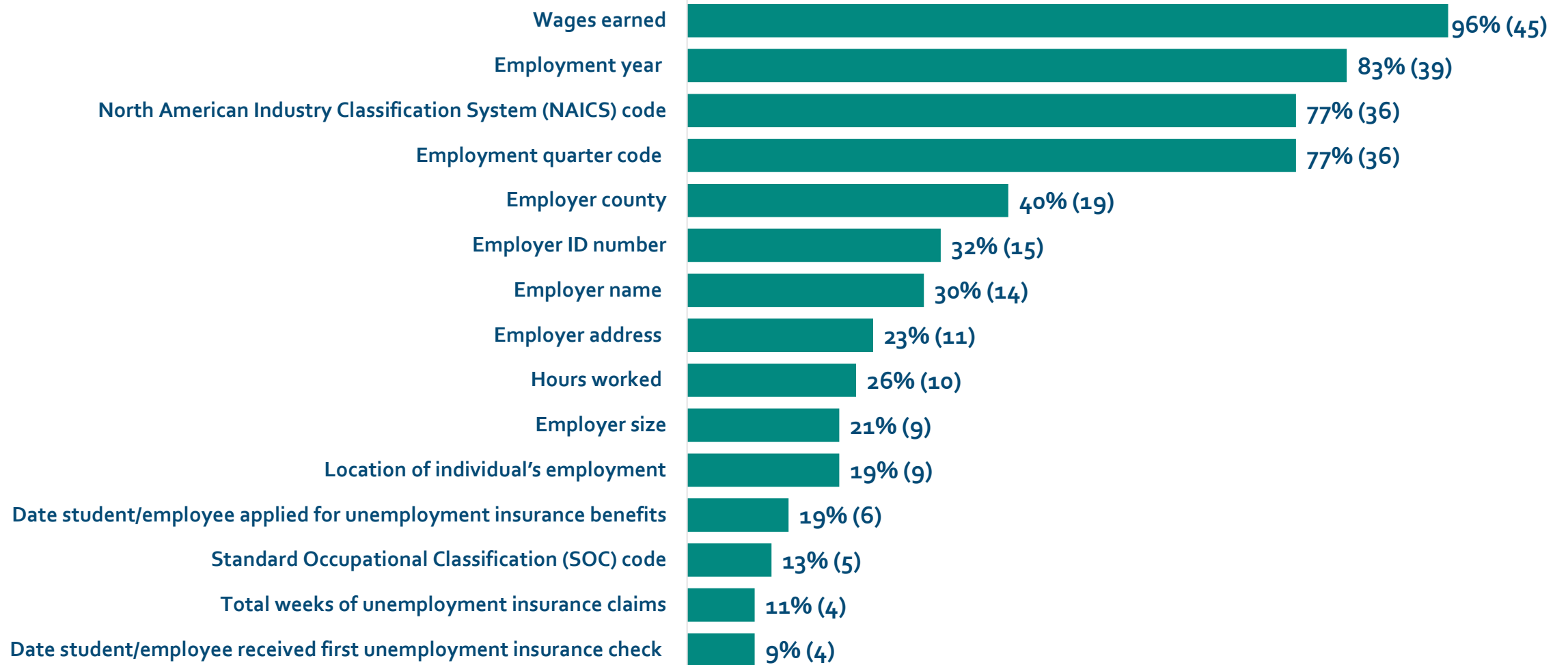
What sort of data do you use to make decisions?

- Quantitative data (student unit records, finance data, business analytics, etc.)
- Qualitative data (feedback, observations, storytelling)
- Professional experience and perspective

Which state agency unit record systems does your PSURS link to?



Which labor/workforce data elements does your agency have access to?



Communicating with Data

How do you currently employ your data to inform change and communicate success?

- Reporting, Planning, & Advocating
- Dashboard Development & Stakeholder Information Sharing
- Student Success & Workforce Outcome Efforts

For what purposes does your agency currently use PSURS data?



Value: Using PSURSs Data to Respond, Report, & Advocate

Data from [our] system has been used to measure our goals towards credential completion, performance funding, and a variety of research projects. Southeastern Coordinating Board

Our system has provided great value to our state. We use it to inform our KPIs and research projects. It also gives us the opportunity to quickly and accurately respond to legislative requests. Mid-Western Coordinating Board

[The PSURS] has allowed us to advocate for more state financial aid and make the case for the value of higher education. Western Governing Board

Data that shows that, despite declining enrollment and years with limited funding increases, student success has steadily improved, helps us make the case that greater investment in higher education will pay dividends. Mid-Western Coordinating Board

Value: Using Data to Inform Success & Workforce Goals

*The [PSUR] provides a **comprehensive look at student outcomes** based on location and student demographics. This has prompted us to **make changes in a variety of services and to better focus resources to where they are needed or to re-envision how students experience college.** Western Community College System*

*[The PSUR] has connected K12-college-workforce data so we can **respond to state specific questions around the workforce pipeline [and] has made cross-agency data analysis easier, with less staff, and without need to constantly create data sharing agreements.** Mid-Western Governing Board*

*[PSUR] retention and completion data **informs student success efforts on our campuses and within the system; financial aid data provides important insight into affordability and student debt.** New England Coordinating Board*

Value: Using Dashboard Data to Provide Institutional & State Insight

*We have been able to build dashboards that **allow the colleges to monitor their enrollment and completion as of that day, as well as course loads.*** Southeastern Community College System

*Public-facing reports and dashboards have helped **drive awareness and reliability for policy making and more highly informed decision making on all system levels.*** Southeastern Community College System

*These dashboards provide **critical reporting for decision making and planning, as well as to inform the public on various initiatives and facts about [our system].*** Western Governing Board

Examples of Communicating Data for Change

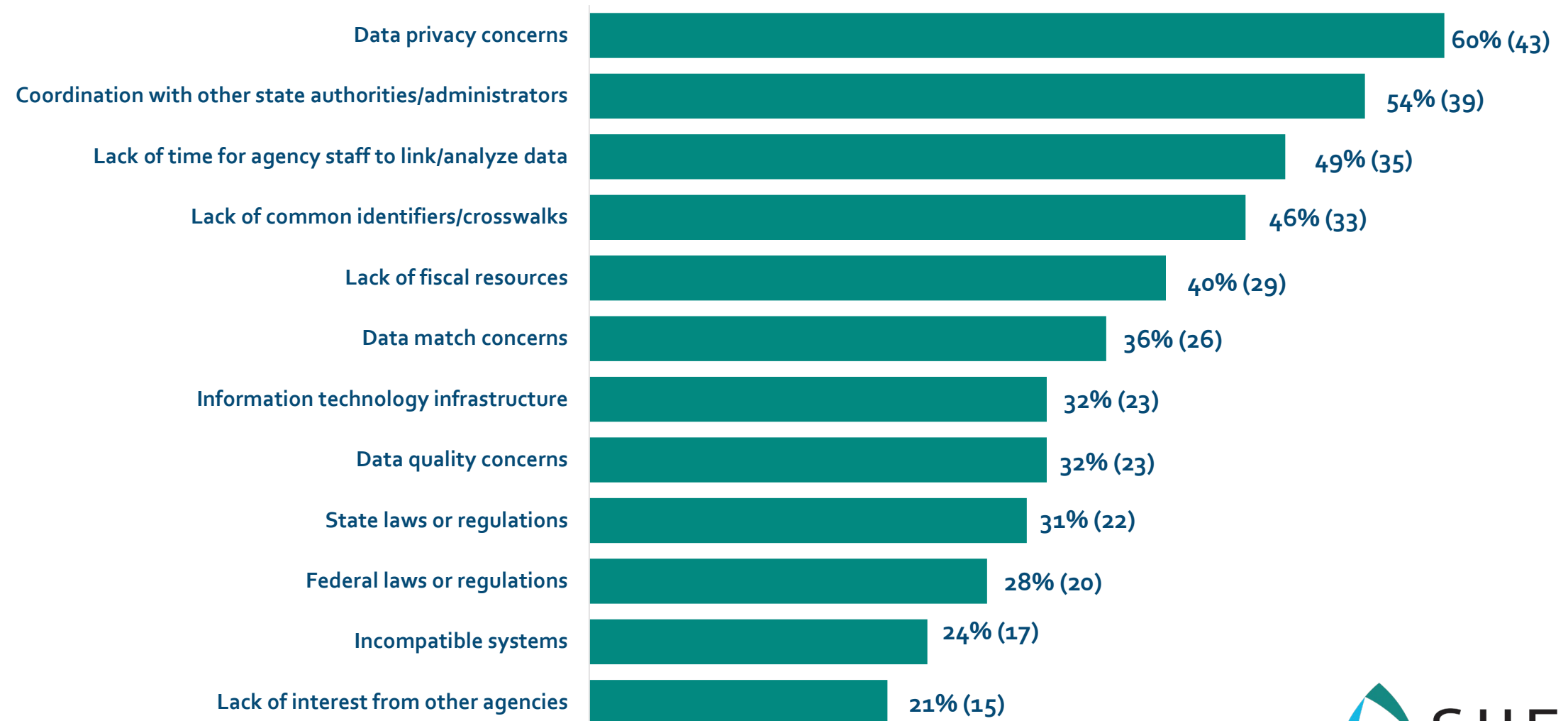
- Iowa: [Student Outcomes Dashboards](#)
- North Carolina: [NCCCS Dashboards](#)
- Kentucky: [KY Stats Career Explorer](#)

Constraints to Data-Informed Change

What constrains your data-informed action?

- Access to Data
- Staff capacity (sufficient staff and time)
- Technical/technological capacity (data infrastructure, quality and aligned data and common identifiers)
- Lack of training, resources and funding
- Data literacy concerns
- Concerns about the data, itself, or how it will be used (privacy violations, misapplication, etc.)

Which of the following prevents or inhibits your agency from linking to unit record systems?

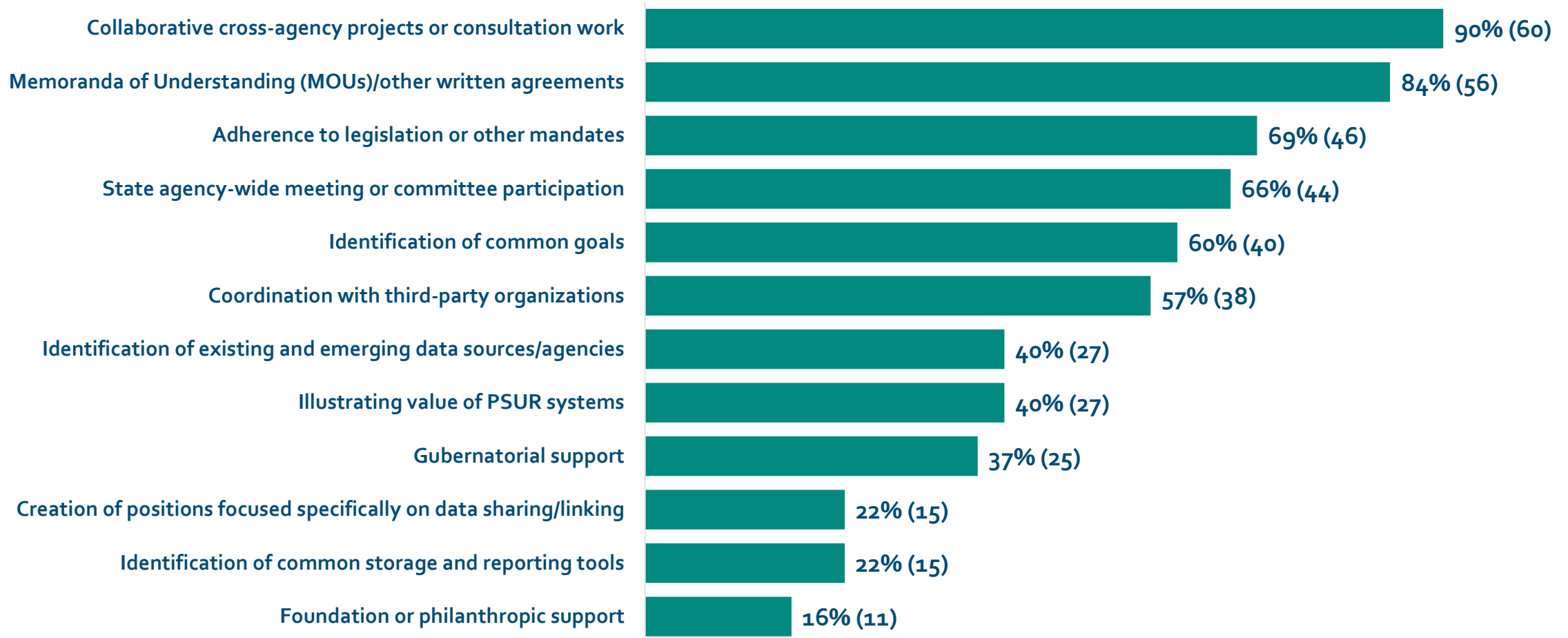


Collaborating for Data- Informed Change

What strategies have you used to cultivate data-informed change?

- **Proactive Relationship Building:** Creating networks for change and trust building
- **Aligning Efforts:** Around mission and common goals
- **Capacity-Building:** Investing in people and technologies
- **Champions:** Leveraging top-down, bottom-up, and 'star' power to promote data-informed approaches
- **Embed Experts:** Incorporate data experts throughout organizational processes – not just in data and research or assessment shops

What strategies has your agency adopted to increase coordination related to data linking and sharing PSUR system data with other state authorities/administrators?



Envisioning Change

- Articulate the “why” or the vision of your work and desired outcomes
- Assess capacity (personnel, infrastructure, competing demands)
- Assess data quality, alignments, disaggregation
- Connect your vision to institutional mission and values
- Identify shared goals, potential partners, needed resources, and strategies

Engaging Change

- Expand & build relationships: Include a diversity of perspectives and expertise
- Engage top-down support and motivate grassroots networks
- Rally around shared goals, mission, and values
- Investigate and share effective data uses and practices
- Partner and advocate to leverage needed resources and capacity
- Identify incentives and rewards

Sustaining Change

- Build/disseminate institutional and specialized knowledge (embedding data experts and training opportunities)
- Create shared norms and values related to data use
- Share tools, methods, and resources for data-informed change
- Refine vision and goals as data and information evolve
- Strengthen relationships and broaden networks
- Communicate success broadly and with varied audiences
- Leverage champions and advocates to promote data culture

SHEEO Resources & Future Work

Strong Foundations website:

<https://postsecondarydata.sheeo.org/>

- White Papers
- Community of Practice Convenings

SHEEO Website: <https://sheeo.org/>

- Sign up for the SHEEO newsletter and learn about current projects
- Host of other data-related resources, including Community of Practice presentations and papers and SHEEO Policy Conference presentations

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Resources on Change Management and Data in Higher Education

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Questions & Conversation

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