Using Data to Develop a Roadmap for Action

January 4, 2023

Time: 10:45 am - 11:45 am

Prepared by
Runell J. King, Ph.D.
Chief Research & Data Officer
Office of Institutional Research
and
Indrani Singh, Ph.D.
Research and Data Analyst
Office of Institutional Research

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AGENDA

- **10:45 am to 10:50 am - Introduction**

- **10:50 am to 11:00 am - Share and report key performance metrics**

- **11:00 am to 11:20 am - Breakout room discussions**

- **11:20 am to 11:35 am - Share out (Using Padlet)**

- **11:35 am to 11:45 am – Observations, Conclusions, Q&A**

Four-Step Strategy

- Assemble information
- Develop findings
- Develop conclusions
- Develop recommendations

Purpose of Using Data

1. Identify significant achievement gaps.

2. Assess whether interventions and policies positively or negatively affect outcomes such as graduation rates and the achievement of key learning milestones.

3. Instructors use data as part of their reflective teaching practice.

4. Use collaborative approaches to make data work for them.

How to Use Data

1. Use data to find out what happened in the past.

2. Use a mix of quantitative and qualitative data

3. Understand what data can and can't tell you

4. Keep an eye out for unexpected trends

5. Use a variety of data tools

6. Devise new lessons/interventions based on data.

7. Discover how to **use data to improve student performance**

8. Use data triangulation (multiple sources)

9. Prepare visualizations based on data
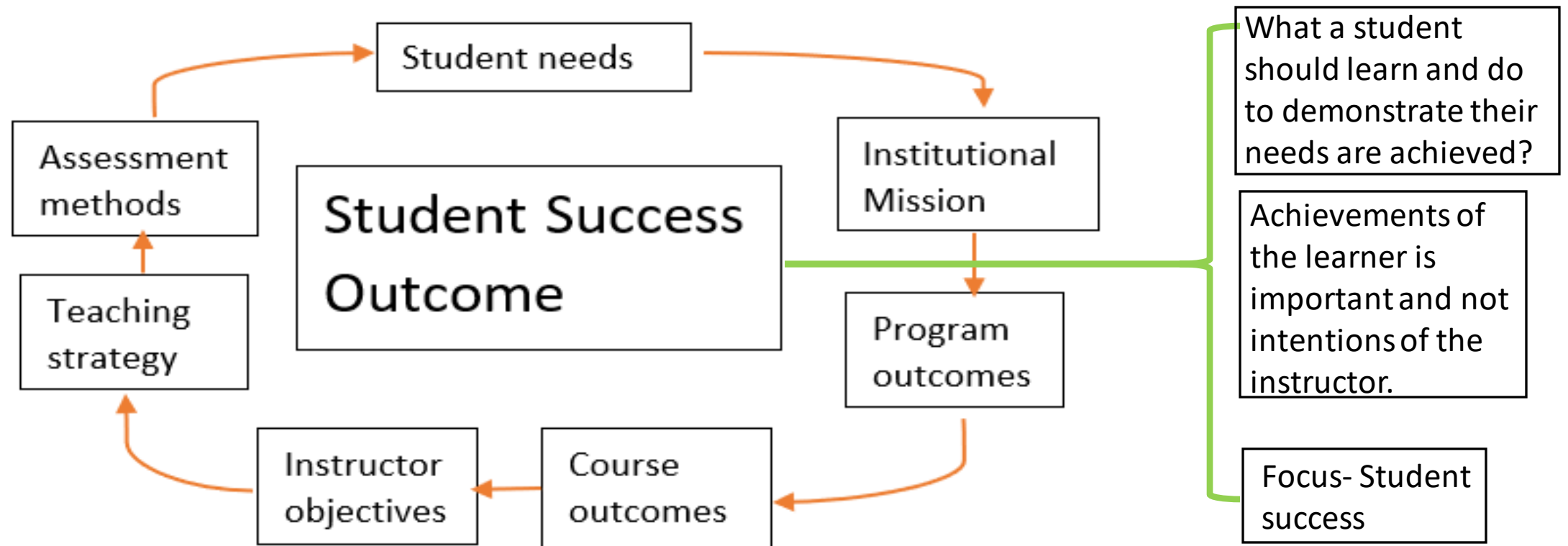
10. Use data to plan for the future

11. Cultivate a culture of 'Data-Driven Decision Making' in Education

Framework for Student Success Outcome

Performance metrics are a ==collection of data== that employers evaluate against an established objective.

Performance metrics are used to evaluate ==performance, compare results, and track relevant insights== to improve student outcomes. They are commonly used by instructors, strategic or institutional leaders, and analysts to ==tackle insights and improve performance==. In essence, they can learn from historical data and adjust for present and future operational and strategic actions.

Performance metrics aid in ==implementing strategies== for meeting objectives across all aspects of an organization. Tracking performance metrics can drive planning for improvements, adjustments and changes to an institution's processes to meet goals.

Importance of Performance Metrics

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Comparison

Metrics vs. KPIs – A Comparison

Metrics	KPIs
Metrics provide information that can be digested.	KPIs offer comparative insights that guide future actions.
Metrics are extracted and organized by activity or process.	KPIs are initiated by high-level decision makers.
Metrics can be viewed historically, but do not identify future action.	KPIs incorporate Goals and Objectives.
Metrics are static, and once extracted do not change.	KPIs can be evaluated and reset over time using the SMART methodology.

What is KPI?

KEY – is fundamentally important to gain advantage; a make-or-break component of student success

Performance – when outcomes can be clearly measured, quantified, and easily influenced by the institutional programs and courses designed to meet the desired results.

Indicator – provides leading information on future performance.

Key Performance Metrics

Business & Finance

Student Success

Enrollment Management

Academic Affairs

Facilities & Resources

Business & Finance Key Performance Metrics

1. **Instructional Costs:** Evaluate the cost of part-time and full-time faculty members.

2. **Administrative Costs Per Student:** Understand how much your institution is spending on administrative services on a per-student basis.

3. **Program & Department Budgets:** Analyze budgets by term, semester or year and compare with actual spend.

4. **Revenue, Grants & Funding:** Alumni donations, endowments, research grants, fundraising efforts, federal funds and other monetary benefits.

5. **Student Financial Aid Percentages:** Track the number of students receiving scholarships or government aid.

6. **Tuition Costs:** Monitor costs accrued by students on a semester or annual basis.

Example:

Performance metrics is an umbrella term that involves all processes that can be tracked, measured and analyzed. KPIs or KPMs are specific, measurable goals you want your institution to achieve and aligns with institutional mission and goals.

Example: Instructional cost is a KPI under the category Business & Finance. Tracking instructional costs by evaluating the cost of part-time and full-time faculty members, cutting down costs by recruiting more part-time faculty, or increasing number of courses for full-time faculty are ways of measuring and analyzing instructional cost. Tracking instructional costs helps an institution to better allocate faculty resources and avoid making arbitrary cuts.

Student Success Key Performance Metrics

1. **Graduation Rates:** The percentage of students who graduate and the amount of time it takes them.

2. **Course Success Rates:** Monitor completion rates on a course-by-course basis.

3. **Persistence Rates:** Understand and monitor the factors that affect students' persistence on to the next semester.

4. **Student Engagement:** The number of students who study abroad, live on campus, participate in research activities, are enrolled in honors programs, etc.

5. **Student Outcomes:** Keep track of students after graduation to see where their education takes them.

6. **Disproportionate Impact:** Measure gaps between certain cohorts and your overall student body.

7. **Passing Rates for Licensure Exams:** Evaluate the effectiveness of your programs in preparing students for licensing exams.

Enrollment Management Key Performance Metrics

1. **Transfer Rates:** How many students who apply and are accepted are transferring from other institutions?

2. **Acceptance Rates:** The percentage of students who applied and were accepted. Compare your rates to other schools to measure your competitiveness.

3. **Student Acceptance by Zip Code:** See where your students are coming from, and use the information to tailor marketing programs.

4. **Year-Over-Year Enrollment:** Monitor daily enrollment data to make year-over-year comparisons.

5. **Retention Rates:** What percentage of students return for the next semester?

6. **Recruitment Marketing Programs:** Measure the success of each marketing campaign.

Academic Affairs
Key Performance Metrics

1. **Faculty Workload & Productivity:** Keep track of your instructors on an individual and departmental basis.

2. **Student-to-Faculty Ratio:** The number of students per faculty member, on a campus-wide basis or by department.

3. **Faculty & Staff Tenure Rate:** The length of employment for faculty members and other support staff members.

4. **Faculty Turnover:** Supporting tenure numbers, turnover rates identify areas with weak employee retention.

5. **Part-Time vs. Full-Time Faculty:** Examine the costs and benefits for both types of instructors.

6. **Weekly Student Contact Hours:** Analyze productivity by certain courses, sections, instructors and other variables.

Facilities & Resources
Key Performance Metrics

1. **Section Fill Rates:** Identify the number of enrollments for each section of each course.

2. **Classroom Utilization:** See when, where and how classroom resources are being used.

3. **Sustainability:** Evaluate emissions, keep track of LEED certification data and monitor utility spends.

4. **On-Campus Housing & Commuters:** Know the lifestyle of your students to influence future campus upgrades.

Group Discussion

1. Identify KPMs that you deem important within your department/unit.

2. List essential data tools that can be used to assess KPMs.

3. Suggest two actionable methods that will contribute to improving KPMs within your unit.

Breakout room discussion – 20 minutes

Group Discussion

Time: 11.20 -11.30 a.m.

Using Data to Increase Student Success
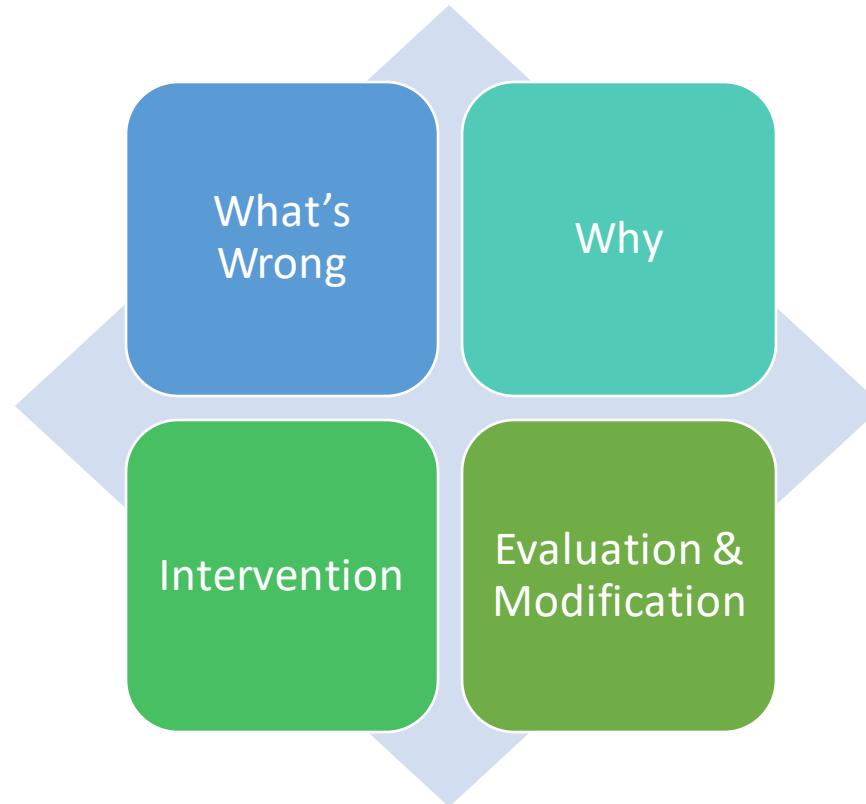
Four Components

Component 1 - "What's Wrong"-

Use disaggregated longitudinal cohort data to determine:

1) Which student groups are less successful than others (i.e., identify equity gaps in student success)?

2) Which high enrollment courses have the lowest success rates?

Component 2- "Why"

Collect, analyze, and use data from other sources (focus groups, surveys, literature reviews) to identify the underlying factors (barriers or challenges) impeding student success.

Component 3- "Intervention"

Use data from Component Two to design new interventions, or revise current ones, to effectively address the underlying factors impeding student success. Review and consider changes to existing college practices and policies that impact the underlying factors impeding student success.

Component 4- "Evaluation and Modification"

Collect, analyze, and use evaluation data to answer:

1) To what extent did the interventions (including policy changes) effectively address the underlying factors impeding student success?

2) To what extent did the interventions increase student success?

Make modifications based on evaluation results.

Data-Driven Decision-Making Format

Goals & Objectives	Major Strategies	Measurable KPIs	Analysis
Strategic goal 1: To expand program facilities and courses to enhance student enrollment. Objective 1: Increase the number of courses by the end of Fall 2023.	S 1: Develop new courses that would attract students. S2: Allocate courses to faculty. S3: Identify potential skilled faculty to take up the courses. S4: Recruit Full-time qualified faculty for the new courses. S5: Expand facilities for new courses. S6: Impact on revenue for introduction of new course Vs. Faculty	KPI 1: Number of courses introduced. KPI2: Number of students enrolled in new courses. KPI3: Number of existing faculty or new faculty taking up the course. KPI4: Impact on revenue	What do the findings mean? How do they impact on student enrollment? **HOW?**

Questions