ADMINISTRATIVE COUNCIL MINUTES
July 15, 2020

The Administrative Council met on Wednesday, July 15, 2020 at 9:00 a.m. in the Ballroom. Present were Ms. Pam Clark, Recorder; Mr. Richard Collie; Dr. Joe Delap; Dr. Keith Ferguson; Ms. Jackie Gooch; Mr. Jeffrey Guenther; Ms. Belinda Krigel; Dr. Kim LaFevor; Dr. Lee Vartanian; Mr. Chris Latham; Ms. Sarah McAbee; Mr. Mike McCoy; Mr. Rylan Pendleton, SGA President; Dr. Katherine Quinnell; Mr. Derrek Smith; Dr. Jackie Smith; Dr. Stephen Spencer; and Dr. Philip Way. Mr. Jonathan Craft and Ms. Debra Vaughn were absent.

Dr. Way convened the meeting at 9:00 a.m. by welcoming the members.

I.   MEETING TOPIC

Dr. Way stated the focus for today's meeting is strategic data analytics: how we analyze and present data. He asked Mr. Guenther and Dr. Smith to lead the meeting.

II.   STRATEGIC DATA ANALYTICS

Mr. Guenther described how the Gartner Analytics Maturity Model depicts both the value and difficulty for levels of data analytics. He stated that we demonstrate great strengths in two levels on the model and we could improve in the remaining two levels.

Strategic Data
Analytics Handout.p

A.   **Descriptive Analytics** - a strength where we utilize vast amounts of direct and indirect measures that inform us of what has happened. The Annual Assessment Reports, Fact Book, Student Achievement Report and other static reports on the institutional website summarize data.

B.   **Diagnostic Analytics** –an area in which we can improve. Reasons why we have not performed more diagnostic analyses are limited human capital and a lack of a robust data management plan.

C.   **Predictive Analytics** – a weakness historically, but we are improving. Institutional Research has built linear models for use in projecting enrollments and credit hour production based on historic trends. These have been used for recent program proposals to the Alabama Commission on Higher Education (ACHE) for the College of Business.

D.   **Prescriptive Analytics** – a strength as demonstrated by our last Strategic Plan with concrete goals; Annual Assessment Plans that units on campus developed; and most recently, an increase in goal and logic driven grant applications. By using Integrated Postsecondary Education Data System (IPEDS), internal, and the National Student Clearinghouse data, we can review our performance compared to the performance of our peers to set aspirational targets for what we wish to achieve.

Mr. Guenther stated the four levels of analytics align with the four types of reports we use.

1. **Static Reports** – These reports are used for descriptive analytics. It can be challenging to determine how, when, and with whom to share these reports.
2. **Drill down/Ad hoc reports** – Some are available on the ACHE website with data that we provide (to ACHE) at the end of every term. Other reports are available through ARGOS, but access is limited.
3. **Forecasting/Predictive modeling –** These reports have been created for new program proposals. Our new partnership with EAB will allow us to engage in more diagnostic and predictive analysis with regard to student persistence, retention and success.
4. **Optimization** – We have been restricted with these reports because of IT and human capital limitations, both in terms of full-time equivalent (FTE) and employee skill sets.

Mr. Guenther stated consulting firms encourage the following policy and process improvements as essential early steps to increase the value of data and analytics.

1. **Master Data Management** – Establish an agreement on how data is entered into Banner and other applications, how the information is stored and disseminated. Reconvening the Banner users group and creating an ARGOS users group could help Athens State to create and maintain such a plan.
2. **Application Data Management** - Determine the products we want to use to ensure uniformity of data and access to the data.

III. GROUP DISCUSSIONS

The members were placed into groups: Academic Affairs, Enrollment and Student Services, Financial Affairs and Advancement. For the group discussions, Mr. Guenther suggested each group think about the following:

What would you suggest in your areas so we would better embrace data and analytics

1. as a utility making sure the data are available to all entitled stakeholders?
2. the data as an enabler, helping us to achieve our specific organizational goals?
3. as a driver, helping us to identify new organizational concepts and new sources of revenue?

Dr. Smith asked the members where they get their data. There were various answers including Information Technology, Sales Force, Office of Institutional Research and Assessment, and ARGOS. Dr. Smith stated we use different sources in different ways. She suggested having a data dictionary, data literacy, and a data governance plan for everyone to use.

What data analytics are needed to inform our strategies in each vice president area? What do we have and what do we lack?

A. Financial Affairs Group – Human Resources, Finance, Physical Plant and Security

1. **Human Resources**

- Employee turnover – have data but not in published format

- Training/ROI
- Productivity by employee
- Absentee rate
- Employee engagement
- Diversity data and initiatives of inclusion
- Compensation and market

2. **Finance**

   Dashboard to include
   - Profitability analytics
   - Cash flow
   - Usable financial data
   - Area and program productivity reports

3. **Physical Plant**

   - Risk assessment – compliance audits – external/internal regulatory
   - Inspections
   - Fam Point – reports to provide data as follows:

       o Number of classrooms and capacity
       o Utilization reports
       o Common/public space – capacity and utilization
       o Deferred Maintenance reports and programs

4. **Security**

   - Mandatory reports – crime and safety reports and trends
   - Risk assessments
   - Inspections
   - Training data – active shooter, emergency protocols - how many train? how often?
   - Measure results of initiatives (ROI)

B. **Academic Affairs Group** – Academic Programs, Pedagogies, Modalities, Technology and College and Library

   What we need:

   - LMS analytics (when do students use Bb, areas of difficulty)
   - Automated data entry/capture
   - Data dictionary
   - Increased collaboration and communication across units and divisions; break down the silos
   - Data dashboard (dynamic): enrollments; at minimum, FAQs with data excerpts
   - Awareness campaign

C. **Enrollment and Student Services** – Recruitment/Admissions, Services and Student Success

   - Predictive from admit/matriculation history

- Who is more likely to benefit from services?
- Where and when we lose students?
- Insight on student concerns
- Coordination and implementation
- Information back sooner

D. **Advancement** – Donors/Prospective Donors, Alumni, Grants, Outreach, Public Relations and Marketing

- Donors - access to data – employment, salaries; precise data
- Alumni – journey after graduation (include alumni who pursue advanced degrees)
- Grants – data sources?
- Outreach – perceptions and opinions
- Public Relations – perceptions and opinions; student satisfaction (qualitative data)
- Marketing – how are students learning about us and what influences their decision to act?

Each vice president area has Annual Assessment Plans. What data analytics do we need to assess outcomes that matter?

A. **Enrollment & Student Services**

- How effective we are with the actions we are taking.
- We want to know what outcomes are not met so we know what to change. Almost all outcomes state we will increase by x percent every year, when realistically that is not possible.
- We would like to know where we are struggling with student success needs.

B. **Advancement**

- We do more processes than outcomes.
- We need to do a better job with how people think about our scholarship efforts.

C. **Academic Affairs**

- Replace some surveys with focus groups to get information in a timelier manner.
- Evidence/use of Results – we keep up with what is changed based on the assessment results.

Summary of
Assessment Action F

D. **Finance**

- We need to do a better job of measuring return on investment (ROI).

Dr. Way thanked everyone for their time and stated we would meet in a month. The meeting adjourned at 10:28 a.m.

Respectfully submitted by Pamela Clark