

FROM DATA TO DECISIONS: SMART ANALYTICS FOR STUDENT SERVICES

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SESSION ORDER

- Rationale
- Intro to Data-Driven Decision-Making
- Stakeholders and Clients
- How to Collect and Utilize Data Strategically
- Do's and Don'ts of Data Collection
- Do's and Don'ts of Data Communication
- Your Anecdotes, and Discussion



RATIONALE

- Accreditation and a data-driven Dean
- Repairing ineffective strategies
- Desire for office best practices
- Strategic thinking vs.
day-to-day record-keeping
- Forward thinking –
how to tell your own story



STAKEHOLDERS AND CLIENTS

- Internal
 - Career Services and Student Services
 - Deans and Faculty
 - Prospective and Current Students, Alumni
- Other University Internal
 - Central Administration – Alumni Office
 - Other Career or Student Services Offices
- External
 - Guidebooks – Rating Agencies – Peers – Media – Government



WHY TELL YOUR OWN STORY

Accreditation Template

Destination of Graduates by Employment Type 2012

Employed	75
Continuing education/training	15
Actively seeking employment	35
Not seeking employment	0
<u>Unknown</u>	<u>15</u>
TOTAL	140

Internal Data

% Employed, 2012

U.S.	90%
International	89%
Government	89%
Nonprofit	85%
Hospitals/Med	92%
Business/Industry	95%



BASIC PLANNING STEPS

1. Articulate Problem, Mission and Goals
2. Collect and Analyze Data:
Interviews, Focus Groups, Surveys,
Existing Data, and Benchmarking
3. Plan, Present, and Communicate
4. Implement
5. Assess and Modify



WHY COLLECT DATA?

- Support internal office goals
- Support School goals to attract, retain, educate, and graduate highly qualified students into positions of meaningful employment or leadership
- Support School goals to develop relationships with potential employers, and business/ industry, for job placement, partnerships, and corporate giving
- Conduct research that leads to effective and testable strategies



GETTING STARTED: OFFICE NEEDS

- Staff member(s) devoted to data collection, analysis, and reporting
- Organized calendar of data collection and reporting
- Up-to-date database of student information
- Access to and experience with tools for designing and administering surveys/form
- Experience with and understanding of survey/data analysis
- Template for survey/data reporting
- Understanding of reporting needs for stakeholders



TYPES OF ASSESSMENT

- Database analysis of your students
- Satisfaction, or Needs and Preferences Surveys
- Program Evaluation
- Outcomes Assessment, incl. Learning Outcomes, Success
- Exit Interview or Survey; Career Path/Alumni Survey
- Accreditation Self-Study
- Benchmarking: Individual or group peers, aspirational; professional standards

Collect enough data to pay careful attention to sub-group analyses in addition to the aggregate:

By degree program, year in program, length of program, age of students, full-time vs. part-time, GPA, international vs. domestic, for-profit vs. non-profit employer, etc.



EXAMPLE: YALE CAREER OFFICE

Goal : To Create a System and Sustainable Process for Collecting and Presenting Employment Outcome Information

Who needs/requests career office data –

- Accrediting agencies
- Deans, Faculty
- Prospective Students
- Administrators, Admissions and Student Affairs Colleagues



YALE CAREER OFFICE

Challenges and Opportunities:

1. No past data – had to start from scratch
2. Budget Constraints
3. Staff Training Needed
4. Sustainable –data that could be built upon and integrated into Admissions and other Student Affairs data collection efforts



YALE CAREER OFFICE

Data must be methodologically sound

- Needed help determining “data points”
- Did not want the “throw everything at the wall and see what sticks” approach



YALE CAREER OFFICE

What Data did we collect and why?

2010-2012 ALUMNI CAREER PATH DATABASE								
MPH	FIRST_NAME	LAST_NAME	DEPT	GENDER	CITIZENSHIP	JOB_TITLE	EMPLOYER	SECTOR
2010	Stuart	Spear	HPM - HCM	M	US	Consultant	McKinsey & Co.	Business and Industry
2010	Tommy	Totin	HPM - HCM	F	US	Coordinator, GME	Danbury Hospital	Hospitals and Medical Centers
2010	Mary	Sinclair	CDE	F	US	Research Assistant	Calvary Hospital	Hospitals and Medical Centers

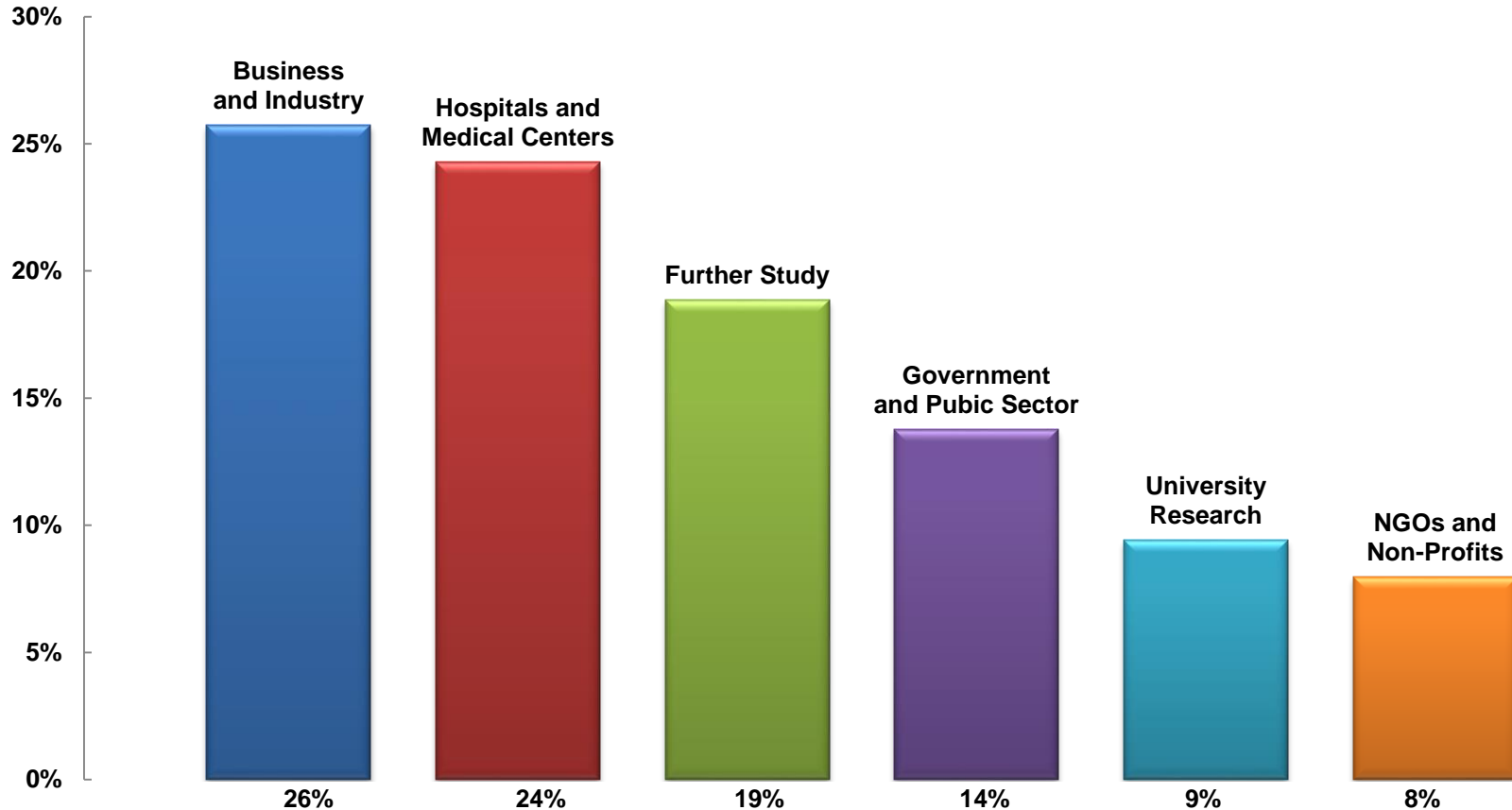
What others things can be included?

- Previous year data
- Gender
- Internship data
- Starting Salary



CAREER OFFICE ANALYTICS

Aggregate 2010/2011/2012



YALE CAREER OFFICE: IMPLEMENTATION

2012-2013 Calendar Year Uses:

- Website revision
- Dean and Faculty Chair presentations
- Annual Report
- Accreditation

Still to Do: Student Services Handout

Good data, well-presented, makes you look good!



SUMMARY OF RESEARCH METHODS

■ QUALITATIVE

1. Interviews
2. Focus Groups
3. Peer Benchmarking (e.g., types of activities or programs)

■ QUANTITATIVE

1. Online survey: Individual link, group, fillable form
2. Paper survey
3. Telephone survey
4. Data analysis, data modeling
5. Peer benchmarking, or other research (e.g., % with jobs at graduation, starting salaries)



DO'S AND DON'TS OF SURVEYS

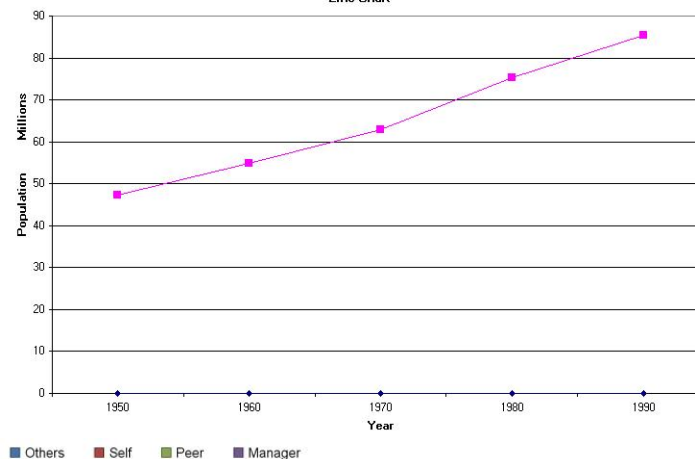
- Effective questions
- Not slanted
- Pitfalls of ratings scales
- Better question design
- Analysis –
 - Problem with Averages
 - Precision
- Good tools (Can Survey Monkey deliver?)



DO'S AND DON'TS OF EFFECTIVE DATA COMMUNICATION

- Types of charts (Line, Bar, Pie)
- How much do you share, and with whom?
- Easy on the eye....
- Charts and tables, vs. narrative

Population of Southern Region of the U.S.
Line Chart



■ Others ■ Self ■ Peer ■ Manager

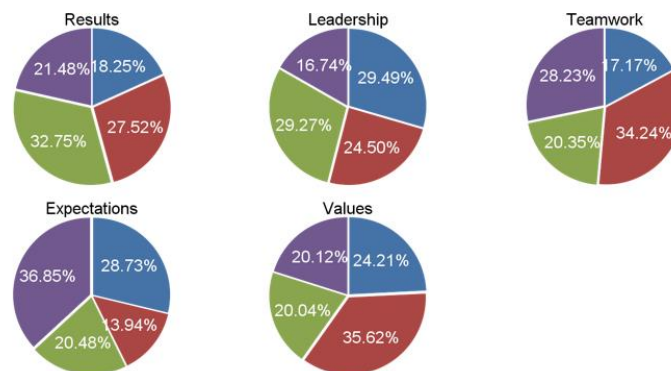
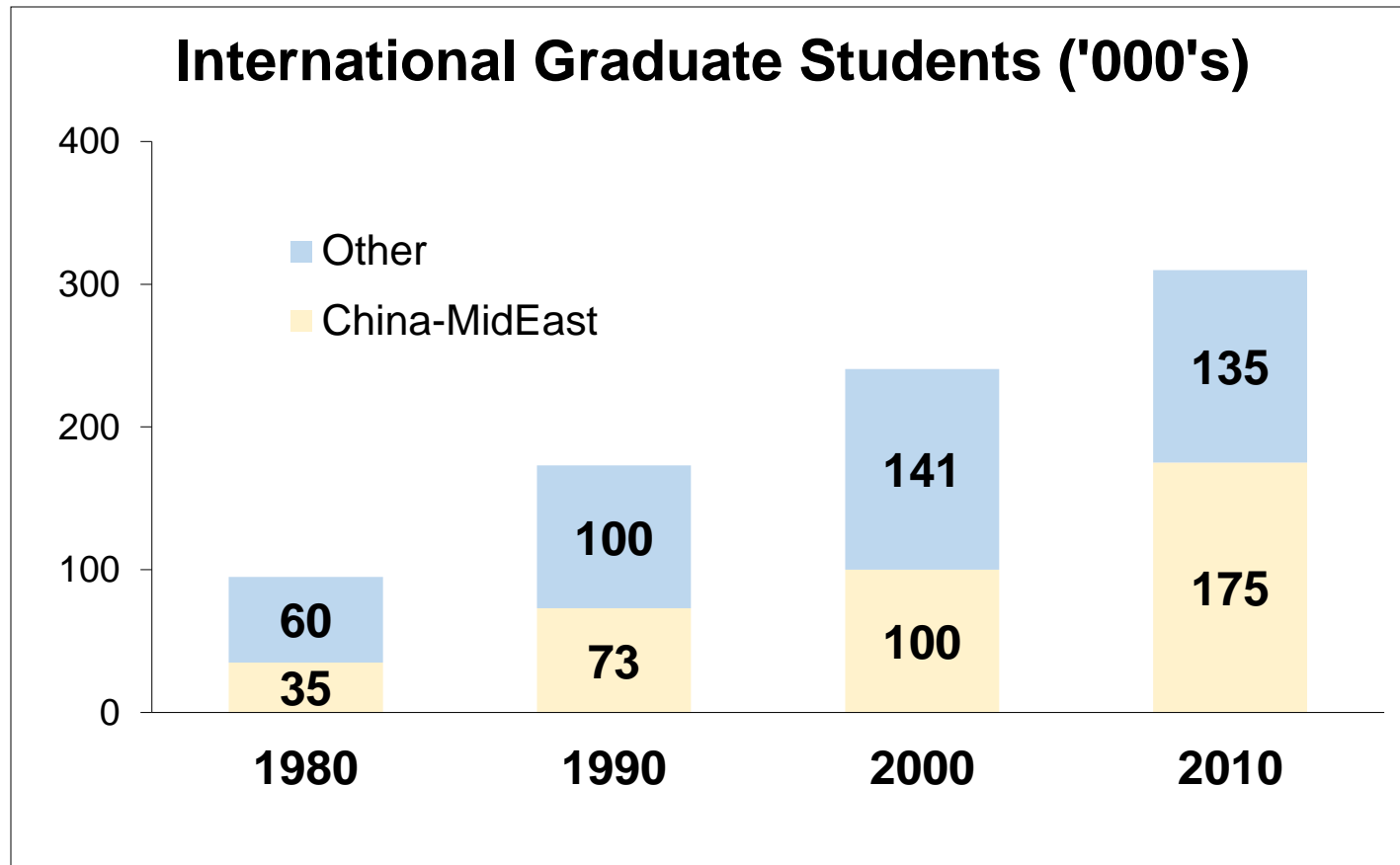


CHART ELEMENTS



The population is still growing, but the rate of growth has slowed. From 1980 to 1990, the population grew 82%, and from 2000 to 2010, only 29%. What this chart does not show is that the countries of origin that are fueling the continual growth have changed. India remains a strong source; the new powerhouses are China and the Middle East.



INTEGRATED STUDENT SERVICES EXAMPLE

- Regularize data collection and analysis as an informative part of planning
- Establish “feedback loops” from data collection to analysis to administrative adjustments



SHARING

- Your success stories, or not....
- Stories of:
 - Poor response rates, making data unusable
 - Data collected and ignored
 - Data collection successful, but didn't collect what was most useful or most needed
 - Difficulty understanding results
 - Difficulty conveying results
 - Sharing among internal School or University offices?
- Questions?



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Thank you for attending!

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