The Digital Challenge for HEIs today is Philosophical First Organizational Second; It is not Technology

Darwin

Image: Dreamstime.com

"It is **not the strongest** of the species that survives, nor the most intelligent that survives;

it is the one most adaptable to change."

TRANSFORMATION

Image: Chiefexecutive.net

Abstract

- Types of data required to inform decision making
- Challenges / Values / Risks
- One size data sets not being **fit for purpose**
- **Value** of staff knowing what data is available and how it can be used
  - ❖ to support achievement of goals/targets
  - ❖ student success (individual)
  - ❖ HEI Mission and vision (organisational)
- Impact of **internal** vs **external** data sets to support strategic planning and promote sustainability and growth

Image: nwlink.com

Challenges

- Developing horizontal organisations in an age of vertical organisations

- Developing organisational awareness of data and analytics

- Building capability and a culture around data

- Connecting huge volumes of data across disparate datasets – fitness for purpose
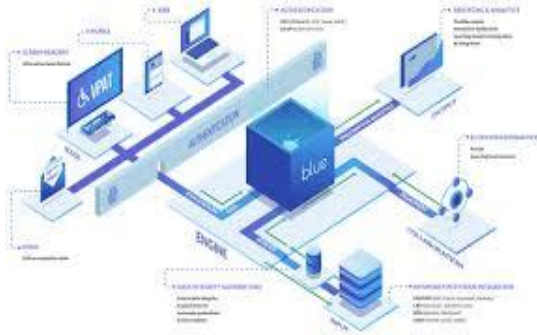
- Shifting paradigms and 21st century students

Value your Data

Image: Explorance - Blue

- Establish clarity on what data needs to be able to do for us

- Avoid the 'one size fits none' conundrum

- Avoid ambition exceeding requirements

- Volume/frequency of data collection = what data is used for (decision-making/enhancements)

- Classify data for its importance inside and outside of the organisation

Data Risks

Image: mindstick.com

- Ambition exceeding need

- Misconception: bigger does not always make better

- One size does not fit all
    - ❖ Stop and think – don't just use data you already have, use data you need
    - ❖ Should not provide answers, but prompt questions

- Too much focus on external compliance

- Poor data integrity

- Lack of staff awareness and training

Using Data for Decision-making
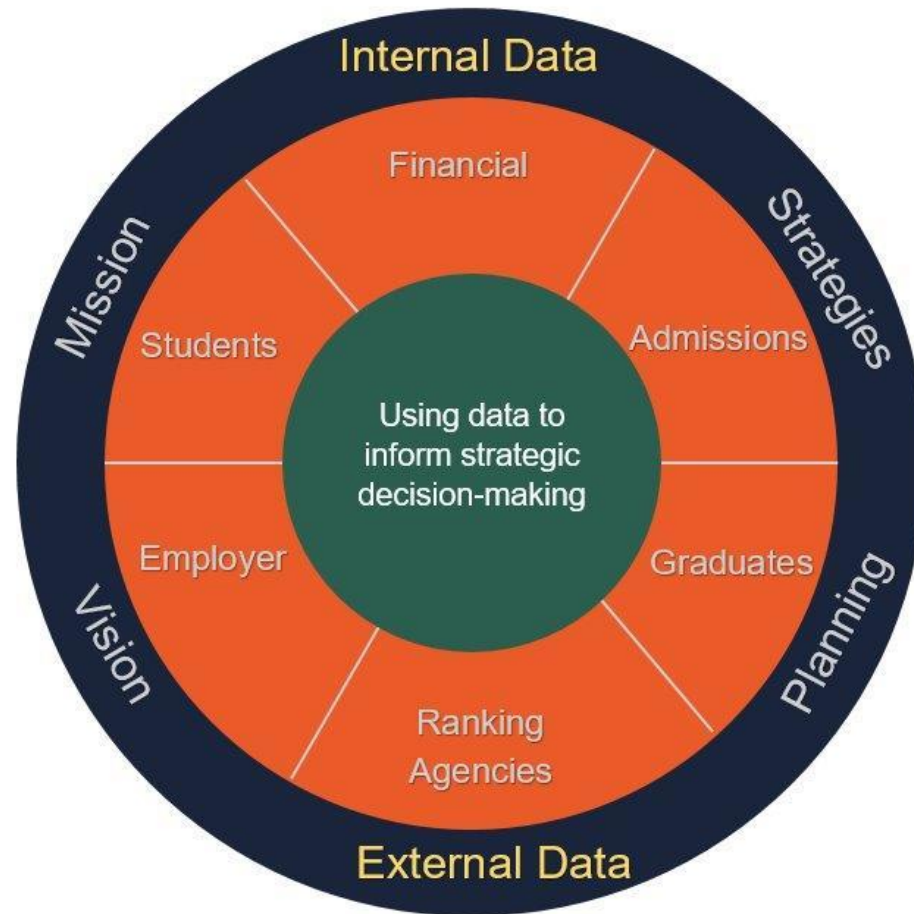
Performance Metrics should be…

1. Strategic
2. Relevant
3. Defined
4. Quantitative
5. Achievable

Image: Becoming Human: Artificial Intelligence Magazine

Internal vs External Data

Internal: enhance performance and guide decision-making

Image: HETC University Project

External: enhance growth (attract students, funding and partnerships)

Internal Data

- Surveys

- Performance metrics
  - ❖ Admission indicators
  - ❖ Student outcomes
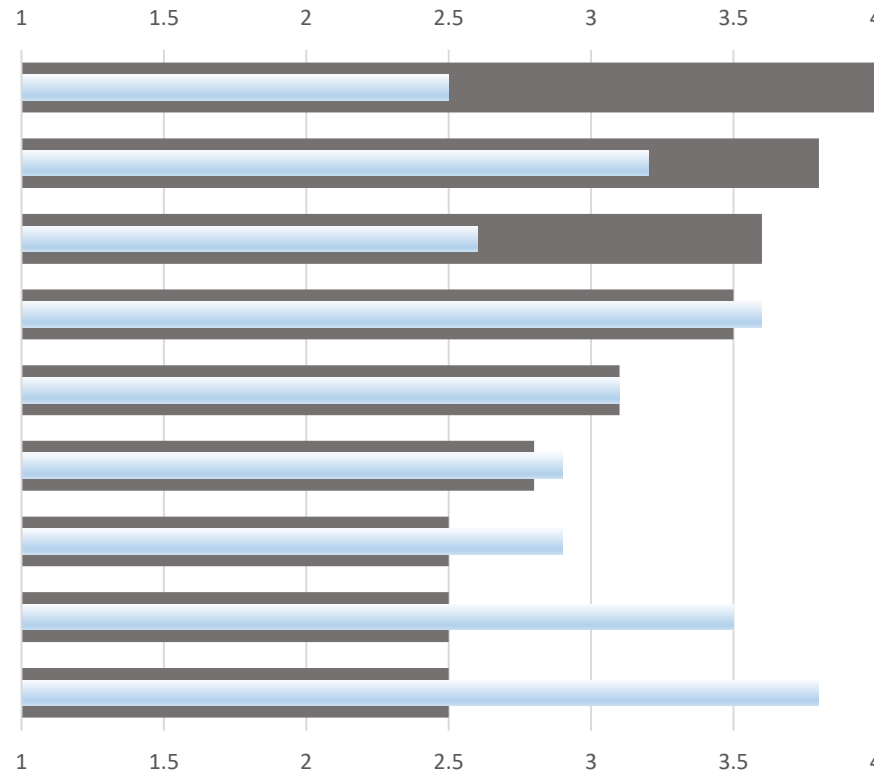 - ❖ Research performance
  - ❖ Financial

Image: qualtrics XM

Designing the Survey

- Satisfaction surveys
- Think and start small, not big
- Think ability to change
- Data ⟷ strategic plan
- Importance scale – actions and investigations

Sample Student Survey

Student Survey Results

Chart axis (top and bottom): 1, 1.5, 2, 2.5, 3, 3.5, 4

Categories (top to bottom):
- Tutorials — **ACTION**
- Academic support workshops — **ACTION**
- Cafeteria services — **ACTION**
- Timetable
- Health Services
- Campus security
- Lab equipment — **INVESTIGATTION**
- Lecture notes — **INVESTIGATTION**
- Academic support in class — **INVESTIGATTION**

Legend: ■ Importance ■ Satisfaction

Survey Action Cycle

Data from surveys designed to effect change

Decide on actions Delegate → Allocate Resources → Measure Completion → Communicate
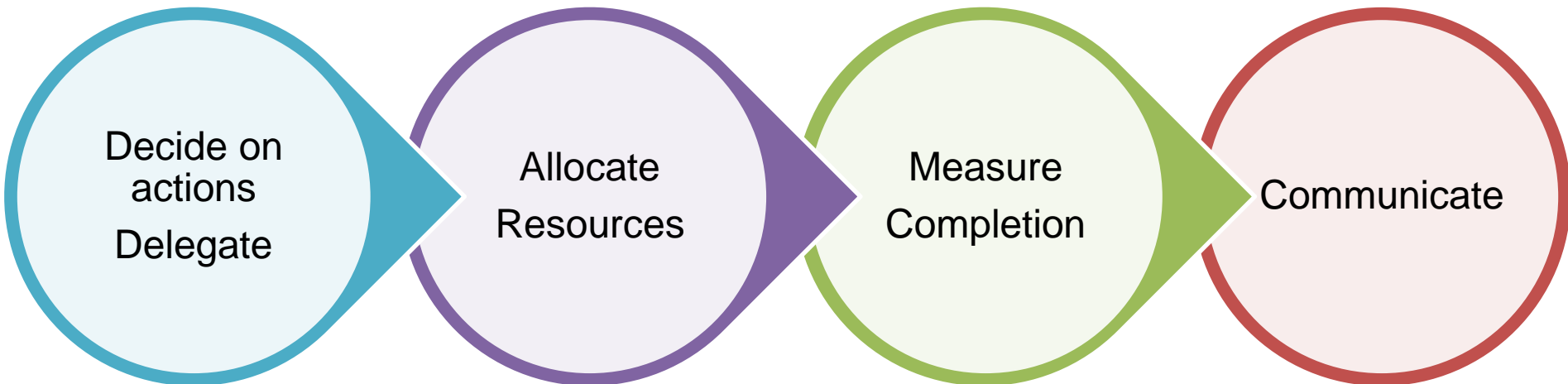
Importance of Communication

- Ensure your feedback is related to target group
- Present all findings, value in sharing negative results
- Communicate explicitly on actions resulting from surveys
- Present the action implementation plan
- Implement actions with minimal delay

Image: Unesco Project planner

External Data Sets

Graduate Destinations

Image: www.kiplinger.com

Employer Feedback

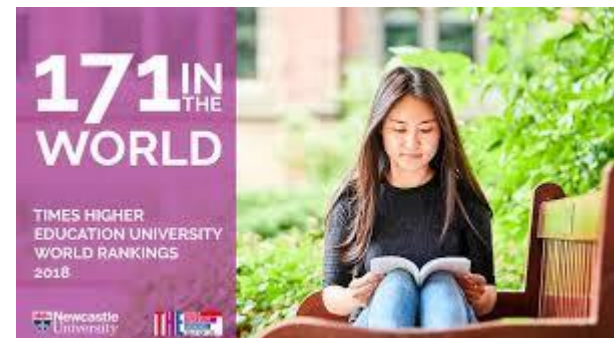Image: Careercharts.co.uk

Ranking Agencies

Image: Times Higher Education

External Data enables HEIs to…

- Ensure alignment with market needs

- Develop work-based / work-integrated learning models

- Identify short courses needs / training opportunities

- Generate more employable students

Employer Engagement

Employer Engagement

Student employability
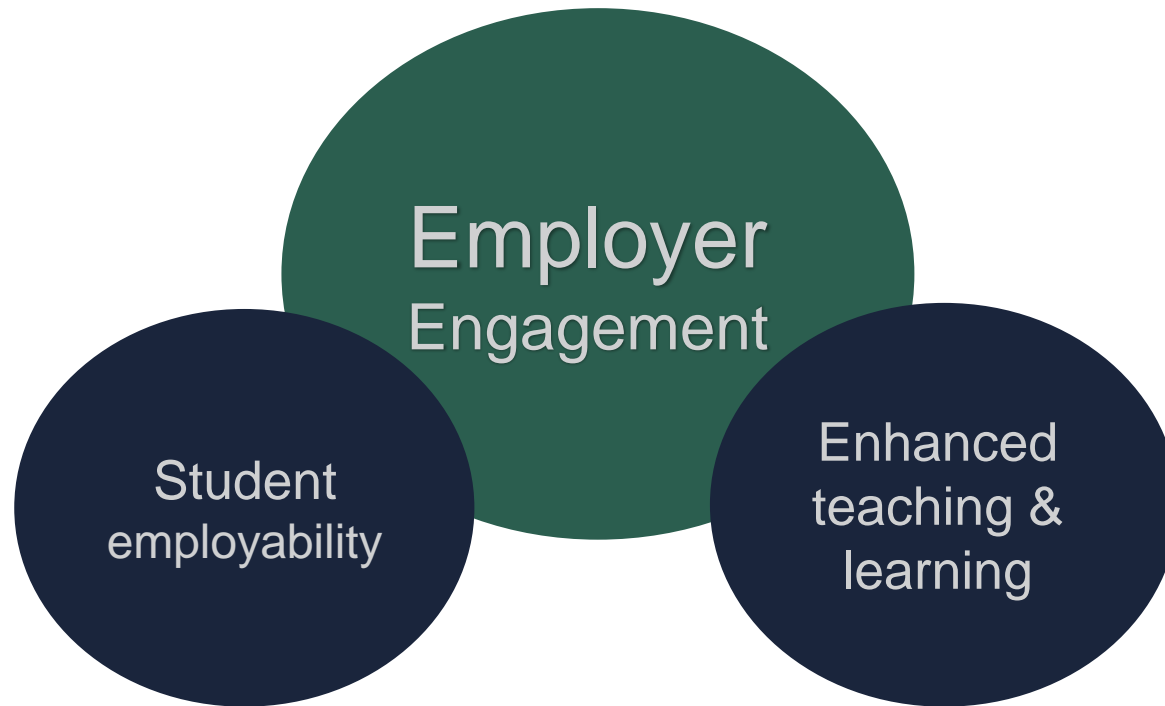
Enhanced teaching & learning

Image: uscib.org

HEI - Employer Link

- Enhancing student employability
- Embedding practical and vocational skills within the curriculum
- Providing access to practical/hands-on training and development opportunities
- Facilitate joint research on relevant business/industry needs
- Opportunities for partnerships (collaborative: enterprise / innovation /knowledge transfer)
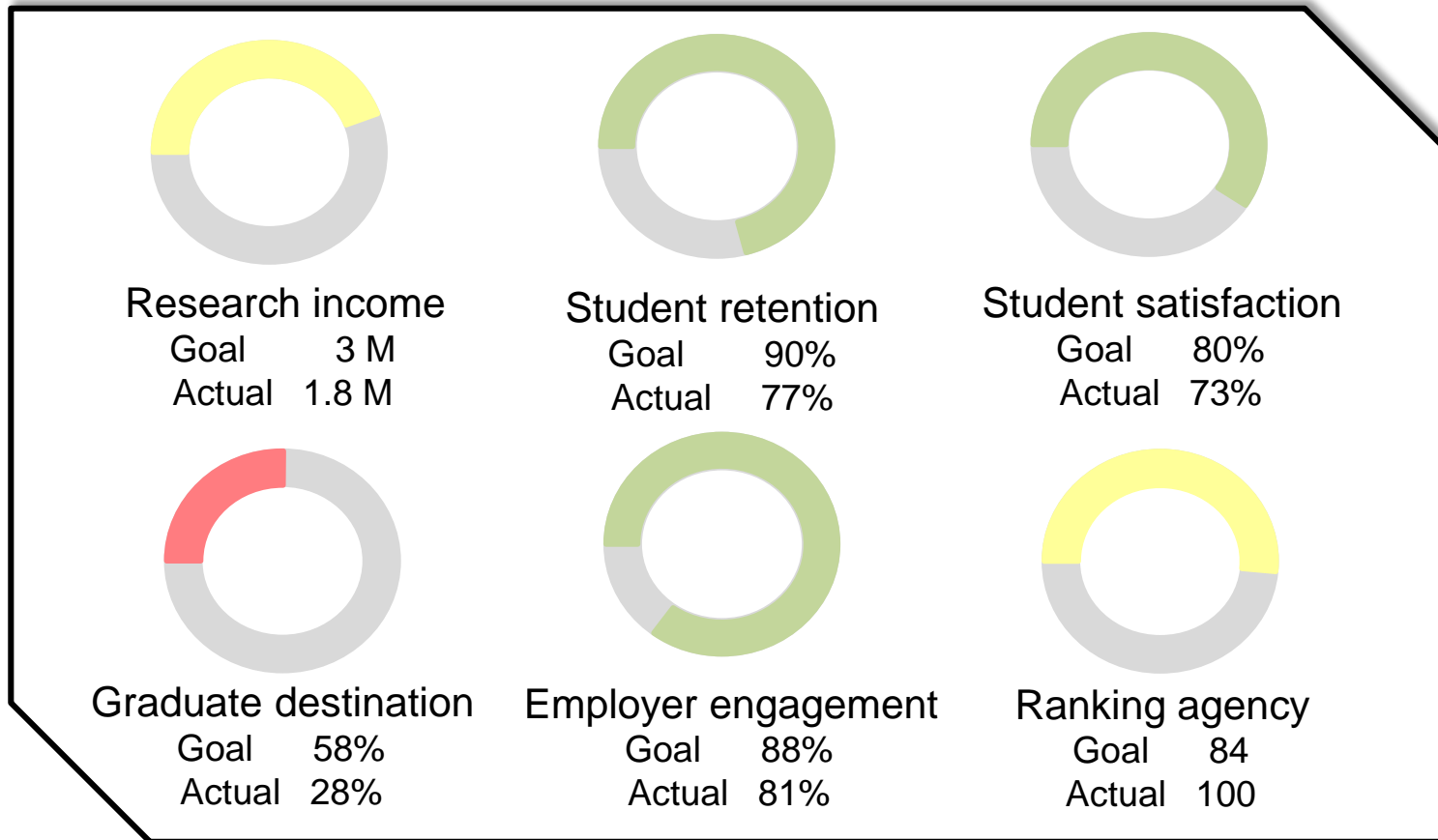
Graduate Destinations Data

- Collected at national or regional levels

- Captures the perspectives and status of graduates

- Provides insight into career destinations and development

- Helps HEIs to evaluate their programs for effectiveness

- Helps HEIs to promote themselves

- Helps governments and society to understand the HE sector and the state of the graduate labour market

Ranking Agency Data

- Helps maintain and build institutional position and reputation

- Used by students 'shortlist' university choice, especially postgraduates

- Used to influence decisions on accreditation, funding, sponsorship and employee recruitment

- Barometer for HEI success in delivering the United Nations' Sustainable Development Goals

- Benchmark for achieving excellence

Sample Dashboard

Y3 Performance Metrics Report – Achievement vs Goal

Research income
Goal   3 M
Actual   1.8 M

Student retention
Goal   90%
Actual   77%

Student satisfaction
Goal   80%
Actual   73%

Graduate destination
Goal   58%
Actual   28%

Employer engagement
Goal   88%
Actual   81%

Ranking agency
Goal   84
Actual   100

Ingredients to Success

- Concentrate on variables within your power to change

- Concentrate on enquiries where you can obtain the relevant data, and linked to strategic plan

- Move away from data silos – think horizontally and engage your people with institutional data sets

- Be flexible, and willing to change and adapt

- Stay focused

Image: UBAsuccess2

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شكراً
Thank you

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