



Building Consensus for Better Data Infrastructure

How to Navigate and Drive Change on Your Campus

Meet Your Presenter



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We help schools support students from enrollment to graduation and beyond

➤ **ROOTED IN RESEARCH**

8,000+ Peer-tested best practices

500+ Enrollment innovations tested annually

➤ **ADVANTAGE OF SCALE**

2,100+ Institutions served

9.5 M+ Students supported by our SSMS

➤ **WE DELIVER RESULTS**

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

➤ Find and enroll your right-fit students

➤ Support and graduate more students



➤ Prepare your institution for the future

Quick Poll



Steady & Consistent

- ✓ Appreciates routine and the structure that it provides
- ✓ Prefers focusing on improving existing systems and processes
- ✓ Less comfortable with the unfamiliar and/or unknown

Risk Neutral

- ✓ Open to whatever direction is best for the organization
- ✓ Mostly cares about making changes in a smart way
- ✓ Rarely proposes changes, but happily contributes

Change Adventurer

- ✓ Constantly looking for new ways to improve work
- ✓ Willing to try anything that could help achieve goals
- ✓ Bored by routine

*Lower
Comfort
Level*

*Higher
Comfort
Level*



Which of these best describes your comfort level with change?

Fast-Moving Market Pushing Higher Ed to Adapt



5

Growing Urgency for Leaders to Make More, Bigger Changes Simultaneously

Select Market Pressures That Higher Ed Institutions Are Facing



Sample Large-Scale Change Initiatives Leaders Are Tackling



Projected decline in US college-age population starting in 2025



Academic reorganization and program revitalization



Shifting student preferences around virtual learning and services



Remote and/or hybrid instruction and administrative services



Rising administrative costs and growing concerns about affordability



Shared services implementation



Stakeholder demands for addressing racial inequities and injustice



DEIJ¹ plan development and enactment

1) Diversity, equity, inclusion, and justice.

A Black Swan Event



COVID-19 Enabled Rapid Change, But Stakeholders Seek Return to Normal

Representative Changes Institutions Made in Response to the Pandemic

- ✓ Remote instruction and online learning infrastructure
- ✓ Remote work expectations and operations
- ✓ Virtual advising, support services, and programming
- ✓ Academic and administrative cost containment

“The pandemic has forced us to make changes **faster than we ever imagined** we could. Prior to COVID, it probably would have taken a decade to move to near universal virtual instruction. Instead, we did it in a **matter of months.**”

*President,
Large Private Research University*

Factors That Will Complicate Change Efforts Post-COVID



COVID-related changes and lessons learned get crowded out amid competing priorities

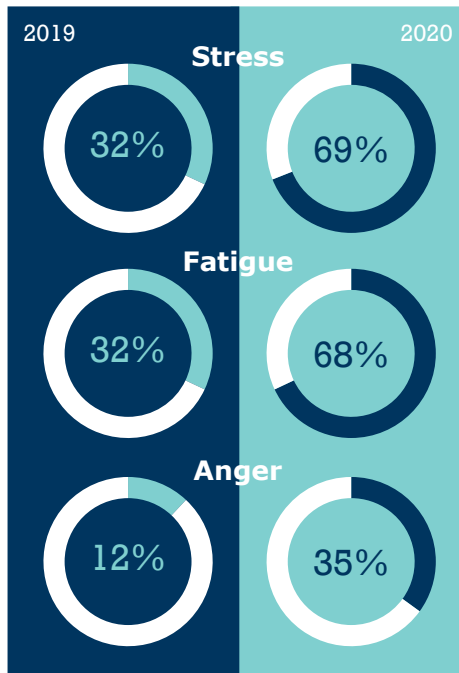


Change fatigue prompts intensified stakeholder resistance to future initiatives

Higher Ed's Burnout Bubble



Faculty Reporting High Levels of Emotional Drain...



.... With Tech Adoption Cited as a Key Contributing Factor



The pandemic has exposed the ways in which **educators have access to powerful technology** for teaching, but often **inadequate scaffolding**, user education and support to maximize its use.”

TARA GRAHAM

VP of Educator Community, Course Hero

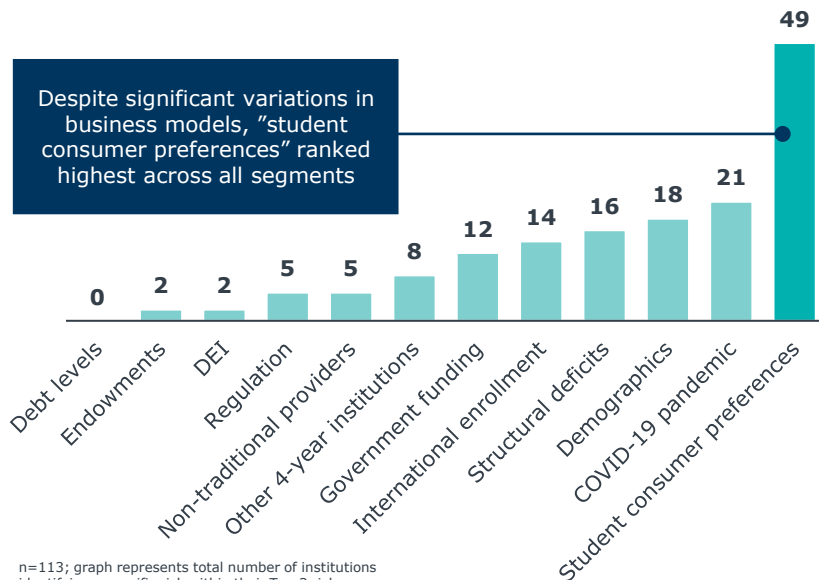
The Future is (Even More) Digital



Student Experience and Financial Sustainability Driving Digital Strategy

“Consumer” Behaviors Pose Greatest Perceived Risk to Today’s Higher Ed Strategy

EAB’s Business Transformation Survey Asked Business and Finance Leaders to Identify the Top 3 Risks Facing Their Institution¹



Despite significant variations in business models, “student consumer preferences” ranked highest across all segments

n=113; graph represents total number of institutions identifying a specific risk within their Top 3 risks.

Leaders Ready to Bet on Tech

85%

Of surveyed business leaders **intend to make major changes to their IT strategy**

89%

Of surveyed business leaders **foresee greater automation of campus services and administrative processes**

The Discipline of Change Management



People-Centric Approach Improves Likelihood of Success for Change Initiatives

Low Success Rates for Change Initiatives Across Industries

50%

of change initiatives are **clear failures**

16%

of change initiatives yield **mixed results**

59%

of organizational changes fail due to **insufficient communications**



Deploying Change Management

- **Definition:**

A set of practices and processes for garnering buy-in and moving stakeholder groups toward a collective goal and/or changed behavior

- **Key Concepts:**

- Focuses on the human and cultural aspects of organizational change
- Entails building awareness and understanding among people affected by change



Improved Outcomes for Change Initiatives Across Industries

93%

of projects effectively applying change management **met or exceeded project objectives**

78%

of projects effectively applying change management were **at or under budget**

69%

of projects effectively applying change management were **on or ahead of schedule**

Quick Poll

Which of these best describes your **campus change management function**?



We currently have **no plans** to develop this capability



We are **planning to develop** this capability



This capability is **present in some areas** of the institution



This capability is playing an **integrated role** across the institution

Imperfect Application in Higher Ed

Leaders Must Look for Partners in Effective Change Management

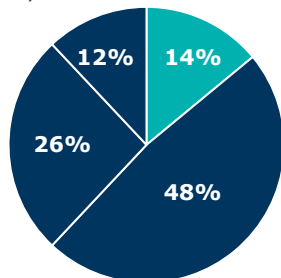
Many Institutions Lack Sufficient Change Management Capability

Percent of institutions with change management capability integrated in planning and strategy

n=495 (presidents, provosts, cabinet members)

We currently have no plans to develop this capability

This capability is playing an integrated role across the institution



We are planning to develop this capability

This capability is present in some areas of the institution

Common Change Management Mistakes Higher Ed Leaders Make



View change management as a one-time event



Take too narrow of an approach (e.g., focus exclusively on communications or incentives)



Fail to anticipate and assess the real-world impact of changes, especially on key stakeholders

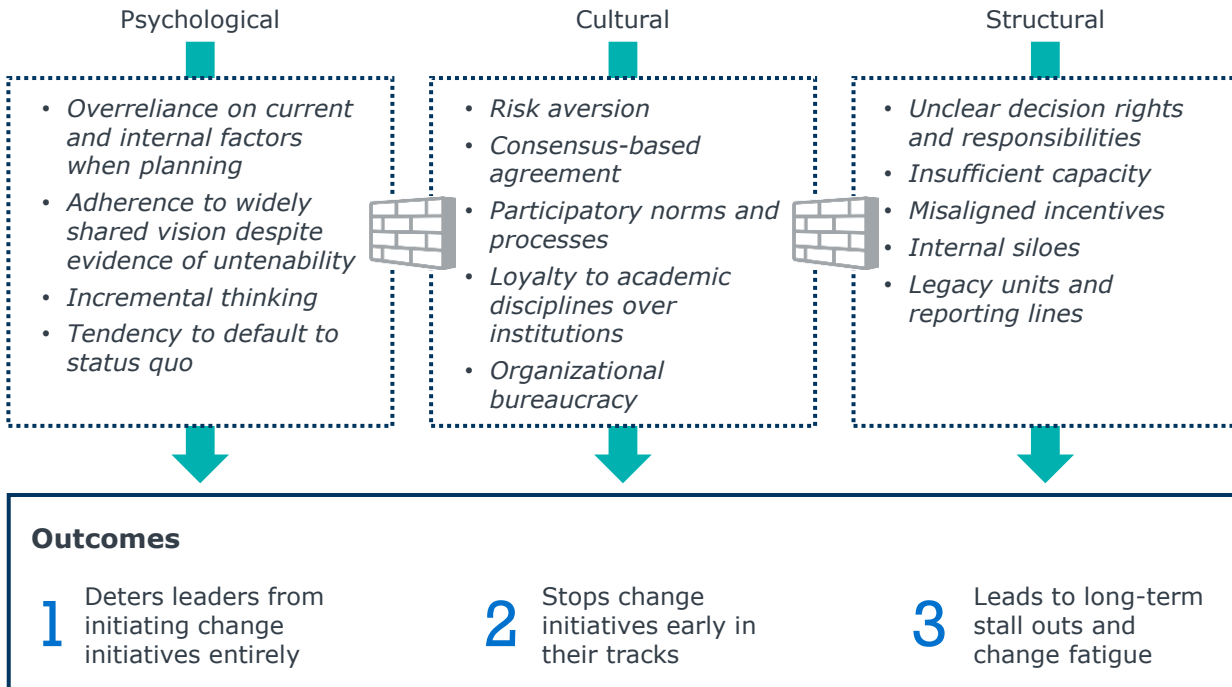


Delegate responsibilities to deputies instead of playing an active role in ongoing efforts

High Barriers to Change in Higher Ed

Campus Leaders Face Strong Aversion, Stakeholder Resistance

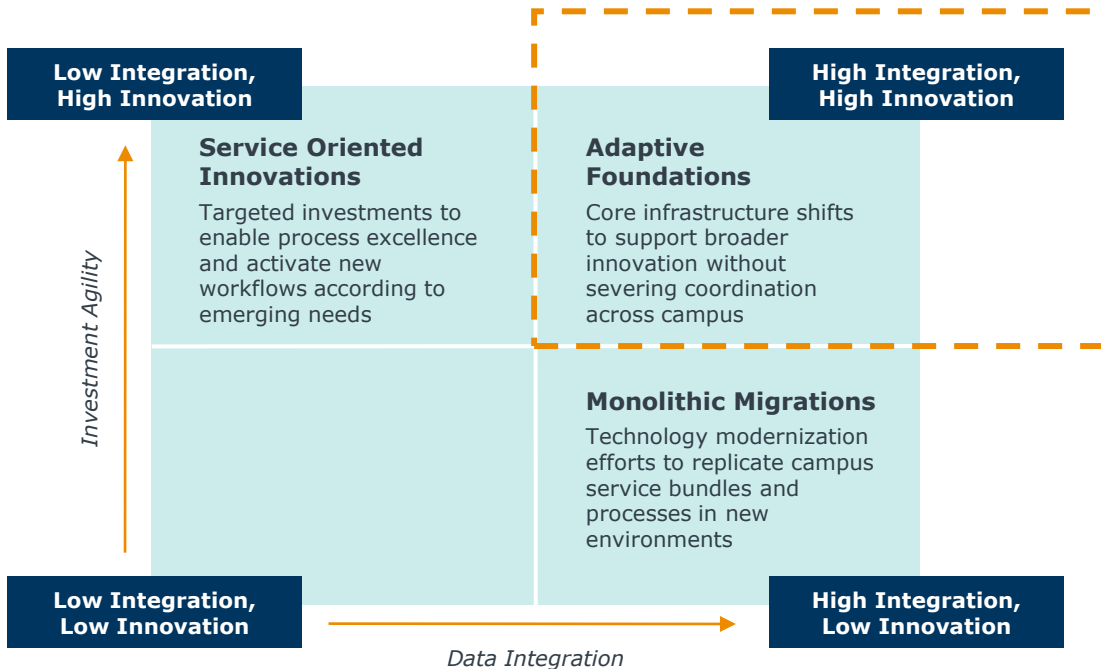
Types of Barriers to Change



Today's Campus Tech Roadmap

Ongoing Investments Fall Into Three Main Categories

Technology Investment Strategies for Digital Agility



Why Invest in Adaptive Data Foundations?

Top Reasons Driving Meaningful Partnerships Around Data

The Not So Power Formula

Increased decisions



Driven by cost



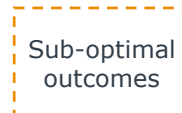
Low confidence



Far too infrequent



Sub-optimal outcomes



Reason for Partnering with Academic Performance Solutions	Average Ranking	Total of #1 Rankings
Creating a new data-informed culture	2.69	22
Widespread use of single data source to support academic activities	3.87	11
Improved data quality	4.11	5
Administrative resource efficiency	4.18	5
Improvement in student progress	4.22	10
Institutional process alignment	5.13	2
Dollars saved	5.31	0
Time saved	6.49	0

Quick Poll



Which of these options is the biggest barrier to building adaptive data foundations on your campus?

- Low Data Literacy
- Insufficient Buy In to Invest
- Poor Data Accessibility
- Poor Data Quality
- No Time to Support Initiatives
- No Urgency to Use Data



Understanding Organizational Barriers

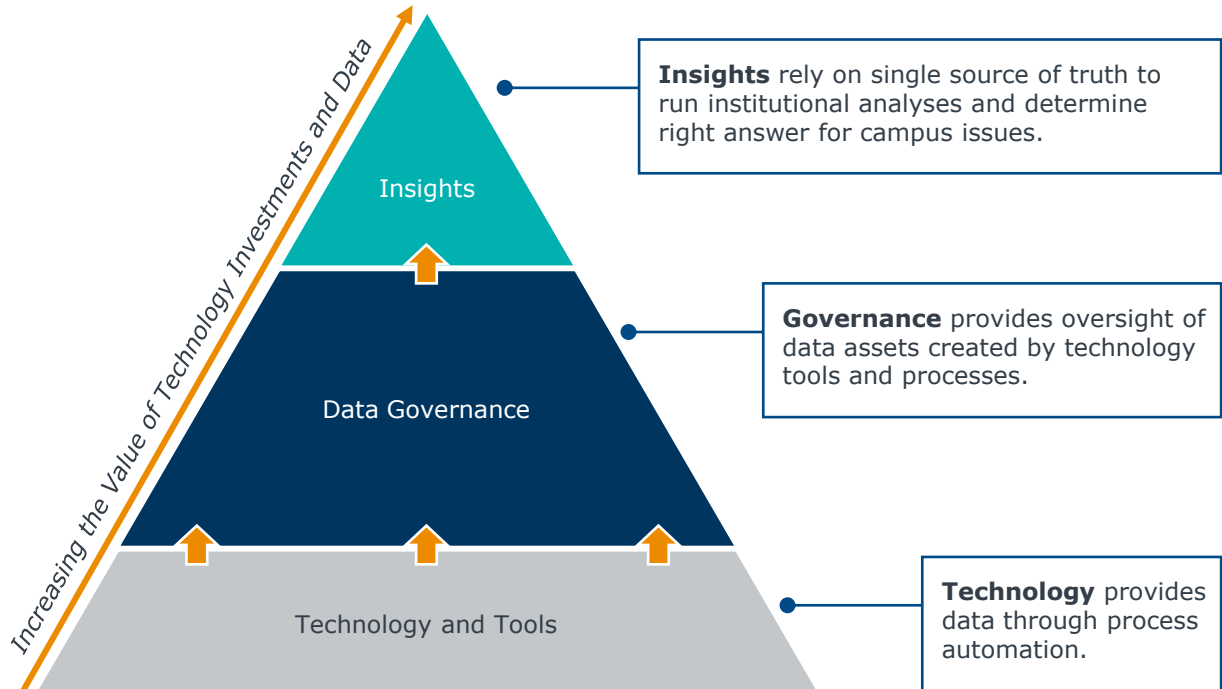
"Please rank your institution's most common barriers for making data-informed decisions."

Ranked Order of the Challenges You Hear From Teams		<u>Number of #1 Rankings</u>
1 Data Literacy	<i>"I don't know where to start"</i>	15
2 Insufficient Buy-In	<i>"Our department is operating just fine"</i>	9
3 Data Access	<i>"I haven't had the data I need"</i>	10
4 Data Quality	<i>"The data isn't right; this doesn't represent us"</i>	11
5 No Time	<i>"I don't have time to do this"</i>	5
6 No Urgency	<i>"This is not a priority right now"</i>	5

Foundational Work Needed on Enterprise Data



Getting Value From Data Requires Campus-Wide Investment





Survey: Data Management Maturity

EAB-administered survey of institutional data leaders and consumers, assessing campus-wide perceptions of current data governance and data management efforts.



Leadership Engagement Interviews

EAB-led interviews with campus leaders and power-users, discussing current data frustrations and aspirations for campus-wide data use.



Results and Recommendations

Survey analysis and results presentation, highlighting areas of high and low data strategy maturity, alignment regarding current maturity levels, and EAB recommendations.



Project and Services Prioritization

Results synthesized to provide a custom list of opportunities for prioritization and subsequent implementation through professional services engagements.

Data Management Maturity Survey

20 Survey Questions Across 10 Domains

Organizational Culture



**Strategic
Vision**



**Data
Culture**



**Governance
Structures**



**Organizational
Continuity**



**Collaboration
Frameworks**

Implementation Practices



**Implementation
Strategy**



**Common Data
Dictionary**



**Data Quality
Assurance**



**Data Access
Management**

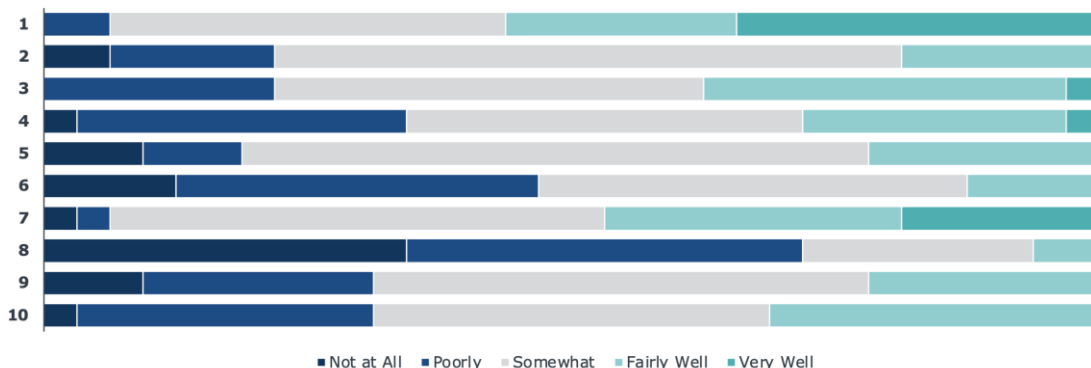


**Data
Consumption**

Data Maturity Survey Results

Woodley University | Culture Alignment

Where Do Respondents Agree and Disagree on Organizational Culture Effectiveness?



1 Surface areas of strong agreement to build campus consensus

2 Identify cross-campus misalignment to support troubleshooting

3 Explore differences of opinion across the campus hierarchy/roles

Data Projects Surfaced in Interviews

Student Engagement Dashboard



Several key stakeholders expressed a desire for tracking student activity data that has historically been hard to capture and consolidate across various systems on campus.

With the relevant source data aggregated, we can create a student engagement dashboard and help flag students of concern.

CRM Implementation Review



With a new CRM, the admissions team was struggling to implement and utilize the full functionality of their new system, preventing the institution from capturing valuable enrollment data.

By leveraging higher ed data experts, we can train and onboard staff to ensure you ROI from technology systems on campus.

Pre-Registration Process

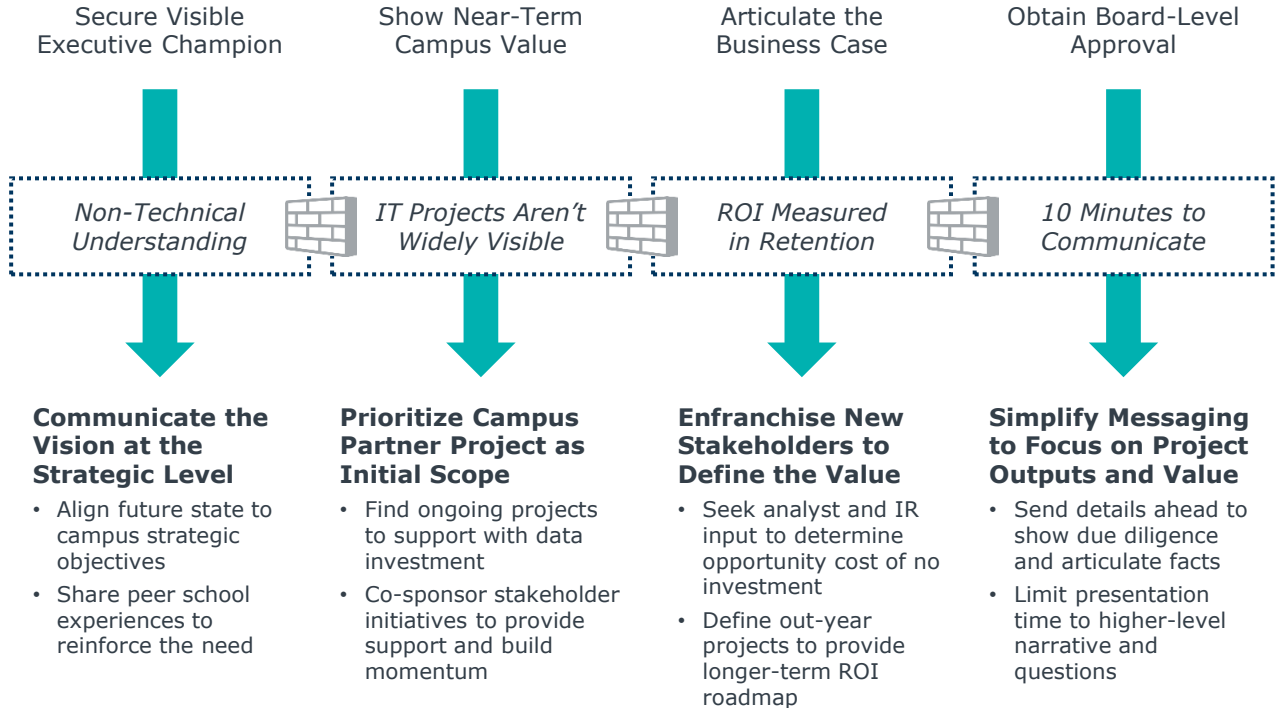


Campus leaders described the labor-intensive process to pull all the information that informs course schedules for incoming students, involving multiple staff members and sources across campus.

Centralized reporting support can significantly speed up this process and free up staff to focus more time and attention on strategic work.

Making the Case for Enterprise Investments

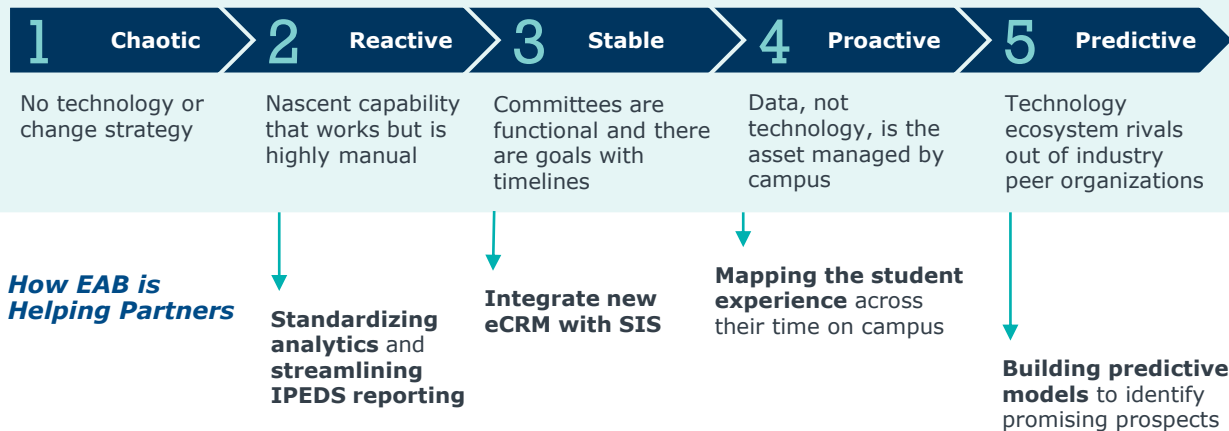
Clearing the Path to Common Data Infrastructure



Meeting You Where You Are

Progress is Possible No Matter Your Maturity

The Spectrum of Higher Ed Technology Maturity



**Self-Sustaining
Success Initiatives**



**Sustainable Data
Environments**



**Improved Decision-
Making Processes**

I'd like to speak to an EAB Expert about...



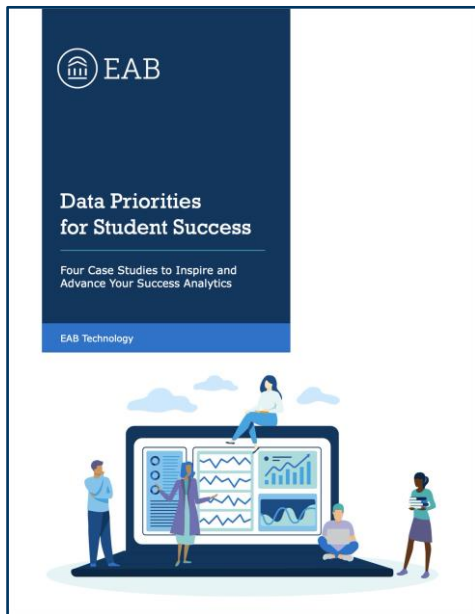
How to convince my campus to make investments in data and analytics



How to identify the right projects to advance our data maturity on campus

EAB Insights Straight to Your Inbox

- 1 Receive our new whitepaper on *Data Priorities for Student Success*.



- 2 Subscribe to EAB's new *Data & Analytics Blog*.



- 3 See how EAB is *Supporting IT Modernization* through Edify at OregonTech.



Key Takeaways From Today's Session



Change fatigue is real—and must be proactively managed to guide your institution forward



Technology-supported innovation must directly address people and process change before, during, and after implementation



Individual leaders have the most profound impact on their organization's change capacity by building relationships and collaborative projects

Ask Me Anything...

Or Reach Out Directly!



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Don't forget to **fill in our survey** as you exit out of today's session.



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