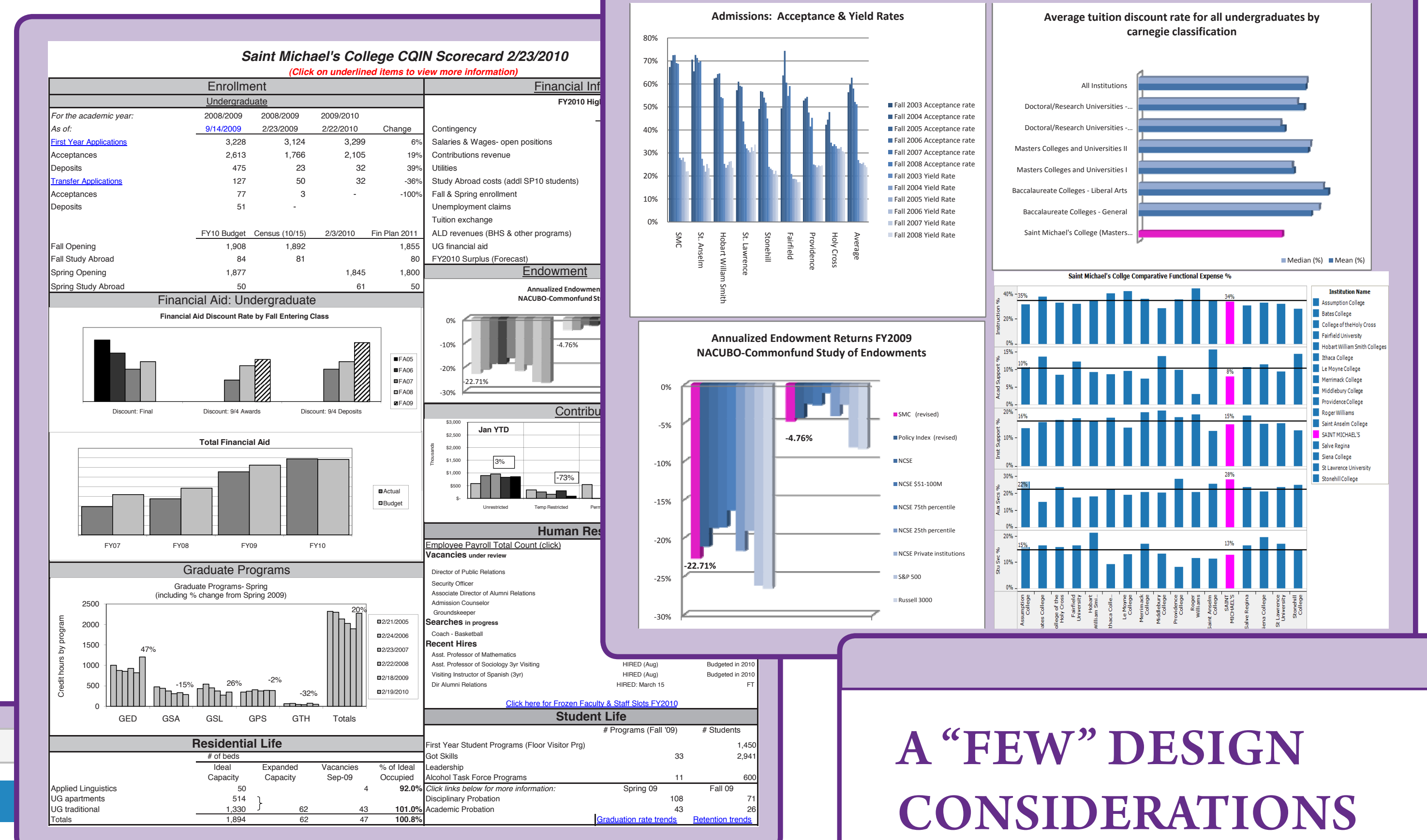


OBJECTIVES

- Consistency in definitions, data sources, timing
- Clarity of interpretation
- Transparency of data
- Early warning system
- Accountability for providing data and ultimately for performance
- Vehicle for communicating and expressing priorities

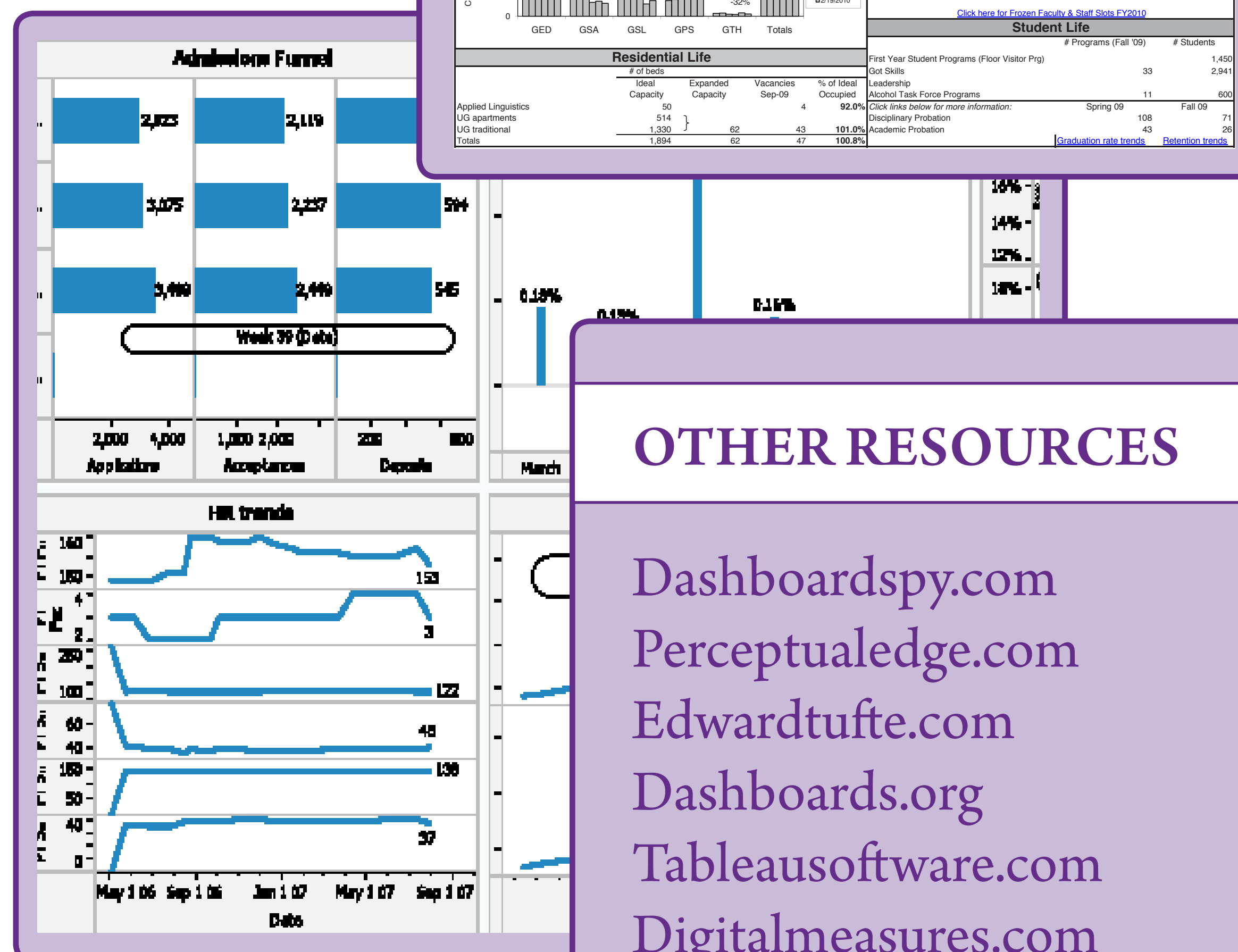
COMMON REPORTING CHALLENGES

- Many different authors
- Different frequencies of production
- Different periods of relevance
- Inconsistent data definitions
- Different decision-making purposes
- Data not available to all Cabinet members
- Updates not always systematically shared



EXCEL 2007 FEATURES

- Functions: Vlookup and others
- Filter: Top 10, Above/Below Avg, By Color
- Conditional formatting
- Eye-catching charts
- Tables
- Pivot tables
- External data
- Data mining Add-In



OTHER RESOURCES

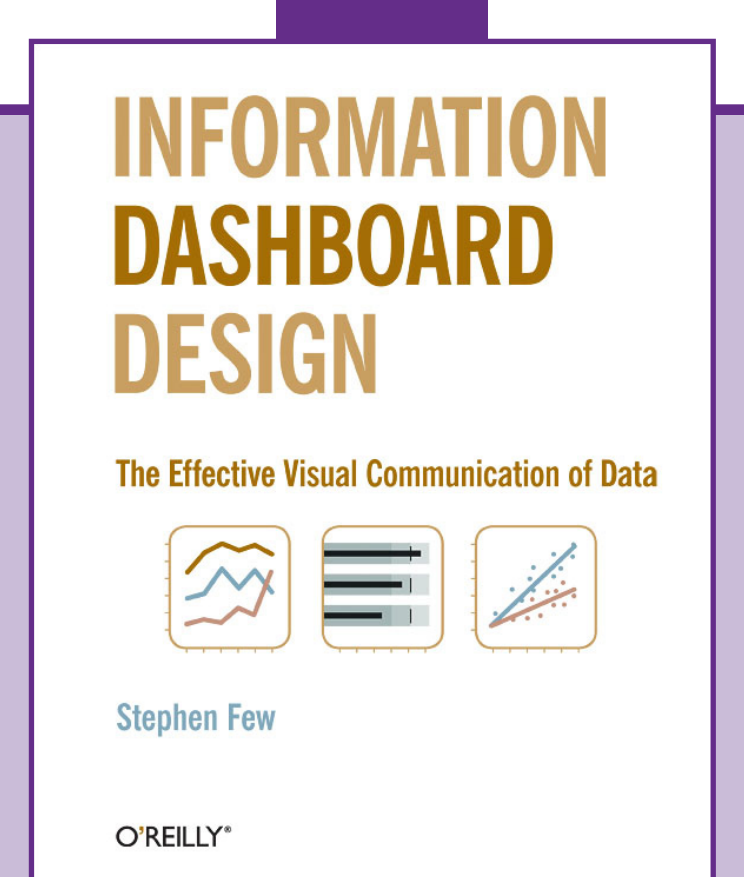
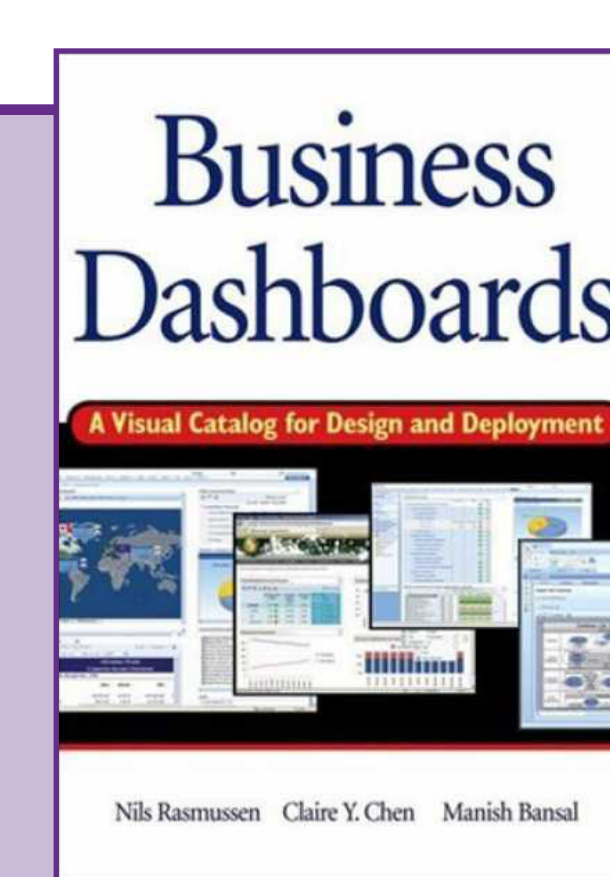
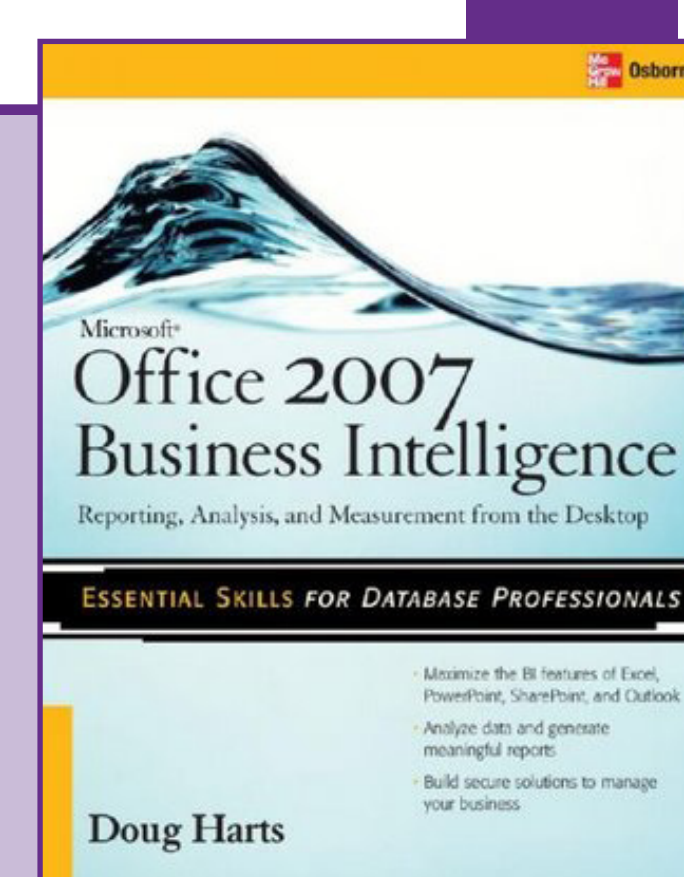
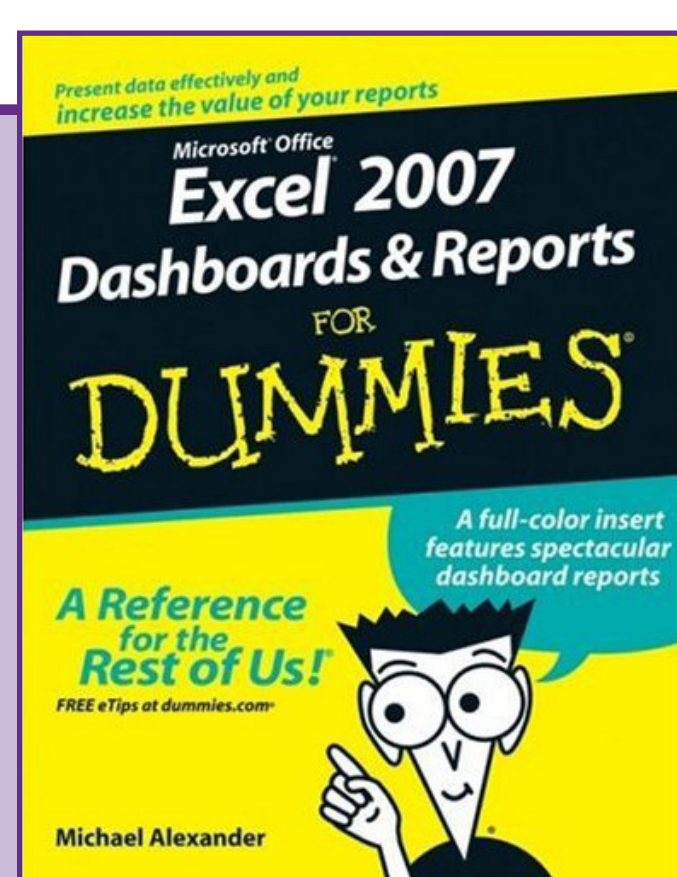
- Dashboardspy.com
- Perceptualedge.com
- Edwardtuft.com
- Dashboards.org
- Tableausoftware.com
- Digitalmeasures.com
- Rapidinsightinc.com

A "FEW" DESIGN CONSIDERATIONS

- Measures
- Context
- Level of detail
- Data coding
- Display media
- Variety
- Design/Color
- Attractive Display
- Arrangement of data
- Single Screen
- Highlight important data
- Avoid useless decoration

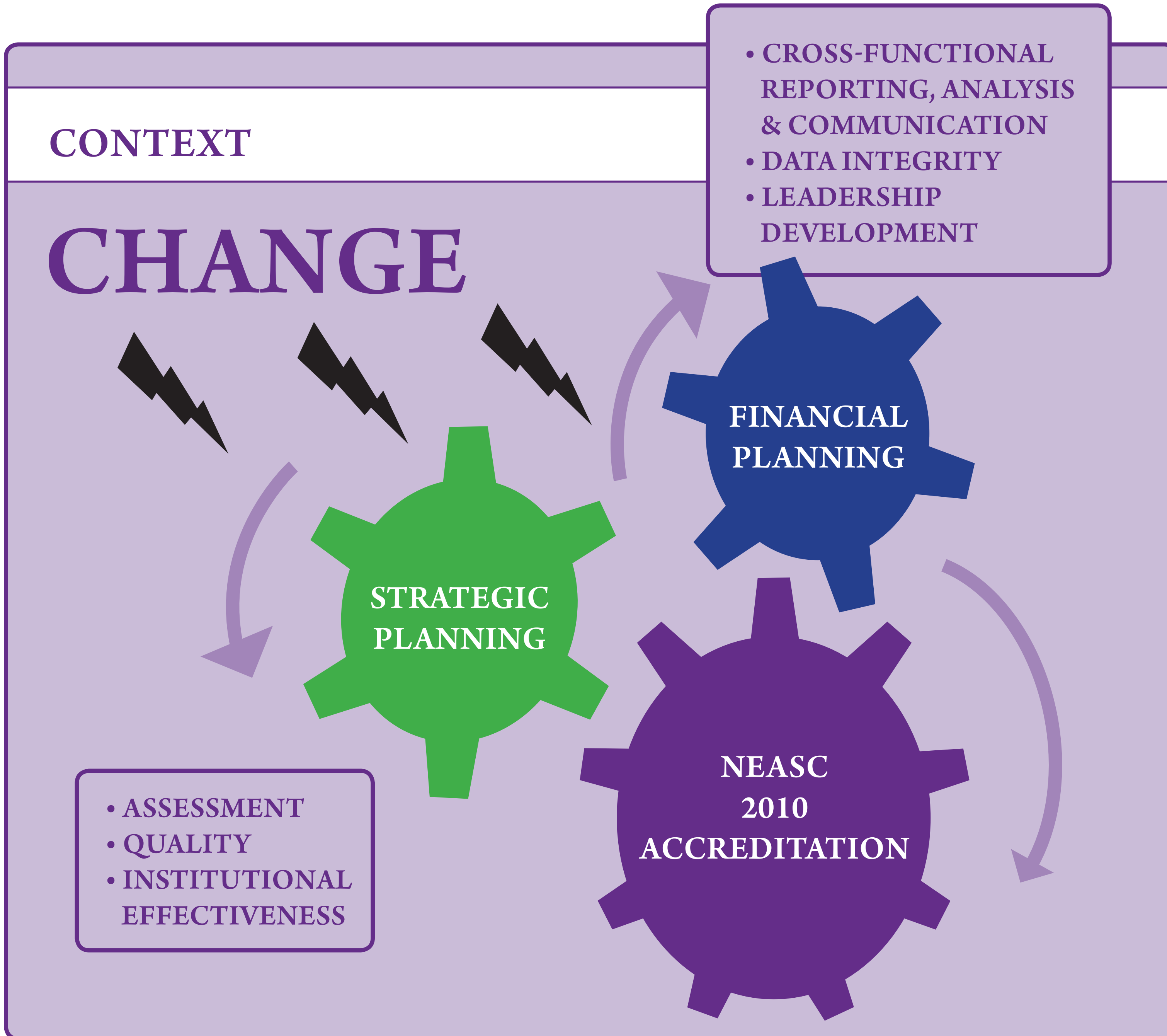
DATA SOURCES

- <http://nces.ed.gov/ipeds/datacenter/>
- <http://www.ucan-network.org>
- <http://collegeresults.org/>
- <http://www.voluntarysystem.org> (publics)
- <http://www.commondataset.org>
- <http://www.academicanalytics.com>
- <http://www.udel.edu/IR/cost/index.html>



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CHANGE PROCESS

- **Appreciative inquiry:** Establish the vision
- **IDEO Design process** (*breakthrough thinking*)
Help find the way to the vision
- **Matrix model for planned change:** Crossing the t's and dotting the i's

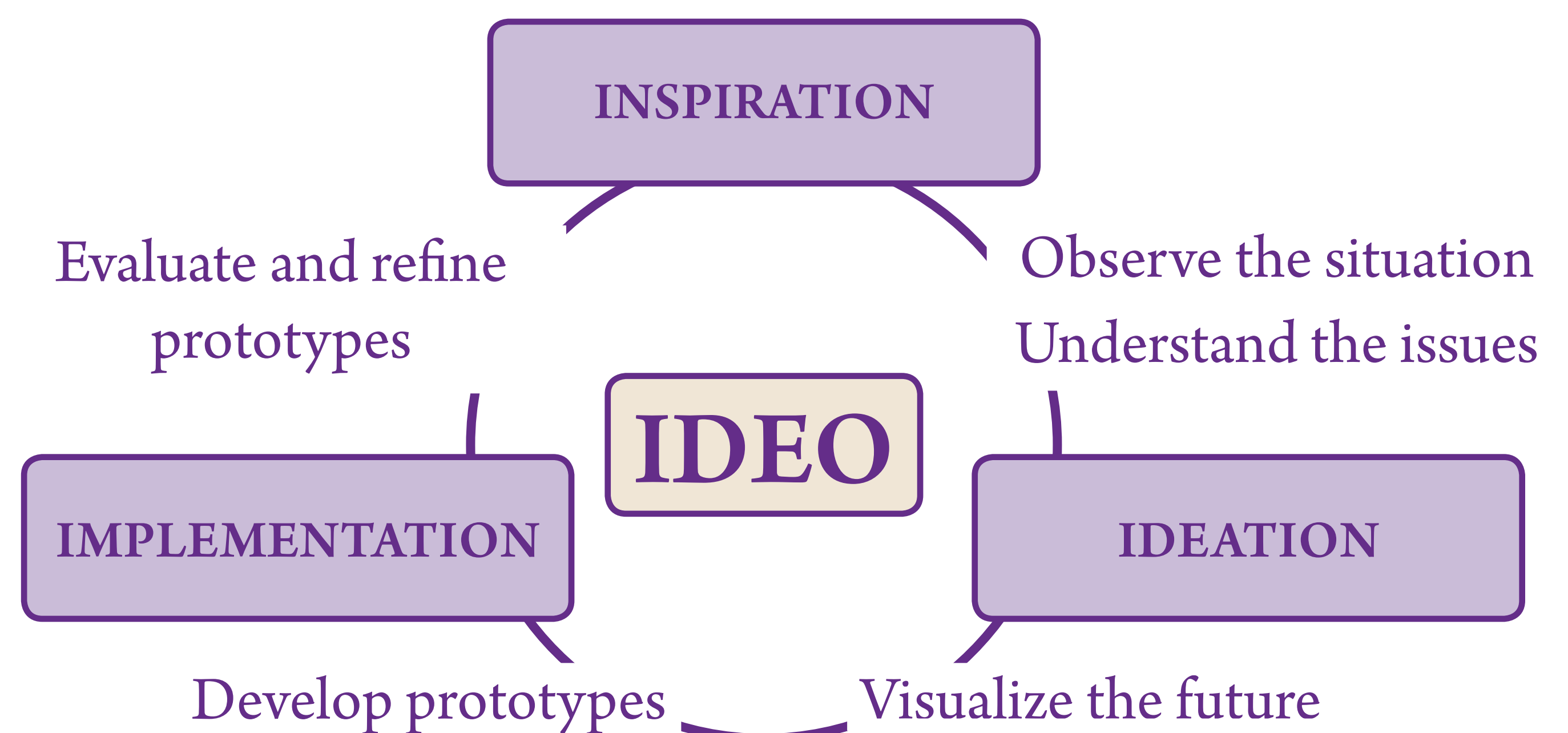
APPRECIATIVE INQUIRY
Cooperative search for the best in people and organizations

- Human systems are made and imagined by those who live and work in them
- Inquiry produces collection of people's stories of the organization at its best
- Stories provide model for future success: people repeat what was successful
- The opposite of "problem solving"

THE 5 X 5 MATRIX OF PLANNED CHANGE

STAGES		Attention	Engagement	Commitment	Action	Integration
FACTORS	Planning					
	Leadership					
	Communication					
	Culture					
	Assessment					

Source: "Understanding, Planning and Leading Organizational Change," Brent Ruben, Ph.D. (NACUBO, 2009)"



STAGES OF SUCCESSFUL CHANGE

ATTENTION	1. Seeing a need
ENGAGEMENT	2. Becoming involved
COMMITMENT	3. Committing to a position—acceptance or rejection
ACTION	4. Acting on one's resolve
INTEGRATION	5. Accepting the change as a regular part of life/work

Source: "Understanding, Planning and Leading Organizational Change," Brent Ruben, Ph.D. (NACUBO, 2009)"

FUTURE CONSIDERATIONS

- **Content Evolution**
More qualitative data, Industry standard metrics, Best practices across industries, Summary scorecard view & assessments
- **IT Architecture**
User interface, Datawarehouse
- **Excellence in Higher Education (NACUBO)**
Strategic Plan monitoring, Self Study reporting structure