The Higher Learning Commission Action Project Directory

Joliet Junior College

Project Details

Title	Data Stewardship: Improving Access and Use of Data for Effective Decision-Making	**Status**	ACTIVE
Category	7-Measuring Effectiveness	**Updated**	
Timeline		**Reviewed**	
Planned Project Kickoff	12-03-2013	**Created**	12-02-2013
Target Completion	09-15-2016	**Version**	1

1: Project Goal

A: JJC is targeting data stewardship across the college and seeks to increase the number of faculty, staff and administrators accessing and using data for reporting and decision making.

2: Reasons For Project

A: The AQIP Systems Portfolio review process revealed a consistent weakness regarding the use of data for continuous improvement across all programs, institutional goals and objectives. While JJC collects data largely to fulfill external reporting obligations, the College is limited in its capacity to address the internal needs for data, at the program level, to analyze student outcomes and support data-driven decision making. At the root of the problem is a Student Information System (SIS) and associated business processes that have evolved, somewhat inefficiently, over the last 30 years for data collection, storage and reporting. As a result, overall institutional improvements have been compromised because there is no systematic and comprehensive data collection process that engages and is responsive to the needs of the entire campus community.

Data stewardship was identified as a future action project in our 2012 systems portfolio. The Systems Appraisal Feedback (SAF) concurred that this "Action Project appears to be an appropriate next step in moving ahead with further continuous improvement efforts, which could have a significant positive effect college wide." Opportunities identified in the SAF included 7P1, 7P4, 7P5, 7R2 and 7R3. The need for action was also identified in the 2008 systems portfolio and corresponding systems appraisal feedback. In addition, recommendations to address this issue have come from CampusWorks, an external consulting firm, the ICCB recognition process, and during the development of program reviews in recent years.

Data stewardship has grown in importance as the demand for data by staff and faculty increases and accountability measures expand. The opportunity exists to create a systematic and comprehensive data system that engages and is responsive to the needs of the entire campus community. We intend to leverage the implementation of a new data reporting module to facilitate the distribution of information in a consistent and effective manner.

JJC recognizes that it would be useful to create data maps to show where data resides and who has access to it, since most data are not centralized. The college must involve leaders, program staff and faculty in defining their specific data needs relative to strategic and programmatic planning. In response, dashboards and other mechanisms can be developed to access the information from the college's data systems in a timely manner.

3: Organizational Areas Affected

A: IT and the Office of Institutional Research and Effectiveness (OIR&E) will provide project leadership; however, every office/program/department will contribute a "data steward" and be engaged in the work.

4: Key Organizational Process(es)

A:
- Common data dictionary: Creating operational definitions so data entered into all databases will be consistent. This will undoubtedly lead to changes in practice for some individuals and groups.
- Integration of college data management systems: Integration of data will facilitate faculty and staff access to data on trends and student progress.

- Institutional processes: Evaluate and revise institutional data management processes and provide training as needed.
- Building a culture of evidence: This exists in pockets but needs to become routine college-wide.

5: **Project Time Frame Rationale**

A: September 2014

- Identify "Data Stewards."
- Inventory data systems
- Create data dictionary
- Define program outcomes and associated need for data

September 2015

- Define permissions for access to data systems
- Identify users and associated permissions
- Process mapping phase 1
- Clean?up current system, ongoing
- Align infrastructure (systems and users)

September 2016

- Process mapping phase 2
- Develop training and documentation
- Convert/migrate to SQL

6: **Project Success Monitoring**

A: Strategy forum participants will create initial awareness through board presentations, college newsletter, campus meeting, email updates and accreditation webpage. The president will provide semi-annual updates each semester. The IT and OIRE co-leaders and data stewards will be responsible for ongoing communication. The action project and annual updates will be maintained on the college's accreditation website.

7: **Project Outcome Measures**

A:
- Each office/program/department has access to the information it needs.
- Each office/program/department is using the information effectively in their reports and decisions.