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## 2017 CIMA Summer Meeting Agenda July 9-11, 2017

### Joint Meeting with CIMA/CAA (Sunday afternoon July 9)

#### Joint Session 1: Sunday July 9, 1:30 PM

*Data Analytics for Institutional Success*

**Session organizers:** Ruth Watkins (CAA-CIMA), Joe Glover (CAA), Kathleen Shaw (CIMA)

Two core elements of the provost's role are ensuring student learning, retention and degree completion, and enhancing scholarly activity. This panel will involve dialogue, from a provost's point of view, on (a) the use of data and data structures in learning analytics and applications to student success, and (b) new approaches and applications of research analytics. The session will be framed as an interactive dialogue with significant opportunity for questions and discussion with attendees.

**Speakers:** Amin Qazi, CEO, Unizin

Robert Berdahl, Chancellor Emeritus University of California, Berkeley, President Emeritus of the Association of American Universities (AAU), Senior Advisor, Academic Analytics;

Joseph Glover, Provost, University of Florida;

Ruth Watkins, Senior Vice President for Academic Affairs/Provost, University of Utah

#### Joint Session 2: Sunday July 9, 3:15 PM

*Data to Action for Student Success from Campuses on the Cutting Edge*

**Moderator:** Leslie Brunelli, Vice President for Finance and Chief Financial Officer, University of South Carolina;

**Speakers:** Sally McRorie, Provost and Executive Vice President for Academic Affairs, Florida State University;

Risa Palm, Senior Vice President for Academic Affairs and Provost, Georgia State University;

Ken Smith, Vice Provost for Resource Management and Institutional Effectiveness, Virginia Tech

The first two presentations are from campuses describing significant investments that have been made in student success and the results they have achieved. The third is from a campus that is addressing the requirements of performance-based budgeting and how that is affecting their student success initiatives. These presentations will set the stage for the discussion of several issues, such as the role robust data and data management systems play in achieving student success, the role of campus leadership, the availability of resources to invest, and how to measure the effectiveness of these initiatives/investments. The moderator will pose some questions related to cost and external expectations regarding student success initiatives and performance budgeting.

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## CIMA Sessions (Monday July 10 & Tuesday morning July 11)

### CIMA Session 1: Monday July 10, 9:00 AM

#### *Ethical use of data*

**Organizer:** Ken Smith, Vice Provost for Resource Management and Institutional Effectiveness, Virginia Tech

New America recently published two white papers on the ethical use of predictive analytics in higher education. The reports explore the uses of predictive analytics, top concerns with how to use this data responsibly, and practices to ensure ethical use. Hear more about New America's research and engage in a facilitated discussion around data ethics for student success. Some of the topics explored will be use of data in advising students, ethical models for use of predictive analytics – e.g., policies, risk scores, communicating consequences—and predictive analytics for ranking students on risk or other negative outcomes.

**Speaker:** Manuela Ekowo, Policy Analyst, New America

### CIMA Session 2: Monday July 10, 10:30 AM

#### *Addressing the Rising Costs of Higher Education -- Communicating the Complex World of Affordability Metrics*

**Organizer:** Stephanie Bond Huie, Vice Chancellor, Office of Strategic Initiatives, University of Texas System

It seems like the only thing keeping up with the rising cost of higher education is the rising number of articles being written about the topic. Media outlets are voicing the concerns of students, taxpayers, and policymakers about the escalating costs of higher education, as well as ballooning student loan debt. Far from a media construction, average tuition and fees for four-year institutions have increased 32% in the last decade. And with article titles such as “Is a College Degree Still Worth It” (US News 2017), “Why the Price Tag of a College Degree Continues to Rise” (Washington Post 2016), and “How the Cost of College Went from Affordable to Sky-High” (NPR 2014), you can't blame the public for scratching their heads and asking How did this happen? While 45 states are spending less than they did on higher education before the recession, Legislatures nationwide are still demanding affordability, putting academic institutions in the hot seat to provide answers and solutions. This session will discuss some of the strategies higher education institutions are developing, not only to maintain or lower costs, but also to communicate the complex world of affordability metrics to students, stakeholders, and critics.

**Moderator:** Jonathan S. Gagliardi, Associate Director, Center for Policy Research and Strategy, American Council on Education

**Speakers:** Jan M. Ignash, Vice Chancellor for Academic and Student Affairs, State University System of Florida Board of Governors;

Sue Houston, Director of Institutional Effectiveness, Bowling Green State University;

Tom Allison, Deputy Policy & Research Director, Young Invincibles

### **CIMA Session 3: Monday July 10, 1:45 PM**

#### *Data Literacy/Effective Communication of Results/Data Visualization*

**Speakers:** Julie Alig, Director, Office of Institutional Research, University of Massachusetts Lowell;  
Thulasi Kumar Raghuraman, Associate Provost for Institutional Research and Assessment, George Mason University;

Rodolfo Torres, University Distinguished Professor of Mathematics and Associate Vice Chancellor, Office of Research, The University of Kansas

Communicating analytical results to a variety of audiences has always been a foundation of any research function, and guiding partners through the discovery process is becoming more and more essential. Every set of data should be presented in a compelling way, but helping audiences gain a sense of competency with absorption of results can be a challenge. This session will help bridge any gaps between analytics creators and consumers. Presenters will share their insights into helping campus partners incorporate data-driven decisions into everyday practice (especially those not data-savvy). Special focus will be on the process of developing an understanding of what data are available, their institutional implications and different flavors of data (e.g., operational vs. official data). The speakers will also give updates on the most recent tools available for making dynamic data visualizations and methods for tailoring results to various audiences.

### **CIMA Session 4: Monday July 10, 3:15 PM**

#### *Data Governance*

**Speakers:** Kathleen Shaw Vice, Provost, Planning and Decision Support, Virginia Commonwealth University;  
Neena Verma, Director of Institutional Research, University of Massachusetts System

The term ‘Data Governance’ has quickly emerged in recent times to be accepted as part of the standard lingo and praxis among higher education institutions. However, there is likely little commonality and awareness among higher ed. practitioners about what Data Governance actually *is*; how complex it can be to develop and implement a data governance program; or what some of the key challenges and easy wins might be when developing your institution’s data governance program.

The purpose of this highly interactive and exploratory session is threefold: (1) to conduct a quick survey of session participants in order to gauge the current status and format of their institution’s data governance program; (2) via a set of guiding questions – to engage (through break-out groups) in a deeper and fuller discussion on what institutions understand data governance to be; what the current status is, of each participating institution’s data governance program (including a discussion on who leads the program; significance of executive sponsorship via C-suite engagement etc.); what kinds of challenges and best practices institutions with more mature data governance programs have encountered; (3) to document and share our collective praxis via the subsequent development of a useful reference guide or anthology, for all participating CIMA institutions.

## **CIMA Business Meeting: July 11, 9:15 AM**

### **CIMA Session 5: Tuesday July 11, 10:45 AM**

*From Analytics to Action*

**Organizer:** Julie Matuga, Associate Vice Provost, Institutional Effectiveness, Bowling Green State University

This interactive session will engage participants in collaborative discussion and analysis of best practice, challenges, and resources when moving data and analytics into the hands of change agents on campus. Issues addressed include how data and analytics fuel institutional transformation and effectiveness, ethical discussions, greater student success, the development of metrics and benchmarks, and the creation of a more student-centered campus. The principle outcome of this session will be a position paper documenting these issues that will be distributed to CIMA members. This session will also serve as a culminating event for the summer CIMA meeting.