

Why Analytic Maturity Matters: How institutional analytics fundamentally changed the trajectory of the University of North Texas data culture

Jason F. Simon, Ph.D.

Associate Vice President Data, Analytics, and Institutional Research & Affiliate Faculty Member



- First generation college student
- 30 years of experience across 2-year/4-year institutions
- Worked in every common higher ed division except athletics
- Believes in the transformative power of higher education to improve outcomes in the future
- Believes every higher education practitioner, regardless of role, can change lives leveraging data
- Author, speaker, and international presenter on analytic culture, data governance, and equitybased analytics
- IR representative on the AIR/EDUCAUSE/NACUBO "Change with Analytics" writing team
- Institutional IR representative on the 2023 AIR/EDUCAUSE/NACUBO Bill and Melinda Gates Foundation grant to improve analytic capacity in higher education

・大学進学が家族で初めて
・2年制/4年制の高等教育機関で30年の経験
・運動部門を除くほとんどの大学部門で勤務経験あり
・高等教育が将来の成果を改善する力を信じている
・役割に関係なく、データを活用することで高等教育従事者 ー人ー人が人生を変える力があると信じている
・分析文化、データガバナンス、公平性を考慮した分析について、著書があり講演者として国内外で発表
・AIR/EDUCAUSE/NACUBOの「Change with Analytics」執筆チームに高等教育IR代表として参加
・2023年のAIR/EDUCAUSE/NACUBOのビル&メリンダ・ゲイツ財団助成金プロジェクト「高等教育の分析能力向上」で 機関IRとして参加

About Me



- Located in the DFW Metroplex
- 46+K students (F23)
- 237 academic programs (89 in Nation's Top 100)
- ► 36% students are Pell eligible
- ► 37% students utilize federal unsubsidized loans
- Carnegie R1 Hispanic Serving Institution
- ► 54.3% non-white
- ► 6.6% International
- Awarded 12,500+ degrees last year
- Record growth in enrollment
- Peoplesoft & Salesforce campus



- Located in the DFW Metroplex
- 44,368 students (F22)
- 237 academic programs (89 in Nation's Top 100)
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- Carnegie R1 Hispanic Serving Institution
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About | DATA, ANALYTICS, & INSTITUTIONAL RESEARCH

- 11 amazing professionals across IR, Data Modeling, & Data Management
- Launched Insights program in 2017, Insights 2.0 launched in 2020
- ► 2019 CIO 100 Awardee
- 1300+ users, 1150 terms, and 20+ analytic products
- Leverages SAS Viya, BDN, VDMML, and DIS
- Reports to VP Strategy and Chief of Staff
- Annual operating budget of over \$1m



Our Time Together

- Administrative vs. Learning Analytics
- What Factors Triggered Our Need to Evolve
- What Actions Did We Take to Evolve Analytically
- What Results Did We Experience
- What Challenges Lay Ahead for Higher Education Administrative Analytics
- Key Leadership Behaviors Needed to Support Administrative Analytics

Learning Analytics:

- Focuses on analyzing data related to student learning behaviors, performance, and outcomes
- Utilizes data from learning management systems, digital courseware, assessments, gradebooks
- Aims to improve teaching practices, curriculum design, and student support services
- Provides insights into student engagement, progress, and areas needing intervention
- Enables personalized and adaptive learning experiences tailored to individual needs
- Supports initiatives like early alert systems, predictive modeling, and course recommendation engines
- Aligns with pedagogical theories and instructional design principles
- Requires collaboration between instructors, instructional designers, and academic support units

Institutional Analytics:

- Concentrates on analyzing institutional data related to macro student success, operations, finance, and strategic planning
- Utilizes data from student information systems, HR systems, financial systems, and external sources
- Aims to improve operational efficiency, resource allocation, and decision-making processes
- Provides insights into enrollment trends, budgeting, staffing needs, and regulatory compliance
- Enables data-driven decision-making for institutional leadership and administrative units
- Supports initiatives like revenue forecasting, cost analysis, and space utilization planning
- Aligns with institutional goals, strategic plans, and key performance indicators (KPIs)
- Requires collaboration between IR, finance, facilities, and other administrative offices

e.g. Randy Swing, The Analytics Revolution in Higher Education Big Data, Organizational Learning, and Student Success. 2023

Back in 2014 UNT's Data Culture was:

- Drowning in data, yet thirsting for information
- Managing 1,400 1,600 ad-hoc data requests each year
- Focusing on reporting and autopsy data (reactive not proactive)
- Struggling to define terms and govern data
- Grappling with data silos and data feudal lords
- Providing fish without a care for teaching others how to fish
- Mitigating distrust in data, resolving a "data game" of single requests to multiple units, and addressing data integrity
- Relying on very basic data variables to respond to complex challenges
- Prioritizing all requests the same regardless of who asked
- Ignoring key issues like data quality, data management, etc.

Back in 2014 UNT Was:

- Facing relatively flat enrollment growth and lagging competition in growth
- Struggling with identifying complex student retention trends (fall to fall return of new students in year 2)
- Grappling with how to improve graduation rates
- Striving to become a Tier 1 Research institution (highest Carnegie classification)
- Confronting changing student demographics that pointed to a future MSI/HSI designation

UNT Institutional Data Landscape (2014)



UNT Institutional Data Landscape (2024)

A STATE

So What Changed?

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Secured New Executive Sponsor

Reorganized our Data Teams Prioritized Human and Fiscal Resources Secured New Executive Sponsor

Reorganized our Data Teams Prioritized Human and Fiscal Resources

Faculty-Led Executive Stakeholder Focus Groups

Engaged SME's in Assessment of Data Culture Conducted a Tool & Technology Roadshow Secured New Executive Sponsor

Reorganized our Data Teams Prioritized Human and Fiscal Resources

Faculty-Led Executive Stakeholder Focus Groups

Engaged SME's in Assessment of Data Culture Conducted a Tool & Technology Roadshow

Formed a Collaborative Workgroup across IR/IT/VPs Created a Charter and ROI Plan for Investment

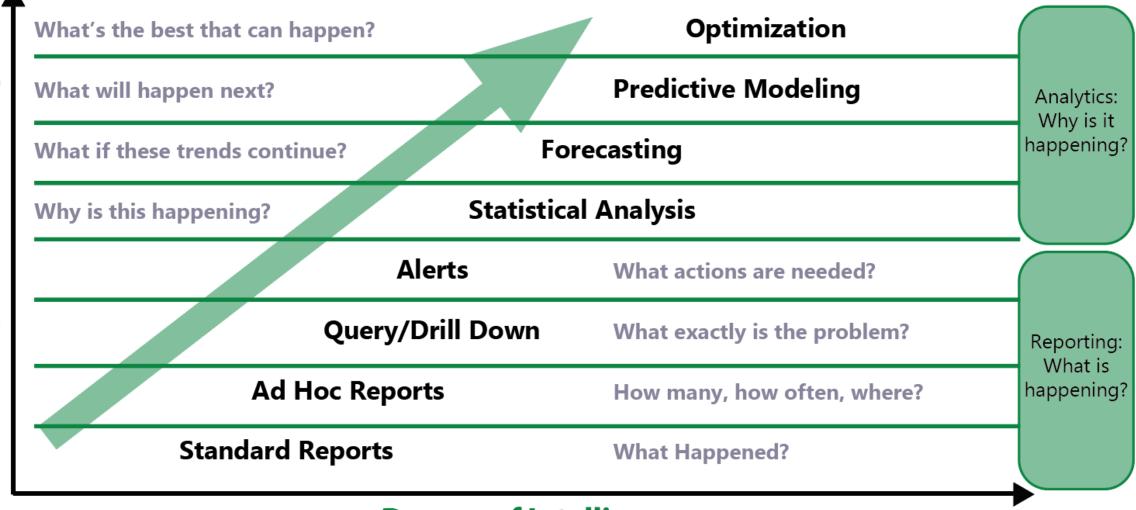
Executed Strategic Plan and Assessed

UNT's View of Institutional Analytic Maturity

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Advantag

Competitive



Degree of Intelligence

Davenport, Thomas H., Harris, Jeanne G, Competing on Analytics The New Science of Winning, Boston: Harvard Business School Publishing, 2007, pp. 8



2012 - 2015

- Launch Data Spot
- Form steering committee
- Gain executive sponsor support
- Identify resources
- Develop charge & program charter



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- **2016** • Conduct
- focus groups

 Visit best
- practice
- Evaluate
- tools and platforms
- Develop RACI



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2016

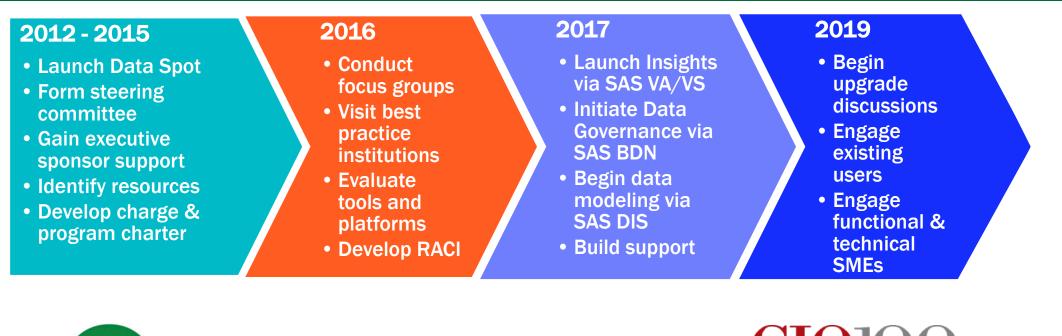
- practice institutions
- Evaluate tools and
- platforms
- Develop RACI

 Launch Insights via SAS VA/VS
 Initiate Data

2017

- Governance via SAS BDN
- Begin data modeling via SAS DIS
- Build support



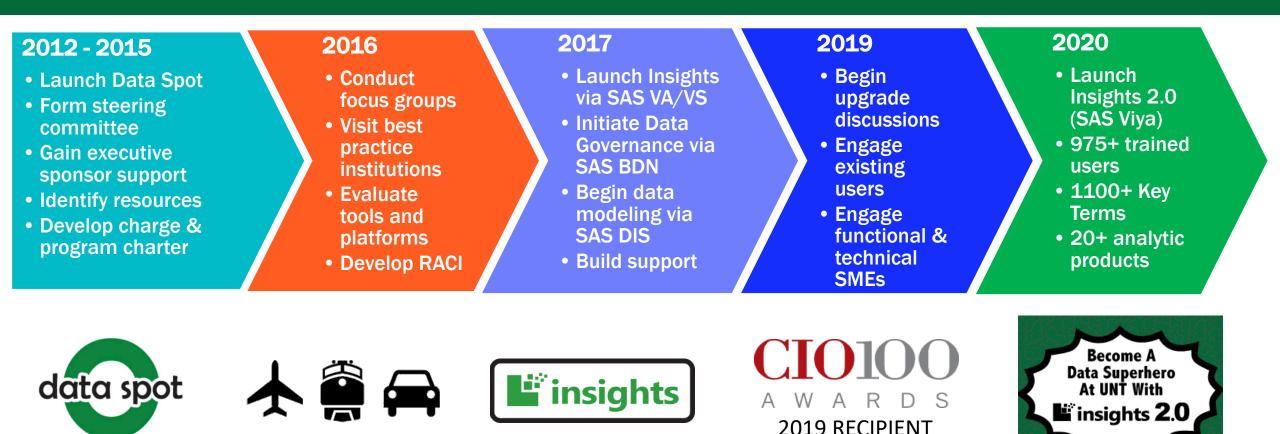












INSIGHTS 2.0 CONSISTS OF A COMPREHENSIVE SUITE OF INTEGRATED TOOLS

SAS VIYA Analytics (User-Facing Analytic Environment)

SAS VIYA Analytics (Dev and Test Environments) SAS Data Flux (Data Quality Environment)

SAS Workflow Studio (BDN Automation Environment)

SAS Visual Data Modeling and Machine Learning (Data Science Model Building and Testing Environment)

SAS Management Console

(System Administration Environment)

SAS Data Integration Studio (Data Modeling Environment)

SAS Business Data Network (Data Governance Environment)

OUR WIT ANALYTIC PROGRESS IN 2024

Grew to 25+ Analytic Self-Service Products

Expanded to 1,500+ Key Business Terms Governed

Reached 1,300+ Trained Users Across Campus

Implemented Machine Learning Approaches

Secured a Broader Set of Diverse Data Introduced A One Stop Data Site: data.unt.edu



Welcome to Insights 2.0. With over 1,000 trained campus users, data.unt.edu is designed to be your gateway to data-informed decision making. The icons below will take you directly to the data you need to help you with your questions. We encourage you to visit often as we are constantly adding new products and features to assist our user community. The entire DAIR team and developer partners look forward to hearing about your success stories leveraging the insights below.

FLY HIGH - BE SURE TO VPN PRIOR TO LAUNCH

Please note you must download the Cisco AnyConnect VPN client to access Insights 2.0 dashboards from off-campus locations.

Click here to download Cisco AnyConnect

Admissions Dashboards



Budget and Finance Dashboards



Degree Dashboards



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Overview	Admissions Funnel : Fall Comparison Data Dictionary		
Select Term	(Required):		

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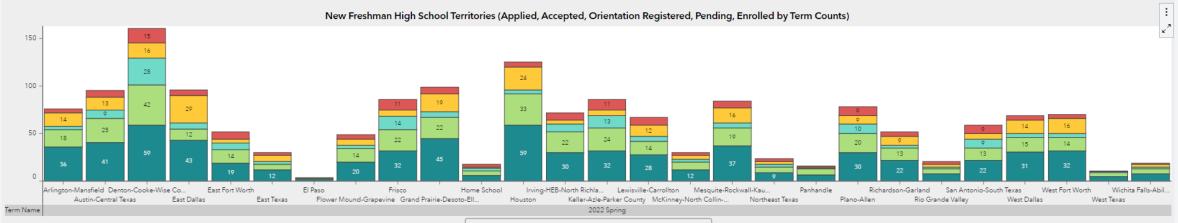
2022 Spring

							Ad	missions Fu	nnel by Applica	tion Term				
Admissions Category	Applied	Accepted	Enrolled	Incomplete	Awaiting	Denied	Withdrawn	Housing App Completed	Orientation Registered	Orientation Attended	Financial Aid Completed			
New Freshman >	1252	681	235	515	2	53	88	110	217	217	357			
Transfer >	3155	2379	1583	675	0	98	74	196	1559	1559	1321			
Doctoral >	244	106	82	50	11	77	8	2	27	27	27			
Master's >	9533	4433	2236	723	201	4174	248	4	1231	1231	525			
Post-Bacc >	620	469	349	84	43	23	22	1	47	47	154			
Total	14804	8068	4485	2047	257	4425	440	313	3081	3081	2384			
Application Center	Admit	Туре			College App	lied		Progra	am Applied		Plan Applied		Application Ethnicity	
INTL INTL	DL	- Electronic/Mar	nual Data Load		🗌 Administra	ative Group		300) - Liberal Arts & Social	Sciences	ABHA-MA -	Applied Behavior Analysis	African American	
GRAD	GCI	M - Change of N	Major - Graduate		🗌 Col of Hea	lth & Public Ser	vice	301	- Business		ACCT-BBA	- Accounting	American Indian	
UGRD	GF	- Graduate Forn	ner		Col of Lib	Arts & Social So	i	302	? - Health and Public Se	ervice	ACCT-BS - A	Accounting	🗌 Asian	

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DL - Electronic/Manual Data Load	Administrative Group	300 - Liberal Arts & Social Sciences	ABHA-MA - Applied Behavior Analysis	African American
GCM - Change of Major - Graduate	Col of Health & Public Service	🗌 301 - Business	ACCT-BBA - Accounting	🗌 American Indian
GF - Graduate Former	🗌 Col of Lib Arts & Social Sci	302 - Health and Public Service	ACCT-BS - Accounting	Asian
🗌 GN - Graduate New	College of Business	303 - Education	ACCT-MS - Accounting	🗌 Hawaiian/Pac IsInd
GNC - Graduate New Continuing	College of Education	304 - Information	ADST-BS - Addiction Studies	Hispanic
GNR - Graduate New Returning	College of Engineering	305 - Merchndsng Hosptlty & Tourism	ADTA-MS - Advanced Data Analytics	Not Available
🔲 UN - New Freshman Applicant	College of Information	🗌 306 - Music	AHTH - Allied Health	U White
Application Level	College of Mrch, Hosp, Tourism	🗌 307 - Visual Arts	SubPlan Applied	Application Location
	College of Music	🗌 308 - Engineering	(missing values)	FRISCO
	College of Science	309 - Texas Academy of Math & Sci		Frisco Campus
Sophomore	College of Visual Arts & Dsgn	315 - Dual Credit Program		
Junior	Graduate School	316 - Undergraduate Academic Cert.		
Senior	Honors College	319 - Transient/Visiting Student		Main Campus (Denton)
Post-Bacc	Mayborn School of Journalism	322 - Nondegree Ugrad Acad Programs		No Selected
Master's	New College	350 - School of Journalism		Online
Pre-Doctoral		□ 352 • College of Science	AGER-SMA - Applied Gerontology	
	GCM - Change of Major - Graduate GF - Graduate Former GN - Graduate New GNC - Graduate New Continuing GNR - Graduate New Returning UN - New Freshman Applicant Application Level Freshman Sophomore Junior Senior Post-Bacc Master's	GCM - Change of Major - Graduate Col of Health & Public Service GF - Graduate Former Col of Lib Arts & Social Sci GN - Graduate New College of Business GNC - Graduate New Continuing College of Education GNR - Graduate New Returning College of Information UN - New Freshman Applicant College of Mrch, Hosp, Tourism Application Level College of Science Sophomore College of Visual Arts & Dsgn Junior Graduate School Senior Mayborn School of Journalism Master's New College	GCM - Change of Major - GraduateCol of Health & Public Service301 - BusinessGF - Graduate FormerCol of Lib Arts & Social Sci302 - Health and Public ServiceGN - Graduate NewCollege of Business303 - EducationGNC - Graduate New ContinuingCollege of Education304 - InformationGNR - Graduate New ReturningCollege of Edigineering305 - Merchndsing Hospitty & TourismUN - New Freshman ApplicantCollege of Information306 - MusicCollege of MusicCollege of Music308 - EngineeringCollege of MusicCollege of Music308 - EngineeringCollege of MusicCollege of Music308 - EngineeringCollege of MusicCollege of Science309 - Texas Academy of Math & SciSophomoreCollege of Visual Arts & Dsgn315 - Dual Credit ProgramJuniorGraduate School316 - Undergraduate Academic Cert.SeniorHonors College319 - Transient/Visiting StudentPost-BaccMayborn School of Journalism322 - Nondegree Ugrad Acad ProgramsMaster'sNew College350 - School of Journalism	GCM - Change of Major - GraduateCol of Health & Public Service301 - BusinessACCT-BBA - AccountingG F - Graduate FormerCol of Lib Arts & Social Sci302 - Health and Public ServiceACCT-BS - AccountingG N - Graduate NewCollege of Business303 - EducationACCT-MS - AccountingG NC - Graduate New ContinuingCollege of Education304 - InformationADST-BS - Addiction StudiesG NR - Graduate New ReturningCollege of Engineering305 - Merchndang Hospitty & TourismADTA-MS - Advanced Data AnalyticsUN - New Freshman ApplicantCollege of Information306 - MusicAHTH - Allied HealthCollege of Mich, Hosp, Tourism307 - Visual ArtsSubPlan AppliedGollege of Music308 - Engineering(missing values)College of Science309 - Texas Academy of Math & SciAARS-SPHD - Applied Aging and RehaJuniorGraduate School316 - Undergraduate Academic Cert.ACCO-SMS - Corporate AccountingJuniorHonors College319 - Transient/Visiting StudentACCT-SPHD - AccountingNester'sNew College322 - Nondegree Ugrad Acad ProgramsADSL-SPHD - Audiology and Speech LNew CollegeNew College350 - School of JournalismAGER-SMA - Applied Gerontology

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1							Admissions		×* ⊡ ♡ ୯ :	1
Overview	Admissions Funnel	International Funnel	Admission Status	External Credit	HS Territories : Transfers	Out of State	Data Dictionary			
Select Term	(Required):			HS Percentile 🔻	Test Score Range ▼					
2022 Spring	9		•							/ · · · · · · ·

New Freshman High School Territories (Applied, Accepted, Orientation Registered, Pending, Enrolled by Term Counts)





High School Recruiter	Last High School Attended	College Applied	Program Applied	Plan Applied
Alyce Myers	A N McCallum High School	Administrative Group	300 - Liberal Arts & Social Sciences	ABHA-MA - Applied Behavior Analysis
🗌 Cierra Ballinger	🗌 Aldine Senior High School	Col of Health & Public Service	🗌 301 - Business	ACCT-MS - Accounting
Drewann Reyes	🗌 Aledo High School	Col of Lib Arts & Social Sci	🗌 302 - Health and Public Service	ADST-BS - Addiction Studies
🗌 Eva Garza	🗌 Allen High School	College of Business	303 - Education	ADTA-MS - Advanced Data Analytics
Geoffrey Johnston	🗌 Amon Carter-Riverside High Sch	College of Education	🔲 304 - Information	ANTH-BA - Anthropology
🗌 Gina Romero	Anderson Private School	College of Engineering	🗌 305 - Merchndsng Hosptlty & Tourism	APAN-MA - Applied Anthropology
🗌 Jason Peacock	🗌 Andy Dekaney High School	College of Information	🗌 306 - Music	APAN-MS - Applied Anthropology
🗌 Jillian Miller	Anthony High School	College of Mrch, Hosp, Tourism	🗌 307 - Visual Arts	APAS-BAAS - Applied Arts and Sciences
🗌 Jonathan Henderson	🗌 Argyle High School	College of Music	308 - Engineering	APASO-BAAS - Applied Arts & Sciences-Online
🗌 Joshua McGinty	🗌 Arlington Collegiate High Scho	College of Science	🗌 315 - Dual Credit Program	APDA-BS - Applied Project Design&Analy
Latrice Owens	Arlington Heights High School	College of Visual Arts & Dsgn	319 - Transient/Visiting Student	ARIN-MS - Artificial Intelligence
🗌 Lauren Harp	Arlington High School	Graduate School	🗌 322 - Nondegree Ugrad Acad Programs	ARTE-MA - Art Education
Advate Mandia eventeire		Maulaana Calaad of Jawaalian	D 250, Calcul of January Jan	





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Total

College of Visual Arts & Dsgn

Mayborn School of Journalism

Graduate School

New College

379

28

278

514

Degree Awarded by Academic or IPEDS Year Academic Year = (F, Spr, Sum) IPEDS Year = (Sum, F, Spr)

Year 🔺 2017-18 2018-19 2019-20 2020-21 2021-22 College ▲ Degrees % of Total 9467 100.0% 9629 100.0% 10287 100.0% 10542 100.0% 10946 100.0% Col of Health & Public Service 737 7.8% 749 7.8% 870 8.5% 897 8.5% 1010 9.2% Col of Lib Arts & Social Sci 2429 25.7% 2441 25.4% 2599 25.3% 2686 25.5% 2626 24.0% College of Business 1319 13.9% 1439 14.9% 1562 15.2% 1823 17.3% 2012 18.4% College of Education 1166 12.3% 1150 11.9% 1151 11.2% 1131 10.7% 1155 10.6% College of Engineering 756 8.0% 714 7.4% 760 7.4% 847 8.0% 898 8.2% College of Information 476 586 6.2% 521 5.4% 4.6% 636 6.0% 721 6.6% College of Mrch, Hosp, Tourism 363 3.8% 357 3.7% 352 3.4% 359 3.4% 324 3.0% College of Music 322 3.4% 338 3.5% 346 3.4% 339 3.2% 362 3.3% 5.9% College of Science 590 648 735 692 6.6% 645 6.2% 6.7% 7.1%

4.1%

0.7%

2.8%

6.3%

432

118

32

550

4.1%

1.1%

0.3%

5.2%

417

133

40

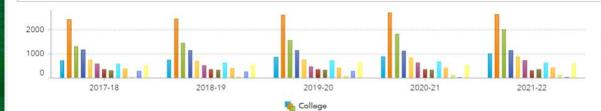
603

3.8%

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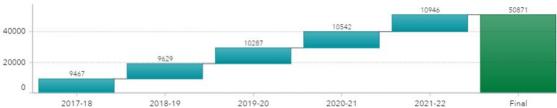
5.7%

424

76

285

651



Data Dictionary

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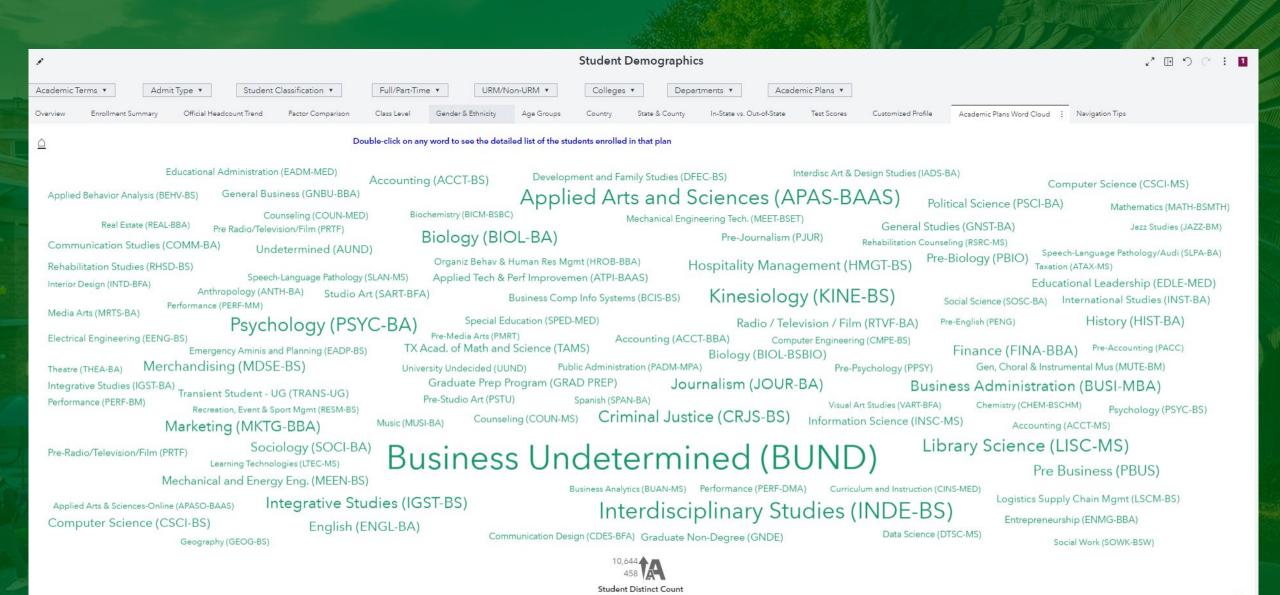
			and the second	and the second	and the second	VIEVE ELEVILE	
1			Student Demographics				2 10 10 10 1 1
Academic Terms 🔻 Admit Type 🔻	Student Classification 🔻	Full/Part-Time URM/Non-URM	Colleges • Departments •	Academic Plans 🔻			
Overview Enrollment Summary : Officia	al Headcount Trend Factor Comparison	Class Level Gender & Ethnicity Age Groups	Country State & County In-State vs. Ou	it-of-State Test Scores C	Customized Profile Acad	Jemic Plans Word Cloud Navigation Tips	
2021 Fall	*	c	Official Enrollment Summary - 2021	Fall , Total Headcount: 4	2,168		
Student Classification 🔺 Student Dist	inct Count Percent	FULLPART	Student Distinct Count	Percent	GENDER 🔺	Student Distinct Count Perce	nt
Freshman	6,501 15.4%	FULL-TIME	30,268	71.8%	MEN	19,138 45.4	%
Sophomore	6,274 14.9%	PART-TIME	11,900	28.2%	WOMEN	23,030 54.6	%
Junior	8,722 20.7%	THE JUN	Student Distinct Count	Percent	Class Level	Student Distinct Count Perce	
Senior	10,953 26.0%	Ethnicity African-Amer.	6,283		Undergrad	32.450 77.0	
Post-Bac	750 1.8%	Amer. Indian	497	1.2%	Grad	9,718 23.0	~~~~
Masters	7,022 16.7%	Asian/Pacific Is		8.6%	Giad	7,710 23.0	//0
Doctoral	1,899 4.5%	Hispanic	10,396	24.7%	InState-OutState 🔺	Student Distinct Count Perce	nt
Spec-Prof	47 0.1%	Non-Res	4,343	10.3%	In-State	35,991 85.4	1%
Total	42,168 100.0%	Other	300	0.7%	Out-of-State	6,177 14.6	%
		White	16 727		Total	42,168 100.0	%
Admit Type Description A Student Dist			College	Student Distinct Count	Percent		:
1st Time in Col.	5,516 13.1%	Academic Adr	-		156 0.4%		
New UG Trans	3,779 9.0%	Brint Ryan Col	llege of Business		7,855 18.6%		
New GRAD	3,369 8.0%		h and Public Srv		3,138 7.4%		
Continuing Stu.	29,494 69.9%	College of Edu	ucation		4,028 9.6%		
Transient	10 0.0%	College of Eng	gineering		5,212 12.4%		
Total	42,168 100.0%	College of Info			1,993 4.7%		
Age Groups 🔺 Student Disti	inct Count Percent	College of Lib	o Arts and Soc Sc		9,079 21.5%		
17 & Under	709 1.7%	College of Mu	Jsic		1,560 3.7%		
18-19	9,654 22.9%		Academic Plan	Student Distinct Count	Percent		
20-21	10,931 25.9%	Accounting (A	ACCT-BBA)		227 0.5%		1
22-23	7,448 17.7%	Accounting (A	ACCT-BS)		263 0.6%		
24-25	4,078 9.7%	Accounting (A	ACCT-MS)		127 0.3%		
26-30	4,440 10.5%	Addiction Stu	dies (ADST-BS)		5 0.0%		
31-40	3,121 7.4%	Adv Mgmt in I	Lib & Info Agen (GACT-AMLA)		4 0.0%		
41-50	1,279 3.0%	Advanced Dat	ta Analytics (ADTA-MS)		160 0.4%		
51+	508 1.2%	Allied Health ((AHTH)		3 0.0%		
Total	42,168 100.0%	Alternative Sp	An and the second se				

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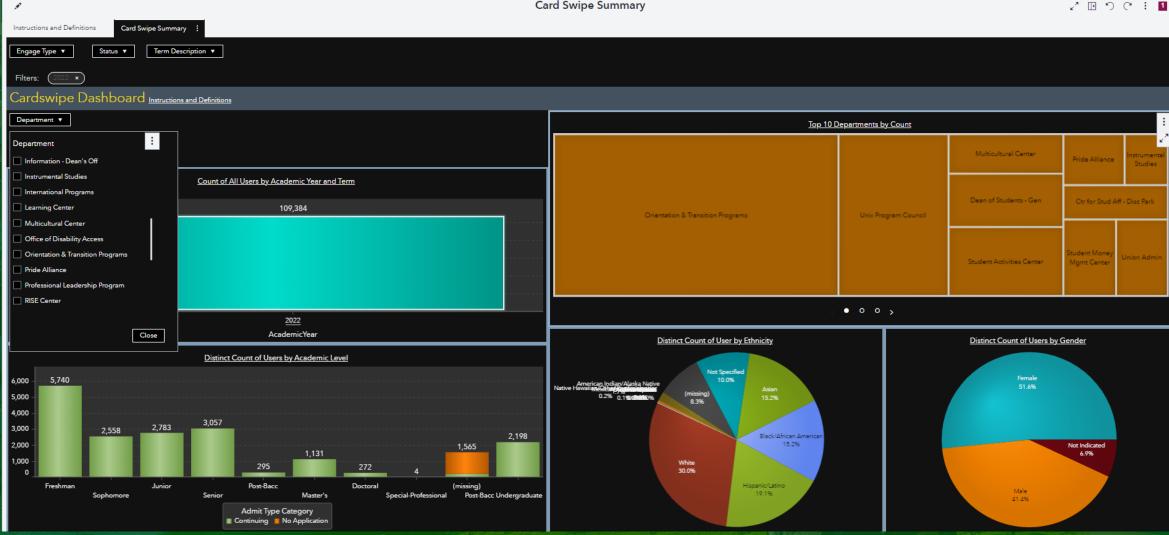
*	Student Demographics													
Academic Terms 🔻	Admit Type 🔻	Student Classification 🔻	Full/Part-Time 🔻	URM/Non-URM 🔻	Colleges •	Departments 🔻	Academic Plans 🔻							
Overview Enrollm	nent Summary Official Head	dcount Trend Factor Comparison	: Class Level Gender	& Ethnicity Age Groups	Country Stat	e & County In-State vs. Ou	t-of-State Test Scores	Customized Profile	Academic Plans Word Cloud	Navigation Tips	777			

Student Headcount Change by Demographic and Academic Factors (Instruction)

aseline (1st) Term:	2013 Fall	2	▼ Target (2nd) Term:	2021 Fall	Min. % Change:	0 			Min. Abs. Change:	0 	
Students	▼ 1st Term	2nd Term	% Change	Net Change		0		20		0	
Total Enrolled	36,168	42,168	16.6%	6,000	FULLPART	1st Term	2nd Term	% Change 🔻			Net C
Student Classification	1st Term	2nd Term	% Change 🔻	Net Change	PART-TIME	9,355	11,900	27.2%			
lasters	3,678	7,022	90.9%	3,344	FULL-TIME	26,813	30,268	12.9%			
bec-Prof	38	47	23.7%	9	College	1st Term	2nd Term	% Change 🔻			Net
inior	7,525	8,722	15.9%	1,197	College of Engineering	3,004	5,212	73.5%			
eshman	5,632	6,501	15.4%	869	College of Information	1,164	1,993	71.2%			
nior	10,091	10,953	8.5%	862	Academic Administration	93	156	67.7%			
mit Type Description	1st Term	2nd Term	% Change 🔻	Net Change	College of Visual Arts & Desig	2,030	2,387	17.6%			
ew GRAD	1,751	3,369	92.4%	1,618	Graduate School	589	580	-1.5%			
t Time in Col.	4,444	5,516	24.1%	1,072	College of Music	1,606	1,560	-2.9%			
ontinuing Stu.	26,098	29,494	13.0%	3,396	College of Education	4,149	4,028	-2.9%			
ew UG Trans	3,850	3,779	-1.8%	-71	Department	1st Term	2nd Term	% Change 🔻			Net
hnicity	1st Term	2nd Term	% Change 🔻	Net Change	Center for Grad Interdis Study	57	269	371.9%			
on-Res	1,969	4,343	120.6%	2,374	College of Visual Arts & Desig	101	445	340.6%			
sian/Pacific Isl.	2,346	3,622	54.4%	1,276	Information Tech & Decision Sc	231	887	284.0%			
spanic	6,787	10,396	53.2%	3,609	College of Information	3	8	166.7%			
rican-Amer.	4,781	6,283	31.4%	1,502	College of Engineering	444	881	98.4%			
mer. Indian	516	497	-3.7%	-19	Academic Administration	94	156	66.0%			
ENDER	1st Term	2nd Term	% Change 🔻	Net Change	Psychology	1,485	2,339	57.5%			
OMEN	19,149	23,030	20.3%	3,881	Academic Plan	1st Term	2nd Term	% Change 🔻			Net
EN	17,019	19,138	12.5%	2,119	Recreation, Event & Sport Mgmt (RESM-BS)	2	154	7,600.0%			
57.9%		,		-,	Dual Credit (DUALCREDIT)	9	145	1,511.1%			
je Groups	1st Term	2nd Term	% Change 🔻	Net Change	Pre-Information Technology (PCIT)	8	90	1,025.0%			
& Under	540	709	31.3%	169	Design (DSGN-MA)	4	33	725.0%			
-21	8,764		24.7%	2,167	Ecology for Environmental Sci (ECES-BS)	42	328	681.0%			
-19	7,889	9,654	22.4%	1,765	Teaching Technical Writing (GACT-TTWR)	1	7	600.0%			
4-25	3,488	4,078	16.9%	590	Computer Engineering (CMPE-MS)	27	173	540.7%			



Card Swipe Summary

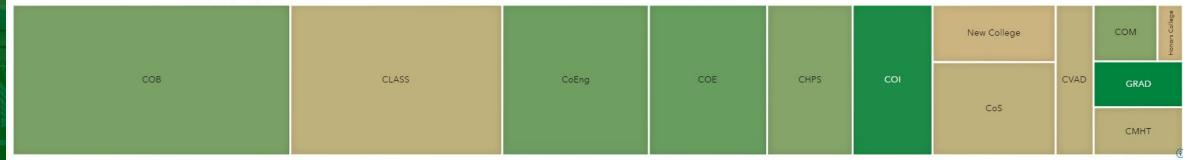


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Enrollment Comparison 2000:1 Unofficial Student Level Report Point-in-Time - Print Introduction Enrollment Comparison Headcount by College : SCH by College Headcount Trend SCH Trend ReEnrollment Rate Fall 2022 vs Fall 2021 Spring 2023 vs Spring 2022 Summer 2022 vs Summer 2021

Headcount and Percent Difference by College and Department

Headcount and Percent Graduate Students to Total Enrollment by College and Department

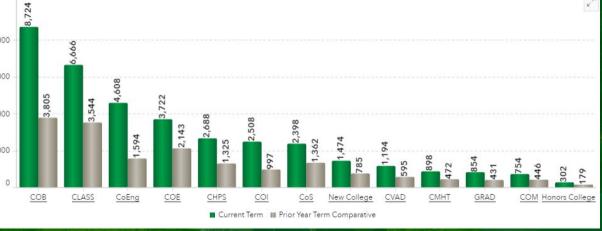


Headcount Comparatives by College

Level 3 - Shortened for Hierarchy 🖌	Current Term	Prior Year Term Comparative	Prior Year Term Official	% Difference Prior Year Comparative	
Total	36,790	17,678	17,656	108.11%	
Honors College	302	179	178	68.72%	8,00
GRAD ;	854	431	430	98.14%	
сом	. 754	446	446	69.06%	
СМНТ	898	472	468	90.25%	6,00
CVAD	1,194	595	594	100.67%	
New College	1,474	785	785	87.77%	4,00
coi	2,508	997	997	151.55%	
CHPS ;	2,688	1,325	1,324	102.87%	
CoS	2,398	1,362	1,362	76.06%	2,00
CoEng 3	4,608	1,594	1,589	189.08%	
COE	3,722	2,143	2,143	73.68%	
CLASS ;	6,666	3,544	3,538	88.09%	
сов ;	8,724	3,805	3,802	129.28%	

Headcount by College

K A



1		Er	nrollment Comparison			<u>v</u> ^ (⊡ ກິຕ : 1
Introduction Enrollment Comparison	Headcount by College SCH by College Headcount Trend	SCH Trend ReEnrollment Rate	Unofficial Student Level Report : Poin	nt-in-Time - Print			
		Unofficial	Student Level Re	port			
	The crosstab and graphics are NOTE: This data is unofficial and re	lects data from the refresh date indicated on "	together as filters. Each filter select "Enrollment Comparison" tab. This data will onl on the table to export the student li	tion will modfiy the list of students in the tak y have data for the current semester, not point in time com st	le below. _{Darison} .		
2023 Spring	2022 Fall 2022 Summer		ADMIT_N_DESC	CLASS_DESC			
Drill through from college to department, plan	description and endersis along	📕 Continuing Stu. 📕 Nev	w GRAD 📕 New UG Trans 📒 1st Time in Col.	Transient Freshman –	877		*
GROUP_DESCR	Unique Student Count		1282932 522	i i esti i i esti	0,,,		
Total	18,486		0.07.7%%9%2.8%		1,772		
College of Arts and Sciences	> 2			Sophomore -	1,772		
Honors College	> 152						
College of Music	> 376			Junior –		3,586	
Graduate School	> 428						
Merchndsng, Hosptlty & Tourism	> 450			Senior –			6,049
College of Visual Arts & Desig	> 598						
New College	> 757		4.017	Post-Bac - 360)		
College of Science	> 1,201		18K	Post-Dac - 30			
College of Information	> 1,255		1010				
College Health and Public Srv	> 1,344			Masters –			5,273
College of Education	> 1,925						
College of Engineering	> 2,305			Doctoral -	25		
College of Lib Arts and Soc Sc	> 3,334						
Brint Ryan College of Business	> 4,359						

6,000

Student level table with 30+ relevant demographic and academic variables

ACAD_TERM_DESC	EMPLID	EUID	FIRST_NAME	LAST_NAME	CLASS_DESC	ADMIT_N_DESC	ADMIT_TYPE	INSTATE	FULLPART	HONORS	AGE	GENDER	GROUP_DESCR	STU_ACAD_ORG_L_DESC	PLAN_DESCR	ACAD_PLAN	ACAD_SUB_PLAN	EMAIL_ADDRESS	ETHNIC_GROUP
2022 Summer					Masters	Continuing Stu.		YES	FULL-TIME	NO	24	MEN	Brint Ryan College of Business	Brint Ryan College of Business	Business Administration	BUSI-MBA	HSMG-SMBA	jmg0612@unt.edu	White
2022 Summer					Junior	Continuing Stu.		NO	PART-TIME	NO	26	MEN	Brint Ryan College of Business	Brint Ryan College of Business	Business Undetermined	BUND	BFND	gam0232@students.untsystem.edu	Non-Res
2022 Summer					Masters	Continuing Stu.		YES	FULL-TIME	NO	24	MEN	Brint Ryan College of Business	Brint Ryan College of Business	Business Administration	BUSI-MBA	Q0023	mb0782@unt.edu	African-Amer.
2022 Summer					Masters	Continuing Stu.		NO	PART-TIME	NO	23	MEN	Brint Ryan College of Business	Information Tech & Decision Sc	Information Systems & Tech	INSY-MS		VishalBadri@my.unt.edu	Non-Res
2022 Summer					Masters	Continuing Stu.		NO	FULL-TIME	NO	23	MEN	Brint Ryan College of Business	Information Tech & Decision Sc	Business Analytics	BUAN-MS		SantthoshSaaiReddyPurmani@my.unt.edu	Non-Res

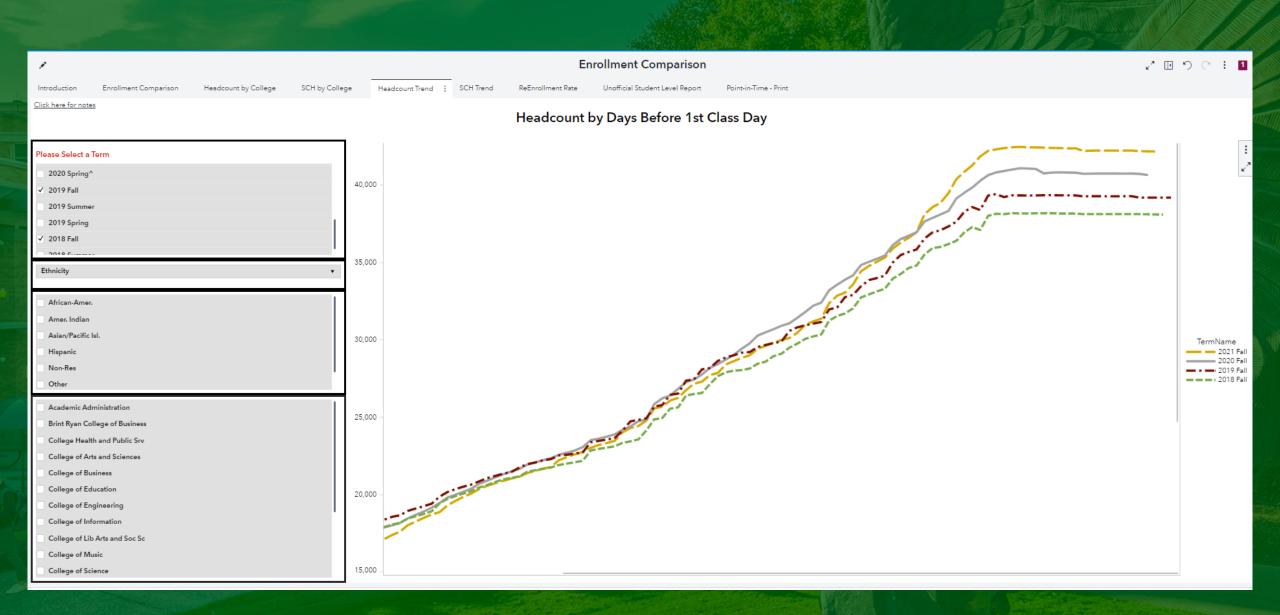
17,477 94.5%

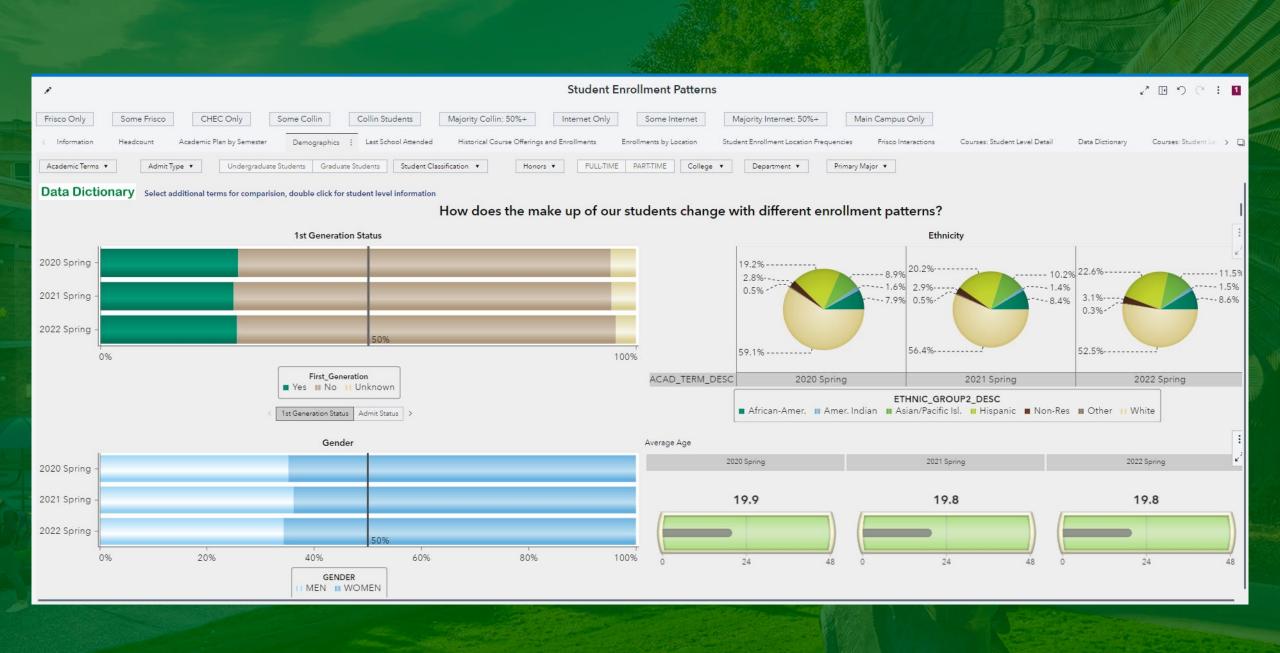
Spec-Prof - 35

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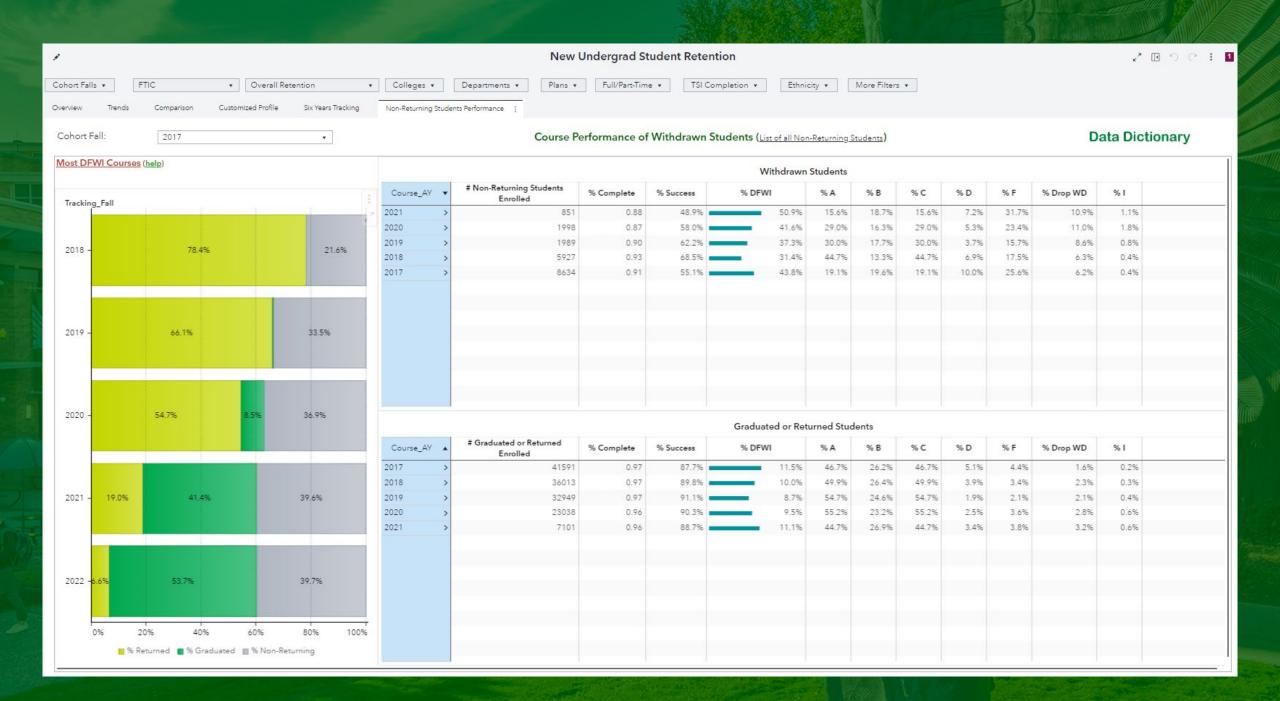
2,000

4,000

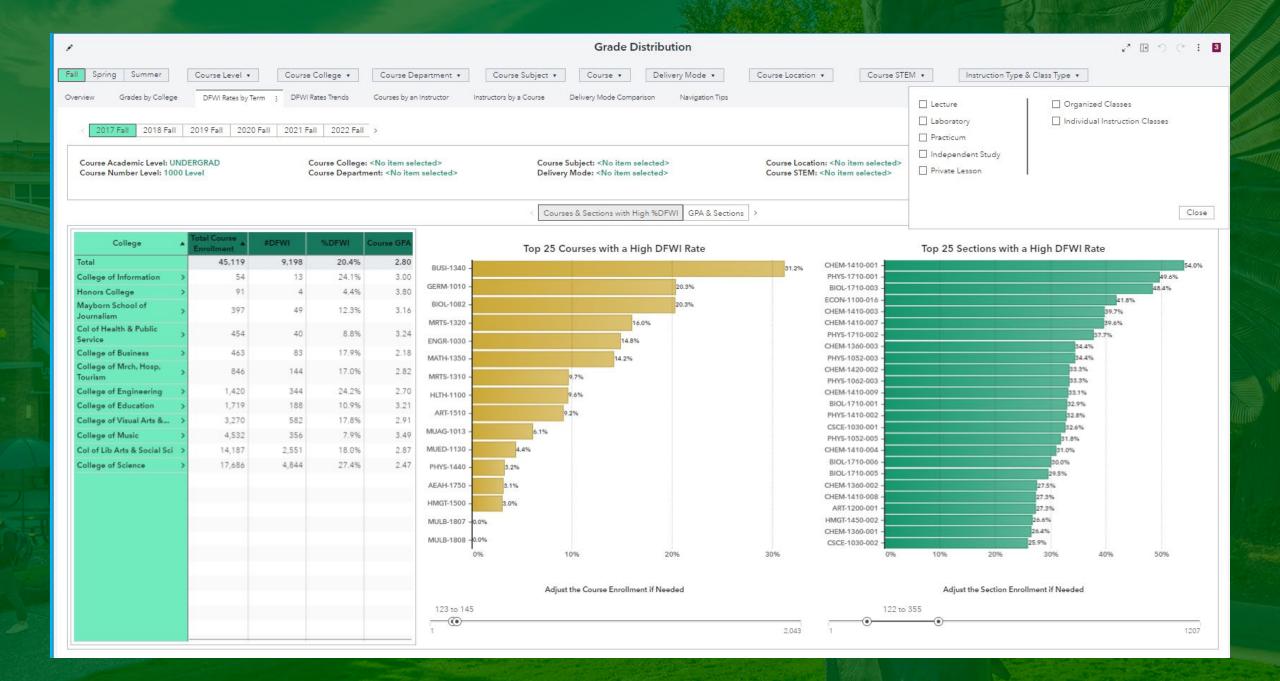


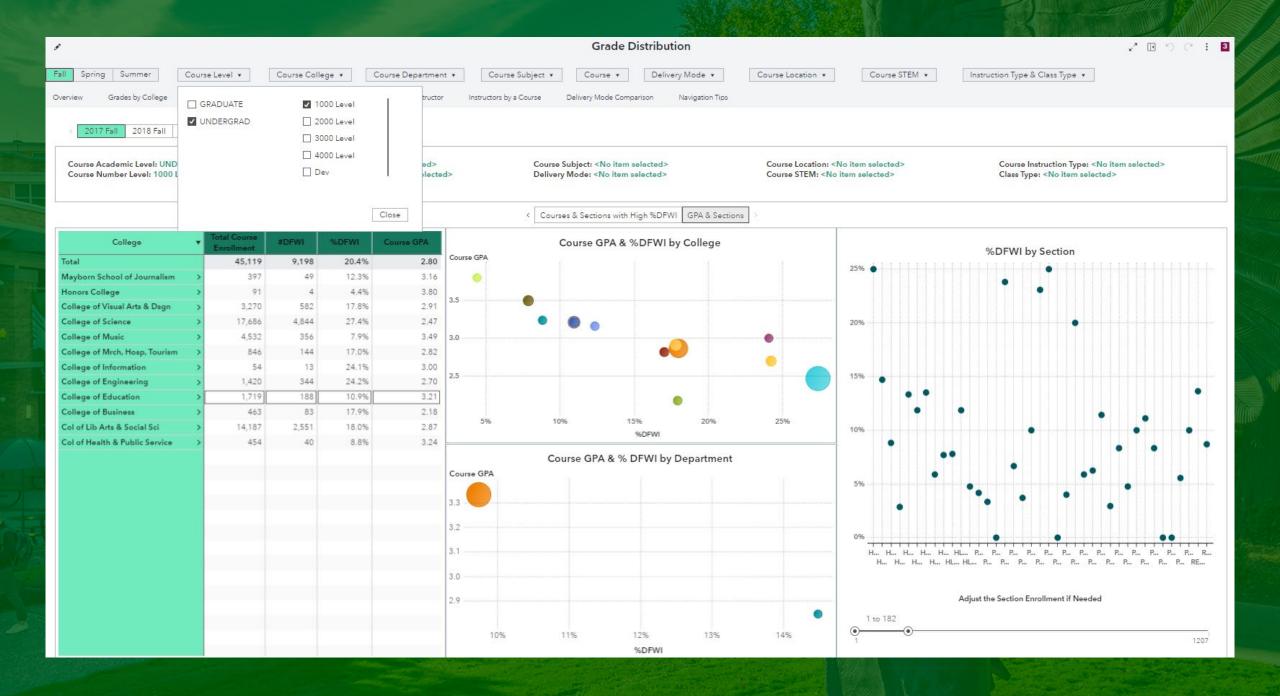


								A CONTRACTOR		Fritzenie In	N _a		1 <u>4 9</u> 2	A MA MA			
1						Stuc	lent Enr	ollment Patterr	ns							<u>√</u> ² ⊡ *	o e : 🛙
Frisco Only Some Frisco < Information Headcount Student Level Student Administration	CHEC Only Academic Plan by Sem it Type 🔻 21	Some Co ester Demo 021 Fall	ographics La	lin Students ast School Attended urse Location 🔻	Majority Collin Historical Course Course Level	urse Offerings and Enrollmen	its Enr	Some Internet		Internet: 50%+	Main Camp Frisco I	us Only	Cour	rses: Student Level Detai	I : Data Dict	onary Courses:	Student Lew 🗲
Approach 1: What did my students take and how did they do? Select the College and/or Department of the student's primary academic plan Data Dictionary Additional Table Fi	College of Lib A	inistration age of Business and Public Srv cation ineering rmation Arts and Soc Sc ic nce		College of Lib Art Counseling and H Educational Psych Honors College Kines Health Prom Teacher Educatior	igher Educatn ology notn & Recreat n & Admin he table will have	E	livery livery Clo Education: ED Educational Le ut will not l	Don: Cittor od Education: ECEE PUC-BS eadership: EDLE-EDD be a complete data	Who courd did Select and/d offerin		Admir Col of Colleg Colleg Colleg Colleg Colleg Colleg	istrative Gro Health & Pu Lib Arts & Si je of Busines je of Educati je of Engine- je of Informa je of Mrch, H ie of Music or both O	blic Service ocial Sci on ering tion tosp, Tourisn	m pproaches above.	Department of	the Course Offered	
Subject Courses Courses: Student Level Detail	Student's G	òrade ▼															:
Course College Course Department SU	BJECT CATALOG_NBR	COURSE2	COURSE	SESSION_CODE	COMBINED_SECTION	COMBINED_SECTION_C ODE	UNT_TAKEN	INSTR_FIRST_NAME	INSTR_LAST_NAME	E (CRSE_DESCR	CAMPUS	LOCATION	LOCATION_DESCR	Instruction Mode	Course Day and Time	CRSE_GRADE_C
Honors College Honors College HN	IRS 1000	HNRS-1000	HNRS-1000-003	1 0	s (1.00			HONORS FYS		INET	Z-INET-TX	Internet Course - Texas	Internet	M- 01:00 - 01:50	Α
Honors College Honors College HN	IRS 1100	HNRS-1100	HNRS-1100-001	1			3.00			THE GOOD SOCIETY		MAIN	MAIN	UNT Main Campus	Face to Face	MWF- 09:00 - 09:50	А
Honors College Honors College HN	IRS 1000	HNRS-1000	HNRS-1000-002	1			1.00			HONORS FYS		MAIN	MAIN	UNT Main Campus	Face to Face	T- 10:00 - 10:50	Α
Honors College Honors College HN	IRS 1000	HNRS-1000	HNRS-1000-002	1			1.00			HONORS FYS		MAIN	MAIN	UNT Main Campus	Face to Face	T- 10:00 - 10:50	А
Honors College Honors College HN	IRS 1500	HNRS-1500	HNRS-1500-001	1			3.00			INTRODUCTION RESEARC	н	MAIN	MAIN	UNT Main Campus	Face to Face	MW- 12:30 - 01:50	А
Honors College Honors College HN	IRS 1000	HNRS-1000	HNRS-1000-002	1			1.00			HONORS FYS		MAIN	MAIN	UNT Main Campus	Face to Face	T- 10:00 - 10:50	D
Honors College Honors College HN	IRS 1000	HNRS-1000	HNRS-1000-003	1 0	5		1.00			HONORS FYS		INET	Z-INET-TX	Internet Course - Texas	Internet	M- 01:00 - 01:50	Δ
Honors College Honors College HN	IRS 1000	HNRS-1000	HNRS-1000-003	1 0	5		1.00			HONORS FYS		INET	Z-INET-TX	Internet Course - Texas	Internet	M- 01:00 - 01:50	Δ
Honors College Honors College HN	IRS 1000	HNRS-1000	HNRS-1000-003	1 0	5		1.00			HONORS FYS		INET	Z-INET-TX	Internet Course - Texas	Internet	M- 01:00 - 01:50	Δ
<u></u>																	



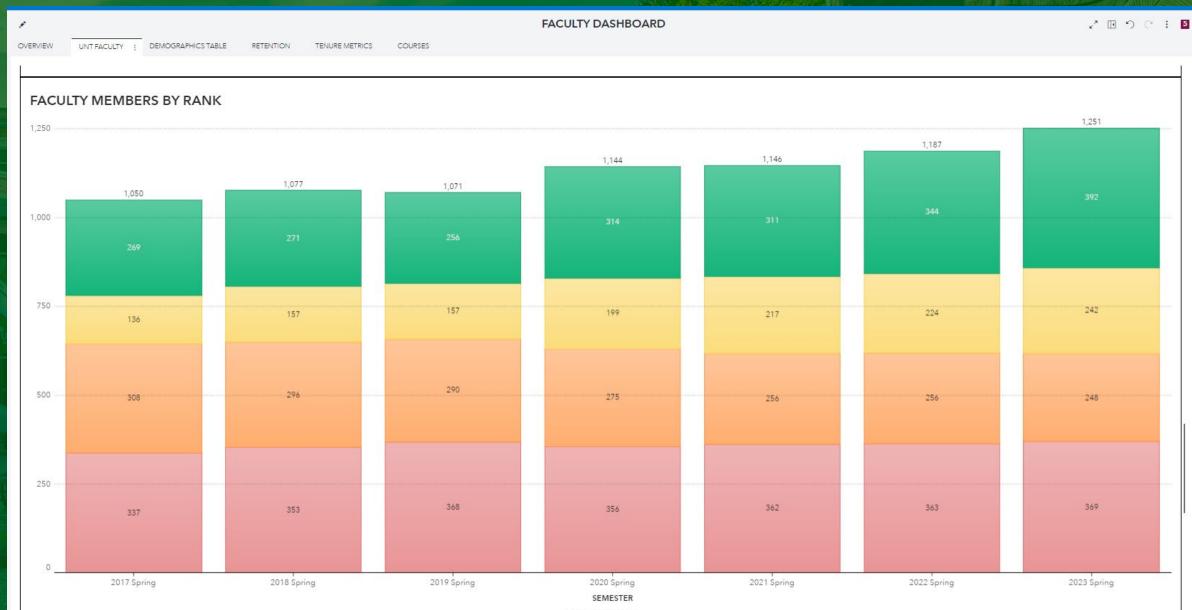
1		N	ew Undergrad Student Retention			· • •					
Cohort Falls 🔻 🛛 🛛 FTIC	Overall Retention	Colleges • Departments • Plan	ns 🔹 Full/Part-Time \star TSI Completion 🔹	• Ethnicity • More Filters •							
Overview Trends Comparison	Customized Profile Six Years Tracking ; No	on-Returning Students Performance									
Cohort Fall: 2019	Cohort Fall: 2019 Students Retention, Graduation, and Withdrawal in Six Years by College, Department, and Plan										
< 1 Yr After 2 Yrs After 3 Yrs After 4 Yrs After 5 Yrs After >											
	53.7%		11.4	*	34.9%						
GROUP_DESCR											
College Health and Public Srv –		47.0%		21.4%	31.6%						
College of Business -		54.2%		10.9%	34.8%						
College of Education -		57.0%		12.5%	30.5%						
College of Engineering		61.4%		3.2%	35.3%						
College of Information -		53.8%		23.1%	23.1%						
College of Lib Arts and Soc Sc -		48.9%		18.8%	32.3%						
College of Music -			77.4%		2.3% 20.3%						
College of Science		52.8%		11.5%	35.7%						
College of Visual Arts & Desig -		61.8%		4.6%	33.6%						
Honors College -	4.6%		95.4%								
Mayborn School of Journalism -		61.4%		14.5%	24.1%						
Merchndsng, Hosptlty & Tourism -		62.0%		6.5%	31.5%						
New College -	33.3%			66.7%							
F (0% 2	0%	40%	60%	80%	100%					
		8	Returned 📕 % Graduated 🔳 % Non-Returning								





Frisco Stud								ident Tracker					
*	Student College 🔹	Student Departm	ient 💌 Acad	emic Plan 🔹	Student Admi	t Status \star	FTIC Start Term 🔹	Student Gender 🔹	Student Classification 🔹	THECB Ethnicity	IPEDS Ethnicit	y 🔹 UNT Ethnicit	/ • Frisco
w Point to Po	oint Comparison Day to Day	Trends Historie	cal Trends ; Collin	Only Student List	< [1	Jnduplicated Hea	dcount Trend Semester C	iredit Hours & Courses	5				
ademic Term 🔺	SNAP_DAY	Total Course [Sections		duplicated Frisco ouch Headcount	Frisco SCH	Frisco FTE	Total Frisco Enrollment	Frisco Lower SCH	Frisco Upper SCH	risco Nonfunded SCH	Frisco Masters SCH F	risco Spec Prof SCH Fri	sco Doctoral SCI
15 Fall	11/23/15 (OFFICIAL)	14	14	275	1,041.0	71.82	347	39.0	915.0	27.0	9.0	0.0	51.
	01/03/17 (OFFICIAL)	38	36	502	1,908.0	136.00	638	342.0	1,245.0	48.0	120.0	0.0	153
	12/21/17 (OFFICIAL)	84	79	1,056	4,692.0	328.52	1,565	795.0	3,057.0	297.0	303.0	0.0	240.
	11/29/18 (OFFICIAL)	114	104	1,302	5,730.0	400.97	1,963	918.0	3,849.0	255.0	450.0	0.0	258
	12/02/19 (OFFICIAL)	148	137	1,752	8,617.0	604.10	2,998	2,104.0	4,926.0	314.0	970.0	0.0	303
	11/03/20 (OFFICIAL)	197	178	2,895	12,253.0	857.90	4,268	3,323.0	6,723.0	225.0	1,694.0	0.0	288.
	11/08/21 (OFFICIAL) 10/17/22 (49 days after	212	184	2,607	12,698.0	876.45	4,523	4,527.0	6,234.0	377.0	1,419.0	0.0	141
Course Sectio	ns Offered Distinct Co	urses Offered	Unduplicated Fri	sco Touch Headcour	t Frisc	:o SCH Fr	ISCO FTE	Enrollment Lower	SCH Upper SCH N	onfunded SCH 1	Master SCH Special	Professional SCH D	octoral SCH
0	Histor	ical Trend for th	ne Selected Ago	pregated Measu		876.4	4,000		Historical Tr	end for the Selec	ted Measure	4,523.0	4,563.0
0		328.5 4	604.1				3,000		1,565.0	2,998			
	/												

1			FACULTY DASHBOARD			∠ ⊡ ⊅ ⊂ :			
OVERVIEW UNT FACULTY : DEMOGRAPHICS TABLE RETENTION TENURE METRICS COURSES									
Important Note: Data for the fall and spring terms are constantly changing through payroll deadlines which occur towards the end of the month. Data will be incomplete and/or changing through October 1st for fall and through February 1st for spring as payroll actions are entered and approved.									
FACTBOOK V	ACADEMIC YEAR 🔻	SEMESTER TYPE 🔹	COLLEGE •	DEPARTMENT •					
STEM DEPARTMENT +	JOB TITLE 🔻	JOB FUNCTION V	TENURE STATUS 🔻	RANK •					
HIGHEST DEGREE +	ETHNICITY +	ETHNICITY_THECB +	GENDER •	FTE •					
HEADCOUNT +	SEARCH BY LAST NAME V	Data Dictionary							
TOTAL FACULTY MEMI	TOTAL FACULTY MEMBERS (Default selection is all full time faculty and administrators with faculty rank)								
1,250						1,251			
			1,144	1,146	1,187				
1,050	1,077	1,071							
1,000									
750									
500									



RANK_PROVOSTS



FACULTY DASHBOARD

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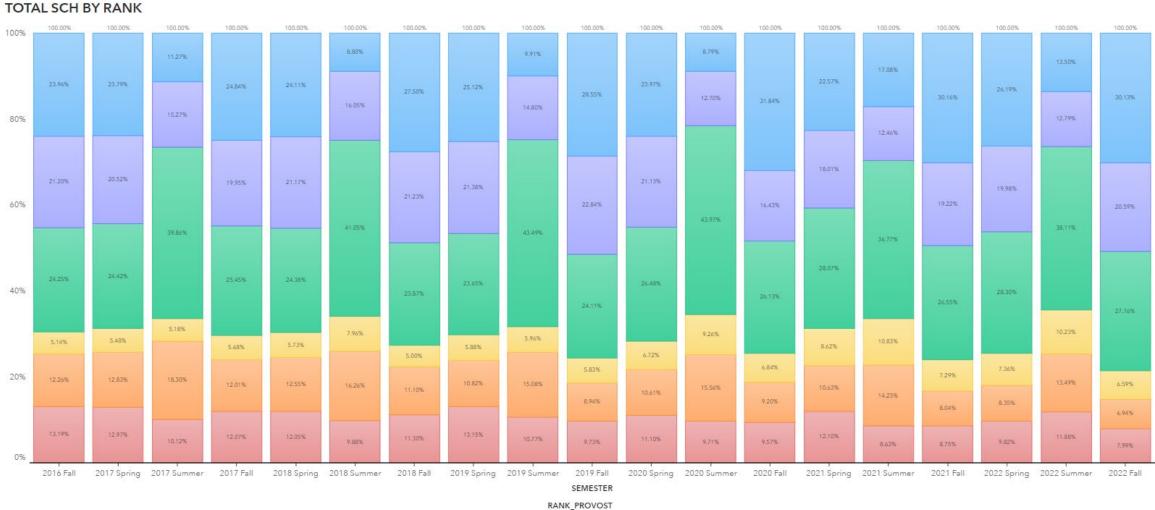
OVERVIEW UNT FACULTY DEMOGRAPHICS TABLE RETENTION : TENURE METRICS COURSES



FACULTY DASHBOARD

OVERVIEW UNT FACULTY DEMOGRAPHICS TABLE RETENTION TENURE METRICS COURSES :

SEMESTER CREDIT HOURS BY RANK SEMESTER CREDIT HOURS BY TENURE ENROLLMENT >



📕 Professor 📕 Associate Professor 📕 Assistant Professor 📕 Instructor/Lecturer 🔲 Adjuncts 📑 Other

2000:5

*

SAS® Business	Data Network				SAS® Busines	s Data Network		
Terms	≔ 🖻 TENURE_TIME_FRAM	ME		View Edit	Terms	≔ 🗉 UNT System	and the	
	Identification Hierarchy Associate	ed Items Notes & Contacts History				Identification Hierarchy Associated Items Notes & Contacts Histor	у 📝	
	✓ Description		∨ Details			Parent: None		
	Time frame allowed for someo	ne to reach tenure (adjustable dashboard filter)	Type:	UNT_DataColumn_DMDG_v1.0		▲ 🗉 UNT System ●		
			Status:	<mark>-)</mark> Under Review ★★★☆☆ Medium		▷ ট Information Technology Shared Services (ITSS)		
	✓ Requirements		Importance:	A A A A Medium		▲ 🖻 <u>PeopleSoft</u>		
	✓ Attributes					▶ ৳ <u>PeopleSoft Financials (FSPD)</u>	2005	
	Source Database(s):	PeopleSoft Human Resources (HRPD)	✓ Links (0)			▲ 🖻 <u>PeopleSoft Human Resources (HRPD)</u>		
		· · · · ·	No links have be	en assigned.		▷ ➡ <u>PS_ACTION_TBL</u>		
	Source Table(s):	PS_EG_TENURE_DATA	✓ Tags (1)			> 础 <u>PS_ACTN_REASON_TBL</u> > 础 <u>PS_DEPT_TBL</u>		
	Source Column(s):	EG_GRANTED_DT	⊘ <u>Faculty</u>					
	Data Label:	Tenure Time Frame				▲ @ <u>PS_EG_RANK_TBL</u>		
	Data Label:		∨ Related Terms (0)		▶ 🔄 <u>*Derived Terms</u>		
	Data Type:	Numeric	No related terms	s have been assigned.		▷ de <u>DESCR</u>		
						✓ ➡ PS EG TENURE DATA		
	Last Update:	Daily				✓ ➡ <u>*Derived Terms</u>		
	Update Velocity:	Daily 6 Year Functional SMEs Technical SMEs				▷		
	14 L					ு <u>HIREDATE1</u>		
	Values:					▷ 础 <u>HIREDATE2</u>		
	Functional Notes:					▷ 础 RANKDATE1		
	runctional notes.					▷ 🖻 <u>RANKDATE2</u>		
	Technical Notes:					▷ B <u>SERVICE_MONTHS</u>		
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	SQL Code (If applicable):				Į.	▷ 础 <u>TENURE1</u>	1.13	
						► d TENURE2		
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						▷		



Terms	🗉 🖻 TENURE_YEARS			
	Identification Hierarchy Associated Items Notes & Conta	acts History		
	Contacts:		+ Add 📢 :	Notes:
	Simon, Jason Assoc VP Inst Research/Effect	Interested Party	• i ii	No notes have been added.
	Rohwer, Debbie VP Planning & Chief of Staff	VP Liaison	▼ i ii	
	rbf0020	Technical SME	• i 🗇	
	Bubbard, Daniel Director, Data Management	Data Steward	• i fi	

Where the Rubber Met The Road: What Changed

Identifying areas for process improvement in enrollment management practices

Elevating analytic findings to decision makers via in-meeting use of products Pushing conversations forward on widescale data governance and data literacy

Isolating high DFWI courses for further pedagogical review Digging into equity gaps across student groupings to identify work needed Encouraging a pro-analytics culture of partnership with other data units

Proactively identifying students most in-need of institutional support



Creating linkages between disparate data around student success Modernizing approaches to integrating NLP into unit work streams



Saw Largest Enrollment in History (Over 46,500) Achieved Highest 3, 4, and 6-Year Graduation Rates in History Awarded Highest Number of Degrees in One Year (12,500 Degrees)



Saw Largest Enrollment in History (Over 46,500) Achieved Highest 3, 4, and 6-Year Graduation Rates in History Awarded Highest Number of Degrees in One Year (12,500 Degrees)

Introduced the First Comprehensive Faculty Data Model in the Institution's History

Introduced Key Products to Support Accreditation Reaffirmation Offered 40+ User Trainings Each Academic Year



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Offered Development Trainings to Expand Footprint to Other Units in Student Affairs, Finance, Advancement, and Research

Initiated Post-Covid Retention Work Through Targeted Analytics Designed to Address Skill Deficits Supported Data-Informed Decision Making to Impact Enrollment Growth. Created an Estimated \$37.8 Million in Additional Revenue per FY*

*per finance analytic data model built off revenue generation per SCH by UG and GRAD (includes tuition types, fees, formula funding, etc.) from CM model. From Fall 2019 to Fall 2022.

UNIVERSITY OF NORTH TEXAS

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Introduced Key Products to Support Accreditation Reaffirmation Offered 40+ User Trainings Each Academic Year

Implemented a new Data Literacy at UNT asynchronous course for all faculty and staff. Topics include understanding data, sources, constructs, use-cases and how to ask better administrative questions

Offered Development Trainings to Expand Footprint to Other Units in Student Affairs, Finance, Advancement, and Research

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Why Higher Education Should Undertake an Administrative Analytics Journey Now?

We are proud of our progress, but it may not good enough when we think about what we face on the horizon?

WHAT OBSTACLES IS HIGHER EDUCATION FACING?



WHAT OBSTACLES IS HIGHER EDUCATION FACING?

DATA GOVERNANCE ISSUES

RAPID TECHNOLOGY CHANGE

UNIV. READINESS CHALLENGES

ONLINE PROGRAMS

OUT OF STATE RECRUITERS

C-SUITE TURNOVER

GREAT RESIGNATION

IT WORKERS ECONOMY

INFLATION IMPACTS

HS GRAD LOSS NATIONALLY

WHAT OBSTACLES IS HIGHER EDUCATION FACING?

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INCREASING AD-HOCS

DATA LITERACY CONCERNS

NEW MICROCREDENTIALS

TRANSFER DECLINES

GLOBAL PANDEMIC IMPACTS

MERGERS & CONSOLIDATIONS

QUIET QUITTING/TALENT GAP

REMOTE WORK SHIFTING

VALUE CONCERNS/ROI

LEARNING LOSS VIA COVID-19

KEY LEADERSHIP BEHAVIORS FOR ADMINISTRATIVE ANALYTIC SUCCESS

Integrating Data Across Systems of Record Implementing Widescale Data Literacy Training Seeking Out Feedback From Constituents Promoting Talent Advancement and Internal Training

KEY LEADERSHIP BEHAVIORS FOR ADMINISTRATIVE ANALYTIC SUCCESS

Integrating Data Across Systems of Record Implementing Widescale Data Literacy Training Seeking Out Feedback From Constituents Promoting Talent Advancement and Internal Training

Identifying Manual Efforts to Automate Advancing ML, AI, and Link to Key Business Drivers Privileging Cross Unit Team-Based Analytic Execution

Using Vision to Accelerate ROI & Outcomes

私たちの取り組みについて共有する機会をいただき、誠にありがとうございます。

I sincerely appreciate the opportunity to share our efforts.

もっと話しませんか? Want To Talk More?

Jason F Simon, Ph.D. www.linkedin.com/in/jasonfsimon/ Jason.simon@unt.edu

Image attribution: lynda.com