



SHEEO

State Higher Education
Executive Officers Association

SHEEO Community of Practice: Exploring Multi-State and Multi-Sector Data Projects

FEBRUARY 2024

Team-Time Activities

SHEEO's Communities of Practice include opportunities for states to work collaboratively within and across their state teams on the issues discussed by presenters. At each Community of Practice, SHEEO facilitates these state team times, allowing attendees to reflect on and incorporate what they have learned and to make plans for employing that learning after the convening's conclusion.

The resources found within this document can be shared and redistributed.

Acknowledgements

These activities were developed for the SHEEO Community of Practice initiative, which is funded in part by the Bill & Melinda Gates Foundation. The findings and conclusions contained within are those of the authors and do not necessarily reflect the positions or policies of the Bill & Melinda Gates Foundation. Thank you to our speakers for sharing many of the resources referenced here.

Team Time #1a: Developing SMART Goals for Multi-State/Sector Data Projects

February 7, 2024 | 9:15 – 9:45 A.M.

INSTRUCTIONS

Revisit your submitted letters of interest and the technical assistance or professional development needs identified. Within your team, please translate one or two of these needs into **Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART)** goals using Worksheet 1a and the guiding questions below.

SUPPORTING DOCUMENTS

- [Smartsheet – SMART Goals for Project Management](#)
- [Illinois Tech – Using SMART Goals to support Strategic Plan](#)
- [DQC - Roadmap for Cross-Agency Data Governance](#)

GUIDING QUESTIONS

1. What are the technical assistance and professional development needs your team would like help addressing at this CoP?
 - a. What are the priority programs/projects/activities/initiatives related to multi-state and multi-sector data projects that your team would like to focus on?

2. How can your team transition these needs and priorities into specific, measurable, achievable, relevant, and time-bound (SMART) goals?

3. What are the specific, measurable, achievable, relevant, and time-bound (SMART) goals you will set to develop a roadmap for addressing your needs and priorities during Team Times?

WORKSHEET 1A: SMART GOALS FOR MULTI-STATE OR MULTI-SECTOR DATA PROJECTS

INITIAL NEED	What is one of the technical assistance or professional development needs you would like help addressing at this CoP?
S <i>SPECIFIC</i>	<u>The goal needs to be detailed and clear.</u> What does your team want to accomplish? Why is this a goal? Who needs to be included in goal setting and implementing the goal? When do we want to do this?
M <i>MEASURABLE</i>	<u>The outcome can be quantified or measured.</u> How will your team measure progress and know if you've successfully met your goal? How will measurement vary across sectors/states?
A <i>ACHIEVABLE</i>	<u>The goal is realistic to achieve.</u> Does your team have the skills required to achieve the goal? If not, can you obtain them or partner with someone who does? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?
R <i>RELEVANT</i>	<u>The goal relates to a particular project or agency/state need.</u> Why am I setting this goal now? Is it aligned with overall objectives? Is it relevant to every team member's overall objectives?
T <i>TIME-BOUND</i>	<u>The goal includes a deadline by which success or failure can be determined.</u> By when do you need the goal completed? What's the deadline, and is it realistic?
SMART GOAL	Review what you have written, and craft a SMART goal statement based on what the answers to the questions above have revealed.

EXAMPLE: Hypothetical SMART Goals for Multi-State or Multi-Sector Data Projects

INITIAL	What is one of the technical assistance or professional development needs you would like help addressing at this CoP?
NEED	The Governor has requested the Governor’s Office of Student Achievement (GOSA), USG, and TCSG develop a partnership to share data for student success, increase cross-sector collaboration, and improve real-time decision making at GOSA. There is no formal, continuous data sharing agreement between USG, GOSA, and TCSG for academic reporting in real-time. GOSA aims to understand the flow of students from each organization for real-time decision making and legislative support. USG and TCSG would both like to understand first-time freshmen trends, dual enrollment trends, and the flow between its institutions in real time. We would like help establishing an agreement for the three entities to address this request and develop a solution that benefits all partners.
S <i>SPECIFIC</i>	<u>The goal needs to be detailed and clear.</u> What does your team want to accomplish? Why is this a goal? Who needs to be included in goal setting and implementing the goal? When do we want to do this? Establish a formal, continuous data sharing agreement among GOSA, USG, and TCSG for accurate and efficient reporting and decision making. Data would include student-, course-, and institution-level information on demographics, admissions, enrollment, and transfers. Involve key stakeholders from the organizations in the development and implementation of the agreement. Aim to improve data accuracy, reduce reporting delays, and enhance decision-making processes for each organization.
M <i>MEASURABLE</i>	<u>The outcome can be quantified or measured.</u> How will your team measure progress and know if you’ve successfully met your goal? How will measurement vary across sectors/states? Track the progress of establishing the agreement through key milestones, such as drafting the agreement, stakeholder approvals, and implementation. Measure success by the reduction in data discrepancies, timeliness of reports, data dashboards, and satisfaction feedback from both organizations.
A <i>ACHIEVABLE</i>	<u>The goal is realistic to achieve.</u> Does your team have the skills required to achieve the goal? If not, can you obtain them or partner with someone who does? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve? Assess current capabilities and resources of both USG and TCSG to ensure they possess or can acquire the necessary skills and tools for effective data sharing. Collaborate with relevant experts (CVIOG) if needed. Ensure the goal aligns with both organizations' capacities and willingness to commit to the agreement.
R <i>RELEVANT</i>	<u>The goal relates to a particular project or agency/state need.</u> Why am I setting this goal now? Is it aligned with overall objectives? Is it relevant to every team member’s overall objectives? Ensure the data sharing agreement aligns with state goals of leveraging technology for state governments to provide a more timely and accurate picture of public higher education enrollments. Align the goal with the broader objectives of enhancing cross-sector collaboration, data accuracy, and reporting efficiency. Ensure the goal supports the missions of USG and TCSG and is pertinent to the responsibilities of the teams involved.
T <i>TIME-BOUND</i>	<u>The goal includes a deadline by which success or failure can be determined.</u> By when do you need the goal completed? What’s the deadline and is it realistic? Aim to complete the drafting and approval of the data sharing agreement within 24 months, followed by a six-month period for implementation and initial evaluation. Set clear deadlines for each phase to maintain focus and momentum.
SMART GOAL	Review what you have written, and craft a SMART goal statement based on what the answers to the questions above have revealed. Establish a formal, continuous data sharing agreement among GOSA, USG, and TCSG within 24 months to enhance enrollment reporting accuracy and efficiency, aligning with state goals for a more timely and accurate representation of public higher education. This entails drafting the agreement within three months, securing approvals within the next 21 months, and implementing the agreement in the final three months. Success will be measured by reduced data discrepancies, timely report generation, and stakeholder satisfaction. Ultimately, it should improve state-level decision-making and policy development in higher education on several issues and for a variety of student groups (e.g., dual enrollment, testing, transfers, Georgia Match/Direct Admissions).

Team Time #1b: Collaborating on SMART Goals for Impact

February 7, 2024 | 9:15 – 9:45 A.M.

INSTRUCTIONS

If you complete 1a and the group is comfortable with the goals, please use the remaining time to continue to develop and refine the SMART goals for this CoP. Focus on identifying potential collaborators and the desired impact of these goals in Worksheet 1b. Reflect deeply on the underlying reasons for your priorities, needs, and goals concerning the multi-state/sector data project you've identified. This is an opportunity to think broadly and ambitiously about the objectives of the project.

GUIDING QUESTIONS

1. What is the specific, measurable, achievable, relevant, and time-bound (SMART) goal you will set to develop a roadmap for addressing your needs and priorities during Team Times?
2. Who within your team, agency, state, etc., should be engaged to help you achieve this goal?
 - a. **Identifying Actors:** Who are the critical team members, agencies, or state representatives who need to be involved in these projects? Who are the obvious and less obvious partners for your collaboration?
 - b. **Roles and Responsibilities:** What specific roles or contributions can each collaborator offer toward achieving the SMART goals?
 - c. **Communication Strategy:** How will we communicate and coordinate effectively among different collaborators? What tools or methods will we use?
 - d. **Building Teamwork:** How can we leverage the diverse skills and perspectives of our collaborators to enhance the project?
3. What are the potential internal and/or external outcomes of this objective?
 - a. **Internal Outcomes:** What are the anticipated benefits or changes within our organization as a result of achieving these goals?
 - b. **External Outcomes:** How will achieving these goals impact other stakeholders, communities, or the broader sector/state?
 - c. **Long-Term Effects:** Beyond immediate outcomes, what long-term effects do we anticipate or hope to achieve?
 - d. **Evaluating Success:** How will we assess the impact of our efforts? What criteria or indicators will be used?

WORKSHEET 1B: SMART GOALS FOR MULTI-STATE OR MULTI-SECTOR DATA PROJECTS

SMART Goal	Collaborators	Impact
Provide the SMART goals your team will accomplish regarding multi-sector/state projects	Who within your team, agency, state, etc. should be engaged to help you achieve this goal?	What are the potential internal and/or external outcomes of this objective?
1		
2		

EXAMPLE: Hypothetical SMART Goals for Multi-State or Multi-Sector Data Projects

SMART Goal	Collaborators	Impact
Provide the SMART goals your team will accomplish regarding multi-sector/state projects	Who within your team, agency, state, etc., should be engaged to help you achieve this goal?	What are the potential internal and/or external outcomes of this objective?
<p>1 The Governor has requested the Governor’s Office of Student Achievement (GOSA), USG, and TCSG develop a partnership to share data for student success, increase cross-sector collaboration, and improve real-time decision making at GOSA. There is no formal, continuous data sharing agreement between USG, GOSA, and TCSG for academic reporting in real-time. GOSA aims to understand the flow of students from each organization for real-time decision making and legislative support. USG and TCSG would both like to understand first-time freshmen trends, dual enrollment trends, and the flow between its institutions in real time. We would like help establishing an agreement for the three entities to address this request and develop a solution that benefits all partners.</p>	<p>Governor’s Office of Student Achievement</p> <ul style="list-style-type: none"> • Staff <p>University System of Georgia</p> <ul style="list-style-type: none"> • Research & Policy Analysis • Strategic Implementation • Georgia Best Staff • ITS Staff • Chancellor’s Office <p>Technical College System of Georgia</p> <ul style="list-style-type: none"> • Research & Policy Analysis • Office of Information Technology & Data Resources Staff 	<ol style="list-style-type: none"> 1. Enhanced Data Integrity and Reporting Efficiency: Improved accuracy in enrollment data and more efficient reporting processes will lead to better-informed decisions within USG and TCSG. 2. Improved State Education Policies: Accurate and timely data will support the development of more effective state policies and initiatives related to higher education, such as dual enrollment programs, testing protocols, student transfers, and the Georgia Match/Direct Admissions program. 3. Strengthened Inter-Agency Collaboration: The collaboration required to establish and implement the agreement will foster stronger relationships among USG, TCSG, the Carl Vinson Institute of Government, and the Governor’s Office of Student Achievement, enhancing future joint endeavors. 4. Increased Accountability and Transparency: The agreement will promote greater accountability and transparency in public higher education, benefiting students, educators, and policymakers. 5. Positive Impact on Students and Educational Institutions: By ensuring more accurate and timely data, the agreement will help in better addressing the needs of students with targeted supports and adapting to trends in public higher education, ultimately enhancing the educational experience and outcomes.

Team Time #2: Developing a SMART Logic Model for Planning a Multi- State/Sector Project

February 7, 2024 | 3:00 – 3:45 P.M.

INSTRUCTIONS

In this activity, teams will conceptualize a logic model by identifying resources, activities, outputs, and outcomes aligned with their SMART goals using the logic model resources, logic model template, and Worksheet 2. In the final 10 minutes, teams will create a poster that succinctly outlines their logic model.

SUPPORTING DOCUMENTS

- [HHS Logic Model Tip Sheet](#)
- [IES - Logic Models for Program Design, Implementation, and Evaluation: Workshop Toolkit](#)
- [BMGF - A Guide to Actionable Measurement](#)
- [Innovation Network – Logic Model Workbook](#)
- [Guide for Sustaining P-20W+ Data Governance](#)
- [NCES – Developing a Data Use Strategy](#)
- [UW-Madison – Creating a Logic Model for a New Program](#)

Worksheet 2: SMART Logic Model for Multi-State or Multi-Sector Data Projects

Project Desc.	
CoP Need	
Lead & Core Team	
SMART Goal	
Inputs	<p>What resources are needed to develop the project and accomplish the goal?</p> <p>Time Money/Funding (Budgets) Capacity/Staff Expertise Facilities Technology Infrastructure/Equipment Collaborations/Partnerships Technical Assistance</p>
Activities	<p>What are the activities, products, services, and strategies needed to implement the project?</p> <p>Develop products, business rules, curricula, briefs Deliver content and services Conduct meetings and conferences Training/Workshops Partner Conduct research Assessment/Evaluation tools Disseminate/Work with media</p>
Outputs	<p>What are the results or direct products of the project's activities?</p> <p>Data Governance Charter/Plan Collaborative Networks # of meetings # of individuals attending workshops # of partnerships # of Data Sharing Agreements # of Dashboards, Reports, Analyses # of media appearances</p>
Short-Term Outcomes	<p>What short-term changes do we expect to see because of the project being implemented? (Learning)</p> <p>Knowledge Attitudes Skills Interest Opinions Aspirations Motivations</p>
Medium-Term Outcomes	<p>What intermediate changes do we expect to see because of the project being implemented? (Changing Action)</p> <p>Behavior (participation, retention) Practice/Contributions (articles, pictures, videos,) Decision-making (program planning, gap analysis, next steps) Policies Social Action</p>
Long-Term Outcomes	<p>What are the desired long-term changes of the project that we hope to see over time? (Impact)</p> <p>Social (reach, participation, diversity) Educational Economic (more funding for programs, cost-effective programs) Civic (reach, community engagement) Environmental</p>

EXAMPLE: Hypothetical SMART Logic Model for Multi-State or Multi-Sector Data Projects

Project Desc.	Direct data sharing between GOSA, USG, and TCSG for Academic and Enrollment Reporting	
CoP Need	There is no formal, continuous data sharing agreement between USG and TCSG for enrollment reporting.	
Lead & Core Team	GOSA, USG, TCSG, and CVIOG	
SMART Goal	The Governor has requested the Governor’s Office of Student Achievement (GOSA), USG, and TCSG develop a partnership to share data for student success, increase cross-sector collaboration, and improve real-time decision making at GOSA. There is no formal, continuous data sharing agreement between USG, GOSA, and TCSG for academic reporting in real-time. GOSA aims to understand the flow of students from each organization for real-time decision making and legislative support. USG and TCSG would both like to understand first-time freshmen trends, dual enrollment trends, and the flow between its institutions in real time. We would like help establishing an agreement for the three entities to address this request and develop a solution that benefits all partners.	
Inputs	What resources are needed to develop the project and accomplish the goal?	<ul style="list-style-type: none"> • Budget: Allocated funds for project development and implementation. Allocated funds for hiring consultants. • Staff: Data teams, legal experts, IT support from USG and TCSG. CVIOG Staff providing support as well. • Expertise: Knowledge in data management, legal compliance, policy development. • Technology: Data sharing platforms, secure communication tools. • Collaborations/Partnerships: Involvement of USG, TCSG, CVIOG, and Governor’s Office of Student Achievement. • Technical Assistance: Support for drafting and implementing the data sharing agreement (templates available).
Activities	What are the activities, products, services, and strategies needed to implement the project?	<ul style="list-style-type: none"> • Develop and draft the data sharing agreement using the existing template. • Conduct meetings for collaboration and approval among stakeholders. • Implement training and workshops for data management and reporting. • Develop and apply data sharing protocols, governance, and systems. • Continuous assessment and revision of data sharing processes.
Outputs	What are the results or direct products of the project's activities?	<ul style="list-style-type: none"> • 1 formal data sharing agreement between GOSA, USG, and TCSG. • 12+ stakeholder meetings for drafting and approving the agreement. • 2 training workshops for USG and TCSG data teams. • 1 secure data sharing system implemented. • Quarterly reports on data sharing process and progress. • 2 Agency Enrollment Presentations using shared data by Fall 2025 and Spring 2026.
Short-Term Outcomes	What short-term changes do we expect to see because of the project being implemented? (Learning)	<ul style="list-style-type: none"> • Increased knowledge and skills in data sharing among 25+ staff members from GOSA, USG, and TCSG within 6 months. • Improved attitudes toward inter-organizational collaboration among stakeholders. • Enhanced interest and motivation in data-driven decision-making within 12 months.

Medium-Term Outcomes	What intermediate changes do we expect to see because of the project being implemented? (Changing Action)	<ul style="list-style-type: none"> • Behavioral change in data management practices among USG and TCSG teams within 18 months. • Decision-making influenced by accurate and timely data in 24 months. • Development of additional policies for data governance and reporting within 24 months. • Improved targeting of educational services and resources to institutions based on more accurate and timely data, with noticeable improvements observed within 48 months.
Long-Term Outcomes	What are the desired long-term changes of the project that we hope to see over time? (Impact)	<ul style="list-style-type: none"> • Increased educational insights leading to more effective state higher education policies within 3 years. • Economic improvements through more efficient and cost-effective data management within 4 years. • Long-term improvement in persistence, student success rates, transfer rates, and educational outcomes due to more effectively targeted services and interventions, observable within 3-5 years. • Enhanced overall quality of public higher education in the state, leading to higher student satisfaction and better educational attainment rates, measurable within 5 years. • Strengthened relationship and trust between USG and TCSG, leading to a culture of ongoing collaboration and openness, with significant improvements noticeable within 3-5 years.

Team Time #3: Gallery Walk and Share Out

February 8, 2024 | 11:00 – 12:00 P.M.

Instructions

During Team Time 3, teams will engage in an exchange of ideas through their developed SMART Logic Models based on their previously identified needs. Initially, teams will finalize their posters and prepare for a gallery walk by selecting representatives to discuss their work. During the gallery walk, team members will walk around and explore other teams' logic models, leaving questions, feedback, resources to be shared, and collaboration ideas via sticky notes. This Team Time will conclude with a group discussion, including insights from the posters, feedback received, and accountability for the next steps in the projects.