



How can you create and sustain a culture of evidence and inquiry in your organization?

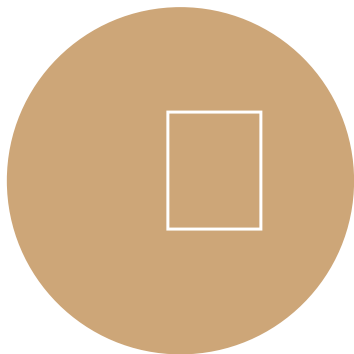
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Key Objectives

1. Understand the characteristics and importance of a culture of evidence and inquiry in their organization.
2. Assess your organization's culture of evidence and inquiry and identify areas in which evidence is underutilized.
3. Learn strategies for creating and/or sustaining a culture of evidence and inquiry in their organization.

Note this session is meant to “crowdsource” solutions to this intractable and dynamic challenge, not for the facilitators to provide all the answers.

Discuss at your tables (10 min)



1. What informs decisions at your organization?
2. How is data used in your organization?

Introduction

Data Driven Decision Making

What are the elements of data driven decision making?

Data Driven Decision Making

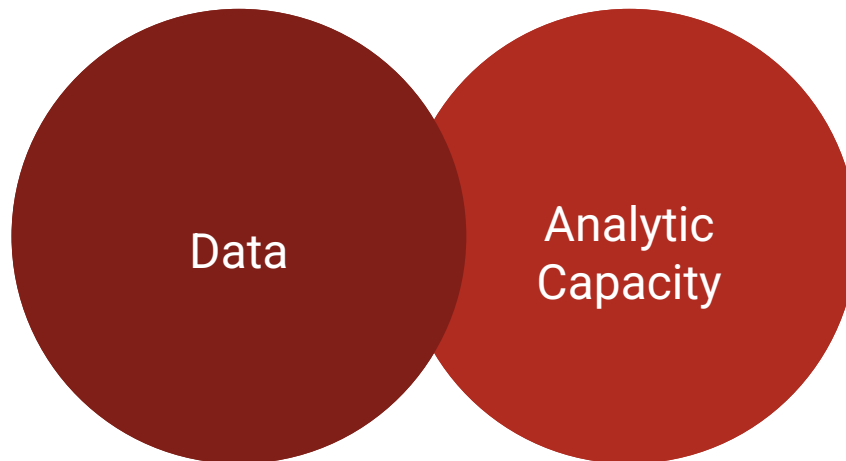
Data driven decision making requires technical infrastructure

SLDS
grants
first
awarded
in 2005



Data Driven Decision Making

And capacity and ability to make sense of the data



SDP launched
in 2008 to
increase
human
capacity in
education
organizations

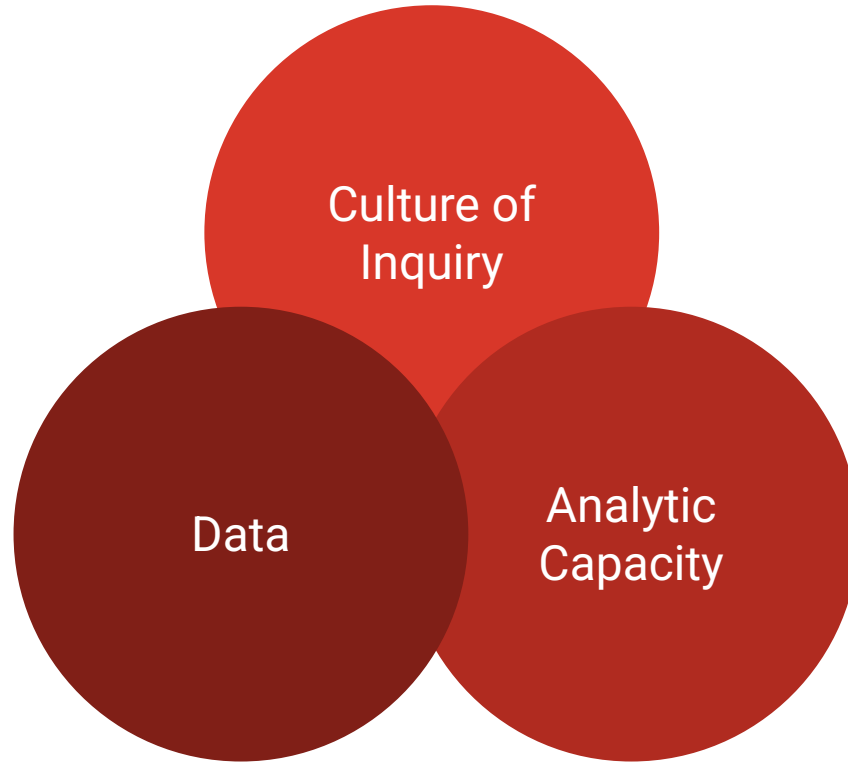
Data Driven Decision Making

Are Data and Analytic Capacity sufficient?

If these things are the supply-side, what is the demand-side?

Demand for Evidence

An organization's demand for evidence is a third necessary element of data driven decision making.



What is a Culture of Evidence and Inquiry?

A Culture of Evidence and Inquiry:

- Interrogates the problem
- Bases decisions on rigorous empirical evidence
- Deliberately seeks and systematically collects information on implementation and performance results to improve programs
- Proactively plans rigorous evaluations of programs and initiatives

A Culture of Evidence and Inquiry does **not**:

- Present data to justify a decision only after it is made
- Fail to monitor program performance for continuous improvement
- Wait until programs end to initiate evaluations

Why a Culture of Evidence and Inquiry?

A strong culture of evidence and inquiry is important to:

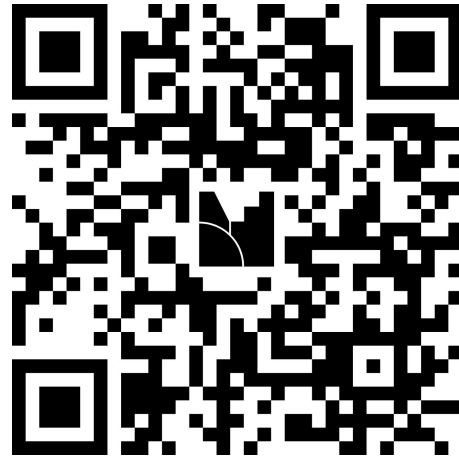
- understand problems before they are addressed,
- determine whether programs are being implemented as intended
- demonstrate the (in)effectiveness of programs,
- justify the use of time and resources, and
- inform decisions to renew, expand, cancel, or revise programs.

Does your organization have:

- A culture of evidence and inquiry or
- A culture of good intentions

To join, go to:
<https://www.menti.com/altaxm61pb23>

Or scan the QR code:



Self-Assessment

Adapted from the Strategic Data Use rubric

Pillar 1.3 Strategic Data Leadership: Decision Making

Data-driven decision-making is essential for program selection, continuation, and resource allocation

	Emerging	Developing	Practicing	Mastering
1.3a Program Decisions	Program decisions (i.e., starting ending, or adapting) are rarely informed by data.	Some programmatic decisions are based on data, but lack rigor or clarity.	Decisions consistently integrate evidence.	Decisions are grounded in high-quality evaluations, and data is regularly updated and analyzed for continuous improvement.

Pillar 1.3 Strategic Data Leadership: Decision Making

	Emerging	Developing	Practicing	Mastering
1.3c Financial Decisions	<p>Little data is used to inform financial decisions, or is incomplete or inconsistent.</p> <p>Not well integrated into the decision-making process.</p>	<p>Limited use of financial models or forecasting tools to guide resource allocation.</p> <p>Analysis is reactive rather than proactive.</p>	<p>Forecasting, cost-benefit analysis, and financial modeling are used to guide decisions.</p> <p>Financial decisions and strategic goals are aligned.</p>	<p>Data is systematically integrated into all aspects of financial decision-making.</p> <p>Financial decisions demonstrate (or predict) a clear, measurable impact on organizational goals and sustainability</p>

Pillar 1.4 Strategic Data Leadership: Continuous Improvement

A commitment to continuous improvement ensures agility and drives innovation in data-driven strategies and outcomes.

	Emerging	Developing	Practicing	Mastering
1.4a Improvement Processes	<p>Improvement processes lacks clear frameworks, or framework use is sporadic and inconsistent.</p> <p>Unaligned with goals.</p>	<p>Improvement frameworks exist, use is sporadic or inconsistent across departments.</p> <p>Alignment with organizational strategic goals is not explicit.</p>	<p>Improvement frameworks are institutionalized and applied systematically across departments.</p> <p>Aligned with organizational strategic goals.</p>	<p>Continuous improvement frameworks are deeply embedded in the organization's culture and aligned with long-term goals.</p> <p>Data-driven insights are used iteratively to refine improvement processes at every level of the organization.</p>

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1.4b Continuous Improvement Cycles	<p>The organization rarely tests new ideas.</p> <p>Evaluation is not a formalized part of organizational strategy.</p>	<p>Some testing of new approaches exists.</p> <p>Risks are not managed proactively.</p> <p>Results are not used to systematically improve practices.</p>	<p>Culture of causal impact evaluation.</p> <p>Risks are managed proactively; failures are treated as learning opportunities.</p> <p>Continuous improvement cycles have measurable impacts on organizational goals.</p>	<p>Culture of causal impact evaluation.</p> <p>Risks are managed proactively and failures are treated as learning opportunities.</p> <p>Consistently engages in iterative cycles to test, drive, and sustain innovation.</p>

Pillar 1.4 Strategic Data Leadership: Continuous Improvement

A commitment to continuous improvement ensures agility and drives innovation in data-driven strategies and outcomes.

	Emerging	Developing	Practicing	Mastering
1.4c Capacity for Building Improvement	<p>Limited training or resources for continuous improvement.</p> <p>Continuous improvement skills and knowledge are not included in the organization's core competencies.</p>	<p>Some capacity-building training in place, but it is limited to certain departments or roles.</p>	<p>Comprehensive training and resources focused on continuous improvement.</p>	<p>Comprehensive, ongoing professional development opportunities.</p> <p>Staff at all levels have access to training, resources and support to drive and measure continuous improvement with clear ties to advancement.</p>

Pillar 3.2 Actionable Analyses: Use of Evidence

Use of evidence involves the review and synthesis of data-driven materials making improves accuracy in meeting the identified goal, as well as reliably identifying and aligning with intended outcomes.

	Emerging	Developing	Practicing	Mastering
3.2a High Quality Research	Lacks a systematic process for review and integration of best practices into program and practice decisions.	External research is used sporadically, often without clear alignment to organizational goals. Few or no high quality partnerships.	External research is used to inform decision-making and strategy development. Developing relationships with some researchers and institutions.	External research is systematically identified, reviewed, and synthesized for relevance and applicability to organizational goals. Active partnerships with researchers and institutions; continuous exchange of knowledge and access to cutting-edge findings.

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3.2b Internal Research Implementation	<p>Internal research is conducted but is inconsistent or limited in scope or timing.</p> <p>Results are not integrated into decision-making.</p>	<p>Internal evaluation informs some program decisions, but there are gaps in the timing, scope, stakeholder involvement or integration into strategy.</p>	<p>Evaluations inform all program decisions from the inception and include sunset clauses for periodic review.</p> <p>The organization engages stakeholders in data walk-backs to contextualize results.</p>	<p>Internal research and evaluations are embedded into a continuous feedback loop, systematically influencing all aspects of decision-making.</p> <p>The organization regularly revisits findings, revising strategies as needed, based upon real-time data and stakeholder feedback.</p>

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3.2c Integration of Qualitative Data	Qualitative data is occasionally collected but is not consistently or thoroughly analyzed or integrated into decision making processes.	Efforts to incorporate qualitative insights, but collection and integration of qualitative data is often inconsistent, incomplete, or inaccurate.	Qualitative research is systematically designed, implemented, and aligned with quantitative analyses to explore context, meanings, and stakeholder perspectives.	A range of qualitative methods or practices such as empathy interviews are used to ensure that stakeholder voices are captured in ways that are meaningful and accurate, with outcomes that influence decision-making.

Brainstorm

How can you create and sustain a culture of evidence and inquiry in your organization?

How can you create and sustain a culture of evidence and inquiry in your organization?

What role can/should leadership play?

How can training build a culture of evidence and inquiry?

Can a culture of evidence and inquiry be built without leadership support?

What are the barriers to building a culture of evidence and inquiry?

Report Out

Takeaways and/or Questions

Thank You

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Thank You