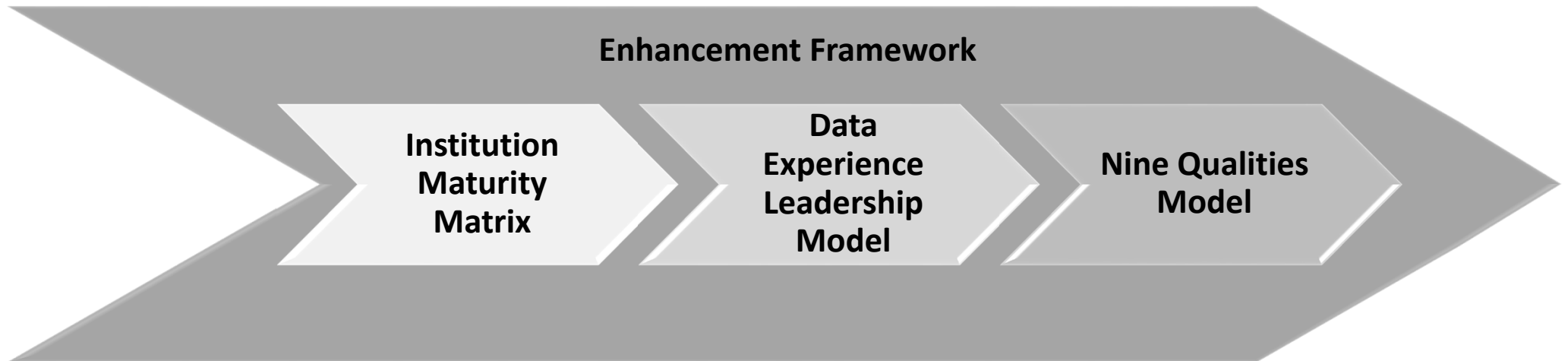
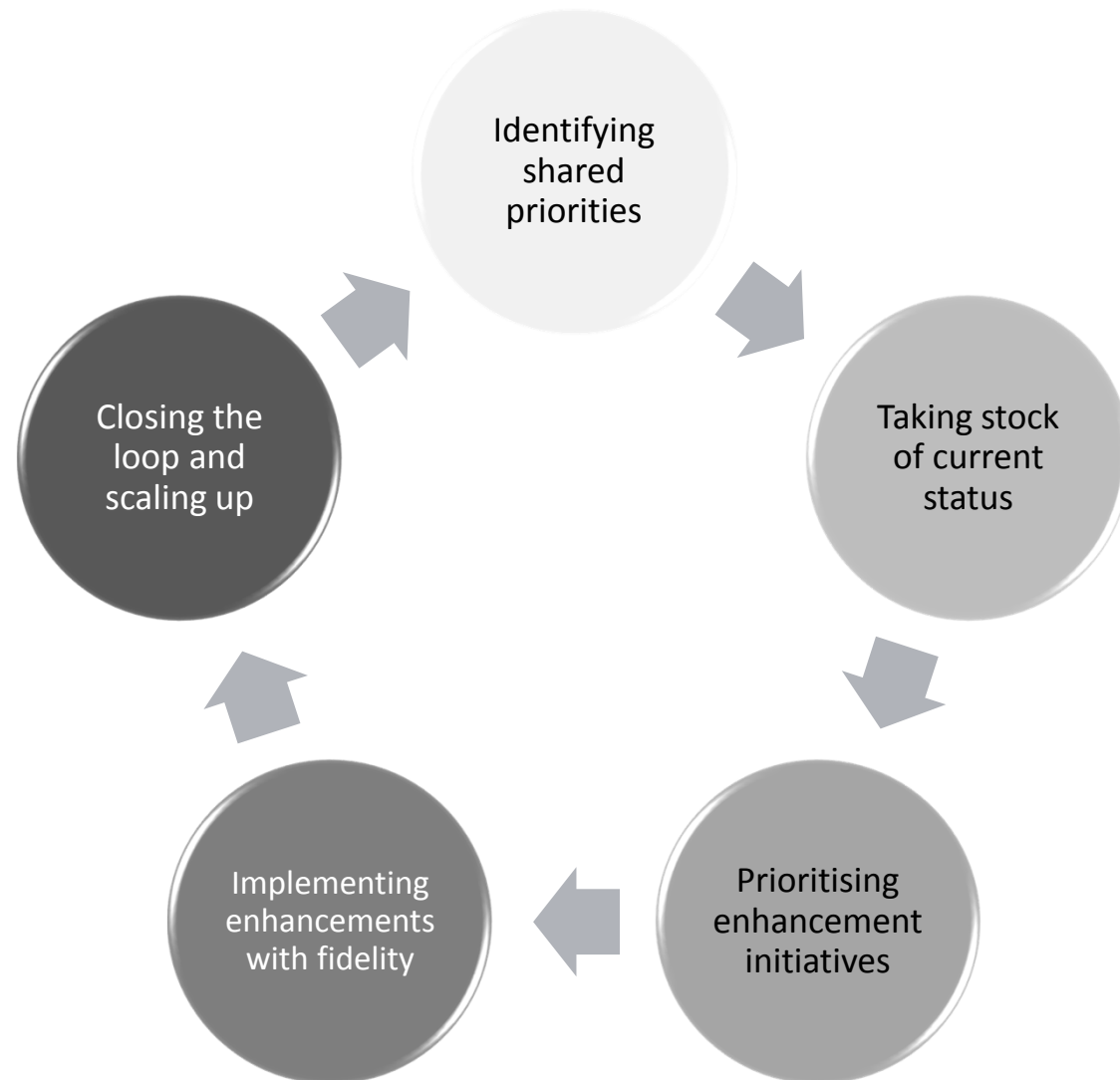


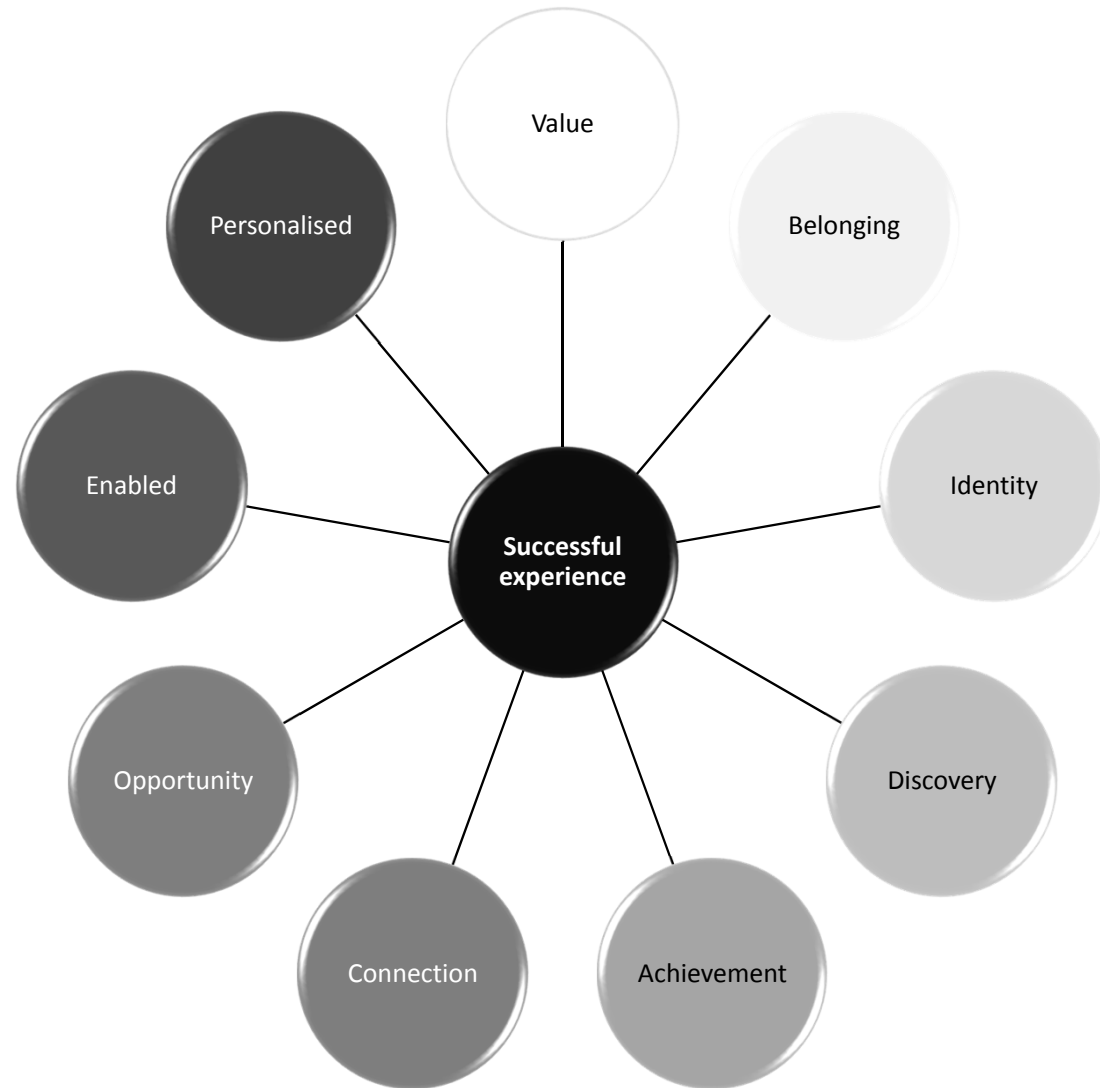
Leadership Architecture



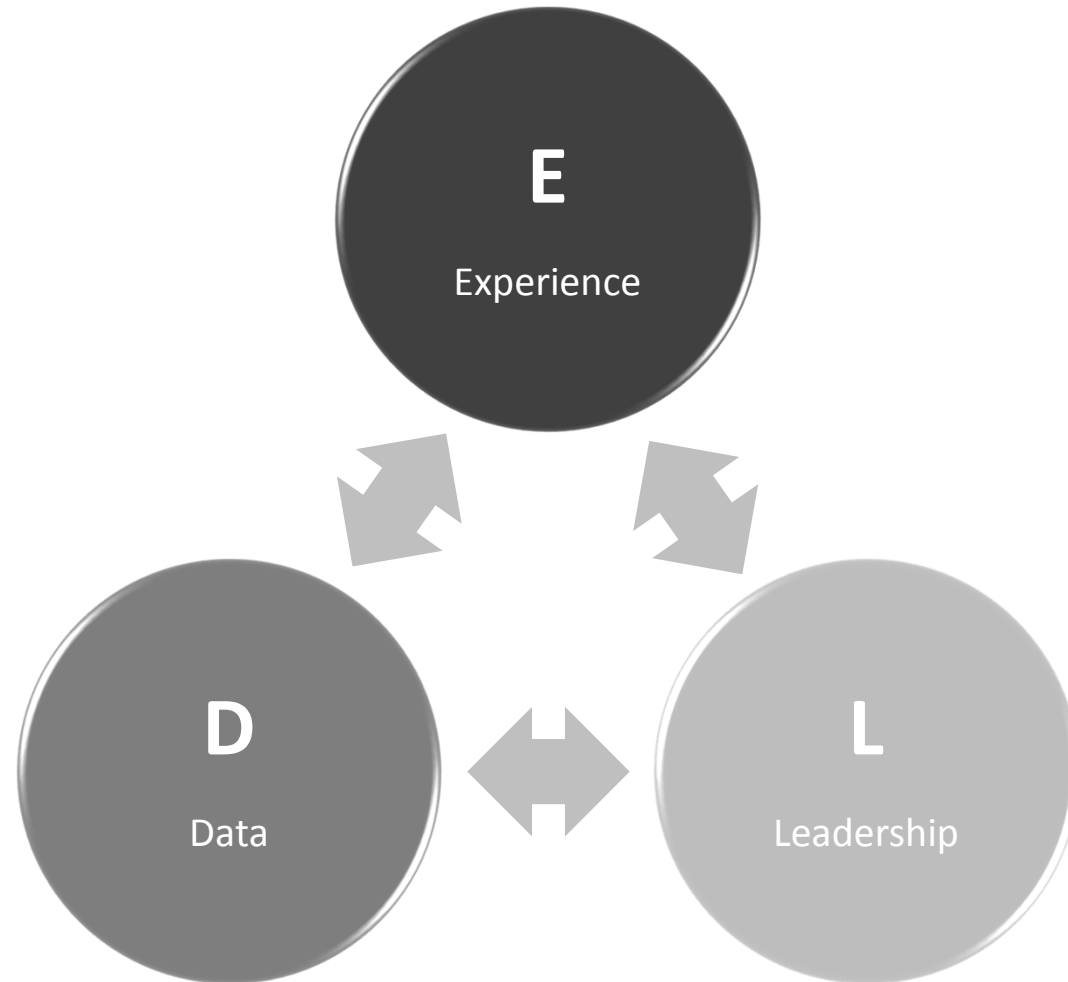
Enhancement Framework



Nine Qualities Model



Data Experience Leadership Model



Institution Maturity Matrix

		D: Data	E: Experience	L: Leadership
Phase	Basic	Student data is limited to personal and/or demographic details collected at admission and to academic results as the student progresses.	The institution is unable to define student success beyond the retention and pass rates defined by external agencies. Students are defined by administrative, compliance or external reporting requirements.	Analysis is restricted to reports for external requirements and to leaders for administering services and facilities.
	Developing	Planned periods and frameworks for collecting data are resourced and exist in dispersed systems. System capabilities are limited and require manual manipulation of information.	An understanding of student success focused on employability and program completion, and formulated from an institutional or more often disciplinary perspective. Students are understood by demographic and performance data and through sporadic surveying.	Reporting is limited to institutional leaders and staff. Reporting based on student feedback data is used to make institutional improvements to student services and to specific courses.
	Integrated	Data collection undertaken throughout entire student experience leveraging and integrating information from existing systems with new system capabilities. Data analysed across systems to provide predictive information identifying areas of support, need or risk.	The institution has a broad view of student success, reporting a number of different aspects of success and possibly acknowledging a range of stakeholder perspectives. Student data is defined in broad terms and includes personal, demographic and performance data, and elements of behavioural or cognitive data.	Student-facing information directs individual students to resources necessary to assist learning and data reported to staff and leaders can assist in developing support strategies tailored to current needs analysis of particular student cohorts.
	Strategic	Data collection reflects broad ranging information, including personal, educational and cultural background, current studies, co-curricular activity, aspirations and post-graduate activity. Diverse data sources, including student supplied and synchronous trace data, are integrated dynamically.	The institution describes multiple aspects of success, incorporating a broad range of perspectives from students and other stakeholders including broader communities. Many aspects of student experience including academic and broader experiences are considered vital to understanding students, and data is sourced accordingly.	Sophisticated analysis capabilities provide quantitative and qualitative data from all sources in user-friendly forms including personalised student-facing information for immediate use. The analysis produces new insights to guide enhancement of individual student experience.