



# UVU DATA SUMMIT

## ■ Data Literacy in Action: Shaping a Data-Informed Future

Presenters:

Jordan Morrow, CEO of Bodhi Data and Senior Vice President of Data & AI Transformation for AgileOne

Ivana Fredotovic, Chief Data Office at Weber State University

**FEBRUARY 2025**

**UVU** DIGITAL  
TRANSFORMATION

# What are We Doing?



Shaping Data Literacy – The Pillars



Organizational Data and AI Literacy



Higher Education Applications



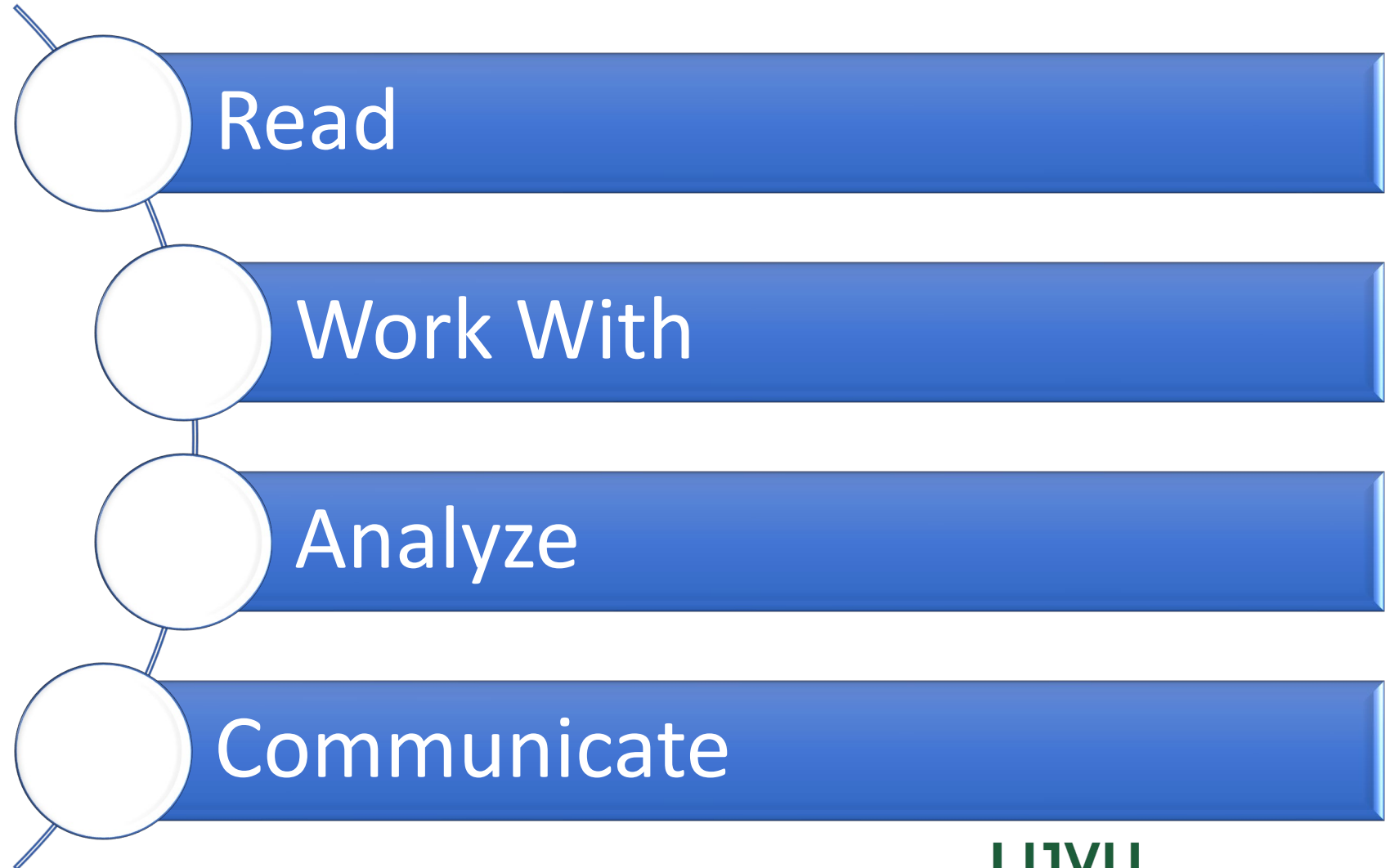
# Shaping Data and AI Literacy: The Pillars

# DEFINING DATA & AI LITERACY



- Data Literacy – The ability to read, work with, analyze, and communicate with data (Qlik)
- AI Literacy - Equipping individuals with the knowledge and skills to understand, use, and interact with AI responsibly and effectively. It's about enabling people to make informed decisions about AI technologies, understand their implications, and navigate the ethical considerations they present (DataCamp)

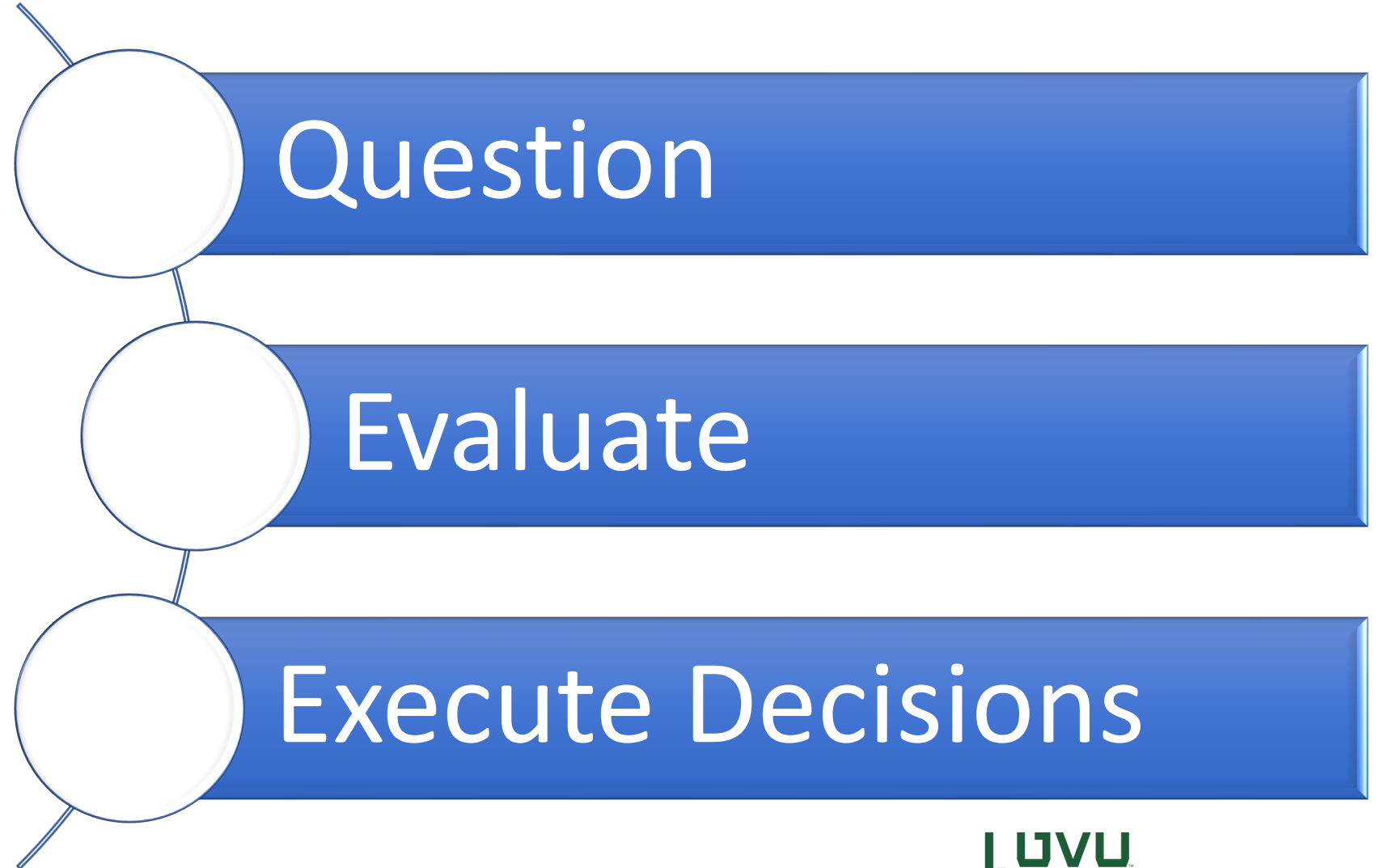
# Key Components of Data Literacy



*Not a one  
size fits all*

# Key Components of AI Literacy

*Empowered  
&  
Effective*



# Future Trends

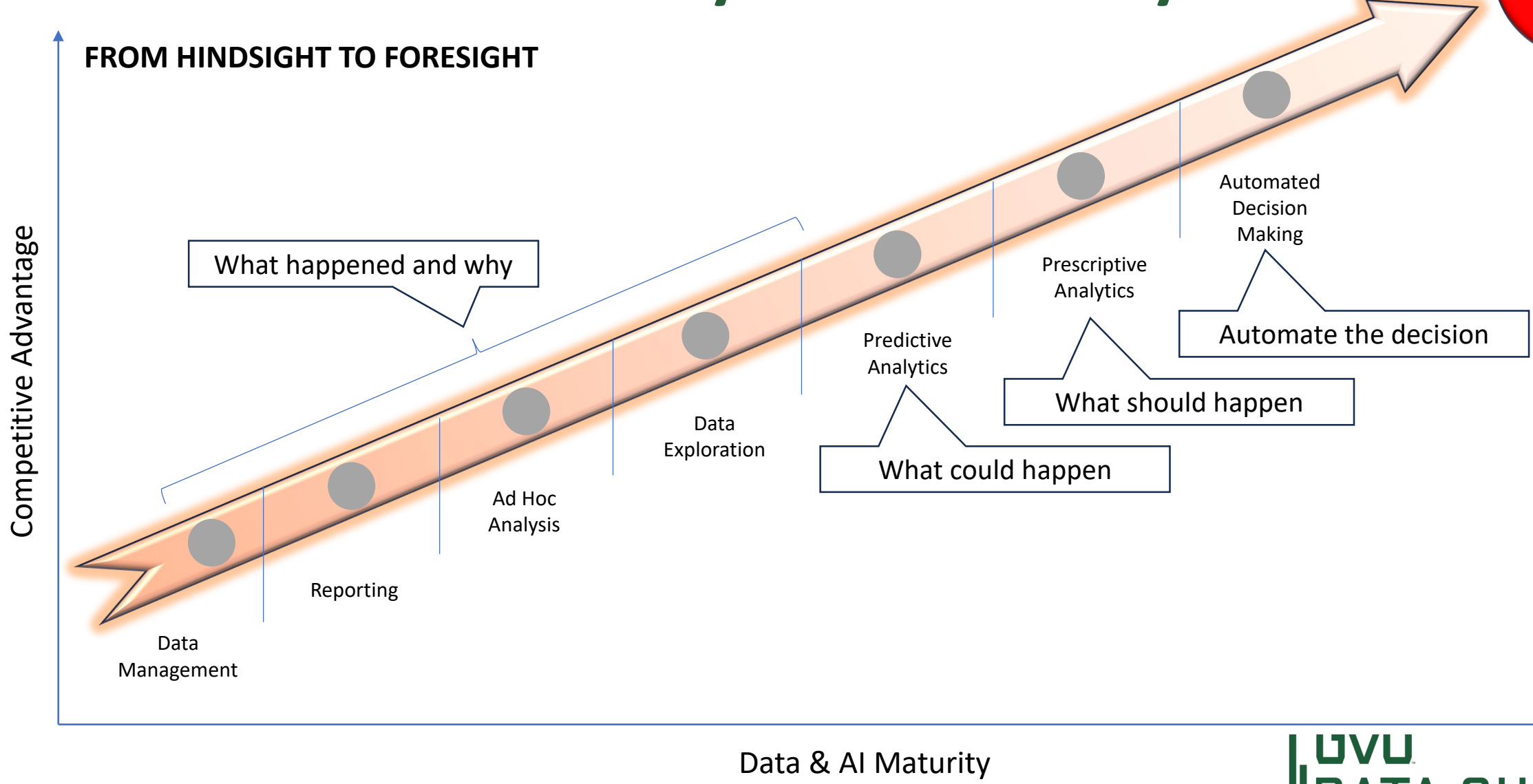


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# Organizational Data and AI Literacy



# The Four Levels of Analytics – Maturity Model



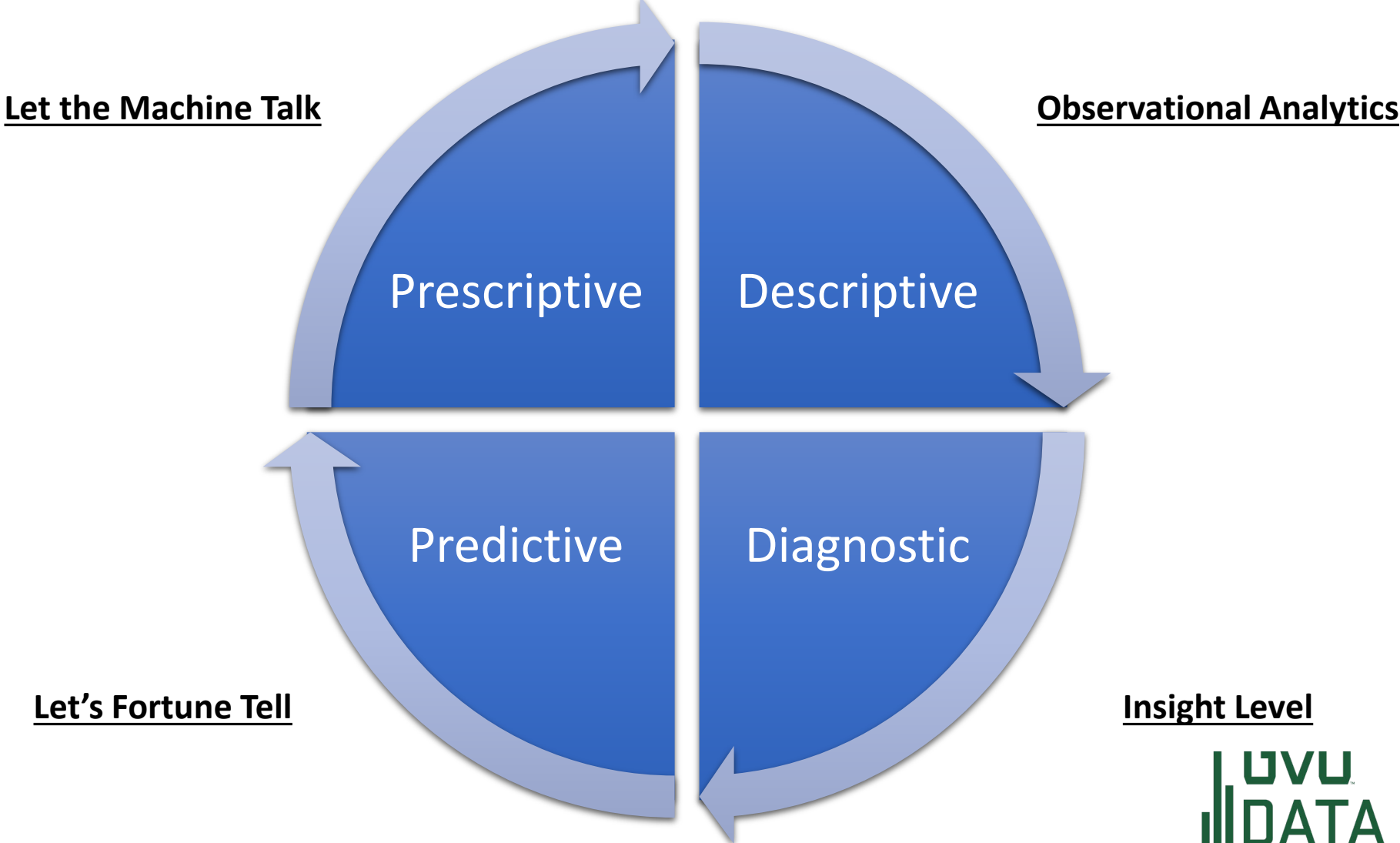
# Purposes of Data and AI

- ✓ **Decision Making**
- ✓ **Problem Solving**
- ✓ **Process Improvement**
- ✓ **Predictions (Predictive)**
- ✓ **Monitoring and Evaluation (Descriptive)**
- ✓ **Understanding the “Why” (Diagnostic)**
- ✓ **Communication**
- ✓ **Data Monetization**

# Value through Data & AI Literacy

- ✓ **Decision Making**
- ✓ **Increased Efficiency and Productivity**
- ✓ **Innovation and Competitive Advantage**
- ✓ **Understanding and Knowledge**
- ✓ **Cost Savings and Revenue Growth**
- ✓ **Enhanced Collaboration and Improved Communication**
- ✓ **Strategic Planning**
- ✓ **Culture**

# The Four Levels of Analytics



# The Importance of Critical Thinking

Questions  
Questions  
Questions

- What business objective are you trying to achieve?
- What data is needed for our analysis?
- What are the potential impacts?
- What are the risks and challenges?
- What tools, technology, and/or skills are needed?
- Who are our stakeholders and audience?
- What decisions can be made with the analytics?



# Get Leadership Buy-In

Speak	Speak their language – like ROI
Connect	Connect to the institution's mission
Demonstrate	Demonstrate value
Start	Start small
Address	Address concerns and risks
Build	Build the culture
Proof	Proof points

# Best Practices

- ✓ **Establish a Data and AI Driven Culture**
- ✓ **Data and AI Literacy**
- ✓ **Data Ownership and Stewardship**
- ✓ **Council and Committees**
- ✓ **Focus Continuous Improvement**
- ✓ **Effective Communication**



**Ensure Data Accuracy**



**Implementation**



**Documentation**



**Collaboration  
&  
Communication**



**Change  
Management**



**Support**



The background features a pattern of various-sized squares in shades of green and yellow, scattered across the white background. A dark green horizontal bar is positioned in the upper left, containing the main title.

# Higher Education Applications

# Our Data Landscape is Changing...

**Data Access & Literacy**

**Leadership & Advocacy**

New Roles: CDO,  
CDAO, CISO, CAO

**AI & Machine Learning**

**Data Security**

**Need for  
Metrics**

**Data-Informed Decisions**

**More  
Users  
want  
Data**

**Data Quality**

**Data Strategy**

**Data Lakes lead  
to more Data**

**Data Privacy**

**Shared Sourcing & Consistent  
Messaging**

**Fair & Ethical Use**

**...ALL Increase the Need for Data Governance**

# Trends Shaping the Future of Higher Education

## Social Trends

- Declining Public Perception
- Evolving Demographics
- Flexible Learning Demands

## Technological Trends

- Cybersecurity Concerns
- Learning Analytics Growth
- Digital Divide
- AI Trends

## Economic Trends

- Workforce Skills Demand
- Employee Retention Challenges
- Impact of Student Debt

## Environmental Trends

- Sustainability Commitments
- Green Skills Demand
- AI in Sustainability Efforts

## Political Trends

- Polarization Effects
- Regulatory Influence

# Trends Shaping the Future of Higher Education

## Rising Interest among Adult Learners

- Surge in Enrollment Intent
- Career Motivation

## Barriers to Enrollment and Completion

- Cost Concerns
- Need for Flexibility
- Mental Health Struggles

## The Workforce Imperative

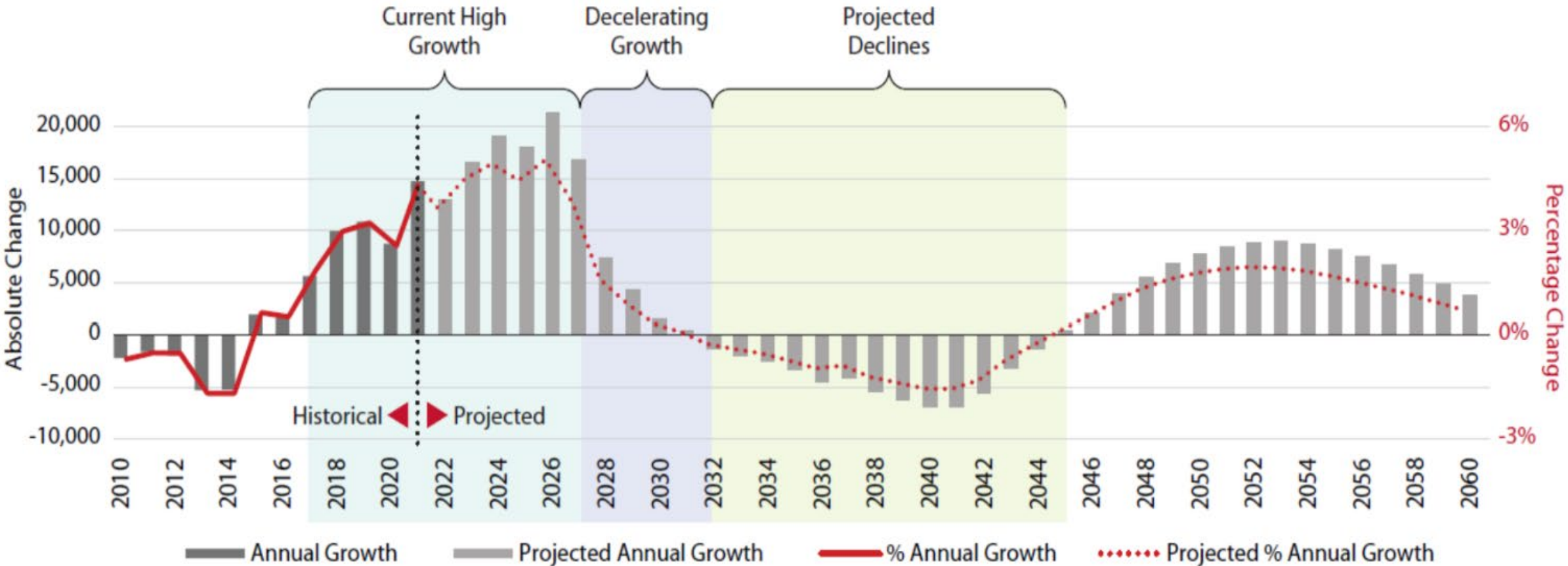
- Educational Attainment Gap
- Closing the Gap

Source: Lumina Foundation & Gallup. (2024). *The State of Higher Education 2024*. Lumina Foundation.



# Navigating Utah's Demographic Dip

# Annual Absolute and Percent Change in Utah's College-age Population, 2010-2060

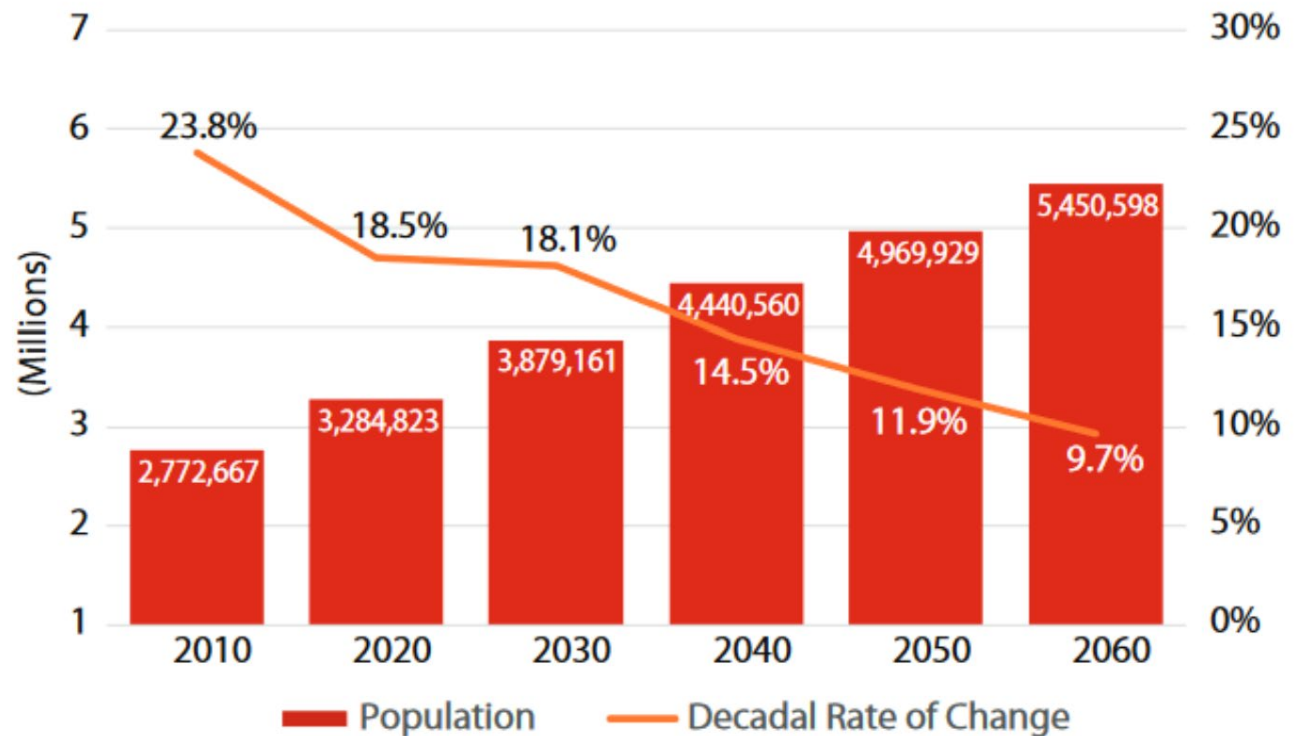


Note: College-age reflects the population ages 18 to 24.  
 Source: Kem C. Gardner Policy Institute State and County Projections 2020-2060 and State and County Estimates 2010-2019

# Changing Demographic Characteristics Will Impact Our Growth Opportunities

- More populous, **mid-sized state**
- **External growth** (61% of growth from migration in 2021 and 2022)
- Much **lower fertility** (Utah fertility below replacement level since 2018)
- **Older**: 20% age 65+ by 2050
- More **multicultural**: 23% minority in 2022 and 30+% by 2040
- **Elite economy**: Utah job growth consistently among best in nation
- **Unaffordable housing**: Utah housing costs represent major economic risk

*A projected increase of 2.1 million Utahns in 40 years*





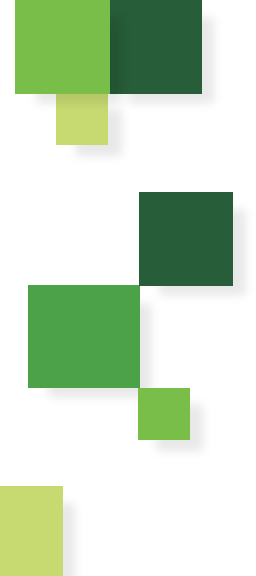
# Strategically Positioning Us for Future

- Enhancing Student Persistence and Retention
- Engaging Non-Traditional and No-Degree Students
- Designing future-ready curricula and academic infrastructure
- Aligning Resources with Performance Goals
- Promoting Student Growth



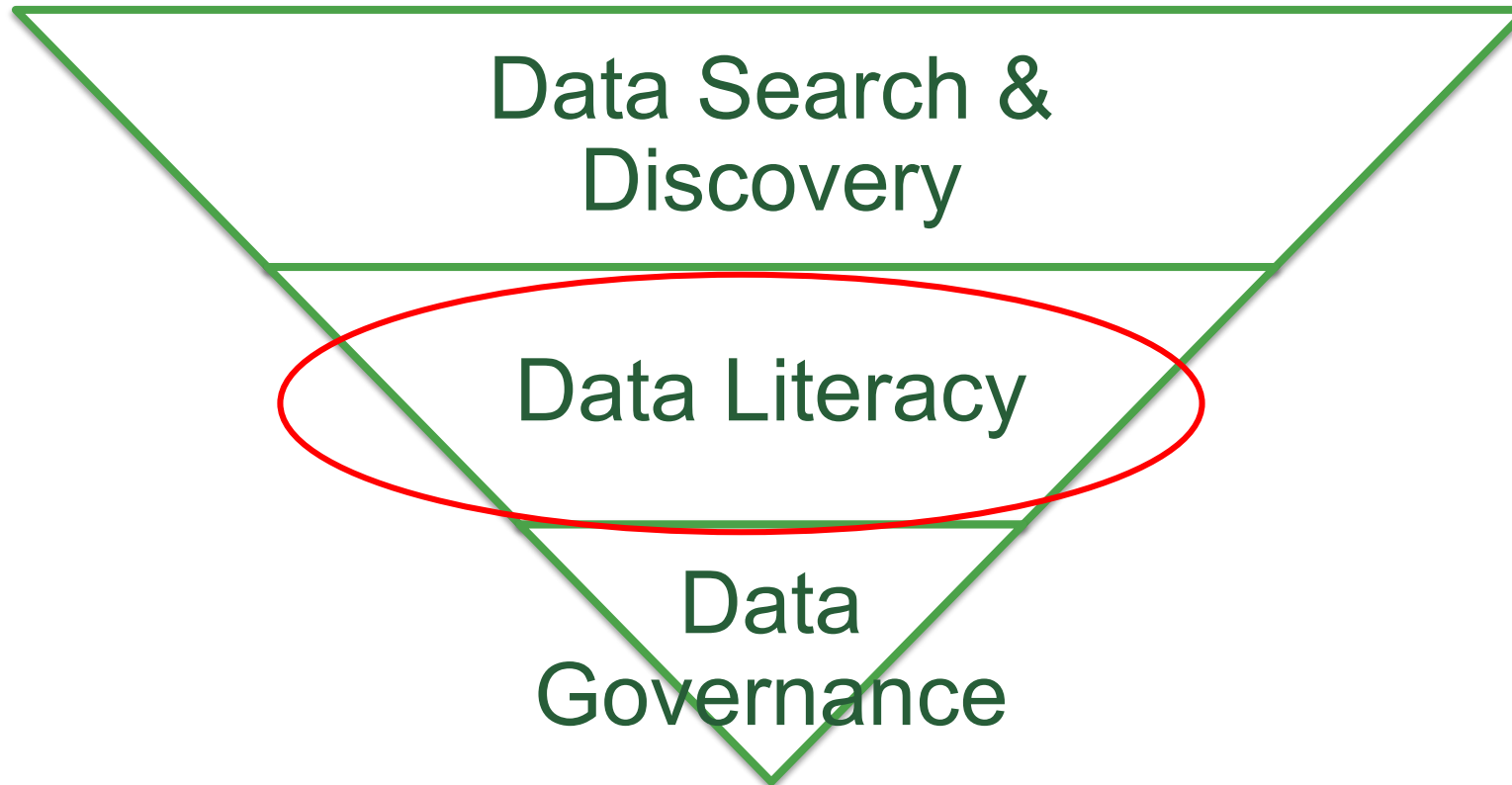


# How Are You Providing and Using Data to Reshape Enrollment and Retention Strategies at UVU?



*Culture*  
EATS  
STRATEGY  
FOR BREAKFAST  
- PETER DRUCKER -

# Three Pillars for Building a Resilient Data Culture





# Data Literacy Strategies



# Organizing Data Summit

October 30 -  
2024 WSU  
Data Summit!

I ♥ DATA | [weber.edu/data](http://weber.edu/data)



**FALL 2024 DATA BYTES:  
WSU STUDENT BODY**

<b>32,701</b> Enrolled Students	<b>14,888</b> Concurrent Enrollment
<b>17,389</b> Matriculated Degree-Seeking	
<b>3,796</b> First-Year	
<b>13.2%</b> Hispanic & Latino Steady progress towards reaching the 15% eHSI Goal	
<b>29.0%</b> First-C...	



# Offering Data Training Series

Enrollment  
Reporting



6 Sessions

Retention &  
Persistence



5 Sessions

Department  
Level  
Training



9 Sessions

Graduation  
Rate  
Reporting



4 Sessions

Student  
Engagement  
& Success



9 Sessions

# Redesigning Training Resources

On Demand  
Training Videos

35 Videos

One-on-One  
Appointments

60  
Individuals

Virtual  
Training

54%  
18 Sessions

Face-to-Face  
Training

46%  
15 Sessions



Multiple  
How-to  
Guides  
published  
with more to  
come!



# Developing Marketing Assets

**FALL | WEBER STATE DATA 2023 | TRAINING LINEUP**

**SEPTEMBER 27** **WSU DATA CULTURE: LET'S GET VISIBLE!**  
 High-level training on WSU Data, data literacy, privacy and ethics, and handy tools to gain visibility into your students and programs  
 @ 2 pm - In-Person & Online | Register via Bridge

**OCTOBER 3 & 5** **NEW FINANCIAL AID DASHBOARD**  
 Learn about a new financial aid dashboard to get valuable insights that drive student access and success  
 @ 2 pm - In-Person & Online | Register via Bridge

**NOVEMBER 8 & 9** **ENROLLMENT DATA**  
 An overview and analysis of enrollment data in relation to our WSU Strategic Plan to empower your decisions  
 @ 2 pm - In-Person & Online | Register via Bridge

**NOVEMBER 14 & 16** **RETENTION & PERSISTENCE DATA**  
 Learn about student persistence and retention data in relation to our WSU Strategic Plan and how we can better support students along the way  
 @ 2 pm - In-Person & Online | Register via Bridge

**DECEMBER 5 & 7** **OPEN REGISTRATION DATA**  
 Learn more about accessing and using important data for the spring 2024 open enrollment period  
 @ 2 pm - In-Person & Online | Register via Bridge

Questions? Reach out.  
[weber.edu/data](http://weber.edu/data) | [ossa@weber.edu](mailto:ossa@weber.edu)

WEBER STATE DATA PRESENTS:

# 2023 WSU DATA SUMMIT

**WHEN** 10.25.23 12PM-3PM

**WHERE** SHEPHERD UNION 404/SKYROOM AB

RSVP VIA CALENDAR INVITE

JOIN THE DISCUSSION

- Data + WSU Strategic Plan & Mission
- Leveraging data within our respective areas

FEATURING JORDAN MOORE



Jordan is known as the "Godfather" of data literacy, having helped pioneer the field and world's first data literacy program. He is a thought leader in the field and has spoken at numerous conferences and organizations around the world. He is a member of the United Nations, build a better world.

WEBER STATE DATA

## SPRING 2024 TRAINING LINEUP

NEW Course Information Dashboard  
 JAN. 30 & FEB. 1 @ 3:00 PM

UPDATED Program Review Dashboard  
 MARCH 19 & 21 @ 3:00 PM

Graduation Outcomes Resources  
 APRIL 9 & 10 @ 1:00 PM

Fall 2024 Open Enrollment Resources  
 APRIL 23 & 25 @ 3:00 PM

IN PERSON @ LINDQUIST HALL 101  
 ONLINE VIA ZOOM  
 REGISTER VIA BRIDGE



SIGN UP TODAY



SCAN TO REGISTER VIA BRIDGE

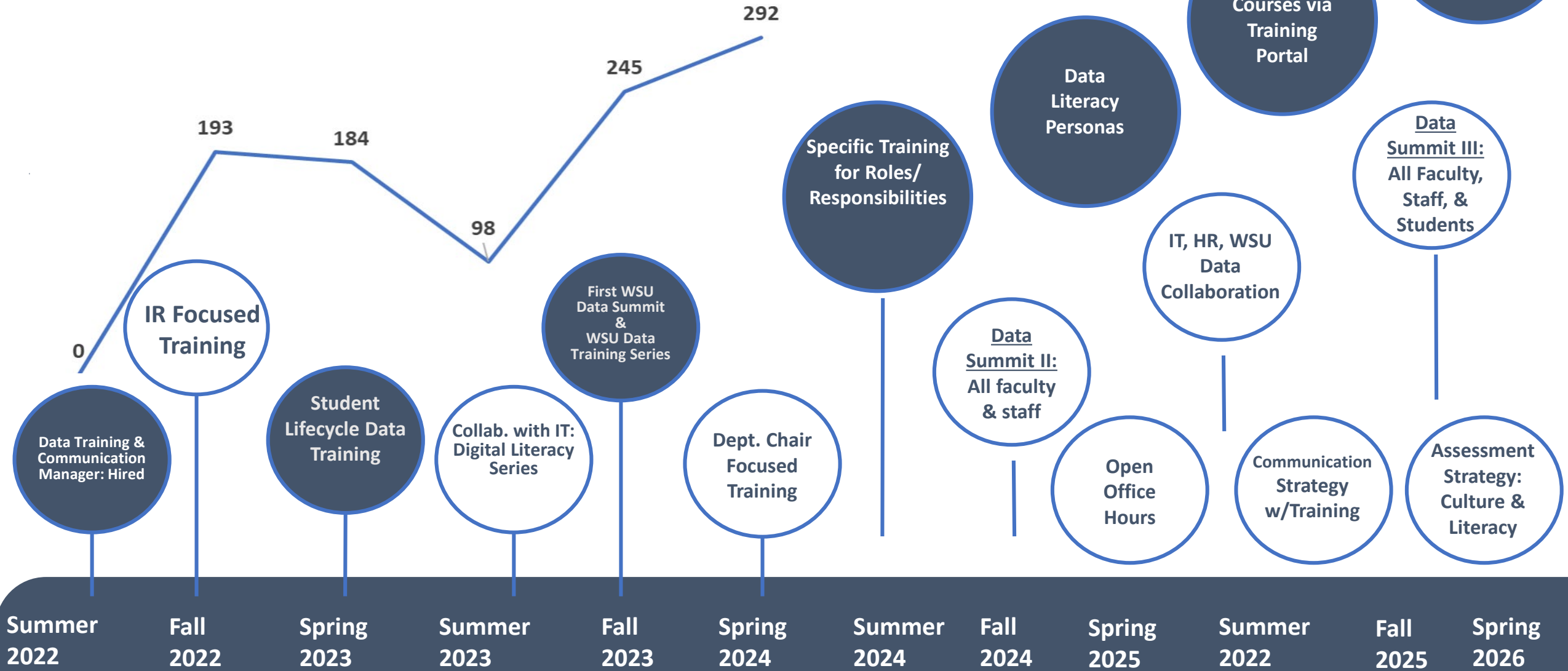
[weber.edu/data](http://weber.edu/data) | [ossa@weber.edu](mailto:ossa@weber.edu)



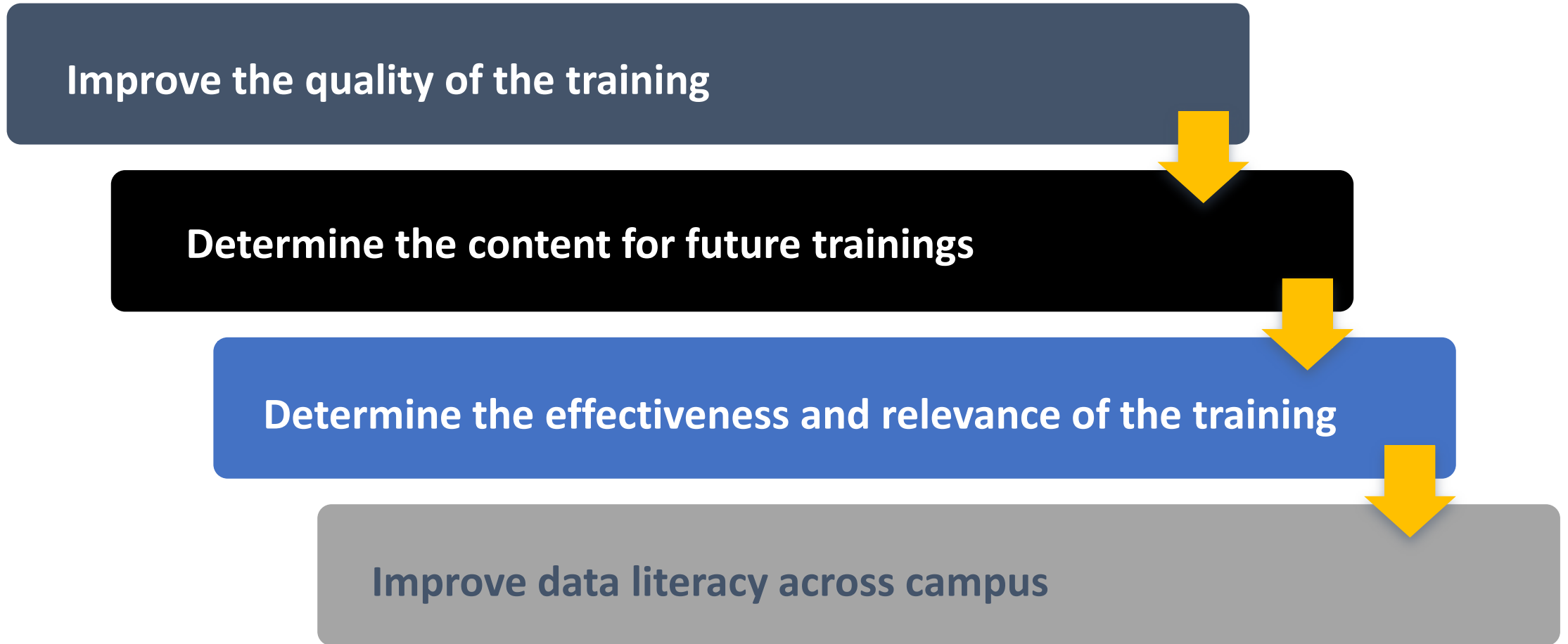


# Building Data Literacy Roadmap

- Total Trainees & New Initiatives Overtime
- 1,012 Total Participants & 360 Unique Trainees



# ROI: Training Evaluation



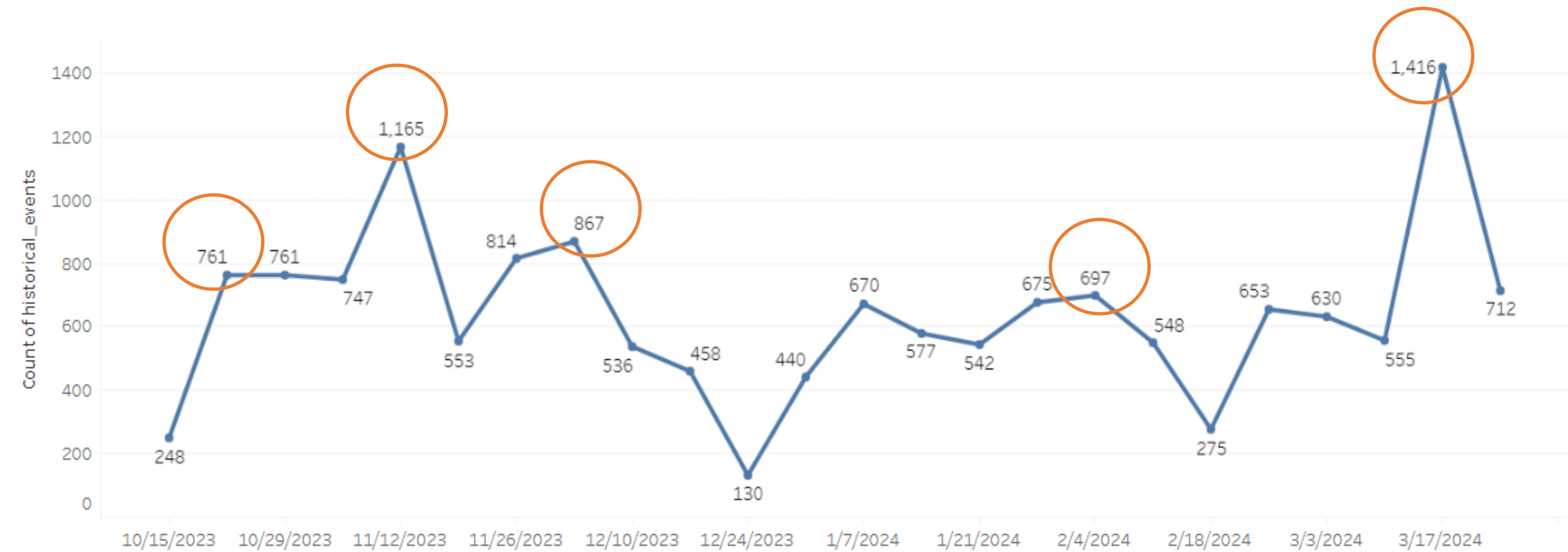
Sources: Biech, E. (2016). *The art and science of training*. Association for Talent Development. Kirkpatrick, D., & Kirkpatrick, J. (2006). *Evaluating training programs: The four levels*. Berrett-Koehler Publishers.

# ROI: Dashboards Utilization

Total Views  
**15,430**

Distinct Users  
**447**

Site Name: WSU Dashboards ...  
Projects: (All)  
Workbooks: (All)  
User Type: User  
Department: (All)  
Individual Users: (All)  
Aggregate by: Week  
adjusted created\_at: 9/28/2023 to 3/31/2024



# Essence of Participants' Feedback

## Training Evaluation Questionnaire

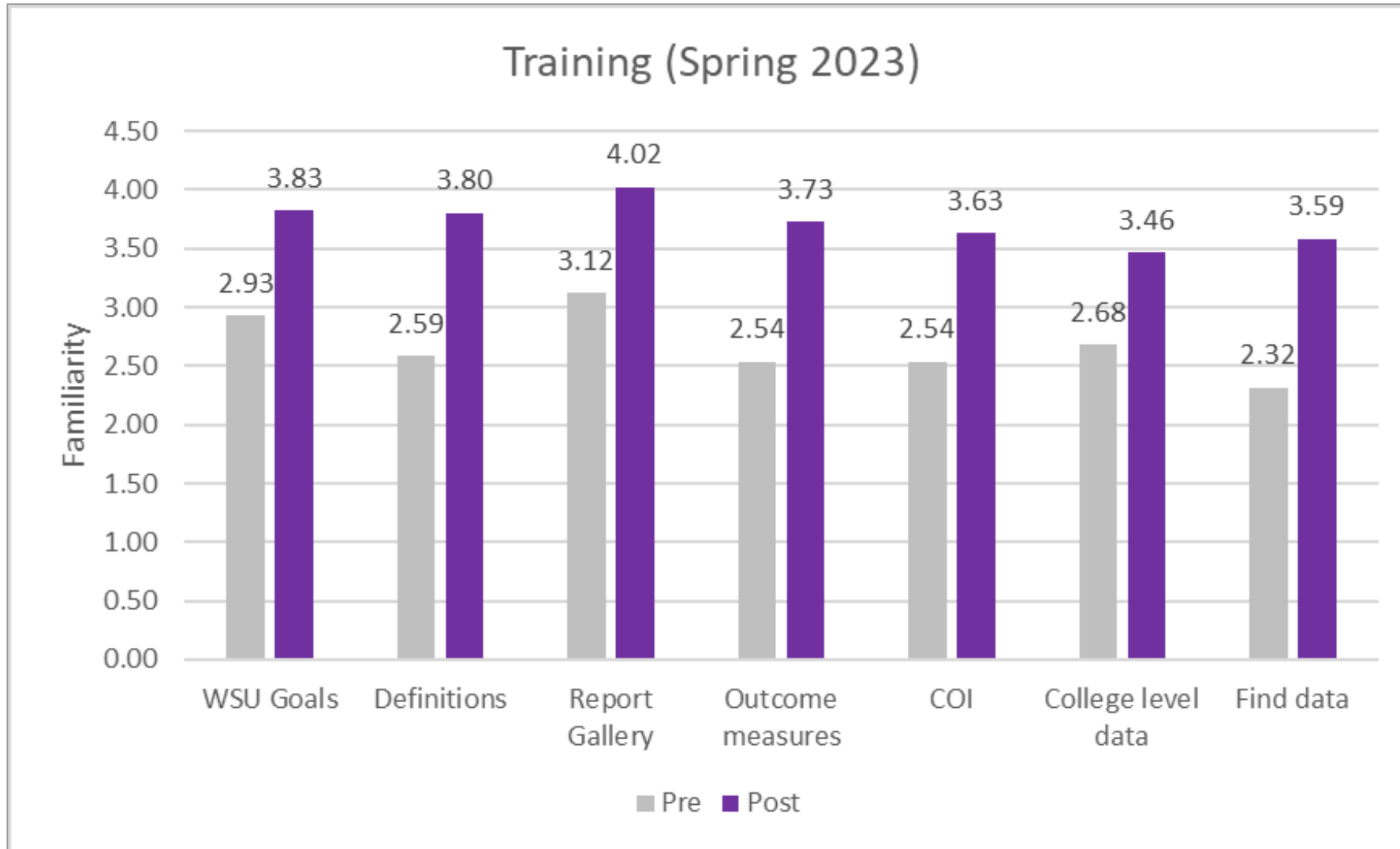
Six quantitative questions to assess relevance, effectiveness, and abilities in applying the content covered in the training

## Over 200 Qualitative Comments: Summary

- Concerns around faculty engagement
- Need for specific training within roles and responsibilities
- Increase training around data's impact on student success
- Feedback on specific training sessions
- Increase access to data and training resources
- Proposed advanced training opportunities
- Senior leadership input needed
- Technology and logistics feedback

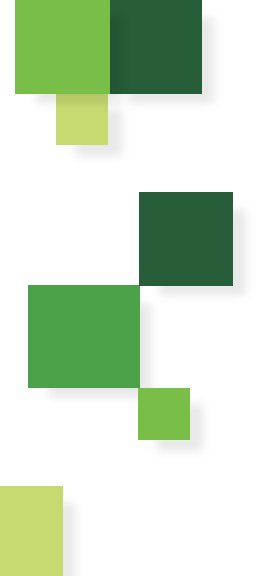


# Pre & Post Assessment: Fall 2022 & Spring 2023



- 5 = Extremely familiar
- 4 = Very familiar
- 3 = Moderately familiar
- 2 = Slightly familiar
- 1 = Not at all familiar

n = 68



Fostering a data-informed  
**culture** is not a  
destination, but a  
**journey.**

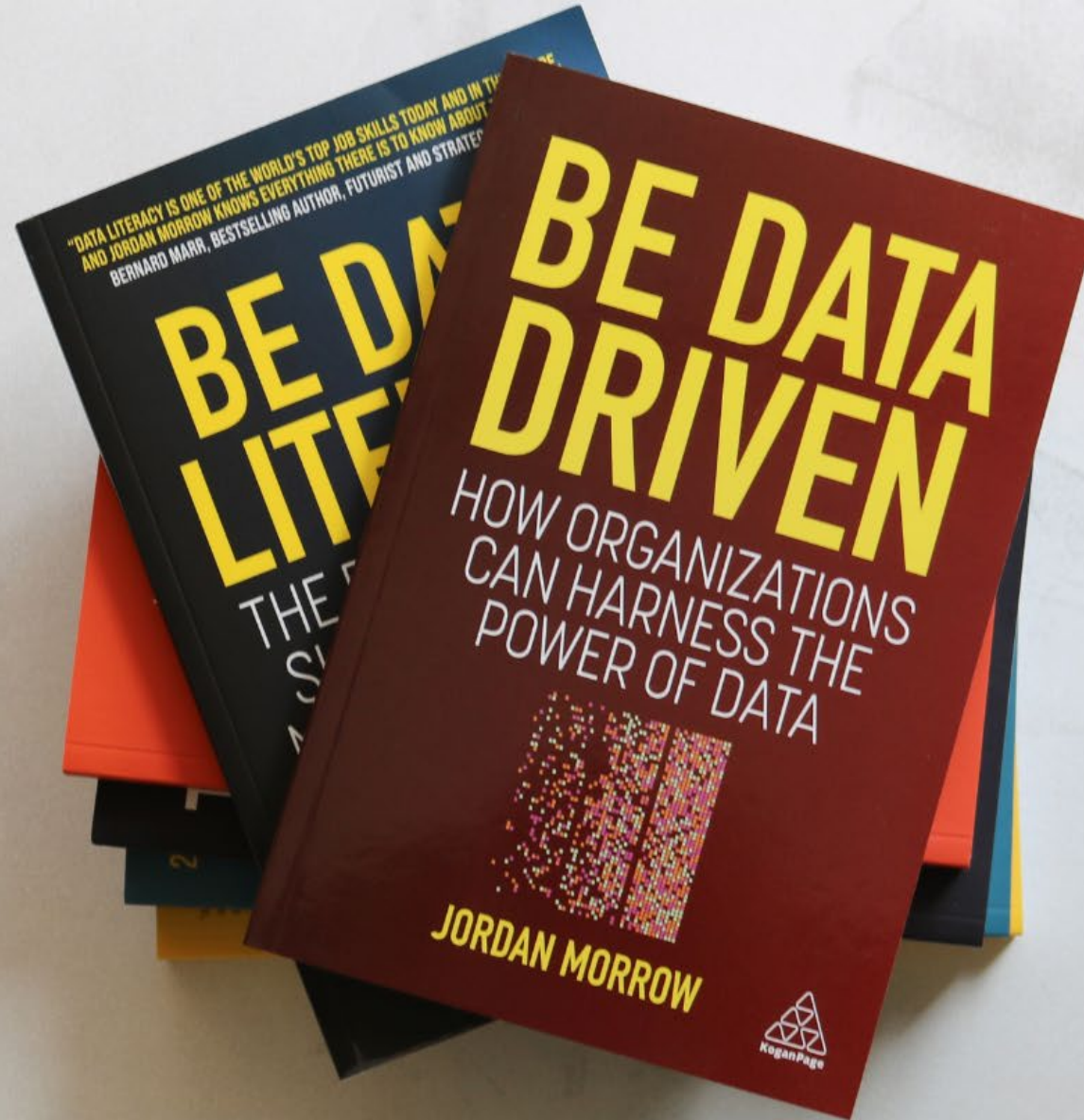
# Contact Information and Resources

Jordan Morrow - LinkedIn

[www.bodhidata.com](http://www.bodhidata.com)

- Book 1: Be Data Literate
- Book 2: Be Data Driven
- Book 3: Be Data Analytical
- Book 4: Business 101 for the Data Professional
- Children's Book: The Data Detective at the Carnival

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# Thank You!