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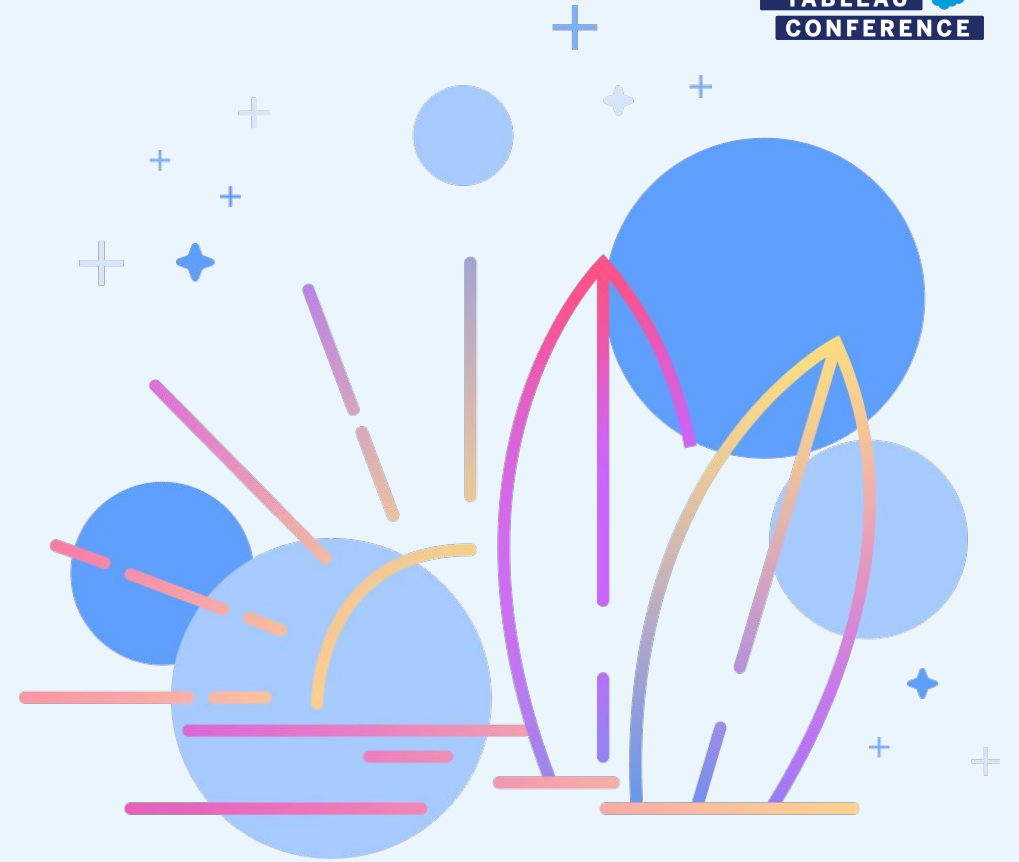
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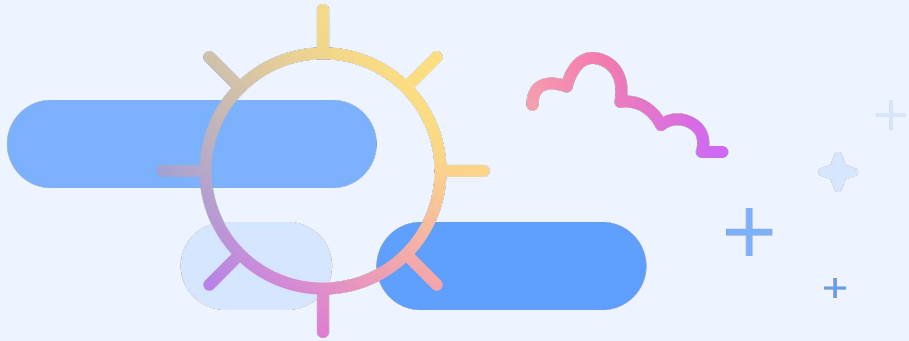


Building Innovative Teams and a Transformative Data Culture

How We Built a Powerful Data Culture at Ivy Tech Community College

TC2025





Agenda

We will go over the strategies implemented by our team to:

- 01** Establish a Strong Data Identity and Authority
- 02** Empower Your User Base
- 03** Foster Collaboration and Innovation





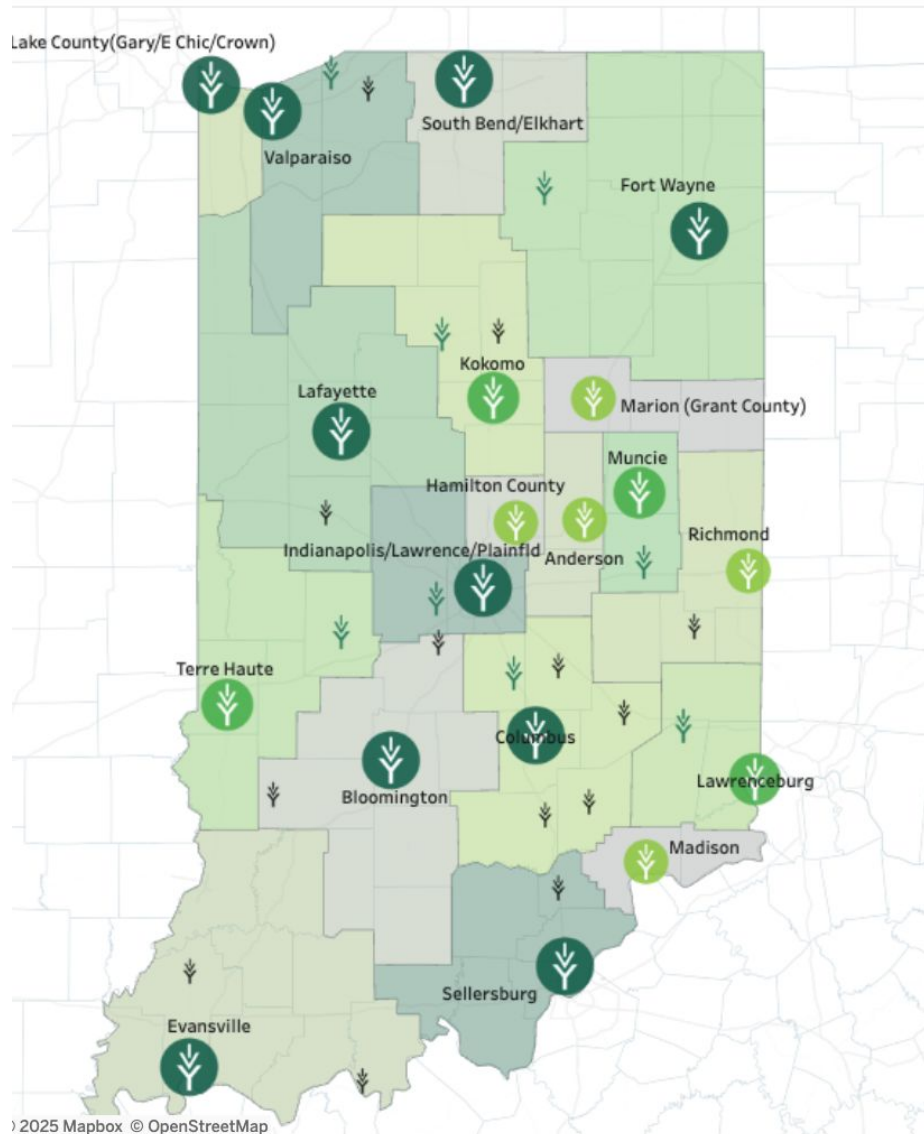
Mick Lindvay
Director of Business
Intelligence



Sasha Heslin
Business Intelligence
Developer

Who We Are: Ivy Tech Community College

TABLEAU
CONFERENCE

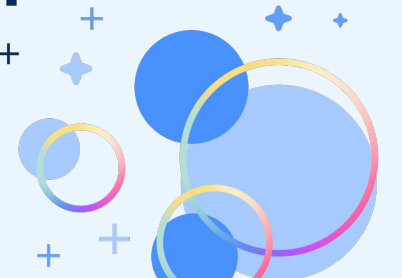


Indiana's largest public postsecondary institution +
Nation's largest singly accredited statewide
community college system

200,000+ Students enrolled in the
24-25 academic year
~ ½ High Schoolers Taking Dual Credit
~ ¼ Adult Learners

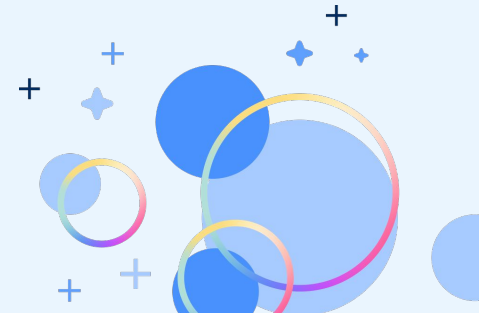
2-Year institution Offering Certificates, Technical
Certificates and Associate Degrees

Adopted Tableau to transform our operational +
reporting in 2020

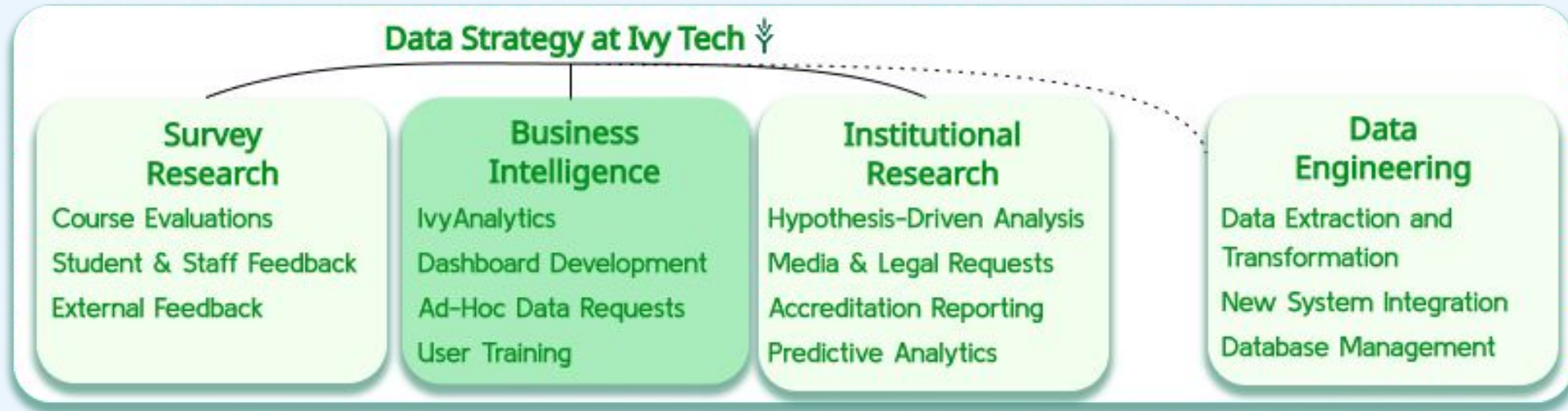


Who We Are: Our Tech

Tech Stack



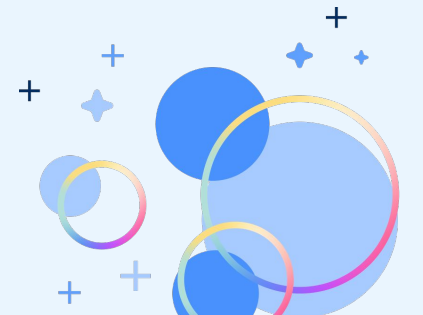
Who We Are: Our Team



Our User Base

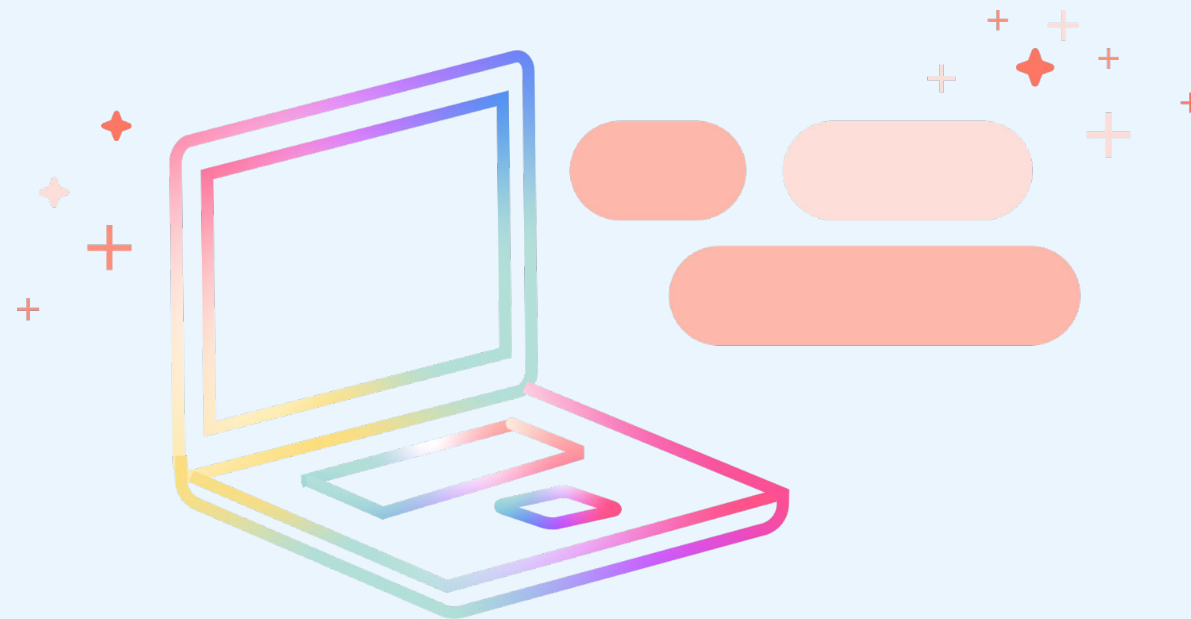
Around 1000 Tableau Users

- Campus Chancellors & Vice Chancellors
- School Deans, Faculty, Advisors
- Teams such as Financial Aid, Workforce Alignment, K12, Enrollment Services, + more



How do we keep a large and diverse user base
connected, engaged & excited?

D♥TA



Establish a Strong Data Identity & Authority

Establish a Strong Data Identity & Authority

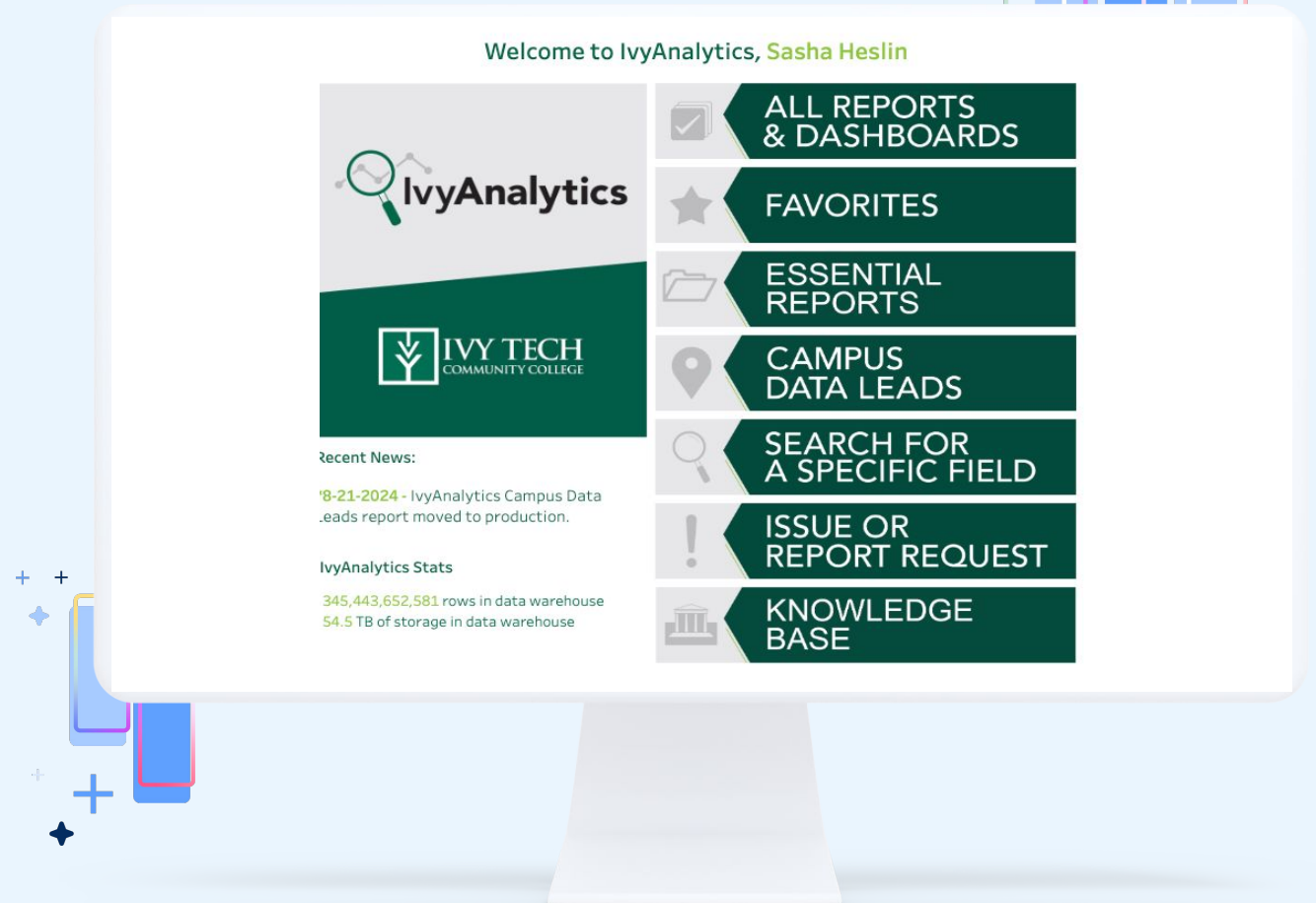
Strategy #1 - Build a Unified 'Brand'

Brand your Tableau site

Creates a sense of **identity** and **comfort** with the tool

Gives every report an **organizational seal of approval**, increasing buy-in and trust on all levels

Transforms Tableau from
'a tool the BI team uses'
to '**our platform**'

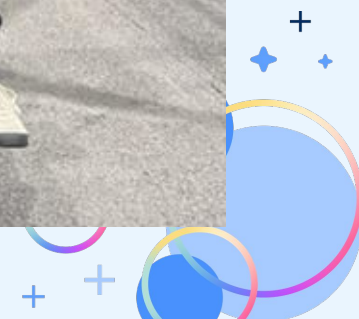


Establish a Strong Data Identity & Authority

Strategy #1 - Build a Unified 'Brand'

Brand your Tableau site

Something you can have fun with!



Establish a Strong Data Identity & Authority

Strategy #2 - Move from 'Data Democracy' to a Centralized Data Hub

Data Democracy (Pre-Tableau)

Users have **freedom to create reports** using established data collections

Significant training and support needed to ensure proper usage of data

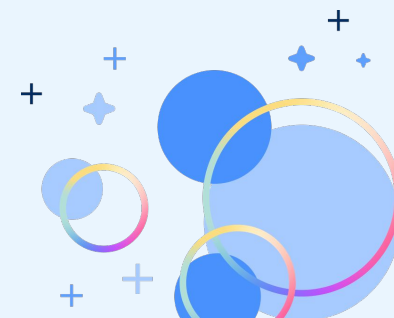
High risk of inaccurate or misleading data due to user error in report creation

Centralized Data Hub (Post-Tableau)

Users **access curated reports** built by our data team and validated by the business

Lower user entry requirements for reporting navigation, filter, and use

Eliminate risk of inaccurate or misleading data due to user error in report creation



Establish a Strong Data Identity & Authority

Strategy #3 - Build Trust in Data by Establishing Guardrails

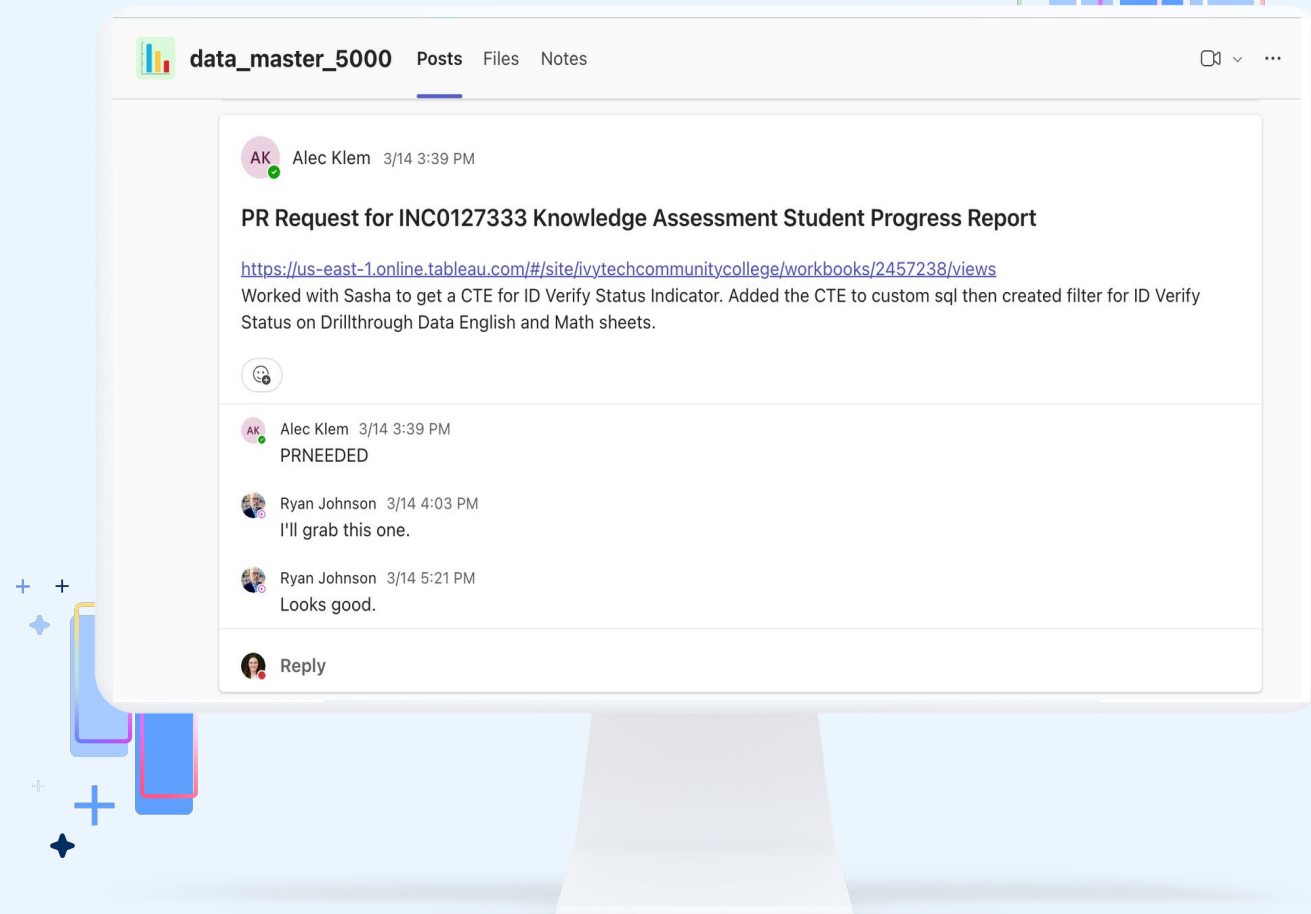
Implement a peer review process

Everything that leaves our hands is reviewed by at least one additional team member

Reduces mistakes & increases accountability

Users have more trust in the data

A team chat helps us track 'PRs', where the dashboard or dataset + associated ticket is posted for review and sign-off





Empower Your User Base

Empower Your User Base

Strategy #4 - Offer Strong Ongoing User Support

New User Training

Offered every month

Registration required

One-Hour basic introductory training

Resources, access, navigation, report use

Confidential surveys sent to participants

Open Help Sessions

Offered every month

Open to all users

Three-Hour session to address user questions

Users can drop in and out as needed

Confidential surveys sent to participants

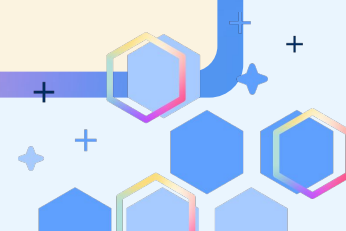
Knowledge Base

Repository of published articles

Easy search functionality through multiple platforms

Answers to commonly asked or complicated questions and issues

Articles are reviewed for accuracy on a regular basis





What did you like about the New User Training?

Source: IvyAnalytics New User Training Confidential Survey

It gave you the **basics** for IvyAnalytics

Good orientation to the site and how it is organized

Learning the **landing page** and all of the useful tips

I have been using it for a while but I **learned things I didn't know**

It covered just the **right amount of information** in a **reasonable amount of time** which didn't pull me away from other tasks too long





What did you like about the Open Help Session?

Source: IvyAnalytics Open Help Session Confidential Survey

I didn't have questions going into the session,
but I still learned about something beneficial to me

I learn something new every time I am in the Open Help Session

Connecting with counterparts at other campuses

You can pop-in at a time that fits your schedule

I got all my questions answered and I am going
to teach my colleagues what I learned



Empower Your User Base

Strategy #5 - Promote New Reports and Dashboards

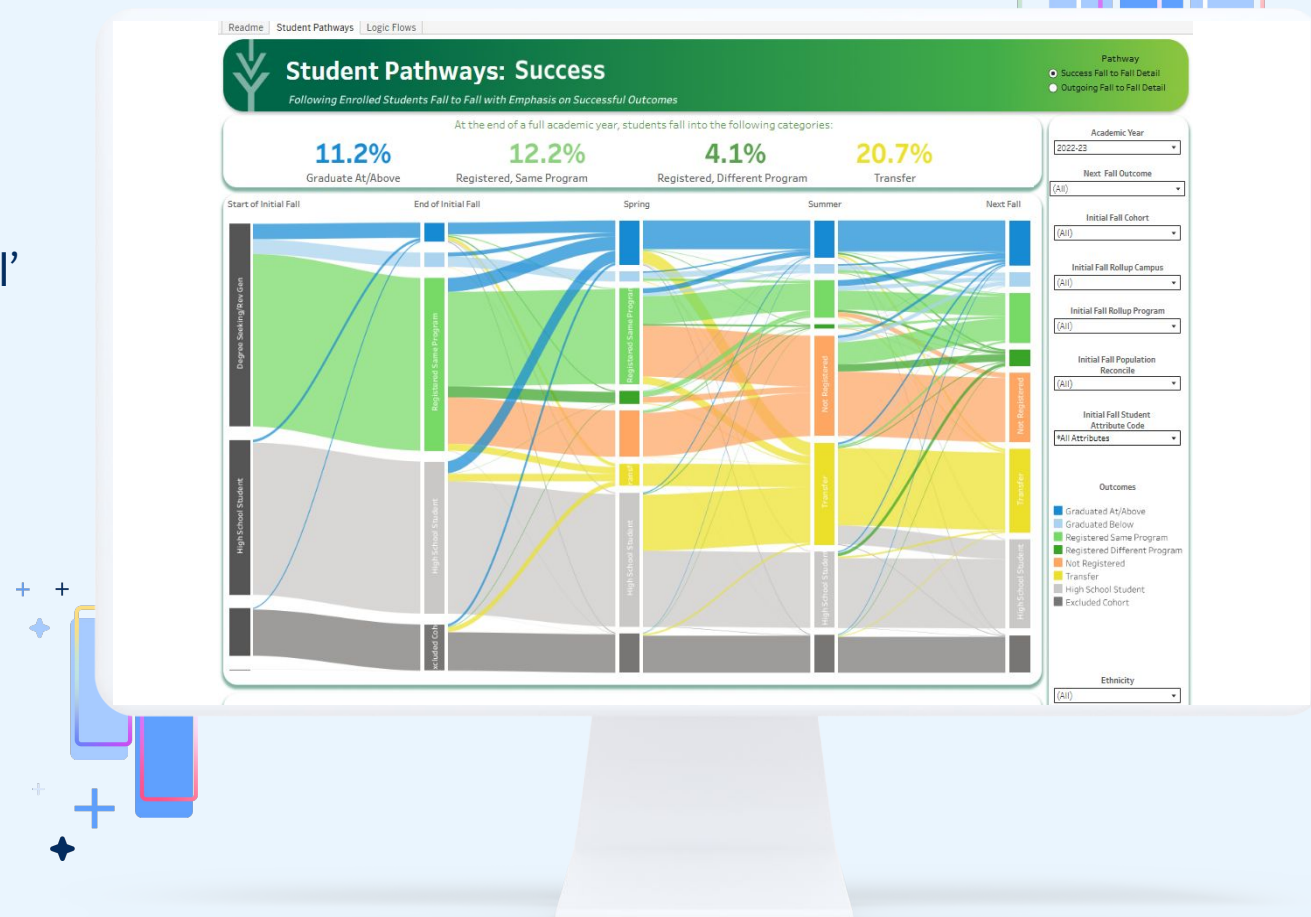
Roll out a new report with hands-on sessions

Coordinate with the requesting party to 'reveal' and show off the new tool to a wide audience

Demonstrate the report and walk through specific use cases

Solicit and address questions and feedback

Identify direct uses and benefits to encourage adoption



Empower Your User Base

Strategy #5 - Promote New Reports and Dashboards



Example: Student Pathways Dashboard 'Road Show'

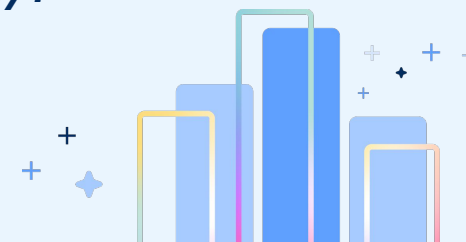
Student pathways was a new concept with some training required to understand the tool

We brought the data to them!

Facilitated a discussion with questions such as:

How will this data impact your campus planning?

What is one data point you could take back to your team and start using immediately?



Empower Your User Base

Strategy #5 - Promote New Reports and Dashboards



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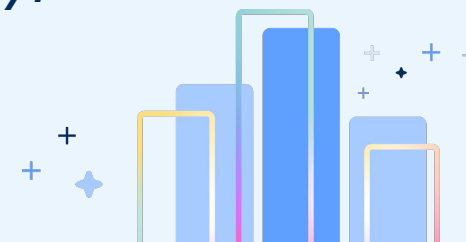
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★ Over 2,000 views across 300+ users since 2024 implementation



Empower Your User Base

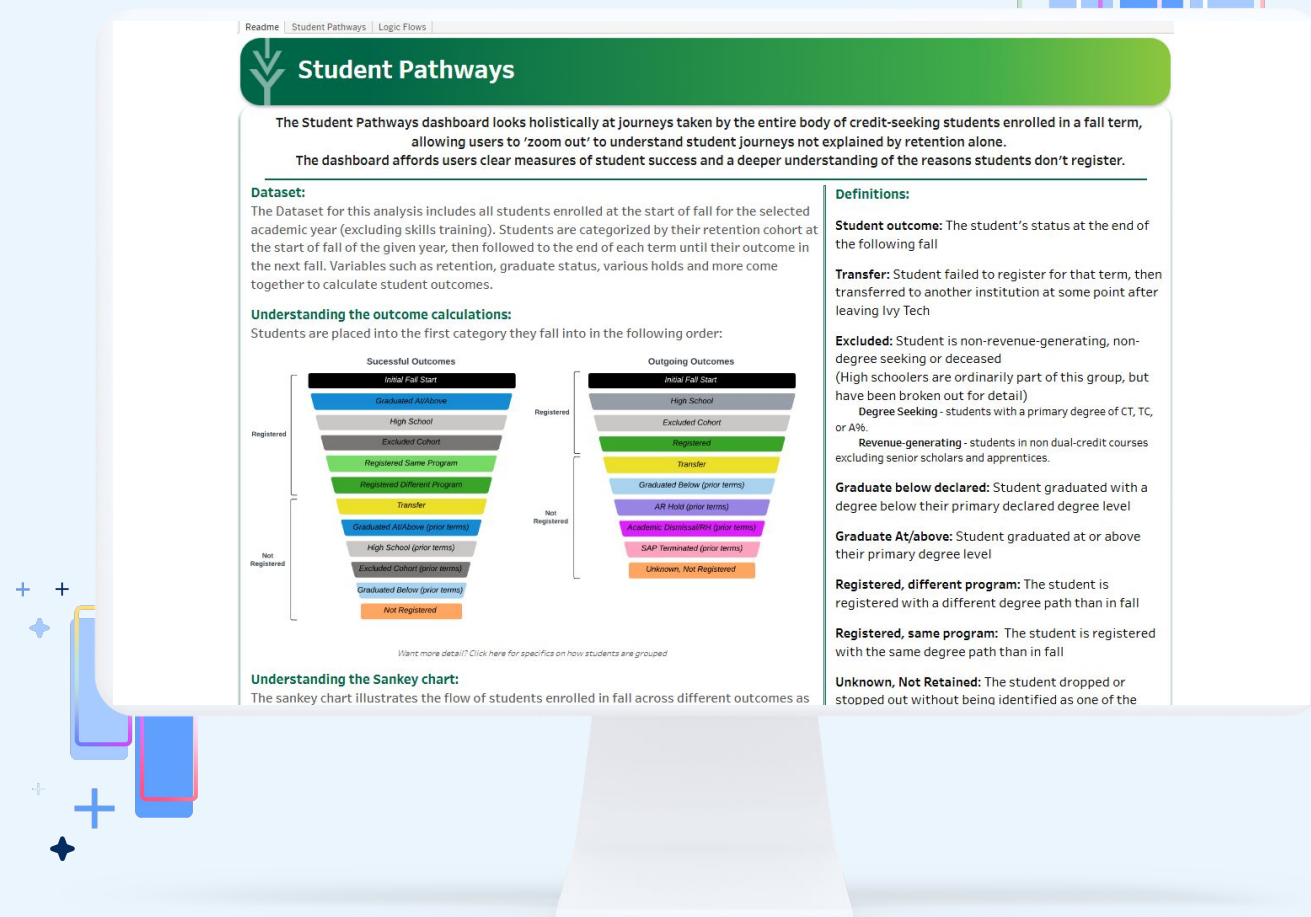
Strategy #6 - Maximize Report Accessibility

Add ReadMe pages to reports

View created with text and visuals to assist users with the understanding of the report

Business and Technical Owners, Data Sources, Definitions, Change Log

Provides users with immediate access to relevant information during usage of the report





Foster Collaboration & Innovation

Foster Collaboration & Innovation

Strategy #7 - Cultivate a Cohesive Team Dynamic

Weekly Meetings

Entire data team attends each week

Business Intelligence, Institutional Research, Surveys, and Data Engineering

Discuss recent topics, share ideas and strategies, and enhance team synergy

Chat Groups

Entire data team is invited to our Data Buddies Teams chat group

Quick access to colleagues for questions and sharing of information

Build teamwork through liberal use of gifs and weekly events like dice roll competitions

Report Demos

New and exciting dashboards are demonstrated in group settings

Innovative report features or visualizations are discussed

Team feedback is valuable for the design of new reports and dashboards



Our Data Team!



Foster Collaboration & Innovation

Strategy #8 - Leverage Local Report Experts

IvyAnalytics Campus Data Leads

Each campus has one or more Data Leads identified

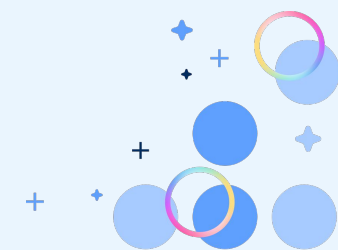
Individuals that display an inclination and talent with reports and data

Selection is done by the Campus Chancellor in collaboration with our data team

Serve as a local resource for our users that have questions or issues

Provide commentary and feedback on impact at campus level

Recurring monthly meeting and ongoing chat group for dissemination of information



Our Data Leads!



Foster Collaboration & Innovation

Strategy #9 - Nurture Leadership Relationships

Recurring Check-Ins

Regular meetings with functional area leaders

Review, discuss, and prioritize open requests

Ideate new and innovative ways to display and visualize data

Executive Presence

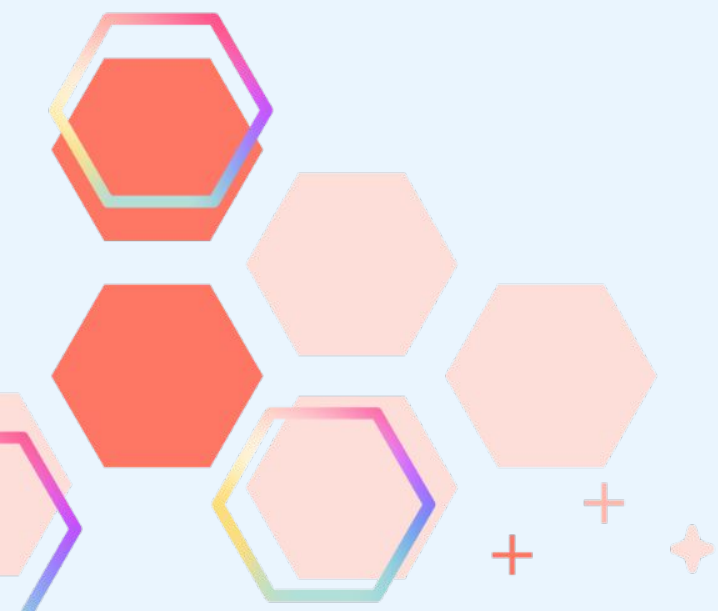
Develop relationships with executive leadership

Early involvement in discussions about reports and data

Conceptualize new dashboards to address topics that align with strategic vision



**We asked leaders in our organization-
How do you see this impact your teams?**



Confidence in Data Across the Organization



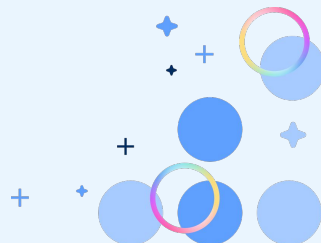
Compared to other institutions I've worked with, Ivy Tech's approach allows everyone to access the data needed efficiently. The **tools aren't just built and forgotten—they're maintained, improved, and explained** through readmes, demos, and ongoing training. This culture **fosters curiosity and empowers people to ask better questions**, which ultimately benefits students and partners alike.

- Dr. Katie Lash
Vice President of K14



The data leads program has acted as a **bridge between systems office and our campuses**, allowing folks across the campuses to have a deeper understanding of our college reporting and **equipping them with tools and access to expertise.**

- Justin Turpen
Data Lead | Executive Director of Strategy and Data Analytics, Indianapolis Campus



Data Consistently Used to Drive Strategy



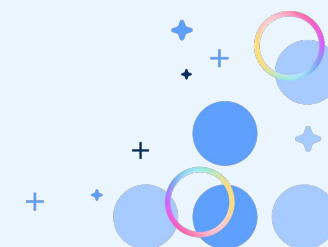
The BI team **meets us where we are** —with clarity, collaboration, and a shared commitment to outcomes. What stands out most is their willingness to co-create solutions. From tailored Tableau dashboards to real-time support and documentation, they've made data not only more accessible—but genuinely more usable—for our leaders and frontline teams alike. **That kind of partnership fuels our ability to drive strategy with confidence and precision.**

- Molly Dodge
Senior Vice President of Workforce and Careers



Ivy Analytics is such a valuable resource. I start each day out reviewing my favorites and find it a tremendous asset to **assist and guide in decision making and allocating resources.**

- Chancellor Jeff Scott
Chancellor, Muncie Campus



Data Consistently Used to Drive Strategy



Legislators want to base their decisions on solid data and evidence, especially when it comes to allocating state dollars. When we present **clear, credible data**, it demonstrates that Ivy Tech students are successfully completing their education and that state investments are paying off. **Strong data is critical when advocating for support; it can be the deciding factor between a request being funded or not.**

- Mary Jane Michalak
Senior Vice President Legal and Public Affairs



Buy-In from All Levels



IvyAnalytics on the Tableau platform has become an absolute game-changer for the college. I like to say most organizations are “swimming in data but starving for insights”. That is not the case at Ivy Tech. Since our enterprise rollout of Tableau in 2020, the college has **embraced the power of the platform.** Having everyone at the institution **working from the same data** has greatly **increased both collaboration and strategic thinking, empowering Ivy Tech team members throughout the college.**

- Matt Etchison
Senior Vice President & Chief Information Officer





"Ivy Tech's exceptional Business Intelligence team plays a vital role in advancing our strategic plan, Higher Education at the Speed of Life. When I joined the College nine years ago, I envisioned an executive dashboard to track our most critical metrics. Today, that vision is a reality.

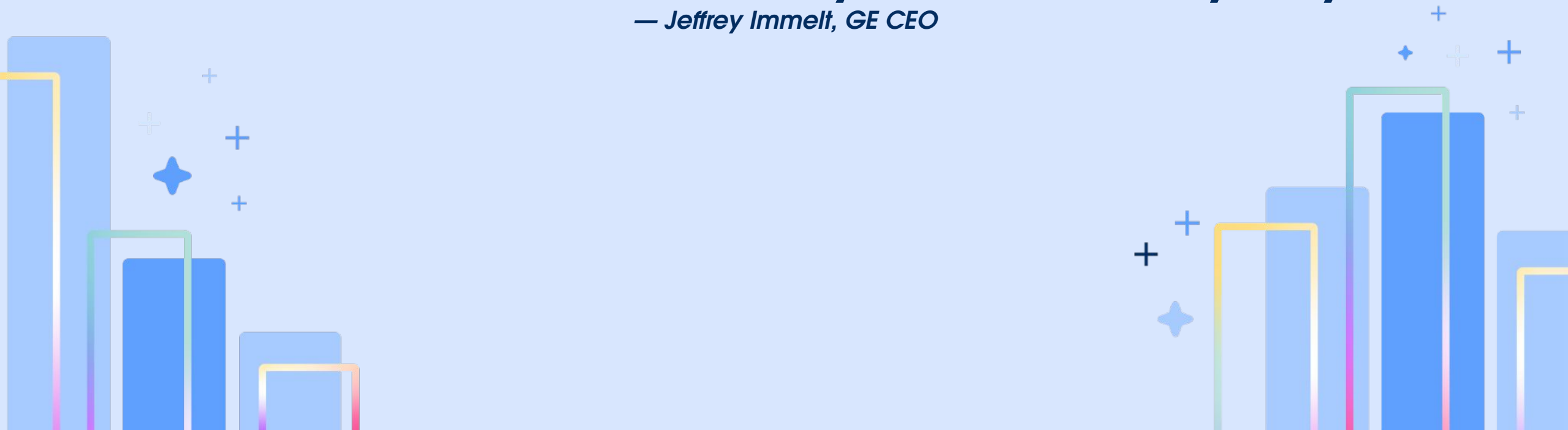
Thanks to our BI team and Tableau, **leaders across all areas of the College — from our 19 campus chancellors to frontline staff — use our Tableau-powered IvyAnalytics dashboards to monitor performance, gain insights, and act with agility.**

These tools keep us **aligned and moving forward together** as we serve over 200,000 students each year. Thank you to our BI team and to Tableau for helping us continuously improve student success."

- President Sue Ellspermann

"Culture isn't built in a day. It's built every day."

— *Jeffrey Immelt, GE CEO*





Thank you

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