

**“Data must be converted to information, knowledge, understanding, and wisdom. Then data-based decisions can be made at the level of understanding and wisdom.”**

**— Russell Ackoff, Professor Emeritus, Wharton School**

**“Too many leaders make decisions based on ‘informed intuition.’ Meaningful information can be gained only from proper analysis of data...Data-driven decision-making and instructional leadership must go hand in hand.”**

— Theodore B. Creighton, *Schools and Data: The Educator’s Guide for Using Data to Improve Decision-making (2001)*

**“A system is not the sum  
of its parts, but rather,  
the product of the  
interaction of its parts.”**

— Russell Ackoff, Professor Emeritus, Wharton School

**“Collecting data without  
purpose is meaningless...  
But school leaders often fail  
to formulate decisions  
based on data.”**

— Theodore B. Creighton, *Schools and Data: The Educator’s  
Guide for Using Data to Improve Decision-making (2001)*

**“People without  
information cannot act.  
People with information  
cannot help but act.”**

— **Ken Blanchard, *Leadership and the One Minute Manager*  
(1985)**

**“Disaggregation is not a  
problem-solving  
strategy. It is a problem-  
finding strategy.”**

— **Victoria Bernhardt, *Designing and Using Databases for  
School Improvement (2000)***

**“Data is value added  
only to the extent that it  
allows us to predict and  
draw conclusions about  
the future.”**

**— Neil Paulsen, Intel Corporation**

**“Evaluating a program is like shooting at a moving target—it’s hard as hell to hit and requires precise anticipation. The rare bull’s eye brings uncommon satisfaction. Improving your aim means lots of practice and careful study of the non-random movements of the target.”**



**“Every school district needs  
a ‘digital nervous system’  
that would help educators  
manage their schools more  
efficiently and serve  
students better.”**

**— Bill Gates, CEO, Microsoft**

**“If we set specific goals and  
honestly and systematically  
commit ourselves to  
achieving them, we will  
almost invariably improve.”**

— **Mike Schmoker, Results: The Key to Continuous School  
Improvement (1996)**