The "Mishaps Map" is a tool developed by The Ada Center to help pave a path forward for off-track implementations by figuring out:

1) **What**, specifically, is going wrong?

2) **Why** are these challenges are arising?

Then, equipped with this knowledge, we can then start to think strategically about which next steps and solutions make the most sense for our specific issues.
Features do not work as expected
- Configuration issues
- Misaligned user expectations
- Poor Integration
- Data Hygiene Issues
- Vendor Delivery Issue
- Buy-in lacking
- Awareness lacking
- Incorrect tool usage
- Poor impact measurement

Features work, but lack scale and impact
- Permissions don’t align with college’s data access needs, key information fields have not been set up, etc.
- End users’ expectations exceeded reality, or vendor overestimated the tool’s interoperability or backend sophistication
- Tool does not integrate with other core systems and requires manual efforts; college lacks process/bandwidth for this effort
- The college lacks data quantity and/or data quality, and/or the data is not formatted to allow for third-party tool access
- Vendor does not deliver key features and/or key features get delayed on the vendor’s product development roadmap
- End-users do not use tool because they do not want to (e.g., too cumbersome, does not meet needs, issues)
- End-users do not use tool because they are not aware that it (or certain features within it) exists
- End-users leverage the tool, but do not use it as intended, dampening impact or creating unintended consequences
- The college does not have a process to track and/or analyze key success indicators, including tool usage and end-user feedback
- The college does not have adequate resourcing for the full cost of the tool (e.g., all critical features, training, human resources)
- Implementation relies heavily on a select set of champions or product experts who transition out of the college or key role
- Leadership challenges or resistance to change across key stakeholder groups impede implementation
- Multiple initiatives strain institutional financial, IT/IR, and human resources, stalling all projects in the pipeline
- College attempts to implement technology without critical advising vision or processes in place or clearly articulated

Incomplete implementation
- Budget
- Turnover
- Political/Cultural Barrier
- Poor Prioritization
- Non-technical readiness
Choose Your Own Adventure

Using the Mishaps Map: A High-Level Guide

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Consider Your Most Likely Root-Cause
Which of the following most represents what’s going awry in your implementation? Circle all that apply.

Create a Plan to Unpack Unknown Unknowns
How do you know your root cause hypothesis is right? Who at your institution might be well positioned to help inform your diagnostic? Create a list of individuals and allow them to offer their input. (Suggested: IT, IR, End-Users)

Brainstorm Aligned Solutions
What actions are most likely to help resolve the specific root-cause issues you have identified? Brainstorm a list and prioritize this list based on how impactful you believe the actions will be in resolving the issue.

Assess Feasibility and Determine Next Steps
What will it really take to implement the solutions you’ve listed? Consider resources, stakeholders, communications efforts, coordination, partners, etc. Do you have all you need internally, or are external supports needed (e.g., contracted data or IT implementation support)?
Related Resources

Navigating Student Success Technology: Curricular Resources for Higher Education Practitioners: A five-part series developed by The Ada Center in partnership with Complete College America. The resources aim to answer some of the most common questions and address some of the most persistent student success technology-related challenges.

www.theadacenter.org/curriculum

- Module 5.3: How Can We Fix Off-Track Technology Projects: Step-by-step guide for using the Mishaps Map
  www.theadacenter.org/module-5