



OE RESOURCE REQUEST APPLICATION

University of California, Berkeley

I. SPONSORSHIP

A. Initiative

Initiative	IT Foundation		
Initiative Manager	Pamela Brown / Karen Kato		
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B. Sponsorship

Sponsor Name	EDW - Erin Gore		
Sponsor Signature		Date	3-31-2011
Sponsor Names	IDC Chair – Erin Gore IDC – Gibor Basri, David Blinder, Cathy Koshland, Harry LeGrande, Jeannine Raymond, Shel Waggener, Delphine Regalia		
Sponsor Signatures		Date	3-31-2011
OE Program Office Signature		Date	

C. Give the title of the resource

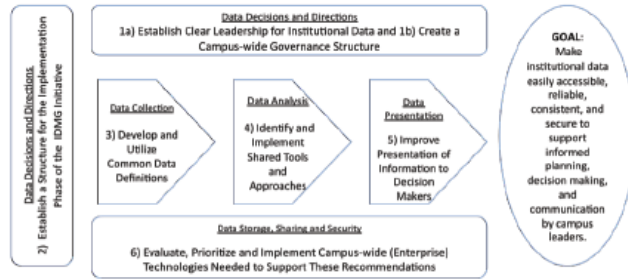
Enterprise Data Warehouse (EDW) and Business Intelligence (BI) Projects - Governance

II. PROBLEM STATEMENT/CASE FOR CHANGE

A. Identify and describe what needs the proposed solution is seeking to address.

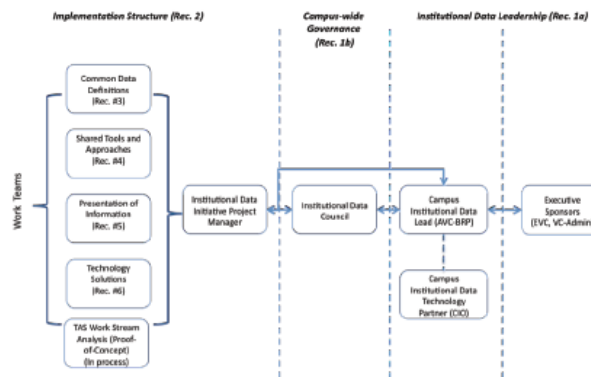
Operational Excellence (OE) and its initiatives are reliant on accessing and utilizing accurate and timely data that help track and measure success. It is essential that the campus does not create separate systems to support OE data needs, but invests in central systems that will serve both OE and the campus community. The Institutional Data Management and Governance (IDMG) initiative presents a roadmap (see Figure A) that will lead the campus to “make institutional data easily accessible, reliable, consistent, and secure to support informed planning, decision making and communication by campus leaders.” A critical component of that effort is investing in an Enterprise Data Warehouse (EDW) that will provide a secure, easily accessible location to store campus data and the Business Intelligence (BI) tools that will make it easier for campus users to access information.

Figure A: Interdependencies between Recommendations



The Institutional Data Council (IDC) was established to provide campus-wide governance for institutional data issues. But the campus identified a need of an Institutional Data Initiative Project Manager who would help coordinate efforts and projects in support of IDMG.

Figure B: Institutional Data Leadership, Governance and Implementation Integrated Model



B. Describe the solution that is being proposed to meet the identified need(s).

The Institutional Data Management Group (IDMG) analyzed the state of campus data and developed a proposal that included a governance position that would report to the Chair of the Institutional Data Council (IDC). The EDW governance process had previously been managed by the Berkeley Technology Solutions group. BTS was reorganized in 2010 and no longer exists.

This proposal requests funding for this Institutional Data Initiative Project Manager who can help coordinate EDW and other OE data related needs to ensure the help the campus move towards the IDMG goal.

This proposal supports that we add a new Institutional Data Manager position to develop, implement and administer governance processes for the EDW, other IDC initiatives and OE data needs in addition to providing project management support for EDW projects.

C. Describe the alternate approaches you evaluated in the process of developing this proposal and why those alternatives were not selected.

- **Continue without new FTE:** With the number of new EDW projects anticipated, this option would require an existing FTE now assigned to implementation to be removed from this effort to fulfill this role that is forecasted at 100%. This would further reduce resources to deliver the projects and delay deliverables. Delaying EDW/BI deliverables is not recommended. The switch to a campus priority of an integrated, available, reliable, user friendly EDW environment, requires expertise in this area.
- **Temporary FTE:** This position could be developed to be a 2-3 year temporary funded position. This would provide more flexibility to make job and/or organizational adjustments, but provide some stability for recruitment of the position. The current job market for managers with BI skills is favorable for candidates, not employers. This is the recommended solution.
- **Permanent FTE:** Review of the organizational changes around decision support, and review the availability of ongoing funding.

III. IMPACT AND STRATEGIC ALIGNMENT

A. Describe how the proposed solution aligns with the OE goals:

- Reduce administrative costs and enable the campus to direct more resources to teaching and research
- Advance an effective and efficient operating environment
- Instill a culture of continuous improvement that leads to high quality performance and outcomes

Coordination of OE data needs with IDMG initiatives, including the EDW, reinforces the values and outcome that OE promotes. The Institutional Data Manager will be a focal point for coordinating these data initiatives in a manner that they support, not conflict, with one another. It is comparable to the role the OE Program Director plays in supporting the OE program initiatives.

Instill a culture of continuous improvement that leads to high quality performance and outcomes. Easier and more powerful access to integrated campus data will encourage greater use of data and more analytical thinking, driving a culture change rewarding factual analysis and devaluing anecdotal assessment.

B. Identify any other anticipated benefits in implementing the proposed solution.

By having a dedicated FTE who can coordinate and support the IDMG data needs, this individual is better suited to identify how data initiatives can collaborate with one another and how they can support the elimination of shadow systems (and the inefficiencies these systems create). In some instances, this position may be able to marry those with resources on projects with data needs to others with data sets but insufficient funds, thereby lowering the bar to integrating additional data sets into the EDW.

C. Identify the risks of not implementing the solution.

Status Quo - With the number of new EDW projects anticipated, this option would require an existing FTE that is now assigned to design and implementation to be removed from this effort to fulfill this role that is forecasted at 100%. This would further reduce resources to deliver the projects and delay deliverables.

D. Describe the constituency that is intended to benefit from the proposed solution (e.g. students, faculty, staff, 1-many units)

This is a campus-wide solution that will benefit campus staff, faculty, researchers, and executive-level administrators. It will increase their ability to easily access consistent established answers derived from integrated campus-wide data. It will reduce the time spent by analysts integrating, validating, and cleaning-up data, and free them to spend more time on value-added work. Everyone making decisions on campus will be working with more accurate and consistent data, reducing doubt created by inaccurate and/or conflicting data, and reducing time wasted by such. Examples are UC Berkeley's cabinet (viewing financial trends), advancement (more revenue for fewer dollars spent), students (student, department and UC trends) faculty (student and teaching trends), staff (integrated data from finance, student, HR, advancement etc.)

E. Describe the extent to which this proposed solution is a collaborative effort either within campus or with external partners.

This position would support the IDC and would serve as the primary data liaison to facilitate collaboration with core data generating and consuming areas of the campus, including but not limited to the Office of Planning and Analysis (OPA), Equity and Inclusion, Graduate Division, Admissions & Enrollment, Registrar's Office, OE Student Services Initiative, OE Procurement Initiative, Human Resources, Budget and Planning and Information Services and Technology (IST) as well as serve as the campus representative on system wide UCOP sponsored data collection and reporting activities.

F. If applicable, describe how the proposed solution may enable additional projects to be considered.

This position can help accelerate data integration and the utility of the EDW. The EDW will become essential as a source of reliable data on which to assess current and future projects. It will be able to provide the reliable data needed for meaningful cost-benefit and performance analysis, and establishment of baselines. As other data-driven initiatives emerge they will benefit by the existence of the EDW foundational subject areas. As more and more data is added, people will increasingly rely on it to answer cross functional area questions rather than copying data and looking for the needle in a haystack. Preventing inaccurate or malformed data from being presented to UCOP by having a single point of contact will reduce rework and eliminate duplication across campus in responding to data requests. Over the long-haul, it could well prove to be the campuses biggest cost savings project.

G. What is the impact of the proposed solution on the existing systems and processes? Does it eliminate the need for existing systems and processes?

- The data governance process is in its infancy at UCB. This position will begin to develop the process that will benefit the campus and its critical data for years to come.

H. What is the impact on the proposed solution on the workload?

Profile/Impact in hours	Current Workload	1-time workload requirement	Ongoing workload requirement
Student	None	None	None
Staff	Don't know how to request enhancements or projects for data/reporting.	Learn new process – 30 minutes.	Submit requests as needed – 1-3 hours.
Faculty	Don't know how to request enhancements or projects for data/reporting.	Learn new process – 30 minutes.	Submit requests as needed – 1-3 hours.

IV. WORK PLAN AND PROPOSED SOLUTION DESIGN

A. Provide a statement of:

- Deliverables — results the solution must deliver to achieve the stated objectives.
- Constraints — factors that may limit the options for providing the solution (*e.g., an inflexible deadline*).

The Institutional Data Manager would help coordinate OE data projects and IDMG initiatives and where possible, integrate these efforts within the EDW.

Governance Project Deliverables:

- Upon funding approval, develop job description and materials required for recruiting.
- Recruit and hire a qualified candidate.
- Together with Budget and Finance / Office of Planning & Analysis and Information Services & Technology, develop the governance proposal to present to IDC. Implement and administer the agreed upon process seeking to keep the long term future of the EDW in mind versus short-term quick fixes.
- Begin project management for funded projects.

Governance Project Constraints:

- Recruiting in current market
- Adequate time to develop project proposals to fully and promptly implement the new business process.

B. Provide a work plan for the proposed solution with high-level steps to complete the solution, including timeline. (Try to limit your plan to no more than seven steps.)

Governance

	Milestone	Responsibility	Timeline
1	Project funding approval	OE	
2	Recruiting materials developed	Erin Gore	Month 1
3	Recruiting completed	Erin Gore & Panel	Month 2
4	Governance proposal developed, presented and approved	New Hire, OPA, IST & IDC	Month 3-4
5	Governance proposal implemented with supporting templates and process maintained	New Hire	Month 5
6	Project management template and process standardized and implemented for all new projects	New Hire	Month 5

C. What are the data requirements for the proposed solution?

- Not applicable

D. What are the technical requirements for the proposed solution?

- Not applicable

E. What are the greatest risks for the proposed solution and the plan to reduce or eliminate the risks.

	RISK	MITIGATION PLAN
1.	One Time and Ongoing Funding	Seek OE one-time funds. Seek incremental ongoing costs from the revised look at the financial model which may include this either from common good funding, or from a more robust allocation to decision making and data infrastructure. If for some reason the financial model is not revisited and no additional funding is available, the funds allocated for enhancements will be utilized for baseline support until common good funding is secured.

F. How does the proposed work plan allow for evaluation and course correction to ensure the outcomes meet the campus needs?

- The Institutional Data Manager will work for the IDC, report to the Associate Vice Chancellor Budget & Resource Planning and collaborate with multiple offices on campus that can provide immediate feedback on performance of the individual in this position, particularly during the initial stages and/or probationary period of their employment.

v. CHANGE MANAGEMENT

A. What is the change management plan to successfully implement the outcomes of the proposed solution?

- The IDC has campus leaders from units across the campus who can help provide information on existing and proposed data projects and how they relate to OE, IDMG and the EDW.
- IDC leadership support of this position will help the individual be in a better position to coordinate efforts in support of the IDMG goal and campus efficiencies sought under OE.

B. What incentives and/or disincentives are proposed to influence behavioral changes necessary for the successful outcome of the proposed solution?

- Exposure and support of the IDC and senior management to review and understand campus priority projects for the EDW/BI function.

C. Who has been identified as the change leaders and implementers to carry out the changes necessary for the successful outcome of the proposed solution?

- Executive Sponsor = Erin Gore
- Sponsors = IDC Members

vi. FUNDING MODEL AND BUDGET

A. Could the proposed solution move forward with partial funding? If yes, describe the revised scope, including the associated savings impact.

- It is possible to proceed with a part-time position if partially funded.

B. What is the plan for sustainable funding to support ongoing operations of the proposed solution?

- The EDW/BI function is seeking common good funding to cover the incremental ongoing costs for approved projects.

C. Please download and fill out the OE Resource Request Budget Template located at [location] and follow the instructions on the first worksheet in the workbook to complete the budget and line descriptions. Include both completed sheets with the Resource Request.

VI. ASSESSMENT PLAN

Please use the table below to detail your metrics.

METRIC CATEGORY	SPECIFIC MEASURE	MEASURE BASIS	DATA COLLECTION METHOD	DATA COLLECTION FREQUENCY	FUNCTIONAL OWNER OF DATA COLLECTION	LARGER GOAL TO WHICH METRIC RELATES
OPERATIONAL PERFORMANCE						
1	# Reports Run		OBIEE Stats	Monthly	IST EDW	
2	# Users		Database Stats	Monthly	IST EDW	
CUSTOMER SATISFACTION						
1	Overall satisfaction with EDW data, reports and dashboards	Project	Survey	Annual	OSRCS	