Unconstrained Vision Session
OneWSU: Initiative for Data-Informed Decision-Making
Huron Team

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Today’s Goals

1. Align on the Current State Pain Points
2. Determine your Current State Maturity (Analytics and Data Management)
3. Identify your Future State Maturity Targets (Analytics and Data Management)
4. Identify and Prioritize your Analytics and Data Management Needs
5 Minute Current State Survey

1. Click on the link in your email.
2. Complete the survey, it will take ~ 5 minutes.
3. We will analyze the results and have a discussion later in this session.

Purpose: To align on the current state of Data Management and Analytics at WSU, which will be critical before visioning the future.
Zoom Voting Instructions

Test

• Scroll to zoom toolbar at the top screen
• Click View Options
• Click Annotate
• Click Stamp
• Click the Check Mark
• Put a Check HERE
Analytics Maturity Curve

0. Unaware
- Varying levels of transactional reporting
- No analytics

1. Basic
   - Spreadsheet anarchy
   - Transactional application-centric
   - Some isolated descriptive analytics
   - Ad hoc analysis dominates
   - Information firefighting with little to no governance
   - Data is siloed with sources and accuracy regularly debated

2. Opportunistic
   - Descriptive analytics
     - LOB/departmental orientation
     - Focus on migration from spreadsheets to analytic tools with tool proliferation driving up costs
     - Fragmented, siloed data quality and insight initiatives
     - Rudimentary attempts to formalize information requirements
     - Progress hampered by culture; organizational barriers and inconsistent leadership and incentives
     - Disjointed strategy; not business-relevant

3. Standardized
   - Diagnostic analytics
     - Projects cross business boundaries
     - Technology standards emerge
     - Model-based decision capabilities to support decision makers
     - Different content types still treated differently
     - Agile emerges
     - External data sources are readily integrated
     - Initial business focused analytics strategy and vision
     - Business executive becomes analytics champion
     - BI Competency Center established

4. Differentiated
   - Predictive analytics
     - Automated sense and respond capabilities tightly integrated into information governance and business processes
     - Analytics are indispensable fuel for performance and innovation, and linked across programs
     - Enterprise program management mentality
     - C-suite executives champion and communicate best practices
     - Business-led/driven, with CDO
     - Analytics inked to outcomes with ROI metrics

5. Transformative
   - Prescriptive analytics
     - Driving enterprise and industry transformation
     - Prescriptive analytics with decision automation emerging - Sense and respond capabilities that use a mix of machine learning and AI methods to continually adapt and optimize to dynamic conditions
     - Analytics are central to business strategy and influences investments
     - Enterprise performance culture; strategy and execution aligned and continually improved
     - Outside-in perspective
     - CDO sit on board
Analytics Maturity Curve

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Future State

(1-2 years)

(3-5 years)

Dean’s and Vice Provosts Results

Future State

5. Transformative
   + Prescriptive analytics
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   - Outside-in perspective
   - CDO sit on board
0. Nonexistent
What data? What data issues?

1. Ad Hoc
Data viewed as a transactional byproduct
• No governance
• No recognition of enterprise need
• Limited, proprietary tools
• Custom code – project byproduct
• Roles defined within silos
• Controls applied inconsistently, if at all
• Data quality issues not addressed
• No business or IT executive sponsorship

2. Fragmented
Data viewed as a departmental asset
• Tool proliferation
• Cost “chaos”
• Emerging, siloed governance
• Some roles and processes defined
• Growing awareness of impact of data quality issues
• Funding project by project
• IT executive sponsorship

3. Standardized
Data viewed as an organizational enabler
• Formalized initiative
• Competency center
• Standards and best practices sharing
• Formalized governance
• Information infrastructure roadmap
• Consistent, scalable processes and tools; reduction in manual processes
• Process outcomes, including data quality, are more predictable
• Business & IT executive sponsorship

4. Managed
Data valued as a differentiator
• Effectively used for driving business strategy
• Mature planning and governance
• Standards globally applied
• Management of risks related to data
• Data management performance metrics
• Data consistency and availability
• Measurable improvements in data quality

5. Optimized
Data exploited for transformation
• Information is trusted and leveraged across the organization
• Automated data services
• Dynamic metadata-driven data management and data integration environment
• Highly predictable processes
• Reduced risk
• Well understood metrics to manage data quality and process quality

Dean’s and Vice Provosts Results

Current State

Future State (1-2 years)
• Future State (3-5 years)

Data Management Maturity Curve
Current State Quick Survey Results (Session 1)
Current State Quick Survey Analysis (Session 1)

Themes

Consistent Results
- Reliability of data was rated poorly
- Data-Driven Culture could be improved
- Data Access could be improved
- Data sources could be improved

Differing Results
- Governance
- Integration
- Tools
- Data Reliability
- Skills – wide range of skills
- Collection vs Analysis

Divergent Points
Current State Quick Survey Results
Current State Quick Survey Analysis

Themes

Consistent Results
- Reliability of data - rated poorly
- Data Access could be improved
- Data Sources could be improved

Differing Results
- Collection vs. Analysis
- Governance
- Integration
- Tools
- Data Reliability
- Skills – wide range of skill levels
1. The “North Star” is defined as the ultimate aspirational vision. It establishes **direction** for Roadmap development.

2. The Rationalized “North Star” establishes the **distance** to the Roadmap objectives after cost/benefit analysis is applied to the “North Star.”

Many organizations can meet their strategic goals without total achievement of all perspectives of the aspirational “North Star.”
Vision Workshop

- Cloud vs. Non-Cloud Strategy
- Data Warehouse Strategy
- Reporting Tools and Usage
- Quality
- Governance
- Master Data
- Security
- Access
- Student
- Academic Portfolio
- Diversity and Inclusion
- Finance
- Research/Grants Mgmt.
- Facilities/Space
- Labor and Staff
- Productivity
- Community/Impact
- Risk and Compliance
- Top Analytics Priorities and Metrics for the Institution

People
- Skills
- Collaboration (Business/IT Relationship)
- Data Culture

Process
- Student
- Academic Portfolio
- Diversity and Inclusion
- Finance
- Research/Grants Mgmt.
- Facilities/Space
- Labor and Staff
- Productivity
- Community/Impact
- Risk and Compliance

Data
- Quality
- Governance
- Master Data
- Security
- Access

Technology
- Cloud vs. Non-Cloud Strategy
- Data Warehouse Strategy
- Reporting Tools and Usage

Analytics Priorities
- Top Analytics Priorities and Metrics for the Institution

Analytics Vision
# Vision Session Results - Deans and Vice Provosts Session

## People

<table>
<thead>
<tr>
<th>Skills</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistency of understanding data and policies of data usage</td>
<td>Student (Enrollment, Fin Aid, Success)</td>
</tr>
<tr>
<td>Common framework for decision-making</td>
<td>- Financial Aid - how FA impacts enrollment decisions by students</td>
</tr>
<tr>
<td>Collaboration (Business/IT Relationship)</td>
<td>Academic Portfolio</td>
</tr>
<tr>
<td></td>
<td>- ROI of program investments</td>
</tr>
<tr>
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<td>Diversity and Inclusion</td>
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<td>- Datasets informed by communities they represent</td>
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<td>- Broaden dataset to get to metrics like First Generation</td>
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<tr>
<td></td>
<td>Finance/Budgeting/Procurement</td>
</tr>
<tr>
<td></td>
<td>- Dependent on budget redesign project</td>
</tr>
<tr>
<td></td>
<td>- Understanding of revenues and costs</td>
</tr>
<tr>
<td>Data Culture</td>
<td>Research/Grants Management</td>
</tr>
<tr>
<td></td>
<td>- Financial Control and Compliance</td>
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<tr>
<td></td>
<td>Facilities/Space</td>
</tr>
<tr>
<td></td>
<td>- Reoptimizing classroom scheduling</td>
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<tr>
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<td>Labor and Staff Productivity</td>
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<tr>
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<td>- Faculty productivity</td>
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## Data

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<th>Quality</th>
<th>Security</th>
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<tr>
<td>Getting trustworthy data</td>
<td>Consistency for support of data security across units</td>
</tr>
<tr>
<td>Good data lineage</td>
<td>Balance security and usability</td>
</tr>
<tr>
<td>Understanding what data exists</td>
<td>Ability to access data at various levels of skill (don’t need to be a data science)</td>
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## Technology

<table>
<thead>
<tr>
<th>Cloud vs. Non-Cloud Strategy</th>
<th>Reporting Tools and Usage</th>
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</thead>
<tbody>
<tr>
<td>Needs to be defined</td>
<td>Trust IT to make the right decision</td>
</tr>
<tr>
<td>Want it to work!</td>
<td>Knowledge discovery tools</td>
</tr>
</tbody>
</table>
# Vision Session Results - Presidents

## Skills
- Consistency of understanding data and policies of data usage
- Common framework for decision-making

## Collaboration (Business/IT Relationship)
- More business ownership

## Data Culture
- Need a community that can frame the results
- Wider range of acceptance of data
- Data Trust

## People - Student (Enrollment, Fin Aid, Success)
- Financial Aid - how FA impacts enrollment decisions by students

## Academic Portfolio
- ROI of program investments

## Diversity and Inclusion
- Datasets informed by communities they represent
- Broaden dataset to get to metrics like First Generation

## Finance/Budgeting/Procurement
- Dependent on budget redesign project
- Understanding of revenues and costs

## Research/Grants Management
- Financial Control and Compliance

## Facilities/Space
- Reoptimizing classroom scheduling

## Labor and Staff Productivity
- Faculty productivity
- Unstructured data

## Community/Impact
- Faculty Impact (citations don’t work for everyone)

## Risk and Compliance

## Process

## Data
- Quality
  - Getting trustworthy data
  - Good data lineage
- Governance
  - Understand what data exists
- Master Data
  - Topic
- Security
  - Consistency for support of data security across units
  - Balance security and usability
- Access
  - Ability to access data at various levels of skill (don’t need to be a data science)

## Technology
- Cloud vs. Non-Cloud Strategy
  - Needs to be defined
  - Want it to work!
- Data Warehouse Strategy
  - Reporting Tools and Usage
    - Trust IT to make the right decision
    - Knowledge discovery tools