THE UNIVERSITY OF NORTH CAROLINA SYSTEM

DATA MODERNIZATION INITIATIVE UPDATE

BOG Committee on Budget and Finance

March 22, 2018

Background

- **Primary project objectives:**
  - **Enable better financial transparency at system and institution level**
  - **Improve ability to respond to key stakeholder information requests**
- **Top legislative priority last year**
  - **Received $1 M (nonrecurring) in 2017-18 and $9 M ($8 M nonrecurring / $1 M recurring) committed for 2018-19**

Project Status and Timeline

- **Fall 2017 – Identified core team with broad representation across UNC System Office to lead initiative**
- **Dec 2017 – Selected Gartner to help refine strategic approach and develop implementation plan**
- **Dec 2017 to Mar 2018 – Engaged campus leadership (Chancellors, CFOs, CIOs, IR Directors/Data Analytics, and CAOs)**

Project Status and Timeline

- **Dec 2017 to Mar 2018 – Engaged President and Senior Leadership**
- **Mar 2018 – Brief Board of Governors on strategic direction, progress to date, and associated resource needs**
- **Next Steps**
  - **Apr 2018 – Provide progress report to Joint Legislative Education Oversight Committee**
  - **2018-19 – Initiate phase 1 of project**

University of North Carolina
Data Modernization Initiative
Board of Governors Roadmap Review

March 22, 2018

Prepared for: University of North Carolina System Office

Project Number: 330046753 Version #2.1

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Background

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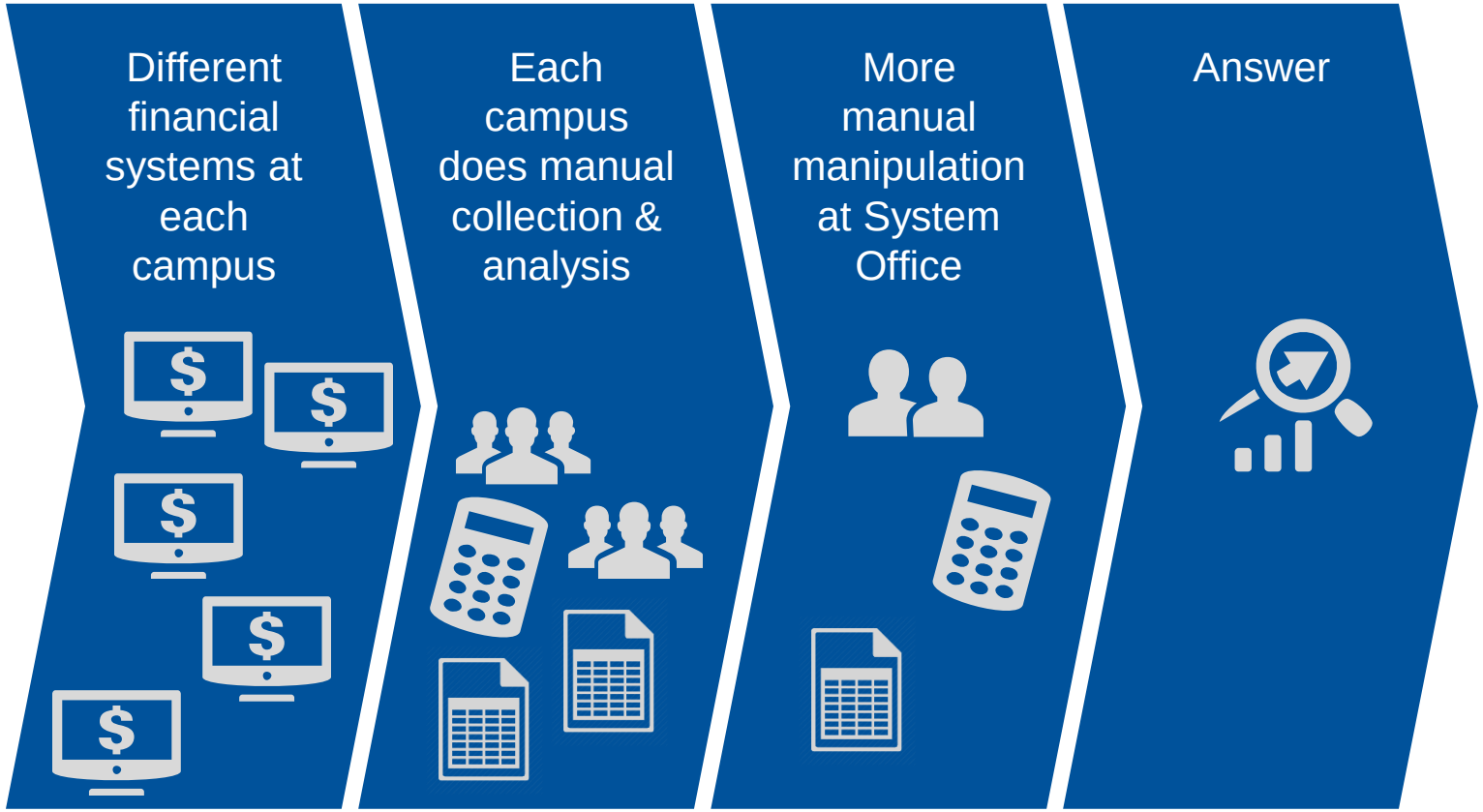
The Problem

Difficult to answer financial questions across more than one institution.



- ***Expensive***
- ***Time-Consuming***
- ***Less Reliable***

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Examples

UNC challenged to answer questions such as:

- **Does out-of-state tuition cover the cost of educating an out-of-state student?**
  - No consistent scheme for classifying costs
  - No agreement on how indirect costs should be allocated to students
- **What does it cost to deliver a credit-hour of education?**
  - Faculty budgeted at different levels across the system
  - Should all credit-hours be treated equally?
  - No consistent scheme for classifying costs
  - No agreement on how indirect costs should be allocated to credit-hours

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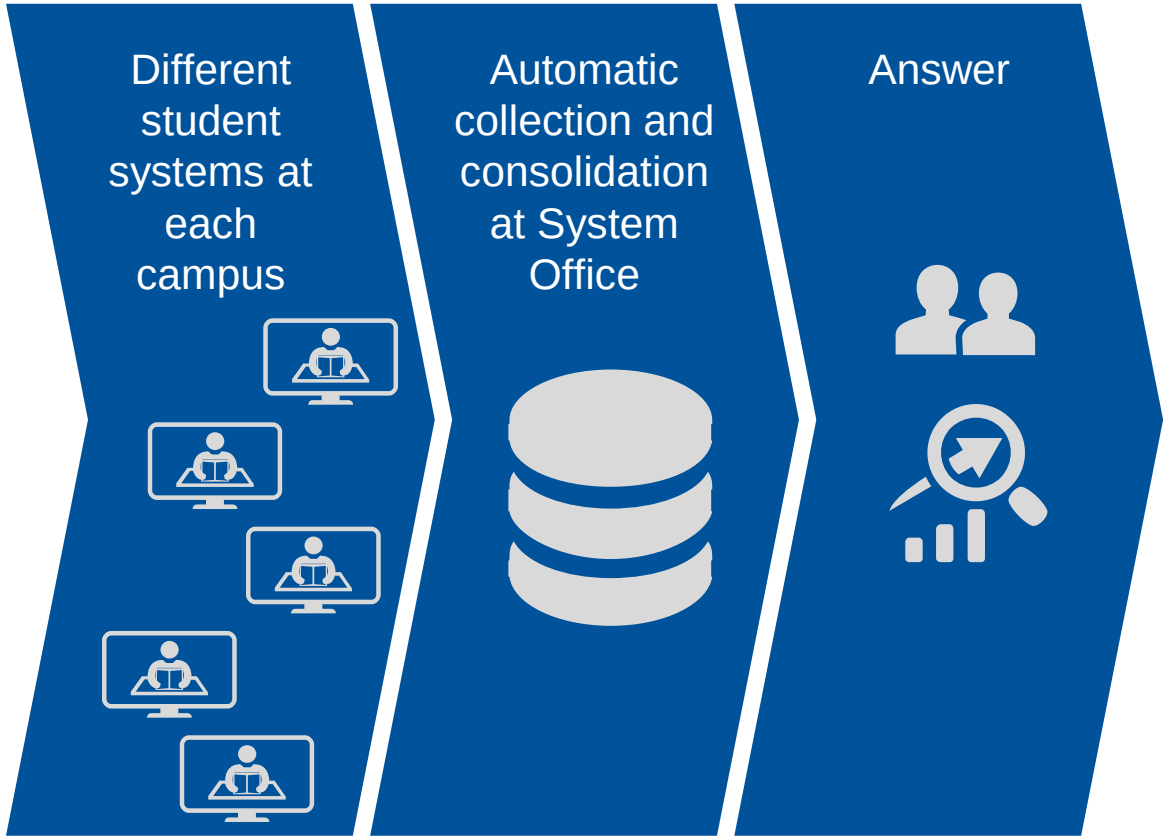
How Similar Problems Have Been Successfully Addressed at UNC

Example: Existing Student Data Warehouse



- ***Efficient***
- ***Fast***
- ***Reliable, consistent results***

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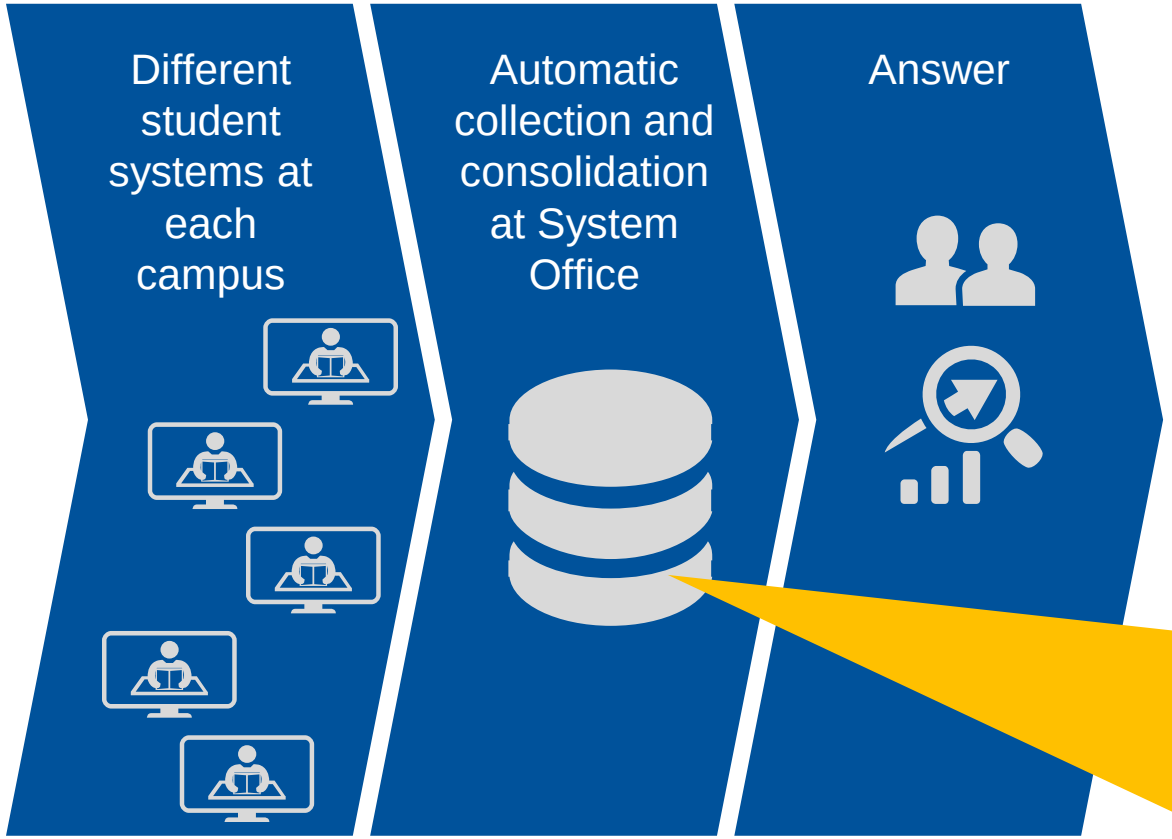
How Similar Problems Have Been Successfully Addressed at UNC

Example: Existing Student Data Warehouse



- Schools maintain current systems, processes, coding
- Standard process for transmission from schools to System Office
- All school data mapped to common System Office coding (COA)
- Agreed rules for allocating costs for System Office purposes
- Data stored in shared repository
- Data and tools used by System Office and school staff for both system and institutional reporting.

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Solution

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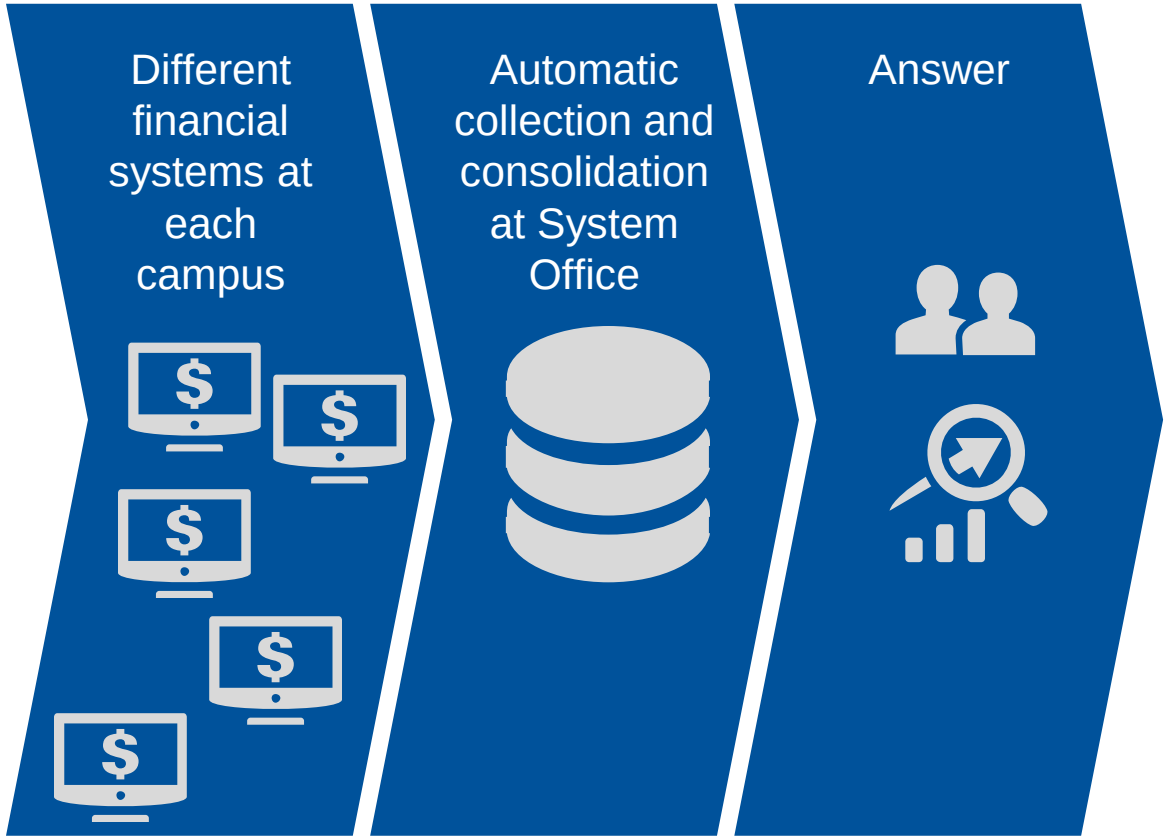
Proposal

Create a consolidated data warehouse for financial and related data:



- ***Efficient***
- ***Timely***
- ***Reliable, consistent results***

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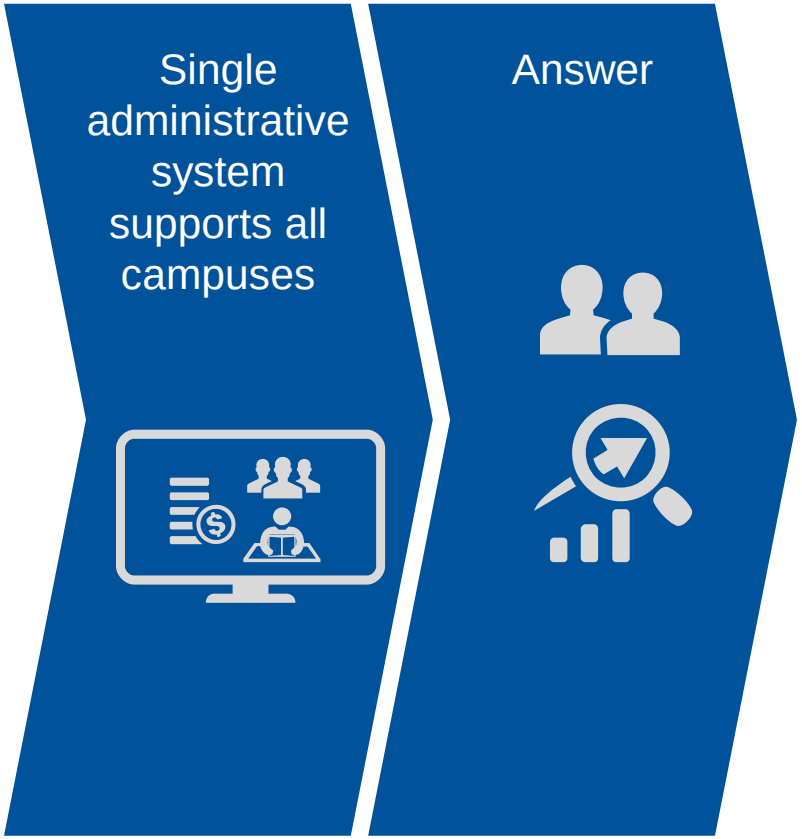
Alternative Approach

Analysis considered single platform for HR, Finance and Student supporting all campuses



- ***Extremely disruptive: impacts all 46,000 employees and all 225,000 students***
- ***Extremely expensive (10x)***
- ***Significantly longer implementation (2-3x)***
- ***High risk of project failure***
- ***Results not materially better***

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How We Get There

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Vison and Guiding Principles

"To provide the UNC System Leadership, the UNC Institutions and the Board of Governors with clear, timely, consistent, actionable financial and related data, which will enable them to guide the UNC System in meeting its strategic goals"

Integrate Student, HR, and Financial data system-wide for timely effective ***system-wide reporting*** on progress to ***strategic goals***.

Execution of the ***UNC System Data Modernization*** strategy requires strong commitment and participation from all levels of leadership throughout the entire UNC System.

Provide ***value to the UNC Institutions*** and support them in delivering strategic goals and ***a quality education*** to their students.

UNC System Office will leverage the system platform to coordinate and manage ***key initiatives***."

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5 Major Strategic Recommendations

Create Shared Governance – UNC Institutions and System Office

Define roles and responsibilities for keeping data clean and correct, and for responding to information requests.

Consistent Policies and Procedures for keeping data clean and correct, and for responding to information requests.

Use a “Consolidation" Approach for creating a system wide view of UNC Financial Performance

Implement New Systems for Data Analysis

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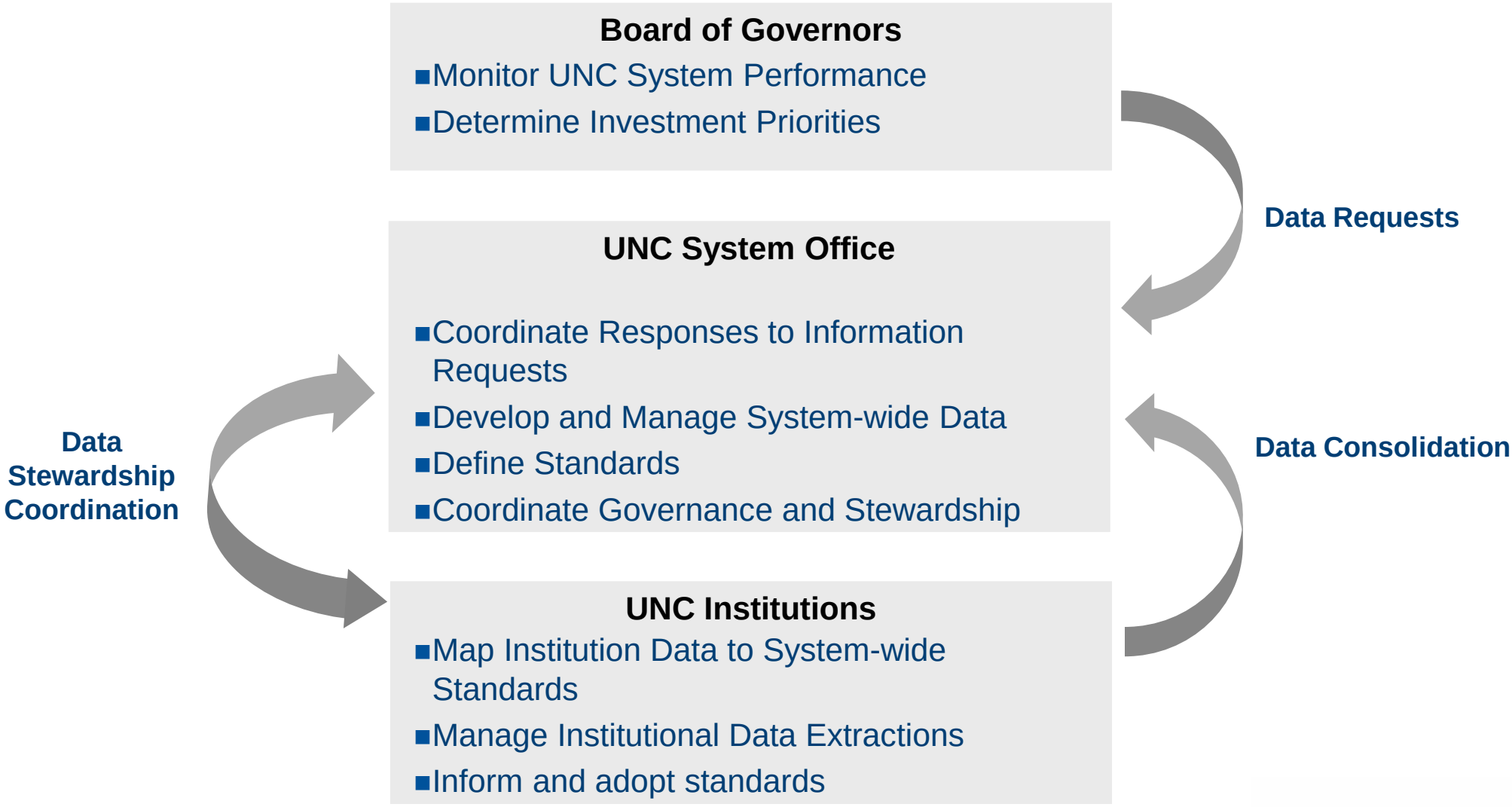
Shared Governance



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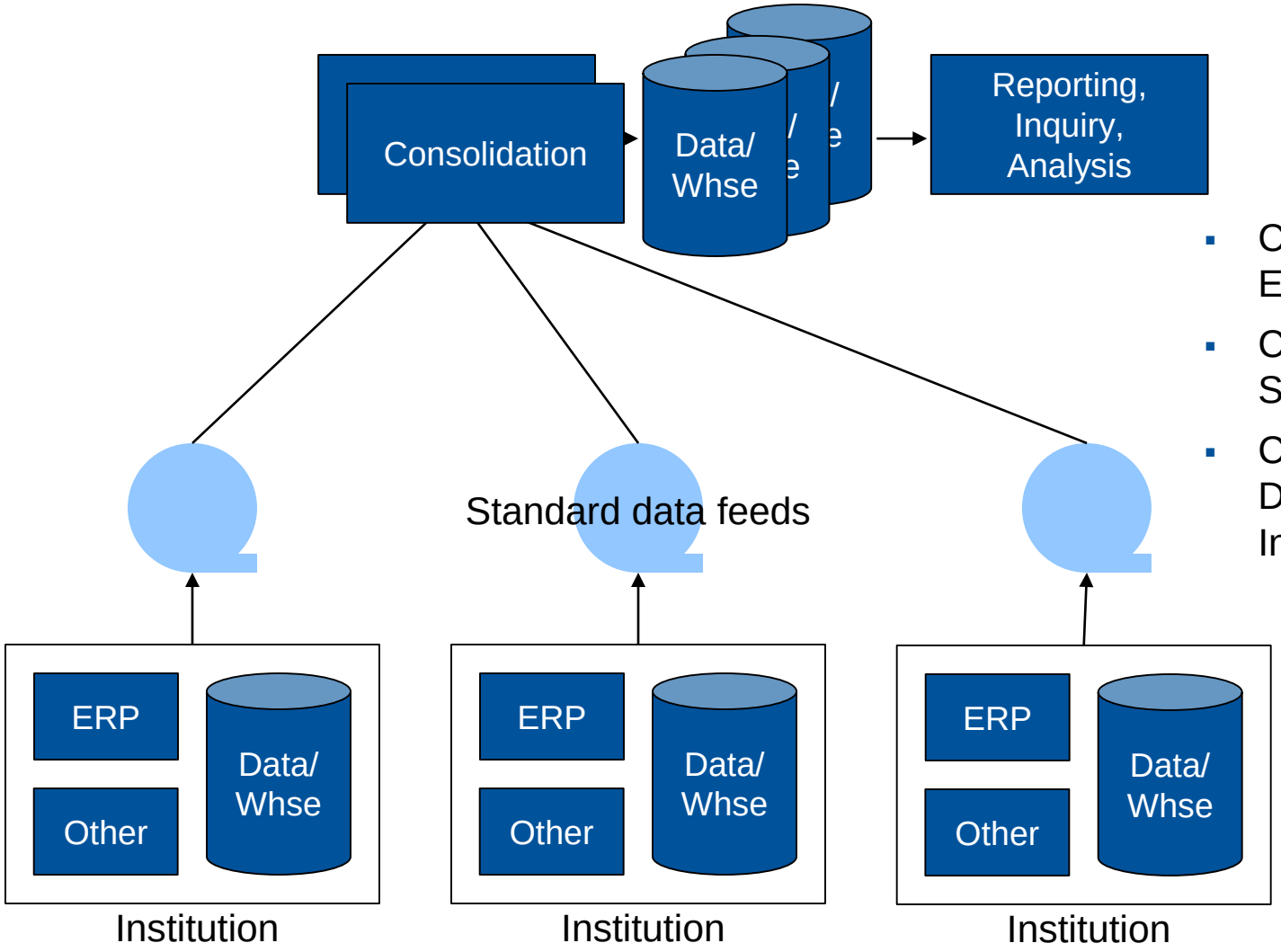
Consolidation Approach



- Campus Continue to Use Existing Systems
- Campuses Map Data to Standard Chart for Upload
- Complex Redesign of HR Data Warehouse to Include Transactional Data

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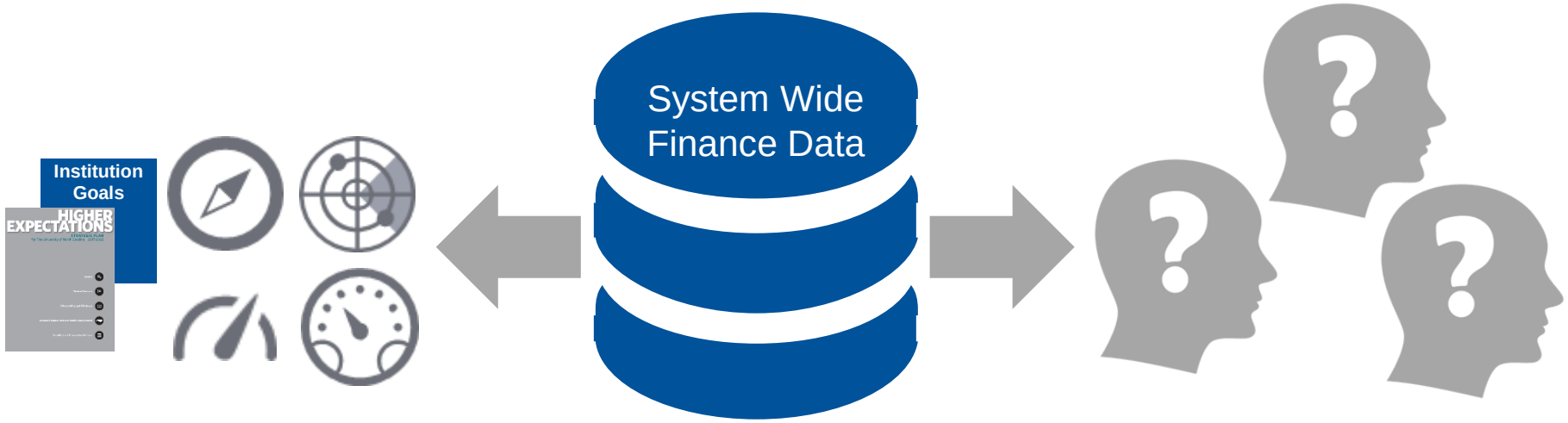
Overall Goal of Data Modernization Initiative



Focused, stable set of measures based on system and institutional strategic goals.

Ad hoc requests, kept to a minimum to maintain focus on strategic goals.

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Overall Goal of Data Modernization Initiative

Reporting Standard Metrics

- Measure progress on strategic objectives (e.g.: retention, graduation rates, efficiency, tuition coverage of actual costs)
- Measure total system performance
- Compare campus performance where appropriate (e.g.: cost per credit hour)
- Data explains different institution contexts (size, mission, etc.)
- Agreed methods to do “cost per …” calculations
- Dashboards and supporting tools available to System Office and institution staff

Ad Hoc Analysis

- Comparable data available across institutions
- Easily summed to support system-wide analyses
- Mapping rules support reconciliation back to local systems of record
- Data repository and tools available to System Office and institution staff
- Easy-to-use tools support most analyses
- “Power” tools support more sophisticated users
- Shared definitions enable system office and institution staff to discuss and understand alternative calculations and analyses

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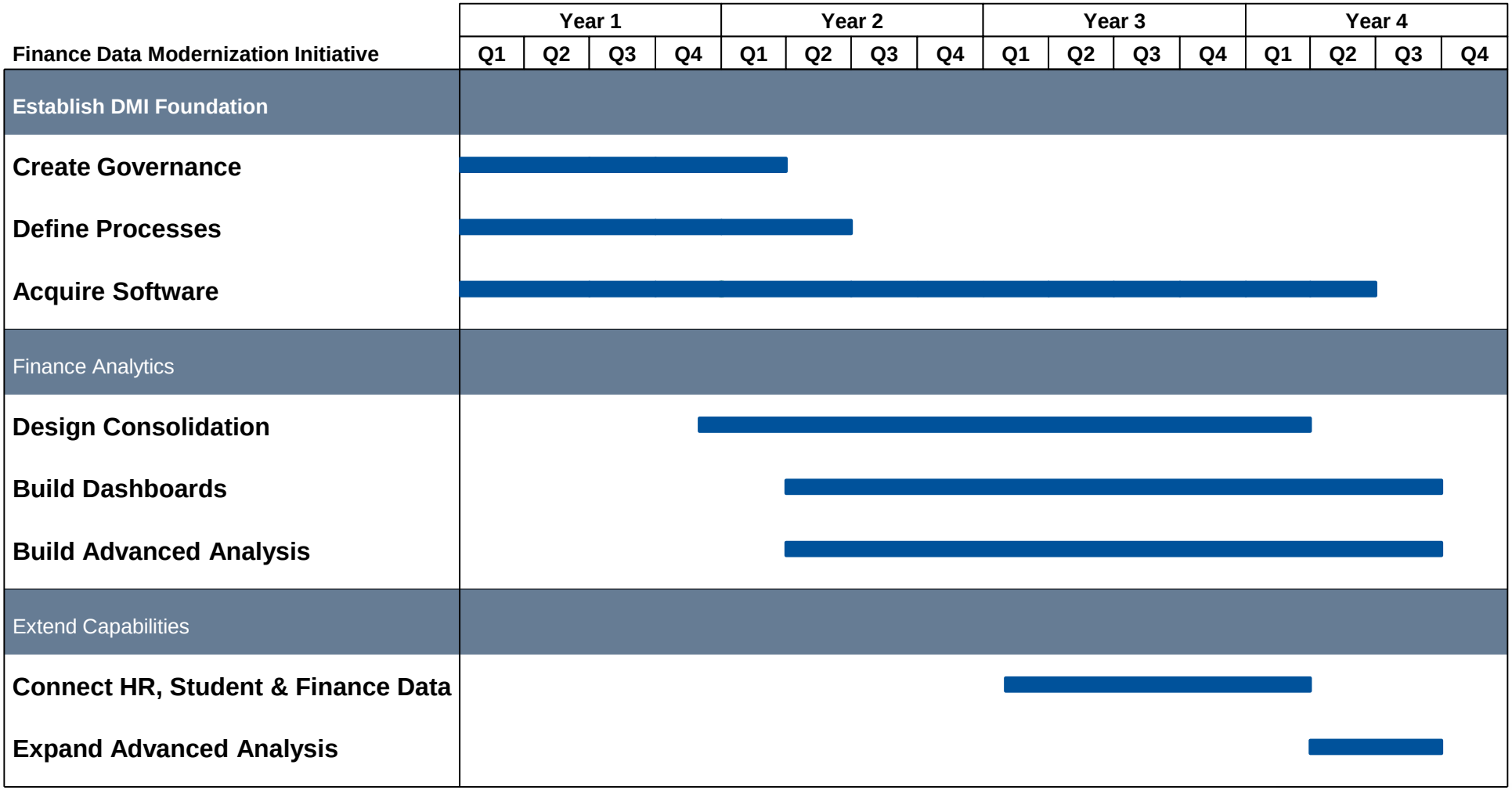
Timeline For UNC Data Modernization Initiative



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Success Factors

- Consensus on vision across Governors, System Office and institutions
- Real benefits for the institutions
- Staff participation
- Adequate technical and financial resources
- Accelerated hire and procurement processes
- Comprehensive Organizational Change Management program
- Common definitions and terminology across the system
- Consistent, proactive executive support and sponsorship
- Timely, effective decision-making

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