Project Title: Business Analytics

Project Sponsor/Owner: Sherm Bloomer
Recommended Stakeholder Groups to Engage: Chief Human Resource Officer, Vice Provost for Information Services, Deans, Director of Extension, Auxiliaries, Tuba Ozkan-Haller, Foundation, Audit Risk and Compliance, Beaver Works Core Group, IT/IS, Controller's Office, Colleges, Research Office, Budget and Fiscal Planning, Research Faculty, Enrollment Management

Introduction/Background:

This project stems from comments collected in the focus groups for business analytics processes from the perspectives of Data Gatherers, IT/IS, and Leaders/Users of the business analytics processes at OSU. The purpose is to identify and address challenges and pressure points, specifically related to gathering, understanding, forecasting, and analyzing and reporting business information.

Problem Statement:

There is a lack of proactive anticipation and analysis of potential financial and business implications of institutional, strategic and operational choices. The inability to easily and efficiently access necessary information and the lack of consistency in reporting to inform business analytics has resulted in inaccuracies and/or incomplete information provided to users and decision makers. Additionally, a lack of common definitions, purposes, and role clarity has led to misunderstanding and misperceptions of who needs access to information, where the information/skill gaps reside, and how available information/tools are being used.

Standard Operational Excellence Team Expectations:

- Balance the business needs with security/compliance considerations (apply accepted risk tolerances)
- Identify and design consistent tasks, forms, processes, and systems
- Define ideal state roles and responsibilities and individualized training plans for those roles
- Identify and recommend an ongoing, structured, and consistent training plan that incorporates the full procurement cycle
- Assess current policies against proposed processes and make policy recommendations for modified or new policies that are easily accessible
- Propose possible IT/IS solutions to Steering Team for improved system functionality and multi-system integration
    - Note: if an IT/IS solution is to be proposed, the team MUST still re-design processes, revise policies, and propose a plan to implement consistent processes before an IT solution is adopted.
- Develop training and communication plans for the implementation of the proposed solution(s)

Specific Operational Excellence Team Expectations:

- Assess business needs and make recommendations for tools, resources, organization and delivery
- Align roles, responsibilities and interrelationships in business analytics between the units/colleges, DFA and IS/IT.
- Develop and make available to all appropriate roles/individuals robust and consistent forecasting models.
- Provide user-friendly, consistent access to data from all information systems, allowing seamless integration to form a complete financial picture for the recipient of the data
- Improve collaboration and consensus on reports across all business units for more consistent reporting and identify the content recipients for said reports
- Identify and categorize vital information that resides outside of university IT systems and who depends on it for business decisions and processes
- Develop forecasting and reporting tools that allow for a flexible period of analysis