

GTSC Facilitates Development of Georgia Tech Strategy for Enterprise Data Management (2013-2014)

Challenge

The complex and demanding challenges of higher education mandate timely and effective decision-making capability. Meaningful data is vital to support sound decision-making. In order to strengthen its ability to secure and use critical, relevant information, Georgia Tech leadership recognized the need to define a holistic strategy for enterprise data management and enterprise intelligence capability-- a strategy that is nimble, robust, integrated, and relevant to ever-changing information requirements. GTSC was asked to work with a team of internal and external experts in the field of enterprise data management, enterprise intelligence, and analytics to help craft a path forward.

Services/Solutions

In response to this need, Strategic Consulting led a project team that reported to a cross-functional steering committee comprised of academic, research, and administrative leaders. The team was charged with completing an enterprise data management (EDM) assessment. The GTSC project management team provided overall direction for functional decisions, communication with sponsors on project progress and concerns, vendor management, and direction on change management and communication activities to ensure project success. The role of Strategic Consulting included:

- Day-to-day management of the project tasks and assignments, including cross-functional coordination and vendor negotiations and management
- Maintenance of the project budget
- Leading change management efforts

The goal of the EDM Assessment project was to create a strategy and roadmap proposal, including recommendations about processes and practices; an organizational structure, roles, and responsibilities; interrelationships between team members; and a high level strategic technology roadmap. The proposal's execution was expected to achieve a robust overall data management/enterprise intelligence capability to support the realization of Georgia Tech's mission and strategic goals.

The EDM Assessment project was conducted in three phases:

1. Acquisition of consulting services for the engagement. This phase included a period of discovery on options for augmenting Georgia Tech's current expertise in enterprise data management followed by a formal request for proposal, and the engagement of external consultants.
2. Preparation prior to consultant engagement. The second phase of this project involved the review of data and systems challenges that had been discovered over the previous two years. This review included meetings and discussions with subject matter experts, development of a business case to inform the process, and coordination of feedback from the Decision Support Conference, the Oracle Insight, and various meetings of the Business Directors' Forum and the Business Partners' Network. The project team managed the gathering of relevant artifacts and documentation, prepared a narrative of the current state for the external consultants, executed a communication plan to raise

awareness of project activities for the campus community, and scheduled the necessary discussions and forums for the external consultants to begin their onsite engagement.

3. Execution of the assessment. The third phase of the EDM assessment involved the external consultant's onsite assessment, including a project timeline and a detailed approach to follow during this phase of the project.
4. Creation of a roadmap. GTSC worked with the project sponsors, consultant, and steering committee to compile a recommended strategy, roadmap, and plan of action to realize the strategy. The recommendation was presented to the executive leadership team and approved.

Impact

The outcomes of this project provided the following value to the Institute:

- A straightforward, cohesive strategy around data governance, data warehousing, and business intelligence
- Inclusive plan for data access
- Timeline, costs, organizational structure, and change management for implementation
- Since the project concluded, the EDM director was hired and joined the Institute in March 2015