



The Finance Function of the Future

Part 1: Introducing the Hallmarks of Effective Strategic Finance Teams

Part 2: Building Central Data Infrastructures to Support Strategic Decision Making

Part 3: Maximizing Operating Efficiency and Expanding Long-Range Financial Planning

Part 4: Embedding Analytical Support in Academic Decision-Making and Providing Just-in-Time Consultation on Unit Planning and Strategy

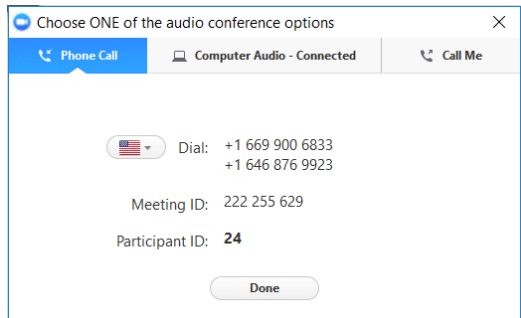
Business Affairs Forum

Audio Options



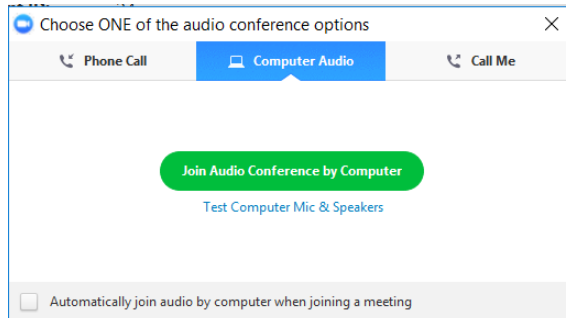
Using Your Telephone

If you select the “Phone Call” option, please dial in with the phone number and access code provided.



Using Your Microphone and Speakers

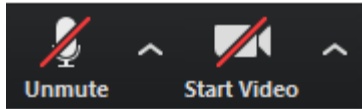
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Using Zoom

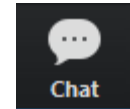
Mic and Video Controls

Click the mic and camera pictures until they have a red line indicating they are both off.



Asking a Question

To ask the presenter a question, type it into the Chat panel and press send.





Today's Presentation

2 Building Central Data Infrastructures to Support Strategic Decision Making

Trend 1: Executive-Level Data Governance Oversight

Trend 2: Data Refinement for Academic Program Analysis

Trend 3: Business Intelligence Teams

Trend 4: Academic Financial Dashboards

Archived on EAB.com

1 Introducing the Hallmarks of Effective Strategic Finance Teams

Future Webinar Sessions

3 Maximizing Operating Efficiency and Expanding Long-Range Financial Planning

Tuesday, April 15

4 Embedding Analytical Support in Academic Decision-Making and Providing Just-in-Time Consultation on Unit Planning and Strategy

Thursday, May 9



The Finance Function of the Future

Promising Innovations in the Migration from Transactional to Strategic Work

I

Central Data Infrastructure Supports Strategic Decision Making

Trend 1:

Executive-Level Data Governance Oversight

Trend 2:

Data Refinement for Academic Program Analysis

Trend 3:

Business Intelligence Teams

Trend 4:

Academic Financial Dashboards

II

New Technology and Org Models Maximize Operating Efficiency

Trend 5:

Technology-Driven Planning Process Redesign

Trend 6:

Scaled Budget and Planning Services

III

Long-Range Financial Plans Consider Future Revenue Threats

Trend 7:

Financial Modeling and Scenario Planning

Trend 8:

Functional Redesign to Expand Budget and Planning Scope

IV

Professionalized Staff Support Ongoing Academic Resource Planning

Trend 9:

Embedded Analytical Support in Academic Units

Trend 10:

Financial Upskilling Programs for Academic Stakeholders

V

Central Finance Provides Just-in-Time Consultation on Unit Planning and Strategy

Trend 11:

Metric-Driven Intervention in Unit Performance Issues

Trend 12:

Internal Financial Consulting Teams



Hallmark 1: Central Data Infrastructure Supports Strategic Decision Making

HALLMARK

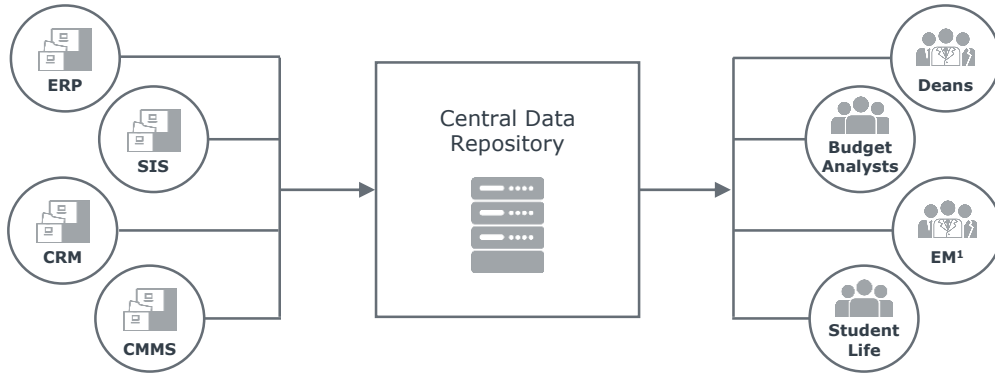
- Trend 1: Executive-Level Data Governance Oversight
- Trend 2: Data Refinement for Academic Program Analysis
- Trend 3: Business Intelligence Teams
- Trend 4: Academic Financial Dashboards

1

Realizing the Promise of Big Data

Optimal Data and Analytics Infrastructure Bolsters Strategic Decision-Making

Simplified Illustration of High-Functioning Institutional Data Ecosystem



Advancing Strategic Goals Across Campus with Centralized Data and Decision Support



Campaign Pipeline Optimization



Enrollment Pipeline Management



Targeted Student Advising



Program Demand Analysis



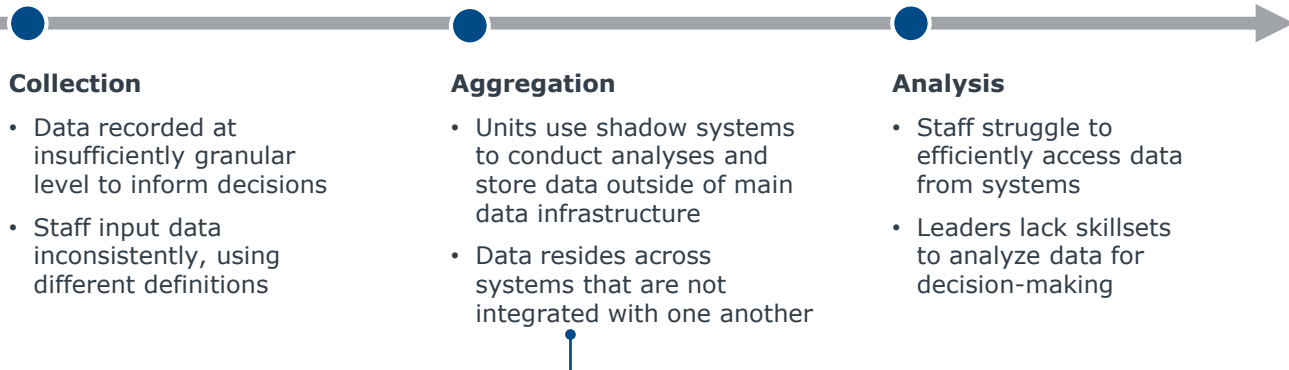
Course Margin Analysis

1) Enrollment Management.

Barriers to Data-Driven Decision-Making



Challenges to Utilization Span Data Life Cycle



Supporting Systems Integration Efforts

- **Integration** is the process by which diverse technologies are enabled to communicate. IT divisions follow a technical process to execute integration projects (i.e., no observable trends)
- CBOs play critical roles in IT project success by dedicating operational expertise to IT projects to align outcomes with campus needs
- For more information on the CBO's role in supporting campus-wide integration efforts, download our [Integration Leadership Brief](#)



Garbage In, Garbage Out

Distributed Staff Input Data Inconsistently, Use Different Definitions

Simplified Illustration of Department Staff's Process for Recording Student Credit Hour (SCH) Data in Student Information System (SIS)

Academic Departments



Calculates SCH as 1 hour of instruction per week



Calculates SCH as 1.5 hours of instruction per week



Performs SCH analysis in a shadow system, does not transfer all SCH data to SIS



Fails to regularly input SCH data in SIS



Central Finance



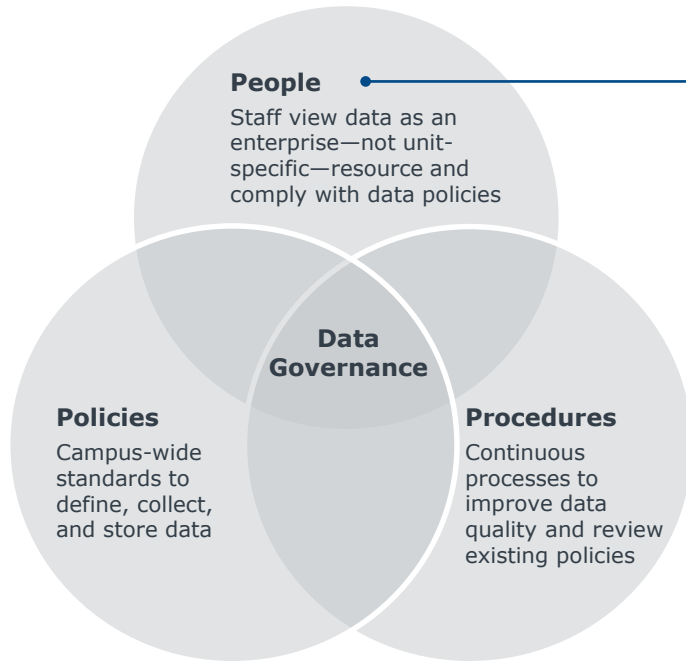
Budget Analyst

- Produces reports with unreliable data
- Unable to locate missing data points
- Unknowingly makes “apples to oranges” comparisons

A Prerequisite to Data-Informed Decision-Making

Data Governance Critical, But Often Undermined by Poor Collaboration

Components of Effective Data Governance





Most Common Data Governance Failure Path: Committee Breakdown

- Campuses on their second or third attempt at establishing effective data governance systems cite **committee breakdown** as leading failure path
- Common causes of committee failure:
 - Committees focus too much on planning rather than execution
 - Members lack accountability for attendance
 - Members stop going to meetings or send delegates too junior to make decisions

Two Is Better Than One

Dual Committee Structure Ensures Both Vision-Setting and Execution

Bicameral Data Governance Committee Characteristics

	 Strategy Committee	 Implementation Committee
Role	Direction-setting, signal value	Execution
Composition	VP- to AVP-level staff from IT, Provost's office, CBO's office, Registrar's office	AVP- to director-level staff from IT, Business Intelligence, and cross-functional data stewards
Size	5-10 leaders	12-20 staff
Time Commitment	Minimal (i.e., one hour per quarter or semester)	High (i.e., at least one hour per week or month)
Agenda	<p>Vision: What areas of the university may benefit most from better data?</p> <p>Progress: What has the data governance committee done since the last meeting, and what should they focus on until our next meeting?</p>	<p>Data Definitions: What should the definition and security level for these terms be?</p> <p>Term Requirements: What standard terms do we not have that are causing problems?</p> <p>Data Stewardship: Are the right people in data stewardship roles across campus?</p>

Getting the Right People in the Right Seats

EAB Resource Guides Committee Composition

Guide to Selecting Committee Members (excerpt)

Institutional Office	 Strategy Committee	 Implementation Committee
Academic Affairs	Provost	AVP Planning AVP for Student Success
Business Intelligence	Director of Data Governance	Director of Data Governance Director of Business Intelligence Data Architect
Finance and Administration	Chief Business Officer	AVP of Finance AVP of Facilities Budget Director
Human Resources	VP of Human Resources	Director of Human Resources Payroll Manager HRIS Manager
Information Technology	Chief Information Officer	Information Security Officer Director of Information Technology
Institutional Research	Director of Institutional Research	Associate Director of Institutional Research

Download the full Guide to Selecting Committee Members [here](#).

Designating a Data Governance Standard-Bearer

Select Institutions Creating Chief Data Officer Roles to Steward Efforts

Summary of the Chief Data Officer Role

Core Duties

- Leads data definition creation
- Coordinates data governance meetings
- Oversees data quality processes
- Develops data management policies
- Oversees the design of the data warehouse or data lake and data integration
- Encourages use of BI for decision-making and strategic planning

Desired Attributes and Skillsets

- Experience with data architecture, data management, and development of data governance
- Strong communication skills for both executive-level and technical implementation discussions

Estimated Salary (USD)

- \$125K-165K

CDO Role Growing Quickly Across Sectors

15+ Chief Data Officers in higher education in 2018



~250 Chief Data Officers working globally in 2014

Download the University of Rochester's CDO position description [here](#) and the University of Wisconsin's CDO position description [here](#).



In Search of the Holy Grail

CBOs Struggle to Obtain Academic Cost Data to Perform Margin Analysis

Granular Academic Cost Data a Top CBO Desire



“I have a lot of questions about college, department, and program-specific costs. But the way this data is collected, I can’t calculate the actual cost of providing education.”

Chief Financial Officer

PRIVATE RESEARCH UNIVERSITY



Barriers to Obtaining Program-Level Cost Data



Accounting systems configured for record keeping and financial reporting, not decision support



Faculty costs difficult to record at activity-level

Not an All or Nothing Decision

Full Chart Overhauls May Be Necessary, But Lower Effort Approaches Exist

Two Approaches to Update Chart of Accounts (COA)

Approach

1 Full Overhauls

Review and upgrade of entire COA, including elimination of obsolete fields and addition of new fields

Benefits

*Refined
Cost Data*



*Reduced
Audit Risk*



*Improved Data
Governance*



Sample Institution



2-year process to create COA that records transactions at department, location, and activity-level

2 Targeted Refinements

Selective addition of fields to track certain metrics at more granular level (e.g., faculty payroll data by program type and tenure status)



1.5-month process to add fields for payroll data for tenure- and non-tenure-track faculty

Learning from the Private Sector



ABC¹ Models Enable Course Margin Comparisons, But Challenging to Apply



Activity-Based Costing (ABC)

A private sector cost accounting practice that identifies and assigns costs to overhead activities and then assigns those costs to products

Applying ABC in Higher Ed

Quantify and Allocate Direct Costs to Courses



Quantify and Allocate Indirect Costs to Courses



Fully-Loaded Course Cost Analysis

Examples:

- Teaching
- Course Development
- Grading

Examples:

- Library
- Registrar
- IT

Sample analyses informed:

- Course capacity
- Course offerings
- Faculty workload
- Program growth or contraction



Difficult to assign direct costs to academic activities



Innumerable indirect costs outside of faculty control



Does not account for instructional quality or disciplinary nuances

1) Activity-based costing.

Better Data, But at a Price

UCR Makes Big Investment in ABC, Others Question ROI

UCRIVERSIDE UNIVERSITY OF CALIFORNIA Activity-Based Costing Model

ABC Implementation in One Academic Unit



Integrates data from 6 data systems



Calculates course-level cost data through 6 faculty activity categories and 5 indirect cost pools



Provides course-level margin transparency for curriculum planning



Yields program-level margins for growth planning

Implementation Requires Significant Investment in Technology and External Support

1.25

Years to implement for College of Arts, Humanities, and Social Sciences (1 of 7 units)

\$1.4M

External fees to Grant Thornton, Pilbara Group, and Deloitte

Other UCs Reconsider

UC DAVIS
UNIVERSITY OF CALIFORNIA

UCMERCED

“...it would not be possible to deploy the actual system at the department level. Rather, **a Central Office would need to be staffed and trained** to respond to department data requests by manually extracting the requested data...”

UC Office of the President's Report on Activity-Based Costing Pilots

A Lighter Lift Approach

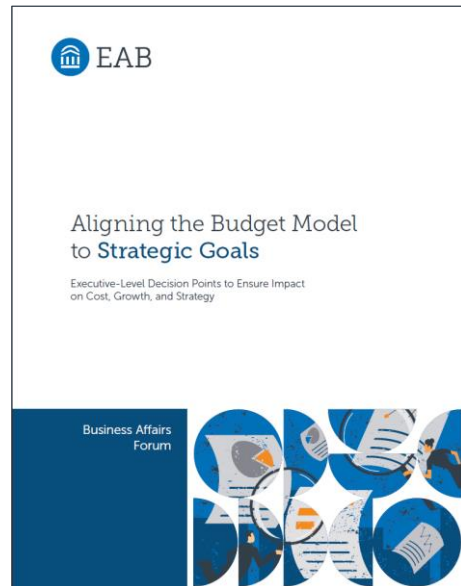
Indirect Cost Allocations Less Precise than ABC, But Easier to Deploy

Alternative Approach: Program-Level Indirect Cost Allocation

- Resource allocation principles translate to developing methodologies for internal performance analysis
- Allocates indirect costs, but does not direct instructional salaries
- Less precise than ABC, but easier to build, administer, and understand

For more information on indirect cost allocation methodologies, download our Aligning the Budget Model to Strategic Goals study [here](#).

Supporting Indirect Cost Allocation Methodology Design



Better Data Does Not Mean Better Decisions

Leaders Need Analytical Support to Access and Interpret Data

The Data-Driven Decision-Making Formula

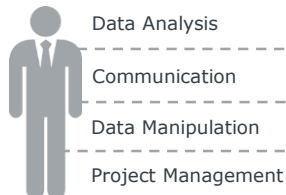
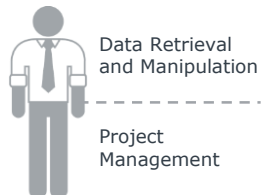



Data-Driven Decision Support Requires a New (and Expensive) Type of Staff

Legacy Data Staff:
Programmer



Emerging Data Staff: Business Intelligence (BI) Analyst



24% 

Data Analyst job posting growth (2013 H2-2016 H2)

\$80K

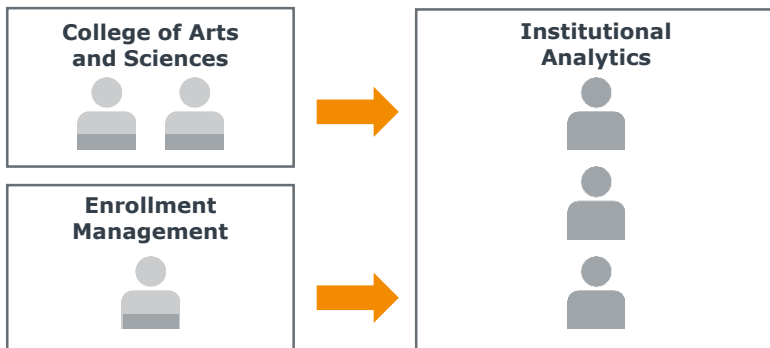
Average BI Analyst base salary

Centralizing Existing Analytical Resources

Buffalo's Central Business Intelligence (BI) Center Scales Staff Skills



Creation of Office of Institutional Analytics



✘ Limited applicability of BI skills in daily tasks

✘ Only select units benefit from staff's BI capabilities

✔ Nearly all staff time dedicated to BI projects

✔ Scales BI resources across all units

✔ Senior leaders can deploy analytical resources to most strategically significant initiatives

■ Time spent on BI activities¹

■ Time spent on non-BI activities¹

Central BI Team's Early Impact



- Providing analytic support for key academic and administrative initiatives
- Creating 20+ dashboards for financial decision-makers, spanning space, HR, student, and financial metrics
- Producing data visualizations in Tableau (e.g., student enrollment by program) to enhance decision support
- Training academic and administrative leaders on BI tools to drive data adoption

1) Illustrative.

Reallocating IR Resources to BI Activities

Shifting IR from Reactive to Strategic Reporting

Comparison of Institutional Research (IR) and Business Intelligence (BI) Teams

	 IR	 BI
Function	Produces static reports using validated data only	Exports and analyzes data from live systems, conducts advanced data analysis
Constituencies	Internal (e.g., deans) and external (e.g., Department of Education, <i>US News & World Report</i>)	Internal only
Staff Profiles	<ul style="list-style-type: none"> • Data analysts • Statisticians • Data entry roles • Report writers 	<ul style="list-style-type: none"> • Data scientists • Business analysts • Statisticians • Computer programmers
Opportunity	Standardize and automate processes to deploy existing resources to analytical tasks	Expand impact by leveraging IR skillsets, tools, and reputability

Early IR Transformations

Select Institutions Rebranding Functions and Evolving Responsibilities

University of Kentucky **Institutional Research and Advanced Analytics Office Creation**

Initiation

Retirement of VP of IR created opportunity to consolidate IR and BI into 15-FTE analytics team

Revamped Staff

Reshaped roles into data scientists, data developers, and business analysts

New Brand

Office renamed Institutional Research and Advanced Analytics

Results

- \$180K in annual salary savings
- Reversed IR's reputation as the "data gatekeeper"
- Enhanced capacity to leverage data tools to support student success initiatives

Other Institutions Merging IR and BI



Institutional Research and Decision Support



Strategic Analytics and Data Management



University Analytics and Institutional Research

Considerations for Positioning Business Intelligence Functions

Office	Indicates Promising Placement	Indicates Consideration of Other Placement
IT	<ul style="list-style-type: none"> • IT has strong campus brand • IT leaders have analytical backgrounds • Nascent warehousing efforts 	<ul style="list-style-type: none"> • IT seen as a commodity • BI strategy focused in one area • Analytics infrastructure is self-sustaining
CBO	<ul style="list-style-type: none"> • BI strategy focused on administrative operations and strategy • CBO and Provost closely aligned on BI strategy • Finance and administrative staff possess analytical skillsets • IT and/or IR report to the CBO 	<ul style="list-style-type: none"> • Finance and administrative leaders lack analytical backgrounds • IT and IR siloed in other administrative divisions, collaboration unlikely
Provost	<ul style="list-style-type: none"> • BI strategy focused on student success, teaching and learning, and/or research • Strong analytical resources and leadership in existing IR office 	<ul style="list-style-type: none"> • Academic and/or IR leaders lack analytical backgrounds • Academic resistance to sharing analytical resources with administrative units

Decision Support to Provide to Every Department

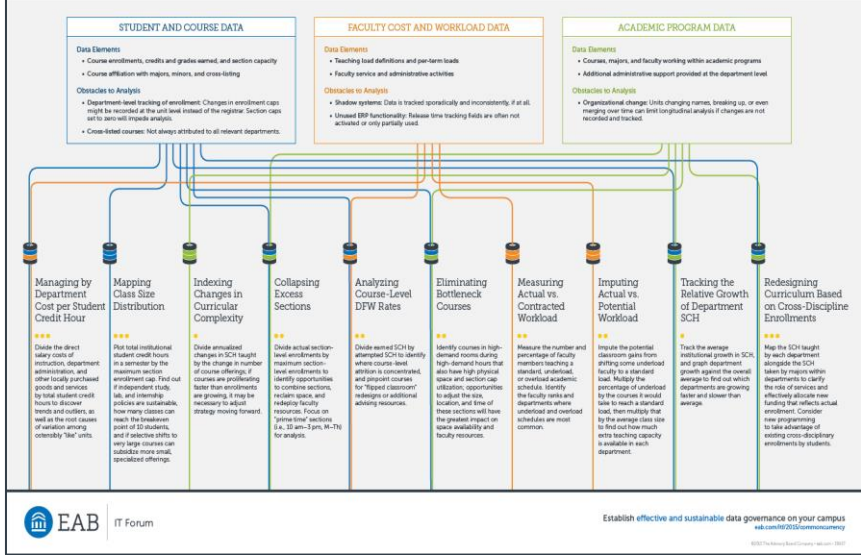
EAB's "No-Regrets" Analyses a Helpful Starting Point for BI Initiatives

Ten 'No-Regrets' Analyses

Decision Support Every Institution Should Provide to Every Department

What information can IT provide to help academic leaders improve instructional costs while advancing teaching, research, and service missions?
 In partnership with the Gates Foundation, EAB has identified 10 analyses that isolate the key drivers of academic costs, present opportunities for savings, and allow department leaders to better meet student demand.
 Provide these analyses to department chairs and deans to enhance allocation of teaching, classroom, and advising resources.

Impact on Costs
 ● = Low
 ●● = Medium
 ●●● = High



EAB's Ten "No-Regrets" Analyses

- Foundational academic data analyses for BI teams to run
- Analyses isolate key academic cost drivers and savings opportunities
- BI teams should provide analyses to department chairs and deans to enhance resource allocation decisions
- Download the infographic [here](#)



IT Forum











Establish effective and sustainable data governance on your campus

eab.com/ITForum

Equipping BI Teams with Emerging Data Tools

Institutions Selecting from Two Types of Central Data Repositories

Comparison of Central Data Repositories

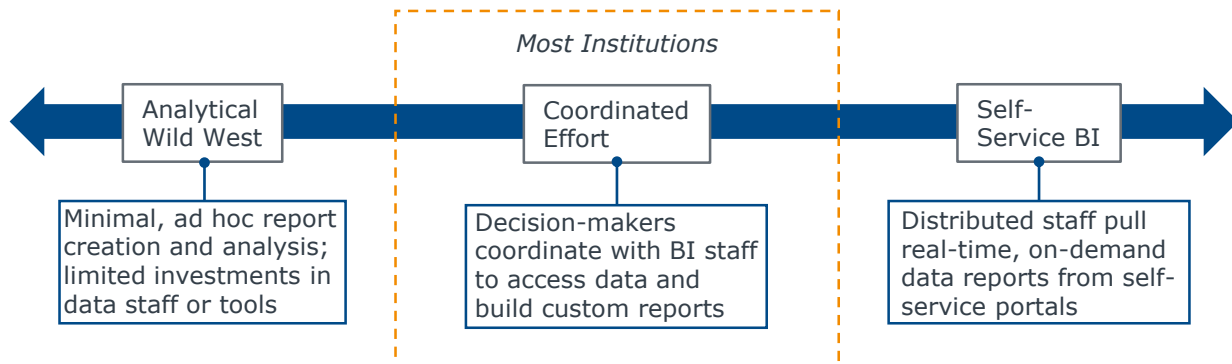
	 Data Warehouse	 Data Lake
<i>Definition</i>	Central data repository created by integrating various data sources into a common format or model	Central data repository created by copying data directly from the source without adjusting the format
<i>Data Format</i>	Data pre-formatted for specific queries	Unformatted data provides flexibility to manipulate source data
<i>User Skills Required</i>	Data analysis, querying	Data science, computer programming, data analysis, querying
<i>Use Cases</i>	Answer a specific, defined question (e.g., how much did history department spend on tenure-track faculty salaries last year?)	Configure data without a specific question in mind (i.e., developers experiment with raw data)
<i>Sample Vendors</i>	   	   

Source: Lang L and Pirani J, "The 2015 Enterprise Application Market in Higher Education: Business Intelligence Reporting and Data Warehouse Systems," EDUCAUSE, August 22, 2016; Dull T, "Marketers Ask: Isn't a Data Lake Just the Data Warehouse Revisited?" September 24, 2015, <https://www.linkedin.com/pulse/marketers-ask-isnt-data-lake-just-warehouse-revisited-tamara-dull/>; Business Affairs Forum interviews and analysis.

A Necessary Step Toward BI Maturity

Dashboards Provide Immediate Benefits, Foundation for Self-Service Reports

Spectrum of BI Maturity Across Higher Education



Three Reasons to Build Interim, Manual Dashboards



May not have data infrastructure to support self-service for ~5-10 years



Provide the foundational metrics and visualizations for future self-service platforms



Drives staff data adoption needed to optimize future self-service tools

Learning from Early Movers

Select Institutions Sharing Compelling Unit Financial Data with Academics

Profiling Best-in-Class Academic Financial Dashboards

Coordinated Effort



1 Stevens Institute of Technology

2 Carnegie Mellon University

Self-Service BI



3 UC Berkeley

Supporting Executive Dashboard Construction



Impactful Financial Dashboards

Improving Board-Level Communication to Enhance Strategic Planning and Win Stakeholder Buy-In

Business Affairs Forum



Download our Impactful Financial Dashboards study [here](#).

Example 1: Stevens Quarterly Reporting Package



Object Level Name	Historical Data		Original Budget
	FY16 Actual	FY17 Actual	
Expense Budget			
Academic Salaries: Full Time	2,700,000	2,550,000	2,700,000
Academic Salaries: Director Fees	30,000	65,000	27,000
Academic Salaries: Adjunct	67,000	121,000	134,000
Academic Salaries: Extra Teaching	103,000	66,500	12,000
Academic Salaries: Summer Pay	46,000	133,000	150,000
Total Academic Salaries	2,946,000	2,814,500	3,023,000
Administrative Salaries: Full-Time	458,000	432,000	435,000
Administrative Salaries: Part-Time	69,000	89,000	81,000
Administrative Salaries: Stipend	78,500	44,500	88,000
Total Administrative Salaries	605,500	565,500	604,000
Student Wages: Graduate Stipend	1,400	-	-
Student Wages: Graduate Wages	-	1,000	-
Student Wages: Undergraduate Wages	14,000	16,500	10,000
Student Wages: Tuition Remission	-	-	-
Total Student Wages	14,400	17,500	10,000
Benefits	950,500	1,100,500	1,200,000
Total Compensation	4,515,900	4,498,000	4,837,000
Financial Aid	250	3,000	3,000
Advertising	70	2,000	-
Communications	12,000	13,500	13,500
Hospitality	31,000	30,500	16,000
License & Fees	3,000	(16,000)	2,000
Other Expense	19,500	25,000	65,000
Purchased Services	40,000	25,000	20,000
Rentals	8,000	9,000	8,000
Repairs & Maintenance	14,500	9,500	4,000

Download Stevens Institute of Technology's dashboard [here](#).

Quarterly Dashboards Build Financial Literacy

Stevens CBO Uses Reporting Packages to Augment Unit Budget Awareness

Dashboard Quick Facts:

- Produced and distributed in PowerPoint
- 12-14 pages long
- ½ day to 1 day to create
- Unit heads discuss data with CBO in quarterly meetings

Sample Dashboard Metrics and Data Points

- Year-to-date budget vs. actuals and actuals for two previous fiscal years by expense category
 - Faculty, staff, and student salaries and benefits
 - Financial aid, advertising and communications, hospitality, purchased services, maintenance, contracts, supplies, travel
- Year-to-date budget vs. actuals by cost center
- If applicable, separate budget vs. actuals report for auxiliaries and centers within units (e.g. Finance Lab within the School of Business)
- List of year-to-date budget adjustments
- Year-to-date spending on restricted gifts and endowments
- List of all open purchase orders
- Preview of budget proposal for upcoming year (Q3 only)
- Anticipated RCM results and unspent funds that will rollover (Q4 only)



Key Dashboard Features



Salary data broken out by type (e.g., full-time, part-time, fees, stipends)



2 years of historical budget data allows for current-year comparison



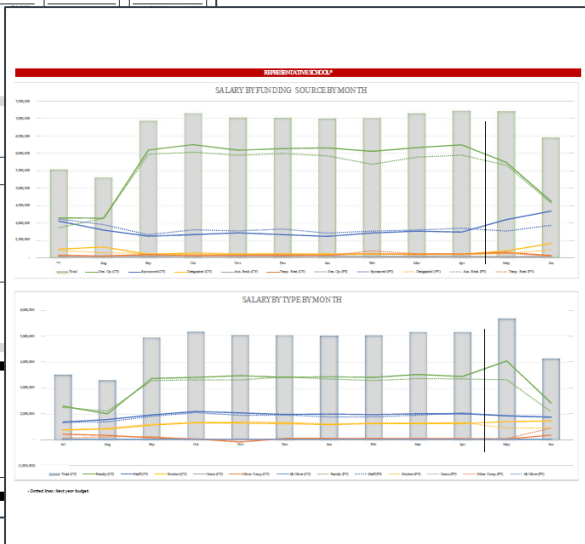
Space to customize reports with unit-specific metrics



Example 2: Carnegie Mellon's Financial Schedules

Carnegie Mellon University

Schedule	FY17 Actual	FY18 Budget	FY18 Forecast	FY18 Budget	Inc./Dec./ %	Inc./Dec./ %
Undergraduate Tuition	300	450	230	400	70 (14%)	15 (4%)
Undergraduate Tuition Aid	(25)	(25)	(25)	(25)	- (0%)	- (0%)
Undergraduate discount %	2.1%	4.1%	2.5%	2.0%	100 (7%)	700 (5%)
Graduate Tuition	1,000	2,000	3,000	2,000	300 (3%)	100 (2%)
Graduate Tuition Aid	(8,614)	(8,214)	(8,314)	(8,714)	314 (7%)	114 (2%)
Graduate discount %	79.1%	79.4%	69.1%	66.6%	(14%)	(14%)
Other Tuition and Fees	2,300	1,500	2,000	1,900	(100) (13%)	300 (13%)
Total Tuition	56,000	56,000	56,000			
Sponsored Projects	25,000	20,000	23,000	-		
Internal FSA	-	-	-	-		
Gifts Endowment	1,255	875	853	-		
Distribution Investment	1,354	1,423	1,900	-		
Income Auxiliary	22	-	26	-		
Recurrent Other	-	-	-	-		
Revenue Allocation	630	636	827	-		
Revenues	36,300	37,093	37,413	-		
Total Revenues	100,000	100,000	100,000			
Faculty Salaries - Staff	30,000	30,000	25,000	-		
Salaries Graduate S&G	30,843	30,739	11,308	-		
Student Union Wages	6,794	6,960	7,044	-		
Other Compensation	-	-	-	-		
Total Salaries	100	100	100			
Benefits	90,000	80,000	40,000	-		
Health %	22.0%	22.0%	25.7%	-		
Total Salaries & Benefits	70,000	70,000	70,000			
Supplies & Services - External	7,326	7,301	6,738	-		
Supplies & Services - Internal	568	552	573	-		
Occupancy - External	445	298	317	-		
Occupancy - Internal Other	394	275	219	-		
Operating - External Other	377	348	480	-		
Operating - Internal RE&C	895	630	630	-		
Transfer to Other Sponsored Projects	6,000	5,223	6,052	-		
Cost Sharing	0	(57)	0	-		
Total Other Expenses	30,000	15,000	25,000			
Depreciation	-	-	-	-		
Capital	141	84	84	-		
Debt Service/Interest	-	-	-	-		
Interest Expense	-	-	-	-		
Total Expenses	100,000	100,000	100,000			
Change in Net Assets (excludes)	500	(5,000)	(5,000)			
Transfer With-Drawal Transfer	(0)	-	0	-		
Outside Donor Transfer For Capital Projects	446	295	1,358	-		
Internal Loan Transfer For Internal	(106)	-	(100)	-		
Rent Transfer For Paying	-	-	-	-		
Transfer For Cost Sharing Transfer Surplus/Deficit Transfer To	92	104	105	-		
Permanent Endowment Transfer With Interrelated Entities Net Assets Released	230	106	141	-		
Total Transfers	100	300	300	-		
Change in Net Assets	1,000	(500)	500			
Beginning Net Assets	1,000,000	50	50			



Download Carnegie Mellon University's dashboard [here](#).

Financial Schedules Drive Budget Accountability

CMU Uses Dashboards to Solicit Unit Responses on Results and Plans

Dashboard Quick Facts:

- Created in Excel4apps
- Published to file sharing site
- 14 pages long
- Updated twice per year

Sample Dashboard Metrics and Data Points

- Summary P&L's¹ for prior-year actuals, current year budget, current year forecast, and upcoming year budget for 5 funding sources
 - Undergraduate and graduate tuition, financial aid, and discount rate
 - Sponsored projects, gifts, endowment distribution investment income, and auxiliary revenue
 - Faculty, staff, and student salaries and benefits
 - Supplies, services, facilities, and operating costs
 - Internal transfers (10 categories)
- Operating expense line-item detail for current year budget forecast, including a variance calculation
 - Line-item detail for supplies, services, facilities, and operating costs
- Salary actuals by month by salary type and funding source, compared to prior years, upcoming year budget, and current year forecast

Carnegie Mellon University

Key Dashboard Features



Dynamic reporting in Excel4apps enables drilldown to transaction-level



Salary data visualized in line charts



Downloadable templates standardize budget reporting across units

1) Profit and Loss Statement.

Example 3: UC Berkeley's Cal Answers



University of California, Berkeley's Self-Service Business Intelligence Platform, "Cal Answers"

Features

- Self-service analytical tool accessible to staff, faculty, and students
- Centralizes all university data in one location (under the motto "One Question, One Answer")
- Contains premade reports and data visualizations to support common tasks and answer one-off inquiries

Cal Answers Data Sources

9 data sources provide 7 years of historical data:

- ERP
- Student Information System
- HR
- Finance
- Advancement
- Procurement
- Enrollment Management
- Financial Aid
- Accounts Receivable

5.5 Years to build initial system in phases

~\$2M

Annual costs for staff salaries to maintain system



Click [here](https://calanswers.berkeley.edu/home) to access Cal Answers web portal.

Returns on a Major Investment

Cal Answers Streamlines Reporting, Advances Campus Data Awareness

Faculty and Staff Use Cases



Faster Reporting

- Tool expedites report production for most commonly requested management reports, such as department course instructor report
- Academic leaders use reports to expedite course and workload planning



Enhanced Planning Decisions

- New access to academic data allows curriculum analysts to readily evaluate student demand for course offerings
- Analysis informs strategy to set upcoming academic schedules



New Insight Into Student Needs

- Access to demographic data enables new analysis of student demographics, revealing a high share of low-income students in one college
- College responds by introducing programs to reduce supplemental costs for low-income students

Benefits Extend Beyond Enhanced Decision Support

- Self-service capability reduces ad hoc questions to central finance team
- Super User trainings increase quantity and quality of queries
- Centralized data and reporting improves quality and accuracy of reports for state legislature

Contact Information



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Evaluating Today's Session



Please take a minute to provide your thoughts on today's presentation.

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Maximizing Operating Efficiency and Expanding Long-Range Financial Planning

Tuesday, April 15, 2019 | 2:00 PM ET - 3:00 PM ET

Embedding Analytical Support in Academic Decision-Making and Providing Just-in-Time Consultation on Unit Planning and Strategy

Thursday, May 9, 2019 | 1:00 PM ET - 2:00 PM ET

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Business Affairs Forum

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