



Turning Information into Knowledge in a post-Bradley Environment

Monish Paul & Bhavesh Chavda

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Agenda

Monish Paul - **The changing landscape** : the burning platform for performance management

Bhavesh Chavda – **Actionable information management strategies** - leading practices; key learnings

The Black Swan Theory – Are You Prepared?

- The Black Swan, by Nassim Nicholas Taleb, argues that unforeseen upheavals and irregularities are in fact the norm, rather than the exception
- A metaphor for unforeseen events which change perceptions, expand possibilities and re-write the rules
- Key component of the Black Swan thinking is how we cope with unpredictable events – and whether we see them as obstacles or opportunities
- The strategic choice:
 - Are you willing to lead a change in ‘the order of the rafts’ during a time of turbulence, or will you let others lead that change?



Policy and Economic Drivers are Creating Significant Challenges, and Opportunities for Institutions

Workforce change

- ageing workforce and war for talent
- industrial environment and performance culture
- increasing student-staff ratio
- increasing casual staff ratio.

Policy directions

- diversification and differentiation
- compacts and systems
- increased participation
- productivity and performance
- stronger standards requirements.

Increased competition

- de-regulation of student funding
- private and international providers
- competitive funding to areas of strength.

Revenue trends

- long term decline in real public funding
- increased reliance on fee paying programs
- plateauing international growth.

Higher Education

Engagement and impact

- collaboration imperative with private sector, education partners and communities
- promoting access and regional delivery.

Economic outlook

- constrained government spending
- pressure on investment and advancement returns
- tightening international demand
- improved domestic demand.

Technology and information

- web 2.0 challenge; user generated content, open networks
- rising competitive importance of ICT
- information management and reporting.

Organisational efficiency

- tension between 'academic' and 'business' structures
- rise of administrative and capital costs
- change readiness/business agility
- professional staff skills.

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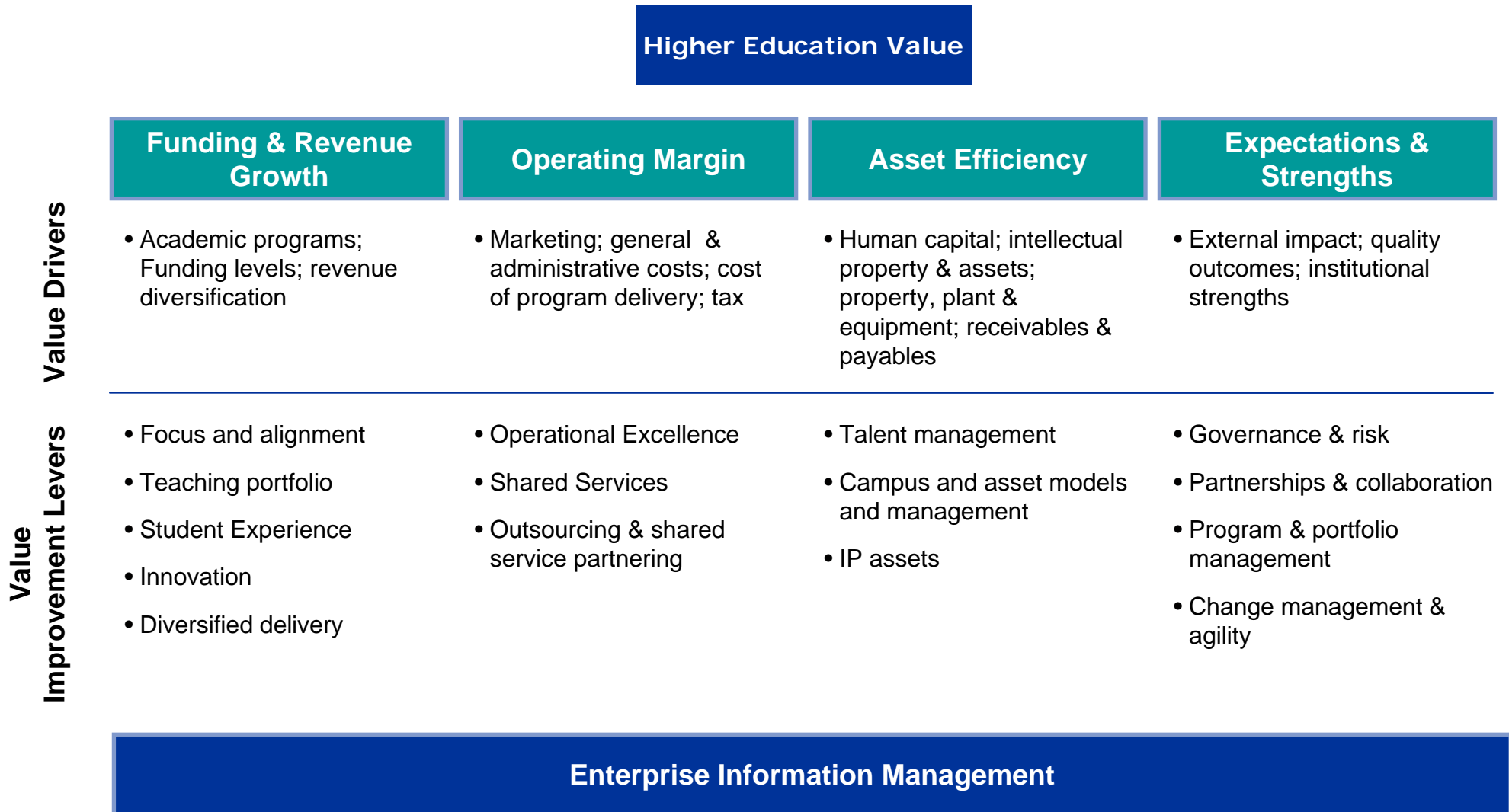
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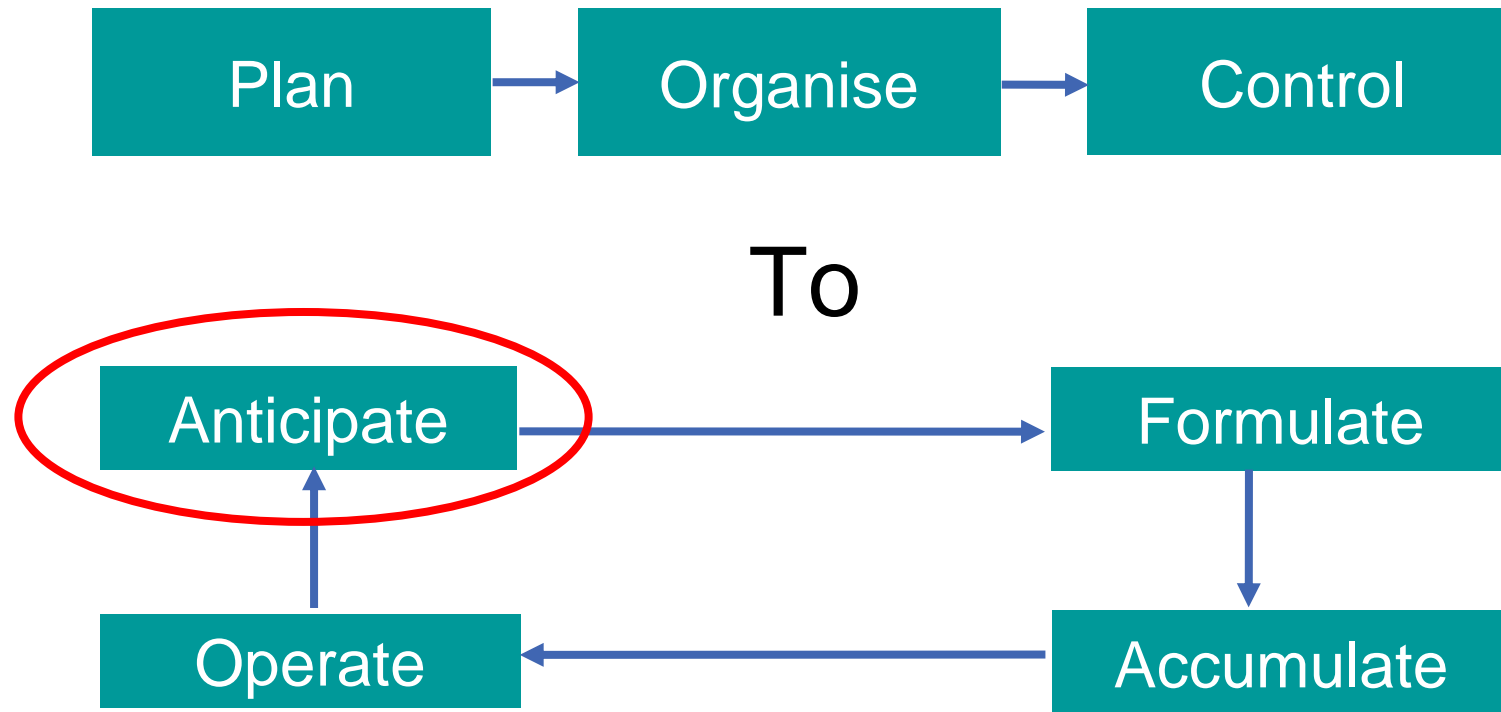
How does Enterprise Information Management play a role in enabling value through your organisation?



Deloitte Education Value Map ©

Competitive strengths will be based on agility and being able to anticipate

- Best practice dictates a strong performance management framework is required to ensure speed and efficiency in measuring institutional performance.
- Ensure the “right people have the right information at all times” to formulate the right strategies.



GOVERNMENT REFORM

- The Australian Government's policies on Higher Education include a number of initiatives that change university funding models with increased emphasis on performance targets.
- Universities will need an agile and dynamic performance management framework to ensure that decision makers can respond to opportunities in a timely manner.

Burning Platform 1 - Student Centred Funding

- From 2012
 - Universities will be funded for student places on the basis of student demand.
 - Universities will not be funded for places they do not fill – no funding floor.
- Transitional arrangements in 2010-11, during this period the cap on funding for over enrolments will be lifted from 5% to 10% and the funding floor for under enrolment will remain.

Implications for Performance Management framework

Regular evaluation of course offerings required – does demand justify offering? What is the contribution margin for each course?

Track demand in “real-time” to enable deployment of tactical responses to changes in demand during admission / enrolment periods.

Develop models to forecast and run scenarios on student demand for strategic and operational planning.

Burning Platform 2 - Mission Based Compacts for Universities

- Individual relationship between government and each university
 - Define mission for each university
 - Describe how each university will fulfil its mission and meet Australian Government policy objectives.
- Government will define clear and consistent targets for improvement and reform which will trigger reward payments.
- Consultation with the sector to commence this year (2009) on appropriate tools and indicators to measure performance

Implications for Performance Management framework

Agile and dynamic performance management platform (including technology, people and process) required to respond to changing government performance measures.

Burning Platform 3 - Higher Education Performance Funding

- From 2012 the Government will introduce at-risk performance funding for universities. Reward payments will be triggered if reform and improvement targets are met.
- Performance targets for teaching & learning quality which could include measures of student engagement, and participation by under represented groups
- 2010 negotiation and agreement of targets, 2011 facilitation payments and 2012 performance funding available.

Implications for Performance Management framework

Track actual performance in “real- time” against agreed targets to identify targets “at-risk” and implement strategies to improve.

Fast access to current and historic information to facilitate negotiation process and fast-track receipt of funding

Robust historical analysis to use as input into negotiations with Government – ensure that targets set are realistic

Burning Platform 4- Sustainable Research Excellence in Universities

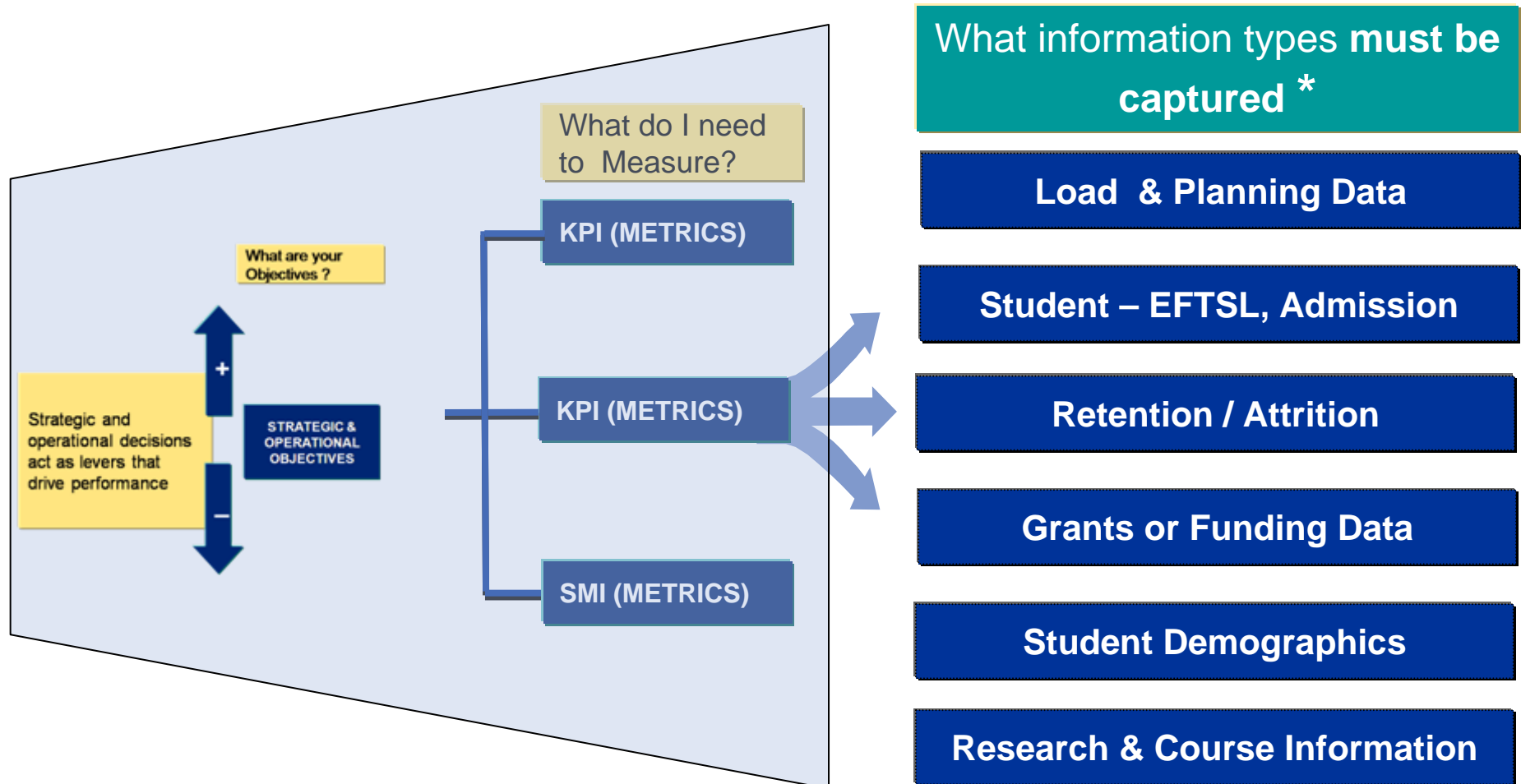
- Augment the existing Research Infrastructure Block Grants Scheme - increase average level of support by 2014 to assist institutions in meeting the costs of research activities.
- Complemented by the establishment of a Joint Research Engagement funding stream to encourage greater collaboration between universities and the business and non-government sectors.
- Funding model
 - All universities receive an increase in formula-based allocation using 20% of additional funding
 - Access to remaining 80% will be contingent on universities undertaking activity based or transparent costing as well as meeting specified performance targets

Implications for Performance Management framework

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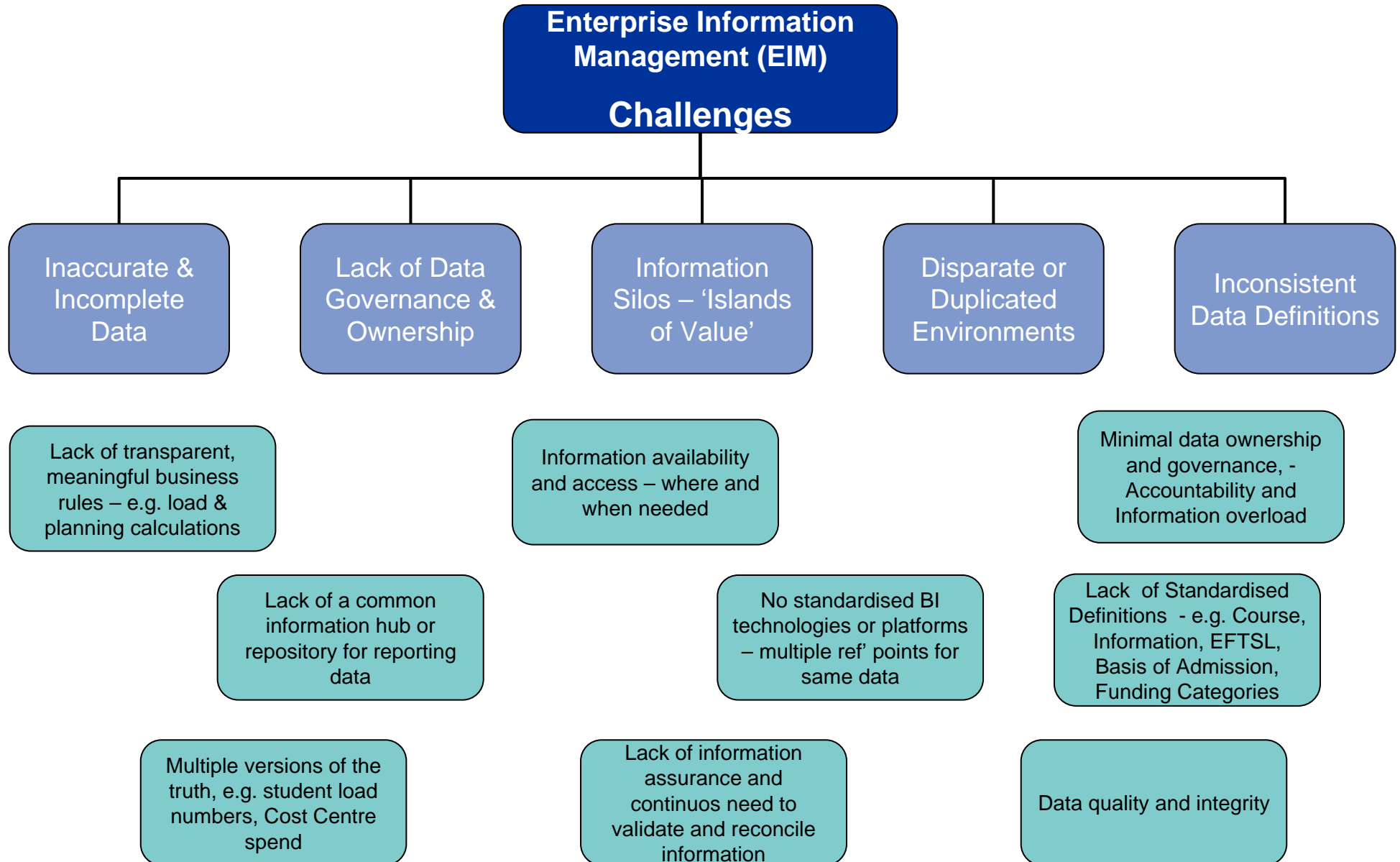
Robust cost management and analysis frameworks.

Examples of specific Information and Data requirements to help achieve Performance Management metrics

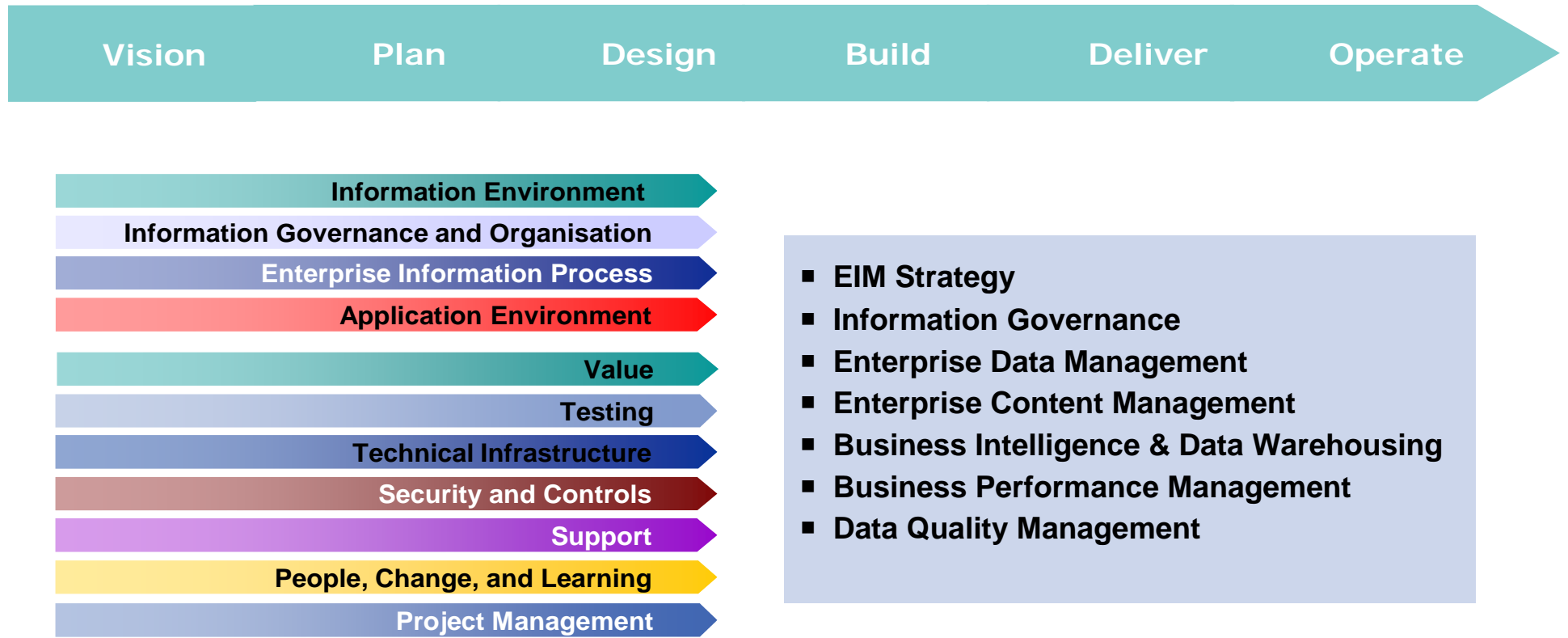


* Only represents a small set of the many Information requirements which Institutions require today.

Made Difficult by the Following...

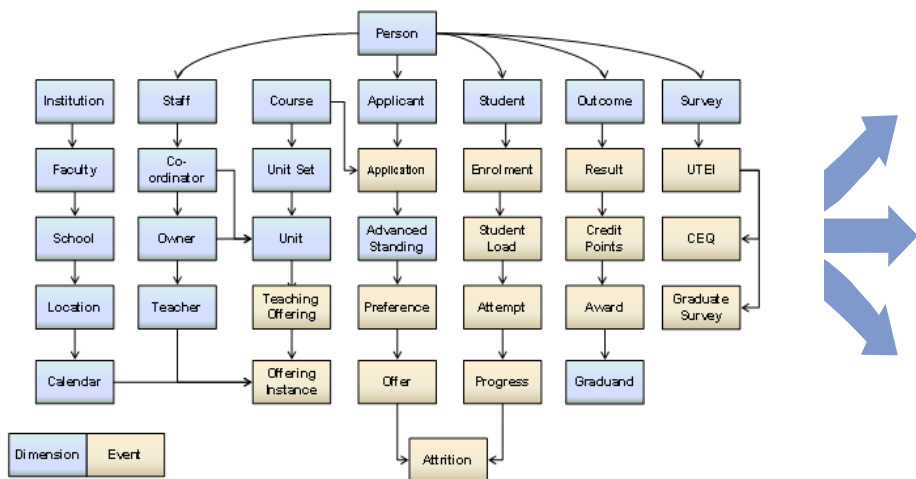


Overcoming those challenges....Using a Integrated Approach and Framework

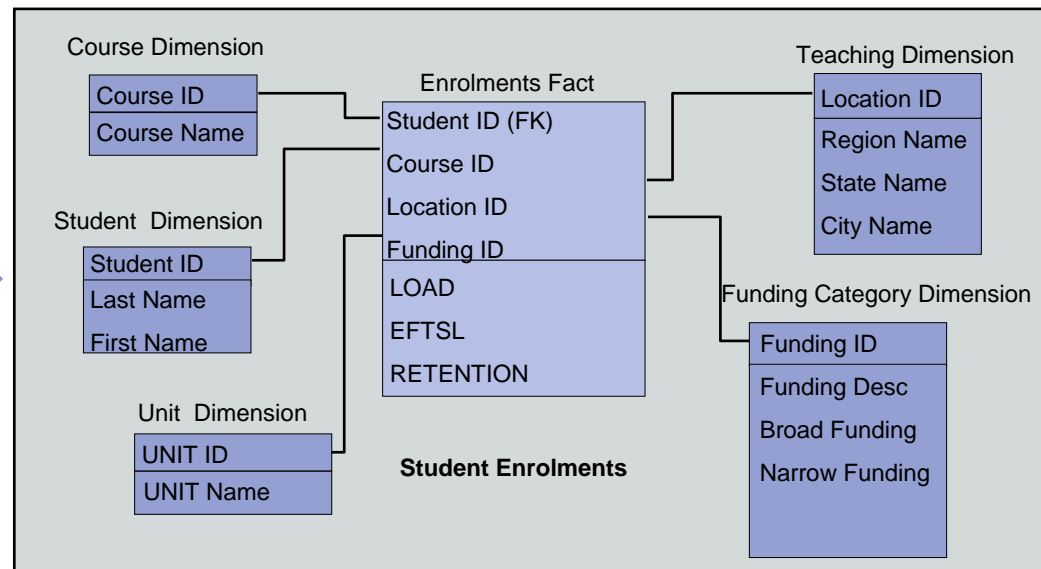


A Strategic 'Enterprise Information Management approach will assist to establish and promote an agile and flexible Information environment to support performance management initiatives

Align and create Information Maps which will help define and establish the **'integrated and holistic Data Model'**



Information Maps



Integrated Data Models

Benefits

Supports the ability for Institutions to effectively measure against performance targets across multiple dimensions e.g. Student EFTSL Numbers or Course Information.

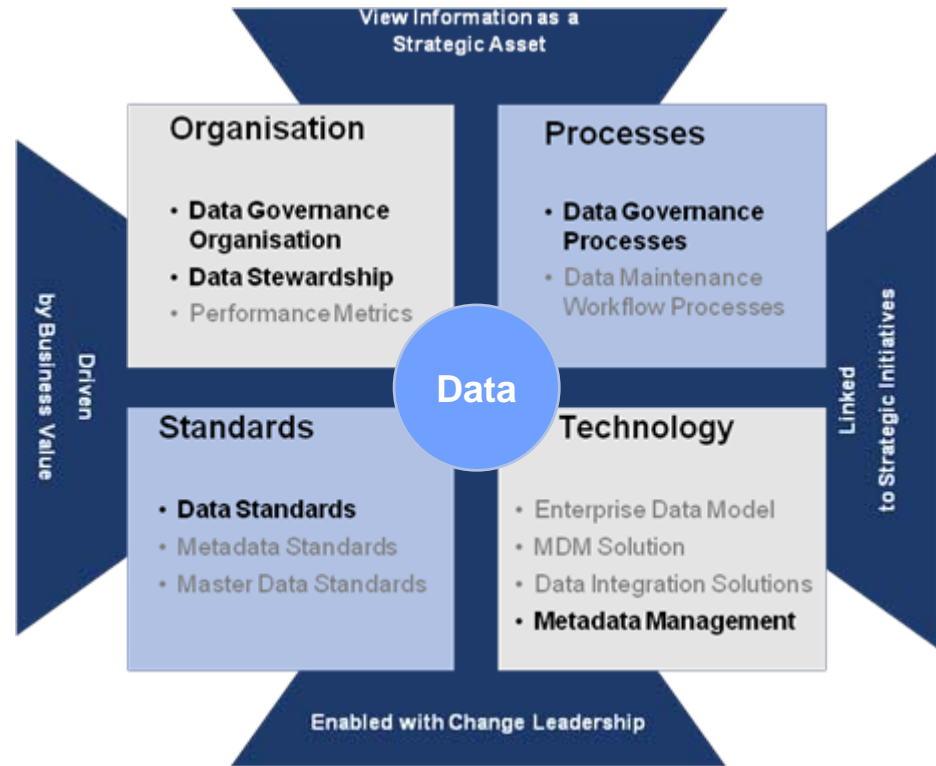
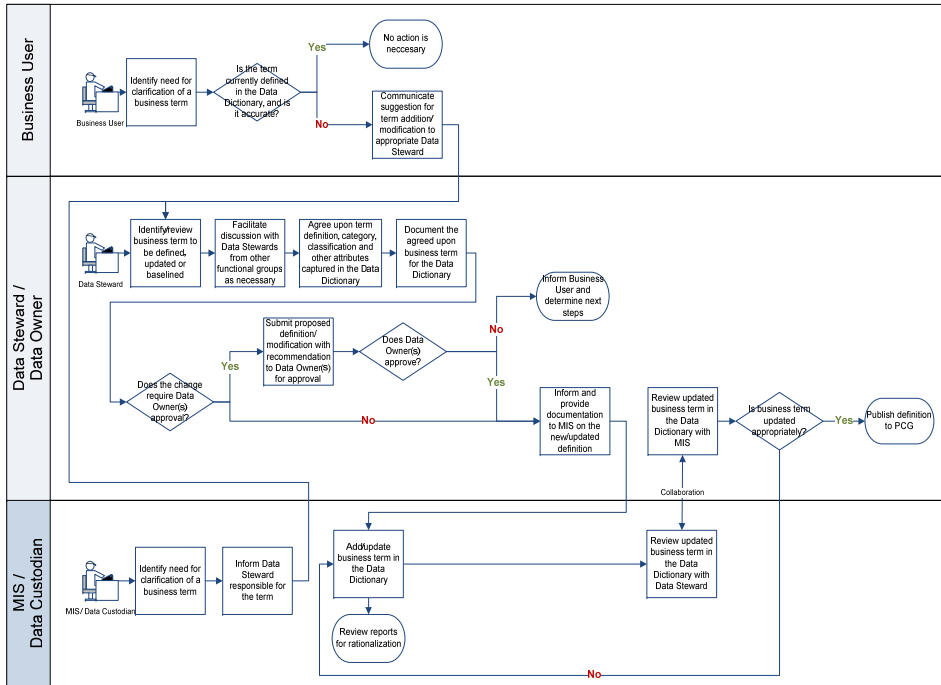
Defines and embeds 'common' conformed views of data e.g. Student or Staff information across the Institution through the use of standardised data definitions and business glossaries.

Helps to preserve the tracking of historical data/attributes and changes for trend analysis

Enforces Data integrity - Provides a repository of "cleaned up " transaction processing systems data e.g. Student, HR or Finance systems

Provides a integrated 'information centric' platform for easier end user access from a single 'trusted' repository- Leading to increased productivity and analysis.

Helps to **define** and use an enterprise-wide framework for the **management** and **accountability** of information and **data**



Benefits

Helps to define information governance policies and procedures e.g. how processes and business rules will be captured, owned, documented and transparently made available across the Institution.

Sets guidelines as to how enterprise data and Information will be integrated and delivered through the environment through optimum Service Delivery models.

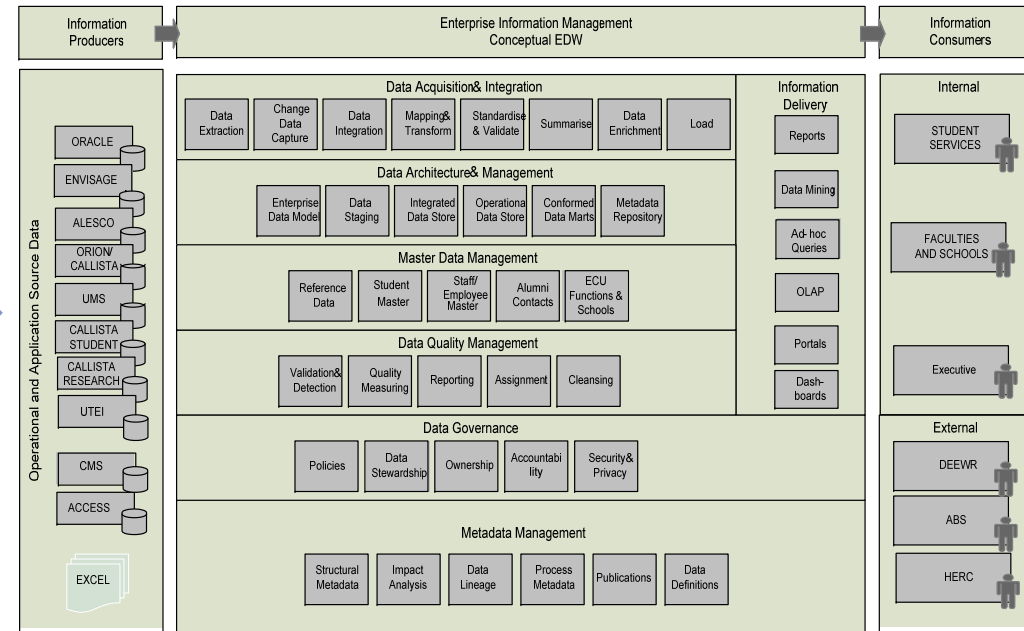
Helps to manage the current skill requirements and gaps for the to-be governance organisation

Provides and promotes consistent data management and definitions e.g. Staff positional Data or Course Unit offering data.

Application Environment

Establish a well **defined environment** that will ‘house’ the integrated Data Model to service the information requirements effectively and efficiently

| | Data Acquisition & Integration | Data Architecture & Management | Metadata Management | Master Data Management | Data Quality Management | Information Delivery | Data Governance |
|---|--------------------------------|--------------------------------|---------------------|------------------------|-------------------------|----------------------|-----------------|
| X Business Objectives | | | | | | | |
| To allow x to meet information requirements in relation to reporting and management on data | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Single trusted repository of integrated Student, Finance, HR and Research data across all functions and schools domains. | | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Solution for extracting data from operational systems, cleansing and transforming it for integration in a central enterprise repository | ✓ | | | | ✓ | | |
| Provide a framework to introduce enterprise business definitions and ensure data quality, accuracy and reliability | | | ✓ | | ✓ | | ✓ |
| Extensible and scalable decision support solution to meet current and future Information Management needs of the University | | ✓ | | | | ✓ | |
| X Information Management Principles | | | | | | | |
| Data is an Enterprise Asset | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Information definition and standards | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Authoritative Databases of Records (DBoR) | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ |
| Data Accuracy, Integrity and Quality | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Data Content Ownership and Custodianship | | | ✓ | ✓ | | ✓ | ✓ |
| Access and Security | ✓ | ✓ | | ✓ | | ✓ | ✓ |
| Confidentiality | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ |



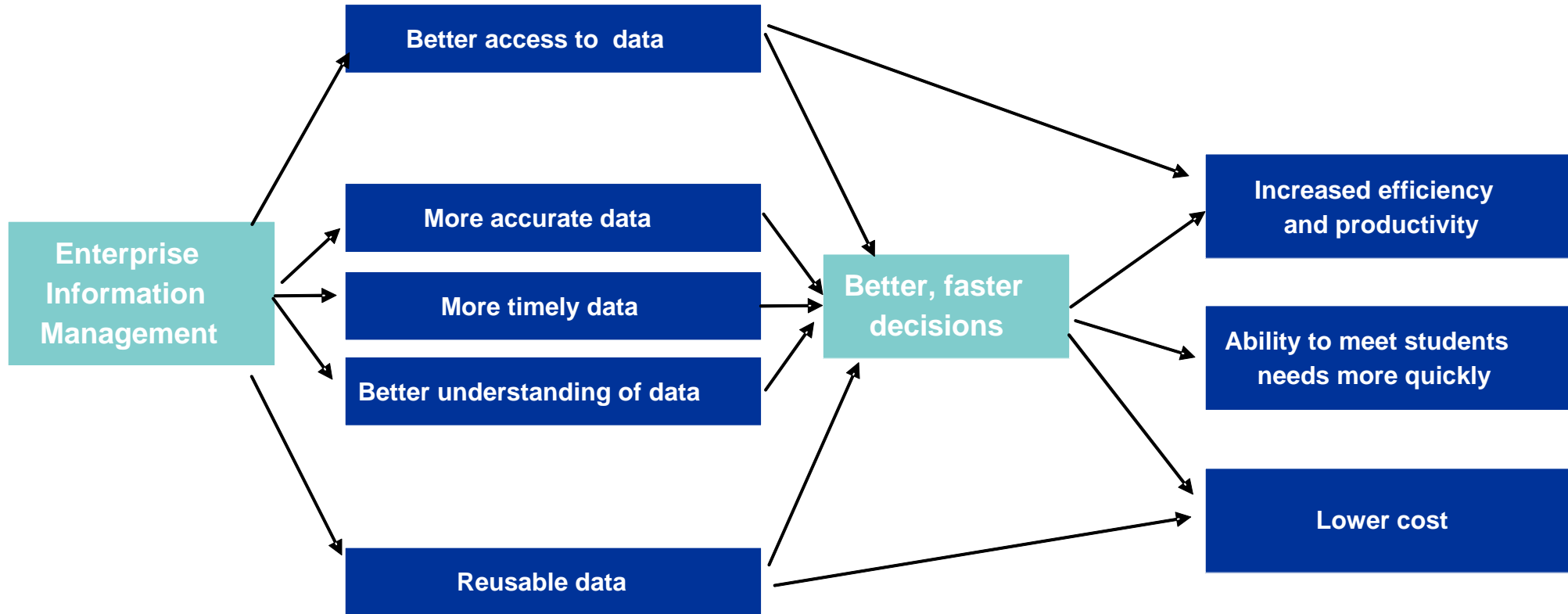
Benefits

Provides the guiding technology principles. Enables and promotes an effective evaluation of options for the to-be architecture whilst illustrating the most critical requirements for the Information centric environment

Provides a framework which maps and supports the information needs to existing or potential infrastructure components in order to deliver the information through the most optimum channels – Query tools, Cubes or Standardised reports.

Helps to clearly define how Information is deployed and managed within the environment reducing redundancy and duplication . Equally supports a Single version of the truth , reducing the number of information silos and provides a base to integrate those ‘islands of value’

Leading to



Closing thoughts.....

Performance Management demands and Trends

- Government policy changes will mandate better information to detect change, make better decisions and communicate the changes and decisions.
- Institutions with a strong culture of information-based management should create initiatives to respond to the changing information and analysis needs of executives to remain agile and responsive to the changing demands and constraints. - **Gain Strong executive sponsorship and support**

Key Success Factors

- Remain technology agnostic and agile to the changing business needs, however ensure that the technology platforms support and deliver the information requirements and needs.
- Develop a Scalable, Manageable and Secure Information environment - **Access of right data to the right user**
- 'Partner' with Business functions to review and validate information assets holistically - **Integrated Information Strategies.**
- Create and define Information standards holistically - **Information Alignment and Master Data Management**
- Link information management initiatives, performance management requirements and applications across and between business areas so that they can add benefit across the institution – **Agile, flexible and dynamic Information Models.**
- Promote the use of social channels to communicate Information standards – Establish use of collaboration environments such as Wiki's to help 'socialise' Business Data dictionaries or glossaries - **Self Servicing and educating environment**

Thank You

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