

**IDMG Survey  
Summary of Responses to Question D1**

**From your perspective, what are the most important messages you want to communicate to us about institutional data?**

While acknowledging that significant gains have already been secured, the 215 responses to this question largely speak to a desire for improvements in the quality, timeliness, consistency, integration, and accessibility of data and systems.

*"There has been a huge improvement in our ability to access data in the past several years." (pg 11)*

*"Generally good, but areas of deficit exist." (pg 4)*

*"Our systems are much improved and provide the ability to use data collected throughout the campus." (pg 9)*

On the other hand:

*"We have not invested in the systems" (pg 11)*

*"Systems are outdated, difficult to navigate, not updated in a timely manner, information difficult to extract." (pg 10)*

*"While things are certainly better than they were several years ago, we are continuing to hang on to some old and extremely limited systems and forcing our newer, more efficient systems to work down to their level (HRMS/PPS)." (pg 13)*

Specific issues include:

- timely, complete, and accurate data
- centralization, integration, sharing, having an EDW
- standard definitions and metadata
- analytical tools, including higher end tools for ad hoc analyses
- easy, user friendly, web based access
- security
- having a clear institutional strategy on data management

One contrarian view is:

*"Let's be honest, many decisions we make here are not data driven. They stem from the hard facts of limited resources, or they arise from the general experience of the faculty. It would be unwise to over-invest in institutional data where these factors are likely to hold sway. In other words, we should build up our data capacity where the information might actually make a difference about where we end up." (pg 8)*

**IDMG Survey  
Summary of Responses to Question D2**

**From your perspective, what are the most important institutional data issues that the campus needs to address?**

The 180 responses to this question largely echo those to the preceding question. By citing the need for consistency and integration, for a single source and standard usage of data, and for better analytical and reporting tools, they speak, in effect, to a desire for an EDW, while noting that the lack of one has resulted in an inefficient proliferation of shadow systems, and that creation of one should be driven by the campus leadership at its highest levels.

Comments specifically addressing integration include:

*"Integrating systems. For example, funding data in DSAS, BearFacts, CARS and SAMS. Student information links between Graduate Division and OR. Access to student records across departmental lines for interdisciplinary programs." (pg 17)*

*"A central repository of data, a campus data warehouse, for more than financial data which would encompass better access to faculty and staff and student data. A system that could provide certified reports so users could get standard information but would allow analysts to go behind and access the tables and elements within to meet their specific reporting needs." (pg 15)*

*"Too many divergent data bases with no common connection. Forces departments to create their own slice of data to meet their needs." (pg 21)*

Comments on the status quo include:

*"DB2 needs to go ... and DARS needs to be functional" (pg 15)*

*"Get out of the 1980's" (pg 17)*

*"PPS is outdated" (pg 19)*

*"Need to move into the 21st century. Yes, we now have some good systems and reporting tools, but I had these 20 years ago in the corporate world." (pg 22)*

*"There are a lot of issues with campus systems, but a really important point is that all departments on campus have had to come up with their own shadow systems to make thing work ... that takes a lot of resources." (pg 20)*

Comments on systems development include:

*"The campus needs to come up with a clear vision and strategies related to data management. This should be driven by the top campus leadership." (pg 20)*

*"Migrating data from legacy systems is critical." (pg 18)*

*"Making sure we can recover critical data in an emergency." (pg 18)*

**IDMG Survey  
Summary of Responses to Question D3**

**What do you recommend to improve institutional data decision-making/governance and implementation/management on campus?**

The 149 responses to this question stress the need for communication and collaboration, resources, and leadership, in addition to reiterated calls for centralization and integration.

With respect to leadership:

*"George and Nathan's sponsorship of the IDMG initiative is a great start - getting the Chancellor's Cabinet and Deans involved in developing and agreeing to sustainable solutions is the next step. We need clear leadership in the institutional data area -- even if it's shared." (pg 25)*

*"Leadership from the top and a clear vision about how the various systems will come together." (pg 27)*

*"Stronger top-level (cabinet) support for campus-wide data governance." (pg 28)*

*"Promote a better understanding at the highest levels of authority and get a clear sense of how this is prioritized against other campus needs." (pg 29)*

On resources:

*"A large budget. A strong technical staff that understands business needs. A strong governance group that can make decisions quickly." (pg 23)*

*"Provide sufficient and dedicated resources ... make a dynamic institutional data warehouse a priority." (pg 27)*

And on communication and collaboration:

*"Begin with a survey like this and follow through on what it produces." (pg 23)*

*"Better communication as to what is available, to whom, and for what purposes." (pg 23)*

*"Do not forget to speak to the staff who are the end-users of the data systems." (pg 24)*

*"Improve communication from top down and better understanding of the realities, limitations faced by the staff actually doing the work in the units." [original in caps] (pg 26)*

*"TALK to the people who will actually USE the data." (pg 28)*

*"Talk to the people who use the systems BEFORE making any decisions. We're tired of being asked for input only after the decisions have been made." (pg 30)*