



**BC DATA INSIGHTS**

# **STRATEGIC DATA LEADERSHIP:**

Showcasing Transformative Solutions for  
Achieving Organizational Goals

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# Introduction

BC Data Insights specializes in transforming complex data into **clear, actionable outcomes** that refine decision-making processes and advance organizational strategies. This portfolio showcases initiatives initially led at UMGC, now fundamental to our service offerings. Each project illustrates our ability to effectively address challenges, leading to significant improvements in both operational and educational environments.

Here, we present detailed examples of how our **strategic approach** has enhanced operations across various sectors. From restructuring educational frameworks to improving operational efficiency and facilitating strategic accreditation efforts, our work is **analytical, purposeful, and outcome-focused**.

The case studies included demonstrate our commitment to applying **rigorous analysis** to achieve **tangible organizational advancements**. Our expertise not only covers a broad range of applications but also emphasizes **practical, impactful solutions**.

We invite you to discover how BC Data Insights can turn your organizational data into **strategic assets**, driving substantial and sustainable growth.

# Strategic Data Transformation Initiative

## Objective:

Partnering with the Chief Academic Officer, I championed a data maturity initiative at UMGC to arm institutional leadership with cohesive dashboards, driving transformative change by making data-informed decisions a cultural norm.

## Context:

The initiative was a response to fragmented data practices that obscured critical insights into student and program success, hindering strategic decision-making across the university.

## Roles and Responsibilities:

- **Project Leadership:** Led project from conception through implementation, aligning with strategic goals.
- **Strategic Collaboration:** Worked closely with the Chief Academic Officer to define project's scope and objectives, ensuring the dashboards met the evolving needs.
- **Innovative Design and Development:** Guided technical and design teams in developing unified dashboards integrating key institutional metrics.

## Actions and Implementation:

- Engaged diverse stakeholder in refining dashboard prototypes and enhancing data maturity.
- Conducted targeting training to bolster data maturity and stakeholder confidence.

## Outcomes and Results:

- Transformed data presentation into unified reports that fostered data-informed leadership dialogues and supported strategic decision-making.
- Enhanced transparency and accountability in program management, enabling leaders to pinpoint achievements and areas needing intervention, which spurred proactive actions and celebrated accomplishments.

## Strategic Insights and Application:

- **Cross-functional Collaboration:** Demonstrated the value of diverse team involvement in achieving transformative outcomes and enhancing decision-making capabilities.
- **Stakeholder Engagement:** Fostered broad consensus and alignment, ensuring the dashboards effectively met tailored needs and strategic priorities.
- **Strategic Impact:** Set a new standard for analytics projects, demonstrating BC Data Insights' capacity to enhance decision-making and competitive edge for clients.

# Data Reporting Taxonomy

## Objective:

To develop and implement a comprehensive taxonomy of academic and operational terms to standardize data definitions across the institution, thereby enhancing data consistency and clarity in reporting.

## Context:

This project addressed critical data consistency issues and terminology conflicts within the organization, arising from the ambiguous use of terms in new programmatic contexts.

## Roles and Responsibilities:

- **Strategic Systems Design:** Developed a standardized terminology framework aligning with both current and anticipated organizational needs.
- **Collaborative Engagement:** Coordinated across departments to unify term definitions, ensuring broad applicability and consensus.
- **Project Oversight:** Directed the entire cycle of revising and implementing institutional data definitions, from initial research to full-scale execution.

## Actions and Implementation:

- Audited data structures and led workshops for terminology consensus.
- Implemented a comprehensive taxonomy with dedicated training for uniform adoption.

## Outcomes and Results:

- Successfully standardized terminology across the organization, resolving long-standing conflicts and significantly improving data reporting accuracy and consistency.
- Established a scalable and adaptable taxonomy that facilitated the integration of future systems like the Curriculum Management System, thereby enhancing strategic decision-making and operational efficiency.

## Strategic Insights and Application:

- **Terminology Standardization:** Streamlined data terminology across large organizations, ensuring clarity and uniformity in data management practices.
- **Stakeholder Collaboration:** Fostered stakeholder involvement to develop technically sound and practically applicable solutions, enhancing project relevancy and effectiveness.
- **Data Governance Model:** Set a benchmark in data governance, merging detailed analysis with cooperative efforts for sustained organizational benefits.



# Academic Affairs Data Request Process

## Objective:

To centralize and streamline the data request process for Academic Affairs, enhancing efficiency, reducing response times, and preventing miscommunication among stakeholders.

## Context:

Identified inefficiencies and inconsistencies in Academic Affairs' data request management, where direct contacts to various Analytics team members caused delays and confusion.

## Roles and Responsibilities:

- **Process Optimization Leadership:** Led the initiative to overhaul the data request process, ensuring alignment with institutional efficiency goals.
- **Stakeholder Engagement:** Coordinated with department heads, IT staff, and Analytics team members to ensure the new process met diverse needs and expectations.
- **System Design and Implementation:** Crafted a streamlined, structured process that standardized request handling across departments.

## Actions and Implementation:

- Developed a detailed flowchart outlining the data request process steps.
- Deployed the updated process and led training sessions across Academic Affairs.

## Outcomes and Results:

- Significantly enhanced the speed and clarity of the data request process, resulting in faster turnaround times and increased stakeholder satisfaction.
- Established a standard procedure that ensured requests were handled uniformly, supporting better compliance with institutional data policies.

## Strategic Insights and Application:

- **Structured Process Implementation:** Revamped the data request management system, leading to clearer protocols and significantly enhanced organizational operations.
- **Operational Efficiency Gains:** Drove systematic modifications that boosted efficiency, streamlining access to essential data and expediting response times.
- **Enhanced Stakeholder Engagement:** Upgraded engagement mechanisms, ensuring stakeholders receive timely updates and support, which in turn facilitates better decision-making.

# Enhanced Dashboard Accessibility

## Objective:

To improve the accessibility and personalization of data dashboards for portfolio directors, making navigation and data interpretation more intuitive and efficient.

## Context:

Identified the need to simplify complex navigation systems in existing dashboards, enhancing usability for portfolio directors seeking quick access to program-specific information.

## Roles and Responsibilities:

- **Technical Innovation and Implementation:** Led the development and integration of a mapping table that links portfolio directors directly to their program data, simplifying user experience.
- **Stakeholder Engagement:** Collaborated with IT and portfolio directors to ensure the new system met their needs and was user-friendly.

## Actions and Implementation:

- Designed and implemented a mapping table for easier user dashboard navigation.
- Conducted training sessions to enhance familiarity with new dashboard functionalities.

## Outcomes and Results:

- The new mapping table significantly enhanced the usability of dashboards, enabling portfolio directors to access relevant data swiftly and effortlessly, which improved decision-making efficiency.
- Received overwhelmingly positive feedback from users, who appreciated the reduced complexity and enhanced personalization of the dashboards.

## Strategic Insights and Application:

- **User-Centric Design Focus:** Emphasized the role of user-centric design in improving the usability of data management tools, leading to increased user satisfaction and data utilization.
- **Accessibility Enhancements:** Implemented accessibility improvements that significantly enhance the ease of data access and interaction, boosting overall user experience.
- **Operational Efficiency Improvement:** Showcased our ability to enhance operational efficiency through better-designed dashboard systems, facilitating smoother and faster decision-making processes.

# Co-Chair Academic Affairs KPI Workgroup

## Objective:

To lead the development and implementation of a comprehensive set of Key Performance Indicators (KPIs) that align with and enhance institutional strategic goals across student success, academic program health, operational efficiency, and faculty performance.

## Context:

Launched to address gaps in tracking and measuring institutional outcomes, ensuring a structured approach to define success across university operations.

## Roles and Responsibilities:

- **Strategic Oversight:** Served as co-chair, guiding the vision and strategic direction of the KPI development initiative.
- **Stakeholder Collaboration:** Ensured inclusive and comprehensive KPI development through collaboration with cross-departmental teams.
- **Data Analysis and Benchmarking:** Directed historical data analysis to set realistic and ambitious KPI benchmarks aligned with strategic goals.

## Actions and Implementation:

- Held workshops to gather input and refine KPIs based on stakeholder feedback.
- Finalized and secured approval for KPIs through a stakeholder voting process.

## Outcomes and Results:

- Integrated new KPIs into the university's strategic and operational frameworks.
- Improved systematic tracking of progress across metrics, enhancing decision-making and interventions.
- Positioned the university to excel in accreditation standards and demonstrate success in key areas.

## Strategic Insights and Application:

- **KPI Development Leadership:** Demonstrates BC Data Insights' expertise in crafting and implementing KPIs that foster a data-informed management culture.
- **Strategic Alignment:** Emphasizes alignment of data initiatives with institutional goals to enhance stakeholder engagement.
- **Adaptive Measures: Showcases** BC Data Insights' capacity to continuously adapt and refine performance metrics to respond to the changing needs of organizational landscapes.



# Graduate Program Retention Revitalization

## Objective:

To conduct a comprehensive analysis of enrollment and retention trends within graduate programs, identifying underlying issues and informing strategic initiatives to revert to pre-pandemic performance levels.

## Context:

Formed due to declining enrollment and retention in Summer 2022, a Tiger Team needed expert data analysis to address graduate student success issues.

## Roles and Responsibilities:

- **Data Strategy Leadership:** Spearheaded the Tiger Team's analytical strategy, ensuring all decision-making was robustly data-driven.
- **Stakeholder Integration:** Fostered comprehensive analyses by synchronizing insights from faculty, administrators, and external experts with strategic objectives.
- **Analytical Expertise:** Utilized advanced analytics to uncover trends and inform strategic planning, anchoring decision-making in solid statistical evidence.

## Actions and Implementation:

- Analyzed enrollment and retention trends to guide strategic adjustments.
- Facilitated strategy meetings to integrate stakeholder feedback.

## Outcomes and Results:

- Analysis shaped graduate program overhauls and improved curriculum strategies.
- Recommendations informed strategic planning for upcoming academic terms.
- Established new standards for data responsiveness and adaptability in program management.

## Strategic Insights and Application:

- **Data-Informed Decision Making:** Demonstrates how critical data is in addressing educational challenges, highlighting our use of agile methodologies for strategic planning.
- **Continuous Evaluation:** Emphasizes the importance of ongoing data assessment to enhance academic management and maintain institutional resilience.
- **Policy Influence:** Showcases BC Data Insights' proficiency in using deep data analysis to identify trends and influence policy and program development strategically.

# PD Repository Summary Page

## Objective:

To develop a summary page for the PD Repository that aggregates key data from program-specific and course-specific dashboards, enabling quick, strategic decision-making for senior leadership.

## Context:

Identified the need for a high-level overview tool to enable leadership to quickly assess and respond to data from various academic programs after implementing the PD Repository.

## Roles and Responsibilities:

- **Strategic Development Leadership:** Spearheaded the development of the summary page to enhance the usability of the PD Repository for strategic decision-making.
- **Project Coordination:** Collaborated closely with IT developers and academic leaders to ensure the summary page effectively met user needs and technical specifications.
- **User Experience Design:** Focused on designing a user-friendly interface that could dynamically summarize critical data for easy accessibility and interpretation.

## Actions and Implementation:

- Analyzed enrollment and retention trends to guide strategic adjustments.
- Facilitated strategy meetings to integrate stakeholder feedback.

## Outcomes and Results:

- The summary page has significantly improved the ability of leadership to quickly understand and react to program and course metrics, facilitating more informed strategic discussions.
- By providing a distilled view of essential data, the summary page has increased the frequency and depth of data engagement among senior leaders.

## Strategic Insights and Application:

- **Summary Tool Impact:** Developed essential summary tools that enhance the utility of large data ecosystems, enabling swift and informed decision-making by senior leadership.
- **User-Centric Design:** Focused on user-centric design principles to ensure that data tools are accessible and tailored to the specific needs of end-users, enhancing user engagement and satisfaction.
- **Decision-Making Transformation:** Transformed organizational decision-making processes by making complex data sets more accessible and actionable through effective summarization.



# Identifying Leadership Needs

## Objective:

To identify and implement enhancements in data dashboards based on the evolving needs of portfolio directors, ensuring these tools are optimally aligned with their strategic analysis requirements.

## Context:

Identified gaps in existing dashboards that limited detailed insights for portfolio directors' deep-dive analyses and informed decision-making.

## Roles and Responsibilities:

- **Needs Assessment and Solution Design:** Assessed portfolio directors' needs and designed targeted dashboard enhancements.
- **Project Leadership and Implementation:** Led the project from start to finish, ensuring enhancements met user expectations and strategic goals.

## Actions and Implementation:

- Conducted meetings with users to identify necessary dashboard enhancements.
- Implemented additional data layers and filters to improve dashboard analytical capabilities.

## Outcomes and Results:

- The dashboards were updated to include more granular data, significantly improving their utility for strategic analysis.
- Portfolio directors reported improved ability to conduct detailed analyses, leading to more informed strategic decisions.

## Strategic Insights and Application:

- **Continuous Feedback Integration:** Highlighted the importance of incorporating continuous feedback to refine data tools, ensuring they align closely with the evolving strategic needs of users.
- **Adaptive Tool Development:** Advanced the development of adaptive data tools, emphasizing user engagement and iterative enhancements to meet executive requirements effectively.
- **User-Centric Strategy Emphasis:** Demonstrated BC Data Insights' commitment to user-centric design, optimizing dashboard functionality to deliver tailored, strategic insights for executive decision-making.

# Improved Communication Channels

## Objective:

To establish structured and effective communication channels between the Analytics and Academic Affairs teams, enhancing collaboration and ensuring that data insights are effectively integrated into strategic decision-making processes.

## Context:

A lack of structured communication channels was identified, leading to inefficiencies and underutilization of analytics in academic planning and decision-making.

## Roles and Responsibilities:

- **Communication Strategy Development:** Developed a comprehensive communication strategy to facilitate better data sharing and collaboration between the departments.
- **System Implementation and Oversight:** Oversaw the implementation of new communication protocols, including regular meetings and updates.

## Actions and Implementation:

- Implemented a biweekly project tracker for regular stakeholder reviews, ensuring alignment.
- Convened regular strategy sessions to discuss analytics projects and applications.

## Outcomes and Results:

- The new communication strategy significantly improved the alignment between analytics and academic affairs, enhancing the strategic impact of data-informed decision-making.
- Regular updates and meetings increased engagement and satisfaction among team members, fostering a more collaborative and informed working environment.

## Strategic Insights and Application:

- **Communication as Strategic Tool:** Emphasized the pivotal role of structured communication in maximizing the strategic value of analytics, facilitating a better bridge between data insights and operational needs.
- **Enhancing Data Flow and Coordination:** Focused on optimizing data flow and enhancing project coordination within complex organizations, leading to improved inter-departmental interactions.
- **Operational Clarity Improvement:** Showcased our ability to enhance clarity and effectiveness in communication across departments, significantly boosting overall operational efficiency.

# Summary and Reflection

This portfolio highlights pivotal projects that demonstrate my expertise in strategic data leadership, showcasing how complex data challenges were transformed into scalable and impactful solutions. These initiatives span various aspects of data management and strategy implementation, reflecting a comprehensive approach to enhancing institutional and organizational outcomes.

## Key Contributions:

- **Data-Informed Decision-Making Frameworks:** Established comprehensive systems that integrate data-driven insights into organizational processes, significantly improving transparency and accountability.
- **Innovative Dashboard Development:** Created advanced, user-friendly dashboards that equip leaders with essential data, enabling informed decision-making and supporting organizational effectiveness.
- **Strategic KPI Formulation:** Orchestrated the design and deployment of KPIs that anchor and guide operational activities towards strategic targets, promoting measurable progress and adaptive strategies.
- **Enhanced Communication Strategies:** Overhauled inter-departmental communication flows, enhancing efficiency and fostering a more collaborative environment across various functions.

## Reflection:

Through these strategic endeavors, I have not only enhanced the operational capabilities of educational institutions but also set new standards in data governance and analytics innovation. The expertise honed through these experiences is now a cornerstone of BC Data Insights, enabling us to offer tailored solutions that meet the specific needs of new clients and sectors.

## Looking Forward:

At BC Data Insights, we are excited to leverage this expertise to further enhance analytical capabilities and drive transformative change across various industries. Our approach is rooted in a deep understanding of data's potential to influence and enhance decision-making, making BC Data Insights your ideal partner in achieving organizational excellence and sustainable growth. We look forward to fostering new collaborations and extending our impact, helping organizations harness the full potential of their data for substantial growth and success.



# Testimonials

These testimonials offer a nuanced view of my professional contributions at the University of Maryland Global Campus (UMGC). Collected from senior leaders, they demonstrate the profound impact of strategic data utilization and my ability to foster a culture of collaboration and innovation across various departments.

## Leadership and Vision

- **Blakely Pomietto, Senior Vice President and Chief Academic Officer**

"You bring skills and perspective to our work that allows our team to make informed choices in service to our students. You get us in a way that no else does. I hope you know much we value you."

## Educational Insight

- **Christopher Davis, Vice President of Academic Services and Quality**

"One of Brad's many strengths is that he is not just a "data person", but also a trained and experienced educator. It is hard to make sense of the data if you are not grounded in teaching and learning."

## Technical Expertise

- **Trude Cooke-Turner, Manager of Assessment**

"All of the [Assessment] materials he presented, along with the Q&A and Training Guide were not only well-crafted, but well-received! He did a masterful job in representing Academic Services and Quality!"

- **Darragh McNally, Associate Vice President of Academic Services and Quality**

"I very much appreciate your continued work on the assessment process and your leadership in this area as we onboard our new manager. Thank you for always putting the institution first."

## Collaborative Impact

- **Tina Stoufer, Director of Product Management**

"Brad has been a huge help to the new Product Management practice by being responsive and diligent in aggregating and synthesizing essential data for analysis, including program-level analytics for the UPCEA portfolio decision-making model, an MBA student profile, UMGC student profile data, and graduate program metrics."

- **Nina Araujo, Director of Learning Solutions**

"This [the PD repository dashboards] is far better than I anticipated! This was a great meeting and opportunity for the PDs to co-own the information and tell their stories!"

## Conclusion:

These testimonials from UMGC leaders highlight my strategic and collaborative approach, validating my impactful projects and their evolution into the advanced strategies at BC Data Insights. Here, we continue to adapt and apply these methods to new sectors, transforming organizations with precise, actionable insights.