AAD & HR Enterprise Intelligence Strategy - Vision

Enhance and extend our enterprise intelligence investment to enable confident decision making capabilities via self-service data visualization and analytics for University-wide AAD and HR staff and affiliated units.

**Objectives**

1. Migrate HR and AAD content to complimentary scalable technologies off of unsupported platforms.

2. Empower and leverage the resources invested to manage the Harvard campaign and ongoing fundraising and alumni engagement.

3. Improve ability to monitor and measure the effectiveness of Harvard’s $2.2B investment in people and programs; e.g., by enabling central and local efforts to assess impact of diversity efforts, link talent management programs to retention, analyze/track workforce growth over time.

**Guiding Principles**

1. Deliver industry leading intelligence capabilities to meet business needs.

2. Invest in and leverage proven technologies in use today at the University and which are recognized as good business practice by Gartner.

3. Develop an architecture that is extensible and scalable to support a centralized HR model as well as the AAD enterprise model which provides infrastructure leveraged by the schools and affiliates.

4. Support the alignment of business intelligence roadmaps for AAD and HR.

5. Drive adoption with appropriate and easily accessible training.

6. Engage the end users throughout the project.

7. Facilitate ongoing feedback to drive continuous improvement.

8. Think big, start small, deliver value.

**Key Performance Indicators**

1. Decommission the aging non-scalable systems – CREW and Interactive Reporting.

2. Adoption and utilization of new and existing applications across lines of business throughout the enterprise.

3. Monitor adoption and needs through users groups, tier 2 support, and the use of surveys to understand stakeholder needs.

4. Creation of local content via self-service data visualization and analytics tools.