**Title:** Creating a Data-Driven Office: Using Metrics to Re-engineer Sponsored Award Processing

**Abstract:**
The Office for Sponsored Research (OSR) is evolving into a data-driven organization, the result of a strong partnership across business leaders and data experts in the office and technical resources in IT. In FY17, OSR surpassed its goal identified in Program Review to reduce time to setup awards to 5 days: by August 2017 the median number of days to complete the awarding process had gone from 11 days down to 4 (and is now at 3 days so far in FY18). OSR leveraged automated system workflow to track key milestones in the process, and analyzed the data to identify bottlenecks. They optimized the process, reducing handoffs and deploying dedicated resources, and monitored the data on a regular basis to track progress. They partnered with technical resources to embed Tableau data visualizations and Amazon-Web-Services integration to campus, providing transparency to investigators and administrators on the process and our performance. The success in improving service delivery to the sponsored research community illustrates the impact that applying data-driven decision-making can have. The presentation will cover both the business perspective on using data in a business-process improvement project and the technical perspective on collecting, aggregating and deploying the data to a variety of audiences.

**Learning Outcomes:**
1. Identify key milestones in a business process that would be important to capture in a systematic way.
2. Develop data visualizations to analyze performance and deploy to appropriate audiences.
3. Develop a new business model/process to address a key business need.