



## BerryDunn Relevant Case Studies

To demonstrate BerryDunn's relevant experience and the quality of our past work, we have provided contact information both on Question 1.2.5, and below, for client representatives who can speak to our expertise, proven methodology, and effective project communications. We have also provided brief project summaries for our three project references as well as three supplementary projects related to the scope areas identified in this RFP. Should any of our references prove to be unresponsive, please reach out to a member of our project team and we will provide you with an alternate reference.

**Tables 1 – 3: BerryDunn Client References and Project Summary**

<b>Institution</b>	<b>Eastern Kentucky University</b>
<b>Address</b>	521 Lancaster Ave, Richmond KY 40475
<b>Contact Information</b>	Carrie Ernst, Chief Innovation & Optimization Officer 859.582.7935   <a href="mailto:Carrie.ernst@eku.edu">Carrie.ernst@eku.edu</a>
<b>Project Description</b>	<p>BerryDunn partnered with Eastern Kentucky University (EKU, the University) to complete an IT Organizational Assessment. The assessment focused on:</p> <ul style="list-style-type: none"><li>• Developing an objective evaluation of current staffing levels and skill sets regarding information technology (IT)-related services, based on a detailed analysis of the information gathered during our assessment in comparison with peer and industry standards.</li><li>• Developing a thorough evaluation and analysis of the current state of systems, applications, and processes (including the enterprise resource planning [ERP]) currently utilized by EKU to understand where there may be gaps, inefficiencies, or opportunities for strategic improvement.</li><li>• Evaluating EKU's cybersecurity posture, including (but not limited to) systems, platforms, processes, and protocols currently performed at the University and provide an assessment of compliance, risks and threats, and current state gaps at the institution.</li></ul> <p>Our team focused on creating and presenting a plan for EKU to realign its resources in accordance with the three elements listed above, including current and future-state needs and planning over the next 2 – 3 years, 4 – 6 years, and 8 – 10 years.</p>

<b>Institution</b>	<b>Bristol Community College</b>
<b>Address</b>	777 Elsbree St, Fall River MA 02720
<b>Contact Information</b>	Jo-Ann Pelletier, Chief Information & Data Officer, Information Technology Services 774.357.2412   <a href="mailto:jo-ann.pelletier@bristolcc.edu">jo-ann.pelletier@bristolcc.edu</a>

<b>Project Description</b>	<p>Bristol Community College's (Bristol's, the College's) engaged BerryDunn to gain new insights and perspectives on improving processes and meeting the institution's growing needs. Key focus areas for the assessment included recruiting strategies and identifying specific skill sets needed to support Bristol now, and in the future.</p> <p>Bristol gained valuable insights into how its IT department compares to peer and aspirational institutions. The College now has a clearer understanding of its IT strengths, areas for improvement, and best practices that can be adopted to enhance operational efficiency. The assessment provided actionable recommendations for optimizing staffing levels, budget allocation, and organizational structure, enabling the College to better align its IT resources with strategic goals.</p>
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<b>Institution</b>	<b>University of North Carolina Wilmington</b>
<b>Address</b>	601 College Rd, Wilmington NC 28403
<b>Contact Information</b>	Sharyne Miller, Associate Vice Chancellor for ITS/ Chief Information Officer 910.962.2888   <a href="mailto:millersa@uncw.edu">millersa@uncw.edu</a>
<b>Project Description</b>	<p>University of North Carolina Wilmington (UNCW, the University) engaged BerryDunn to facilitate a series of planning work sessions to develop specific goals, action items, and measures of success to aid in the creation of an IT Strategic Plan. The University's goals were to</p> <ul style="list-style-type: none"> <li>• Make the best use of existing documentation and work completed to date</li> <li>• Develop an IT Strategic Plan with specific goals, initiatives, action items, and measures of success that can be shared across the University</li> <li>• Directly align the IT Strategic Plan with the goals and actions defined in the University Strategic Plan</li> </ul> <p>BerryDunn worked closely with the UNCW project team to develop an IT strategic plan to modernize operations and position the IT team as a strategic partner to the institution in achieving their strategic goals. Additionally, our team developed actionable metrics of success and a clear implementation plan to support the project team's ability to effectively execute their identified strategies.</p>

## BerryDunn Supplementary Case Studies

**Tables 4 - 6: BerryDunn Supplementary Project Case Studies**

<b>Institution</b>	<b>George Mason University</b>
<b>Dates</b>	05/2023 – 11/2023
<b>Project Description</b>	<p>BerryDunn partnered with George Mason University (GMU) and Metadata Integrated Data Analysis Server (MIDAS) project leaders to determine a path forward for achieving short- and long-term project objectives to advance data governance. We reviewed data end-user protocols and processes, assessed current tool sets for query, reporting, and visualization, and collected feedback regarding the needs of data users across campus. We helped GMU develop an Institutional Data Dictionary to enforce definitions across campus and promote alignment with official reporting requirements. We identified methods for conducting clean, reliable, and valid data entry and best</p>

	practices for quality control. We provided an evaluation of technology and human resource investments aligned with meeting the defined objectives including, but not limited to, data warehousing and data collection. Through this engagement, GMU gained a detailed understanding of the varying needs across campus, including operational and tactical reporting for business operations and strategic analysis, and actionable plan for enhancing data governance and data management across campus.
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<b>Institution</b>	<b>University of Denver</b>
<b>Dates</b>	05/2023 – 11/2023
<b>Project Description</b>	<p>Partnering with the University of Denver's (UD's, The university's) University Data Steering Committee, our team helped develop a data governance structure, data classification system, and implementation plan for recommendations. Our team evaluated the current state, conducted interviews with stakeholders, and assisted DU in developing a Data Classification Library—a classification of major data elements in accordance with the University's Institutional Data Management Policy and Data Classification Policy. In addition to providing a Data Classification Library, we developed a final recommendations report, which documented the following:</p> <ul style="list-style-type: none"> <li>• A summary of the work completed</li> <li>• Detailed findings and corresponding recommendations</li> <li>• Recommendations for a data governance framework</li> <li>• An implementation plan with high-level milestones for a data governance framework</li> </ul> <p>Our team worked efficiently to complete project tasks within the desired time frame and presented quality findings to the University's campus community.</p>

<b>Institution</b>	<b>University of North Carolina Greensboro</b>
<b>Dates</b>	04/2022 – 03/2023
<b>Project Description</b>	<p>The University of North Carolina Greensboro (the University, UNCG) hired our team to assist in advancing its data governance practices. In partnership with University project leaders, our team evaluated the current state, conducted documentation reviews, facilitated visioning workshops with leadership, and identified specific action items to develop an actionable new data governance roadmap. In addition to assisting the University in creating the data governance roadmap, we provided assistance and coaching related to the implementation of the roadmap, helping the University put our recommendations into action. We provided support in developing the resources, capabilities, and structure to sustain data governance moving forward. We also presented our work together at the Data Governance &amp; Information Quality (DGIQ) conference in Washington DC in December 2023.</p>