Overview

Data governance concepts and major aspects
Selling data governance to senior leadership
Characteristics of a data governance system
Maturity models
Change management in a college or university
Technological “solutions”
Outcomes for workshop participants

- Define data governance as an activity that centers on human behavior more than data
- Describe major components of data governance activities
- Articulate challenges on their campus and how data governance will address these challenges
- Assess their campus culture and organization with a data governance maturity model; select and modify a data governance maturity model for their campus
- Identify characteristics of a data governance system; analyze where their own institution has gaps; and create an outline for how data governance could fit into existing organizational structures
- Discuss how technology may assist but not perform data governance; describe major functions of data governance software applications or “solutions”
- Explain principles of change management in higher education institutions and how they will enable development of data governance on their campuses
- Construct an action plan for next steps on their own campus to advance data governance activities
What this workshop will not do

• Design your data governance system for you

• Promote specific technological solutions

• Prescribe specific functions, operations, or organization

• Identify how much money to spend
WHAT IS DATA GOVERNANCE?
Data Governance Definitions (Generic)

• “the execution and enforcement of authority over the management of data and data-related assets” - R. Seiner (2014)

• “specification of decision rights and an accountability framework to ensure appropriate behavior in the valuation, creation, storage, use, archiving and deletion of information” - Gartner IT Glossary

• “a system of decision rights and accountabilities for information-related processes, executed according to agreed-upon models which describe who can take what actions with what information, and when, under what circumstances, using what methods” – Data Governance Institute (2014)
Data Governance Definitions from Universities

• “formalizes behavior around how data are defined, produced, used, stored, and destroyed in order to enable and **enhance organizational effectiveness**” – Stony Brook University (2016)

• “adds value to our administrative and academic data systems by the establishment of **standards** that promote **data integrity** and enables **strategic integrations** of information systems” – Vanderbilt University

• “the discipline **which provides all data management practices** with the necessary structure, strategy, and support needed to ensure that data are managed and used as a critical **University asset**” – U of Rochester
The 5-second elevator definition

Data governance is ...

• a set of guidelines for how people behave and make decisions about data
Master data management is often confused with data governance

### Master Data Management (MDM)
- Comprehensive method to link all critical data to a common point of reference
- Example:
  - All screens, documents and systems showing a student’s address derive from a common location.

### Data Governance
- Formalized system for how people make decisions about acquisition, production, storage, distribution, and analysis of data
- Example:
  - Group decides on a definition for home address and agrees on a common source field
## Important characteristics of DG definitions

<table>
<thead>
<tr>
<th>Data governance IS</th>
<th>Data Governance IS NOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>• More about people and behavior than data</td>
<td>• IT’s responsibility</td>
</tr>
<tr>
<td>• A system that requires and promotes shared agreement</td>
<td>• Solved by technology</td>
</tr>
<tr>
<td>• Formal (i.e. written down)</td>
<td>• Equally applied across all data assets</td>
</tr>
<tr>
<td>• Adds value by supporting institutional mission/goals</td>
<td></td>
</tr>
</tbody>
</table>
Activity 1 – What data governance features do you have?

- List formal and informal structures you have for promoting data governance

<table>
<thead>
<tr>
<th></th>
<th>Formal</th>
<th>Informal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies/Practices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibilities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
WHY DO WE NEED DATA GOVERNANCE?
Justifications for Data Governance

Justify data governance on your campus based on:

- Value
- Cost
- Risk
Justifications for Data Governance - Value

Educause identifies significant institutional value to higher education institutions from data governance:
• Official vs. ad hoc data definitions
• Clear responsibilities
• Capacity for analytics
• Competitive advantage

Justifications for Data Governance – Cost (1)

A third of Fortune 100 organizations will experience “an information crisis, due to their inability to effectively value, govern and trust their enterprise information.”

Justifications for Data Governance – Cost (2)

Poor data quality costs the US economy $3.1 trillion every year

The average financial impact of poor data quality on businesses is $9.7 million per year. Opportunity costs, loss of reputation and low confidence in data may push these costs higher.

## Justifications for Data Governance - Risks

### Fines Imposed by Federal Student Aid

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Clery/Part 86 Imposed Fines</th>
<th>IPEDS Imposed Fines</th>
<th>Other Imposed Fines</th>
<th>Total Imposed Fines</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$42,000</td>
<td>$225,000</td>
<td>$48,653,500</td>
<td>$48,920,500</td>
</tr>
<tr>
<td>2011</td>
<td>$195,000</td>
<td>$144,500</td>
<td>$4,868,500</td>
<td>$5,208,000</td>
</tr>
<tr>
<td>2012</td>
<td>$212,500</td>
<td>$158,500</td>
<td>$624,000</td>
<td>$995,000</td>
</tr>
<tr>
<td>2013</td>
<td>$812,000</td>
<td>$56,000</td>
<td>$5,204,137</td>
<td>$6,072,137</td>
</tr>
<tr>
<td>2014</td>
<td>$438,000</td>
<td>$111,250</td>
<td>$6,750</td>
<td>$556,000</td>
</tr>
<tr>
<td>2015</td>
<td>$500,000</td>
<td>$39,250</td>
<td>$14,130,000</td>
<td>$14,669,250</td>
</tr>
<tr>
<td>2016</td>
<td>$307,500</td>
<td>$57,000</td>
<td>$79,462,500</td>
<td>$79,827,000</td>
</tr>
<tr>
<td>2017</td>
<td>$2,542,500</td>
<td>$1,500</td>
<td>$382,500</td>
<td>$2,926,500</td>
</tr>
</tbody>
</table>

Source: Postsecondary Education Participants System (PEPS)
Data as an Asset

• By 2020, Gartner predicts that 10% of organizations will have a highly profitable business unit specifically for productizing and commercializing their information assets.

• By 2021 companies will be valued on their information portfolios: “Those in the business of valuing corporate investments, including equity analysts, will be compelled to consider a company’s wealth of information in properly valuing the company itself.”
Data as an Asset for Universities

<table>
<thead>
<tr>
<th>Generic Example</th>
<th>At Colleges &amp; Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>web sites grant access in exchange for personal data (email address, etc.) – these data have value and can be leveraged or even sold</td>
<td>Data are purchased</td>
</tr>
<tr>
<td></td>
<td>Names of prospective students</td>
</tr>
<tr>
<td></td>
<td>Library databases</td>
</tr>
<tr>
<td></td>
<td>Various datasets (U.S. News, Academic Analytics, etc.)</td>
</tr>
<tr>
<td></td>
<td>Data are sold</td>
</tr>
<tr>
<td></td>
<td>To vendors for discounts or services</td>
</tr>
<tr>
<td></td>
<td>Lost data carry costs</td>
</tr>
<tr>
<td></td>
<td>Data breaches</td>
</tr>
</tbody>
</table>

Lost data carry costs
Who owns the data?

• Consider carefully use of the word “ownership” with data
  • Often represents assignment of responsibility
  • Connotes individual control and property vs. caretaking of shared resource

• Institutions own the data

• Individuals provide stewardship
Activity 2 - Why do we need data governance?

• Identify institution-specific examples that help make the case for data governance
  • Value – what could you do that you can’t do now?

• Costs – what costs are you incurring because data are not well governed?

• Risks – what risks are you taking because data are not well governed?
FEATURES OF DATA GOVERNANCE
### Key features of data governance systems

#### Documents
- Charter / framework
  - Principles & values
  - Purpose & scope
  - Roles & responsibilities
- Written & published policies
- Data dictionaries
- Communication strategies

#### Groups
- Senior leadership [buy-in]
- Policy council
- Data steward council(s)
- Information security council/program
- Positions/office to support DG

#### Individual roles
- Data stewards
- Data custodians/ caretakers
- Data users
Principles and values

Establishing principles and values for data governance assists with:

<table>
<thead>
<tr>
<th>Initial design and implementation</th>
<th>Answering critics</th>
<th>Maintaining focus</th>
<th>Navigating difficult situations</th>
</tr>
</thead>
</table>

Answering critics

Maintaining focus

Navigating difficult situations
Principles of Data Governance (Generic)

- Consistency of data in its sourcing and in its vocabulary, definitions, and taxonomies
- Quality which is proactively assessed and standards applied
- Ownership and accountability defined across the data lifecycle and recorded in the information asset register
- Business alignment which ensures that data is regarded and treated as a key business asset
- Access to relevant users, kept secure through access control
- Providing trusted insight

## Principles and Values – Example
University of Wisconsin - Madison

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Determining who is responsible for the management of data at UW Madison as well as holding them to our outlined standards.</td>
</tr>
<tr>
<td>Agility</td>
<td>All of our processes should adapt when necessary</td>
</tr>
<tr>
<td>Change Management</td>
<td>New processes demand new and changing staff at UW. We’re committed to ensuring smooth transitions and well informed decisions.</td>
</tr>
<tr>
<td>Consistency</td>
<td>All decisions made will be applied consistently across campus.</td>
</tr>
<tr>
<td>Metrics Driven</td>
<td>We monitor ourselves against measurable goals on a regular basis and use the results to determine courses of action.</td>
</tr>
<tr>
<td>Stewardship</td>
<td>Determine formal roles for those in charge of data. This does not mean that everyone on campus is not responsible despite formal roles.</td>
</tr>
<tr>
<td>Transparency</td>
<td>We will make it clear how and when decisions are made and when processes are created. We also strive to ensure that decisions and processes are audited to support compliance based requirements.</td>
</tr>
</tbody>
</table>

Source: [https://data.wisc.edu/data-governance/#principles](https://data.wisc.edu/data-governance/#principles)
# Principles and Values – Example

Stony Brook University

<table>
<thead>
<tr>
<th>Values</th>
<th></th>
<th></th>
<th></th>
<th>Privacy &amp; Confidentiality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared Assets</td>
<td>Data and information are shared organizational resources that</td>
<td>Stewardship: Employees of Stony Brook University have a</td>
<td>Quality: To ensure data retain value, quality of data is actively</td>
<td>Maintenance of individual privacy and confidentiality of educational and personal records</td>
</tr>
<tr>
<td></td>
<td>constitute valuable assets.</td>
<td>responsibility for the curation of data. They serve as</td>
<td>monitored and maintained</td>
<td>represent not only legal requirements but also primary outcomes of data management.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>caretakers of data to ensure data are collected, stored, and</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>maintained under the premise that others will access and use</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>them over time</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Principles for Data Governance

<table>
<thead>
<tr>
<th>Organizational Effectiveness</th>
<th>Transparency</th>
<th>Communication</th>
<th>Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditability</td>
<td>Integrity</td>
<td>Accountability</td>
<td>Standards</td>
</tr>
</tbody>
</table>
Principles and Values – Example Brown University

Guiding Principles of Data Governance at Brown

• Institutional data are valuable assets and must be treated as such
• **Access** to accurate and consistent data is essential to informed decision making across the University
• Data usage and access rules will be articulated and followed
• Data standards can and should be defined and monitored
• The security of institutional data is essential, as is appropriate and timely access
• The privacy of an individual's information will be protected

Source: https://www.brown.edu/about/administration/data-governance/introduction-data-governance-brown
Connect Data Governance to Mission

• Data governance is a system to improve the effectiveness of the organization, not an activity for its own sake

• Anchor data governance to mission when justifying need or presenting structure
Activity 3 - Distill university mission

• Data governance should be established to support the institution’s mission and/or strategic goals. Colleges and universities have notoriously lengthy mission and goal statements, so it can be a challenge to distill them.

• Summarize the main points of your institution’s mission, preferably so that it fits on a slide.
Example

Stony Brook’s framework for data governance outlines a set of principles, structures, roles, and responsibilities to improve the data infrastructure and to advance institutional goals

• **Stony Brook has a five-part mission to provide & carry-out:**
  • Highest quality comprehensive education
  • Highest quality research and intellectual endeavors
  • Leadership for economic growth, technology, and culture
  • State-of-the-art innovative health care, with service to region and traditionally underserved
  • Diversity and positioning Stony Brook in global community
Structure – Generic Example

Executive Steering Committee
- Authorized to change the organization
- Drives cultural change
- Supports the program enterprise-wide
- Provides funding for the Data Governance Program

Data Governance Board
- Made up of high-ranking representatives of data-owning business functions who can make decisions about data for the company
- Assign members of the Data Stewardship Council
- Approve decisions of the Data Stewardship Council
- Approve data-related policies

Business Data Stewards
- Experts on use of their data domain data
- Able to reach out to SMEs to gather information and make decisions
- Typically someone who others come to as the most knowledgeable about the meaning of the data (and how it is calculated)
- Makes recommendations on data decisions and write data-related procedures

Plotkin (2014). Data stewardship: An actionable guide to effective data management
Structure – University of Wisconsin-Madison

Data Governance Steering Committee
• provides executive level guidance to the program
• promotes Data Governance across UW-Madison
• allows for / facilitates data-driven decision making
• determines priority and budget of major data-related projects.

Data Stewardship Council
• determines operational structure of the program
• drafts, communicates, and recommends approval of data-related policies
• implements, budgets, and monitors data-related programs across UW-Madison.
Structure – Stanford University

BI Competency Ctr. Steering Committee
- Cross-functional oversight & communicates long-term value of BI program
- Achieves peer buy-in, and effects change in business process and data quality
- DG adopters and champions
- Ensures alignment of DG with university goals

Data Governance Committee
- Sets & incorporates DG policies, standards, procedures, roles & responsibilities
- Includes lead steward from each of the data steward groups, plus reps from additional units

Data Stewardship Groups
- Provide metadata infrastructure to support improved decision-making university-wide
- Ensure information integrity
- Build data knowledge
- Meet compliance requirements
- SMEs who define reporting terms and gather metadata associated with their reporting environment
Structure – Stony Brook University

VP Council (Project 50 Forward SteerCo)
- Executive sponsors of project
- Establishes authority and purview of data governance system

Data Governance Council
- Recommends and implements institutional policy for data governance
- Sets priority for

Functional data governance committees
Policy-Making Body - Data Governance Council

- Prioritizes decisions regarding data to address most relevant needs of organization
- Reviews, evaluates, and reports on data governance performance and effectiveness
- Ensures that annual performance measures align with data governance and business objectives
- Reviews and approves data governance policies and goals

Ultimately is accountable for business data use, data quality, and prioritization of issues

Makes strategic and tactical decisions

Defines data strategy based on business strategy and requirements

Plotkin (2014). Data stewardship: An actionable guide to effective data management
# Data Governance Council Membership Examples

<table>
<thead>
<tr>
<th>UW-Madison</th>
<th>Stony Brook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Data Officer</td>
<td>Chief Institutional Research Officer</td>
</tr>
<tr>
<td>Director of Univ. Communications</td>
<td>Analytics and Enterprise Data Officer</td>
</tr>
<tr>
<td>VP for Teaching &amp; Learning</td>
<td>University Controller</td>
</tr>
<tr>
<td>VP for Diversity</td>
<td>Chief Enrollment Management Officer</td>
</tr>
<tr>
<td>AVC Business Services</td>
<td>University Registrar</td>
</tr>
<tr>
<td>AVC Legal Affairs</td>
<td>Chief Financial Aid Officer</td>
</tr>
<tr>
<td>Assoc. Dean Biomedical Informatics</td>
<td>Provost’s Office designee</td>
</tr>
<tr>
<td>VP Libraries</td>
<td>VP Student Affairs designee</td>
</tr>
<tr>
<td>CISO</td>
<td>VP Administration designee</td>
</tr>
<tr>
<td>Campus Records Officer</td>
<td>VP Human Resources designee</td>
</tr>
<tr>
<td>Assoc. Dean Education</td>
<td>VP Information Technology designee</td>
</tr>
<tr>
<td>Faculty/Dean Representation</td>
<td>VP Research designee</td>
</tr>
<tr>
<td></td>
<td>SVP Health Sciences Designee</td>
</tr>
<tr>
<td></td>
<td>University Senate designee</td>
</tr>
<tr>
<td></td>
<td>Chairs &amp; Vice Chairs of FDGCs (6 people)</td>
</tr>
</tbody>
</table>

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Data Stewardship Definitions

• Data stewardship is the most common label to describe accountability and responsibility for data and processes that ensure effective control and use of data assets. – Knight (2017)

• Data stewardship is the operational aspect of an overall Data Governance program, where the actual day-to-day work of governing the enterprise’s data gets done. – Plotkin (2014)

• Data Stewardship is concerned with taking care of data assets that do not belong to the stewards themselves. Data Stewards represent the concerns of others. Some may represent the needs of the entire organization. Others may be tasked with representing a smaller constituency: a business unit, department, or even a set of data themselves. – Data Governance Institute (n.d.)
Types of Data Stewards

**Business Data Steward**
- Accountable for data owned by business area
- Work with stakeholders to make recommendations on data issues
- Manage metadata for their data
- Champion data stewardship for their areas

**Technical Data Steward**
- Provide expertise on applications, ETL, data stores, and other links in information chain
- Assigned by IT leadership to support data governance

**Domain Data Steward**
- Business steward for widely shared data
- Work with business stewards as stakeholders to achieve consensus

**Project Data Steward**
- Represent data stewardship on projects
- Funded by projects
- Work with business data stewards to obtain info and make recommendations about data stewarded by business stewards
- Notify business data stewards about data issues raised by the project

**Operational Data Steward**
- Provide support to business data stewards
- Recommend changes to improve data quality
- Help enforce business rules for the data they use

Plotkin (2014). Data stewardship: An actionable guide to effective data management
Alternative models for types of data stewards

Data Stewards by Subject Area

Data Stewards by Function

Data Stewards by Process

Data Stewards by System

Data Stewards by Project

Data Steward Responsibilities

- Oversee management of selected data assets
- Participate in data governance and carry out decisions
- Assist in creation and maintenance of data dictionaries, metadata
- Document rules, standards, procedures, and changes
- Ensure data quality and manage specific issues
- Communicate appropriate use and changes
- Manage access and security
Data Stewardship Council/Committee(s) (Functional)

- Coordinate data stewards in related area
- Set and review definitions, data quality rules, creation/usage rules, determines official version of metadata
- Consider and approve changes & additions to code sets
- Ensure dictionary standards are followed in area

- Review data quality in functional area; identify practices promoting data quality identify areas for improvement and monitor improvements
- Respond to inquiries about process, content, limitations and uses of data, especially in cross-functional settings
- Elevate issues that require resolution
- Communicate proceedings, including notice of changes and decisions
# Stony Brook Roles and Responsibilities Matrix

<table>
<thead>
<tr>
<th>Standards and Policies</th>
<th>Data Governance Council</th>
<th>Functional Data Governance Cmtes</th>
<th>Data Stewards</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data Quality</strong></td>
<td>Define, Establish, Monitors, Audit, Verify, Develop, Revise</td>
<td>Cross functional implementation, coordination</td>
<td>Functional implementation</td>
</tr>
<tr>
<td><strong>Metadata</strong></td>
<td>Establish standards</td>
<td>Ensure cross-functional alignment</td>
<td>Implement Maintain</td>
</tr>
<tr>
<td><strong>Metrics</strong></td>
<td>Review, Identify, Monitor</td>
<td>Monitor area Identify are priorities</td>
<td>Monitor Remediate</td>
</tr>
</tbody>
</table>
Data users

- Often not considered in data governance systems but should be
- Example formal responsibilities (Stony Brook)

<table>
<thead>
<tr>
<th>Recognize that institutional data and information derived from it are potentially complex. Make efforts to understand the source, meaning and proper use of the data through training sessions, utilizing data dictionaries and knowledge of supporting system processes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include information about the data source and criteria when distributing data, reports and ad hoc analytics to guard against misinterpretations of data.</td>
</tr>
<tr>
<td>Respect the privacy of individuals whose records they may access. Unauthorized disclosure or misuse of institutional information stored on any device is prohibited.</td>
</tr>
<tr>
<td>Ensure that passwords or other security mechanisms are used for sensitive data.</td>
</tr>
<tr>
<td>Report data quality issues to appropriate data steward.</td>
</tr>
</tbody>
</table>
In general, offices and positions dedicated to supporting data governance are still emerging in higher education.

<table>
<thead>
<tr>
<th>Chief Data Officer</th>
<th>Data Governance Program Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Purdue University</td>
<td>• Purdue University</td>
</tr>
<tr>
<td>• University of Florida System</td>
<td>• Stanford University</td>
</tr>
<tr>
<td>• University of South Carolina – Columbia</td>
<td></td>
</tr>
<tr>
<td>• University of Rochester</td>
<td></td>
</tr>
<tr>
<td>• University of Wisconsin - Madison</td>
<td></td>
</tr>
</tbody>
</table>
MATURITY MODELS
Assess your current state of data governance

• To implement data governance, if not to sell it to senior leadership, assessment of the current state is important.

• Extends beyond the informal list we made in Activity 1

• Uses a maturity model to quantify the existing state; allows for measurement of progress in a future state
# Activity 4: Data Governance Maturity Model

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data Governance</strong></td>
<td>Informal</td>
<td>Developing</td>
<td>Adopted and Implemented</td>
<td>Managed and Repeatable</td>
<td>Integrated and Optimized</td>
</tr>
<tr>
<td>Attention to Data Governance is informal and incomplete. There is no formal governance process.</td>
<td>Data Governance Program is forming with a framework for purpose, principles, structures and roles.</td>
<td>Data Governance structures, roles and processes are implemented and fully operational.</td>
<td>Data Governance structures, roles and processes are managed and empowered to resolve data issues.</td>
<td>Data Governance Program functions with proven effectiveness.</td>
<td></td>
</tr>
<tr>
<td><strong>Culture</strong></td>
<td>Limited awareness about the value of dependable data.</td>
<td>General awareness of the data issues and needs for business decisions.</td>
<td>There is active participation and acceptance of the principles, structures and roles required to implement a formal Data Governance Program.</td>
<td>Data is viewed as a critical, shared asset. There is widespread support, participation and endorsement of the Data Governance Program.</td>
<td>Data governance structures and participants are integral to the organization and critical across all functions.</td>
</tr>
<tr>
<td><strong>Data Quality</strong></td>
<td>Limited awareness that data quality problems affect decision-making. Data clean-up is ad hoc.</td>
<td>General awareness of data quality importance. Data quality procedures are being developed.</td>
<td>Data issues are captured proactively through standard data validation methods. Data assets are identified and valued.</td>
<td>Expectations for data quality are actively monitored and remediation is automated.</td>
<td>Data quality efforts are regular, coordinated and audited. Data are validated prior to entry into the source system wherever possible.</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Information regarding data is limited through informal documentation or verbal means.</td>
<td>Written policies, procedures, data standards and data dictionaries may exist but communication and knowledge of it is limited.</td>
<td>Data standards and policies are communicated through written policies, procedures and data dictionaries.</td>
<td>Data standards and policies are completely documented, widely communicated and enforced.</td>
<td>All employees are trained and knowledgeable about data policies and standards and where to find this information.</td>
</tr>
<tr>
<td><strong>Roles &amp; Responsibilities</strong></td>
<td>Roles and responsibilities for data management are informal and loosely defined.</td>
<td>Roles and responsibilities for data management are forming. Focus is on areas where data issues are apparent.</td>
<td>Roles and responsibilities are well-defined and a chain of command exists for questions regarding data and processes.</td>
<td>Expectations of data ownership and valuation of data are clearly defined.</td>
<td>Roles, responsibilities for data governance are well established and the lines of accountability are clearly understood.</td>
</tr>
</tbody>
</table>
## Activity 4: Data Governance Maturity Model

<table>
<thead>
<tr>
<th></th>
<th>Finance data</th>
<th>Student data</th>
<th>HR data</th>
<th>Research data</th>
<th>Facilities data</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data Governance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Culture</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Data Quality</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Roles &amp; Responsibilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Stony Brook Data Governance Maturity Model
Initial Results – Spring 2016

Stony Brook Data Governance Maturity Model 2.0 Results Summary
BY FUNCTIONAL DATA TYPE

<table>
<thead>
<tr>
<th>OVERALL (Area Averages)</th>
<th>DATA GOVERNANCE</th>
<th>CULTURE</th>
<th>DATA QUALITY</th>
<th>COMMUNICATION</th>
<th>ROLES &amp; RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1-Informal</td>
<td>11%</td>
<td>18%</td>
<td>8%</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>Level 2-Developing</td>
<td>41%</td>
<td>30%</td>
<td>34%</td>
<td>39%</td>
<td>32%</td>
</tr>
<tr>
<td>Level 3-Adopted and Impl</td>
<td>11%</td>
<td>14%</td>
<td>9%</td>
<td>14%</td>
<td>3%</td>
</tr>
<tr>
<td>Level 4-Managed and Repea</td>
<td>3%</td>
<td>3%</td>
<td>6%</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>Level 5-Integrated and Optir</td>
<td>0%</td>
<td>0%</td>
<td>2%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Not enough information</td>
<td>34%</td>
<td>35%</td>
<td>41%</td>
<td>32%</td>
<td>48%</td>
</tr>
</tbody>
</table>
Baseline

Dimensions

Data Governance
Culture
Data Quality
Communication
Roles & Responsibilities

Maturity

Integrated & Optimized
Managed & Repeatable
 Adopted & Implemented
Developing
Informal

Current 2015

Target 2017
CHANGE MANAGEMENT IN HIGHER EDUCATION
Elements to change management

<table>
<thead>
<tr>
<th>Process</th>
<th>Executive sponsors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representation</td>
<td>Mission alignment</td>
</tr>
<tr>
<td>Deliberation</td>
<td>Project mgmt./timeline</td>
</tr>
</tbody>
</table>

Initiative

<table>
<thead>
<tr>
<th>Problem statement</th>
<th>Interested allies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research/environ. Scan</td>
<td>Interest mapping</td>
</tr>
<tr>
<td>Ideas for solutions</td>
<td>Advocacy from others</td>
</tr>
</tbody>
</table>
Activity 5 – Assemble your group

• Data governance requires support of senior leadership and functional leadership

• Identify

  • Senior leaders who will sponsor

  • Functional leaders and their potential for collaboration (includes available bandwidth, interest, capability, willingness)
# Case Study – Stony Brook University

Initiative to strengthen university data infrastructure (Jan 2015-Sept. 2016). Charge to examine:

<table>
<thead>
<tr>
<th>Data governance</th>
<th>Data quality</th>
<th>Communication</th>
</tr>
</thead>
</table>


### Charge for data governance (first 9 months)

<table>
<thead>
<tr>
<th>Examine existing governance structures</th>
<th>Identify and articulate</th>
</tr>
</thead>
<tbody>
<tr>
<td>• active and inactive groups and lines of responsibility</td>
<td>• Roles of cross-functional groups</td>
</tr>
<tr>
<td>• existing processes, practices and procedures that significantly impact data management and stakeholders.</td>
<td>• Functional roles in business units (e.g. data owner, data custodian, report owner) will also be identified and articulated.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Draft formal governance structure for university data management</th>
<th>Formalize a process for prioritization</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Principles, mission, and goals</td>
<td></td>
</tr>
<tr>
<td>• Post on a website to codify roles and responsibilities.</td>
<td></td>
</tr>
</tbody>
</table>
### Charge for data quality improvement

| Examine existing practices for ensuring data quality within the Data Warehouse and may extend to quality assurance practices in functional systems. | Articulate and publish practices for developing, maintaining, and communicating  
  - data definitions (such as robust data dictionaries)  
  - transparent source information  
  - update schedules  
  - error check practices and  
  - clean-up procedures |

---

**Stony Brook University**
Charge for training and communication

Develop a communication plan for
  • How new capabilities for business intelligence go beyond initial reporting functionality.
  • Availability
  • Use limitations, and opportunities
  • including needs identification for documentation, training, workshops, etc.

Develop, document, and adopt reporting standards
Example initial process for data collection

- With broadly representative planning group (~20 people), conduct focus group with notecards and flipchart

- List three current data governance mechanisms at your [INSTITUTION], the systems or applications they cover
- List three aspects of data governance that are absent at [INSTITUTION] or need to be strengthened
- List three things that data governance at [INSTITUTION] should accomplish
- List three roles or structures that should be included in [INSTITUTION’S] data governance system.
Activity 6 – Draft input for planning process

• Using the framework below, draft useful responses to be incorporated into local planning
  • list three current data governance mechanisms
  • list three aspects of data governance that are absent
  • list three things that data governance should accomplish
  • list three roles or structures that should be included

• [Anticipate responses that may be counterproductive]
  • E.g. “IT should control data governance”
TECHNOLOGICAL “SOLUTIONS”
## Technology applications for data governance

### Technology can support data governance

<table>
<thead>
<tr>
<th>Application</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data dictionary management</td>
</tr>
<tr>
<td>Data quality analysis</td>
</tr>
<tr>
<td>Master data management</td>
</tr>
<tr>
<td>Issue and process management</td>
</tr>
</tbody>
</table>

### Technology will not

<table>
<thead>
<tr>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build organizational structures, responsibilities, accountabilities</td>
</tr>
<tr>
<td>Mend dysfunctional organizations</td>
</tr>
<tr>
<td>Implement organizational or cultural change</td>
</tr>
</tbody>
</table>
**Data governance applications / vendors**

- Allows management of data definitions
- Manages metadata within reporting environments
- Online service to communicate and define reporting terms
- Allows users to view definitions and terminology in reports
- Full suite of metadata management and data quality tools
- Issue resolution workflow functionality
- Some users report complexity and not making use of full functionality
- Data quality tool only
- No metadata management
- Metadata management tool only.
- Integration with reporting tools, website search and manage data definitions.
- Integrated with active directory security
- No data quality validation or profiling tools
Other vendors / products

[slide is intentionally blank]
Issues to consider when selecting technology

• Initial cost and annual cost

• Alignment with DG needs
  • Metadata management
  • Integration w/ reporting tools
  • Data quality
  • Security/user roles

• User community

• Ease of implementation and impact on IT
FINAL THOUGHTS
Takeaways

• Data governance is more about people than data
• All higher ed change management principals apply
• Process and written documents are essential
  • Leadership support
  • Broad-based consultation, including faculty
  • Opportunity for consultation
  • Representation
• Software can help, but it won’t fix broken processes or organizations
• Starting data governance is hard work; sustaining it is harder
Data governance is only one part of a data strategy

- A data strategy is a larger vision for how your organization will work with data.

- Data acquisition
- Data governance
- Data quality
- Data access
- Data usage & literacy
- Data extraction & reporting
- Data analytics