Approaches to Data Governance for Informing Campus Stakeholders
Data as an asset
Why is Data Governance important?

- **Chaotic**
  - No standards
  - Reactive to requests
  - No Master Data Plan
  - No strategy

- **Reactive**
  - Standards established
  - Master Data Plan identified
  - Strategy defined and communicated

- **Defined**
  - KPI identified and measured
  - Data and Rule Dictionary documented and maintained
  - Tiered stewardship
  - Master Data Plan Executed
  - Supporting technology framework developed and deployed
  - Root causes for issues being investigated, tracked, and measured

- **Proactive**
  - Improvement feedback loops operating
  - Root cause analysis feeding into the feedback process
  - Proactive management of data and rules dictionary
  - All information silos are fully integrated with master data systems (no shadow systems)

- **Predictive**
  - Process feedback focused on tuning rather than fixing
  - Processes fully automated and auditable
  - All users (admins, stewards, users, etc.) in tune with the approach and all know how to operate within the data system
  - People, processes, and technology working in harmony
Data Governance Spectrum

Data Lockdown

- Data are a liability
- Processes governed by fear
- No transparency
- Multiple versions of the truth
- Complaints from users
- Shadow systems to meet user needs
- One unit is the data owner

Open Access to Data

- Data are a liability
- Processes not governed
- Multiple versions of the truth
- Complaints from decision-makers
- No QC so data are governed by outputs
- Every unit is the data “owner”
Data Governance Spectrum

Data Lockdown

Open Access to Data

Optimal State

- Data are an asset
- Moderated risk
- Governance processes in place
- Organizational trust
- Data are owned by the institution
A Perfect Storm

Proliferation of Users

Proliferation of Data Sources
(Structured & Unstructured)

Proliferation of Tools
Data Governance Framework

Data-Driven Improvements

Information Literacy

- Policies & Standards
  - Establish Decision Rights

- Information Quality
  - Stewardship

- Privacy, Compliance, Security
  - Assess Risk & Define Controls

- Architecture, Integration
  - Consistent Data Definitions

Technology & People

Change Management
• Institutional buy-in
• Someone is on point
• Designed with improvement as the key driver
• Promotes data literacy
• People and relationships are key
• Acknowledges the need for risk management
• Recognizes the nuances of higher education