EAB

Who Should Read

President's Council
Data Governance Lead
Unit Data Stewards

Designing Effective Data Governance

Insights, Frameworks, and Tools to Help Structure Oversight for Your Data Governance Capability

PREPARE | DESIGN | DEFINE | DELIVER

IT Forum
Data Governance Center of Excellence

How to Use This Playbook

EAB Center of Excellence: Data Governance

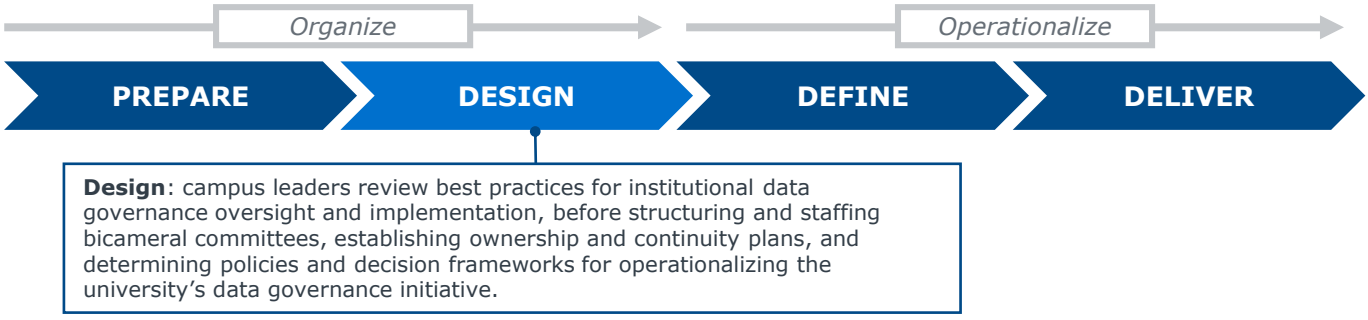
Plug-and-Play Resources to Guide Your Data Governance Initiative

While the IT Forum has traditionally focused on insights and best practices from the frontiers of IT management to address top-of-mind issues for CIOs and their direct reports, our new "Centers of Excellence" are built to provide end-to-end support on some of the perennial issues facing technology leaders in higher education.

In this Center of Excellence, leaders will find coverage of the processes involved in establishing an enterprise data governance capability. It includes basic concepts and tutorials to educate peers and stakeholders who may be unfamiliar with the process, as well as advanced practices proven effective among diverse higher education institutions, and the toolkits, exercises, and templates to replicate those practices on your campus.

Design Playbook

Capability design is performed during the **Organizing** phase of enterprise data governance. Effective capability review and design will head off many of the issues that disrupt and derail enterprise data governance initiatives in higher education. The process involves structuring and staffing data governance committees, organizational and continuity planning, and setting implementation standards and policies.



Included in This Playbook

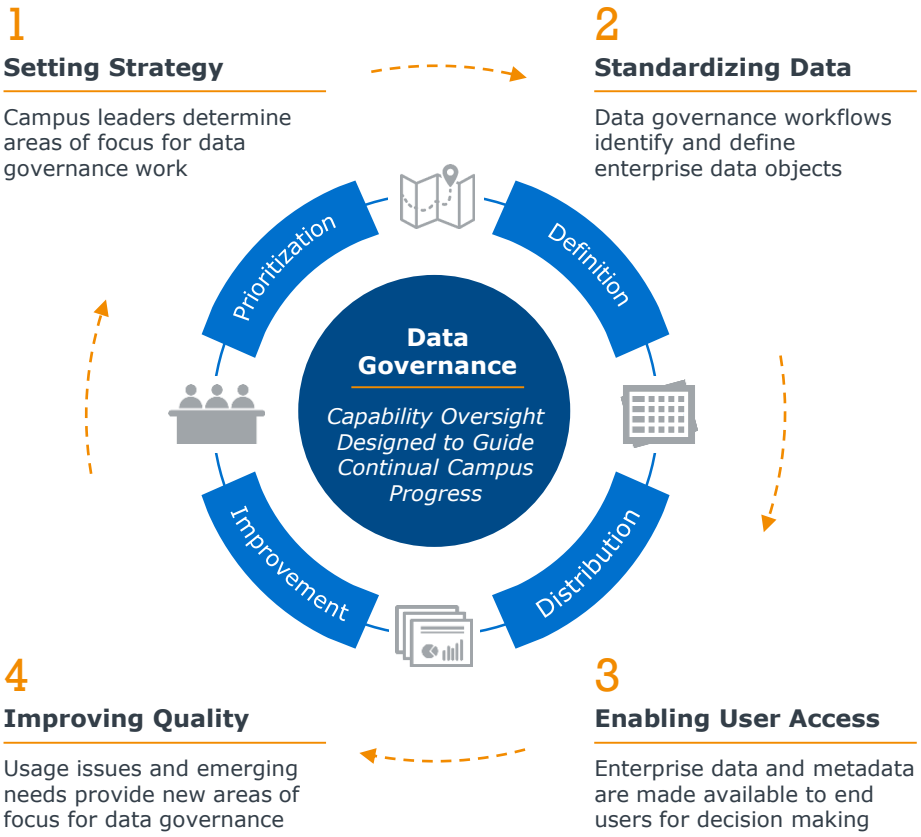
Data Governance: An Enterprise Capability

Data governance is not a project. It doesn't have a singular, time-bound objective or designated finish line. Instead, it's a set of enterprise capabilities that ensure a robust institutional data foundation that can feed into data-driven decision-making across the whole campus.

Creating the data foundation requires campuses to define and manage reliable enterprise data, promote secure data usage across campus, and consistently improve data quality and quantity to provide actionable information to decision-makers. At the front end of the process, leaders must prioritize enterprise data domains for consideration and definition; at the end, they must work closely with campus to respond to new needs and initiate better data stewardship among those inputting and using enterprise data.

As each of these activities requires ongoing effort from leaders and frontline staff throughout the institution, data governance initiatives must be carefully designed to ensure that each process incorporates the right individuals at the right times, and leverages appropriate mechanisms and frameworks to facilitate continuous improvement.

Enabling Campus With Accurate, Accessible Enterprise Data to Support Effective Decision Making



Data Governance is…

An enterprise capability that supports effective data management. Its processes include defining ownership rights and responsibilities, as well as creating and enforcing institutional standards and policies regarding data's meaning, storage, accessibility, usage and security.

Source: EAB interviews and analysis.

Designing Key Components of Data Governance

While designing their data governance capability, leaders should aim to create a responsive, agile workflow able to withstand campus change – whether from strategic direction shifts, leadership transitions, or technology and asset overhauls.

Establishing agile and sustainable data governance means designing an oversight model to stretch and bend with organizational change. In practice, this means focusing on building a shared understanding of the objectives that data governance aims to support, and then designing appropriate work distribution, accountability models, and decisioning frameworks to deliver the associated capabilities.

The rest of this *Design Playbook* contains resources gathered from leading higher education institutions to help guide your data governance capability design process across the following three domains:

- Data Governance Committees;
- Initiative Leadership and Organizational Continuity;
- Implementation and Stewardship Frameworks.

Design Considerations to Establish Accountability, Support Continuity, and Speed Consensus

1 How Should We Structure Data Governance Oversight?

Best Practice Solutions:

- Separate strategy and implementation into two separate workstreams
- Match committee member seniority to appropriate level of task allocation

Data Governance Committees

Turn to **p. 5**.

2 How Can We Ensure the Sustainability of Our Data Governance Process?

Best Practice Solutions:

- Designate a single individual as the head of data governance oversight
- Create continuity plans and onboarding resources for leadership transitions

Initiative Leadership and Organizational Continuity

Turn to **p. 12**.

3 How Should We Manage the Ongoing Work of Data Governance?

Best Practice Solutions:

- Nominate data stewards to provide full coverage of enterprise data
- Embed data governance accountability in existing role descriptions

Implementation and Stewardship Frameworks

Turn to **p. 20**.

Source: EAB interviews and analysis.

Data Governance Committees

Structuring and Staffing for Effective Data Governance

SECTION 1

Committee Structure and Staffing Crucial to Success

Many institutions seeking fast progress on data governance create just one committee to tackle all their strategy and implementation needs. However, these single committee models are often structured to fail.

IT Forum research found that when a single group was tasked with overseeing and implementing institutional data governance, the same failure points would emerge:

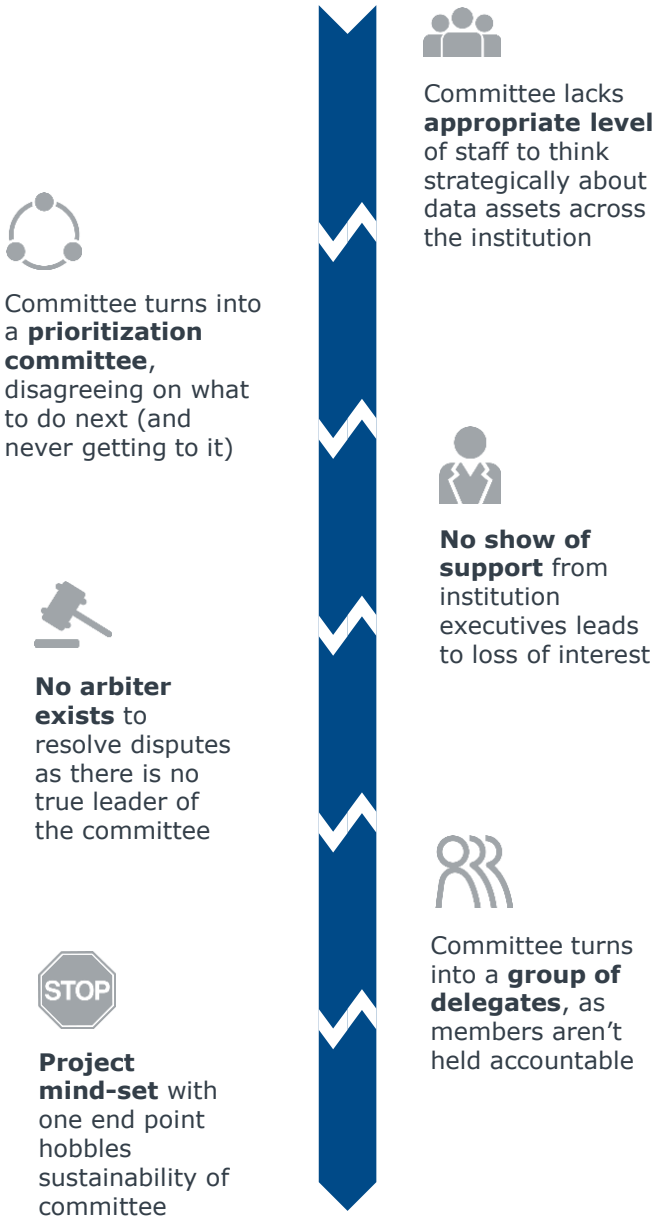
- The committee focused too much on planning, rather than acting;
- Disputes among committee members went unresolved;
- Members lacked accountability for attendance;
- Members stopped going to meetings, or sent delegates too junior to make decisions.

To design more robust data governance capabilities, institutions must pay closer attention to the difference between different elements of data governance, and meaningfully distinguish the delivery mechanisms for those objectives.

By understanding the work of data governance, leaders can implement more effective committee structures, policies, and procedures to create an agile and sustainable enterprise data governance capability.

Perils of a Single Committee Structure Too Common

It Only Takes One Failure Point to Break



Source: EAB interviews and analysis.

Bicameral Data Governance Committee Structure

Separating Vision from Execution Supports Continual Progress

Effective data governance comprises two capabilities: strategic oversight and implementation.

To ensure that institutions are able to pursue data governance in a way that is supportive of their shared institutional goals, a "Data Strategy Committee" should be used to determine executive prioritization of data governance work. The strategy committee should provide the vision and executive sponsorship for data governance, appoint an executive leader of the initiative, and assess general progress in data governance maturity.

To execute on the strategy, a "Data Working Committee" should be assembled. Individuals in the working committee focus on making headway against the strategic data priorities. Workload involves drafting, vetting, and approving enterprise data definitions, determining security levels and access rights for data, and assigning and monitoring data stewardship roles across campus.

Data Strategy Committee

- **Role/purpose:** Direction setting (the "what")
- **Seniority:** VP- to AVP-level
- **Composition:** Cross-functional data trustees (IT, Provost's office, CBO's office, Registrar's office, etc.)
- **Size:** 5-10
- **Time commitment:** Minimal (one hour per quarter or semester)
- **Agenda:**
  - *Vision*: What areas of the university may benefit most from better data?
  - *Ownership:* Who is the executive leader of the data governance initiative?
  - *Progress*: What has the data governance committee done since the last meeting, and what should they focus on until our next meeting?

Data Working Committee

- **Role/purpose:** Execution (the "how")
- **Seniority:** AVP- to director-level
- **Composition:** IT, BI, and cross-functional data stewards (Provost's office, CBO's office, etc.)
- **Size:** 12-20
- **Time commitment:** High (at least one hour per week or month)
- **Agenda:**
  - *Data Definitions*: What should the definition and security level for the identified data terms be?
  - *Term Requirements*: What standard terms do we not have access to that are causing problems in analysis or function?
  - *Data Stewardship*: Are the right people in data stewardship roles across campus?

Source: EAB interviews and analysis.

Suggested Committee Member Lists

Strategic- and Implementation-Level Representatives from Campus

To ensure appropriate institutional representation across both levels of committee, the selection process should consider individuals from across all campus domains. The table below offers potential committee members from different campus functions, mapping the seniority of an individual to the recommended committee for their participation.

Potential Governance Committee Members

Institutional Office	Data Strategy Committee *VP- to AVP-Level*	Data Working Committee *AVP- to Director-Level*
Advancement	• Chief Advancement Officer	• Director of Development
Athletics	• Director of Athletics	• Associate Athletic Director • Athletics Compliance Program Director
Business Intelligence	• Director of Data Governance	• Director of Data Governance • Director of Business Intelligence • Data Architect
CBO's Office	• Chief Business Officer	• AVP of Finance • AVP of Facilities • Budget Director • Director of Internal Audit
Human Resources	• VP of Human Resources	• Director of Human Resources • Payroll Manager • HRIS Manager
Information Technology	• Chief Information Officer	• Information Security Officer • Director of Information Technology
Institutional Research	• Director of Institutional Research	• Associate Director of Institutional Research
Provost's Office	• Provost	• AVP of Planning • AVP of Student Success • Director of International Education • Librarian
Security/Risk/Legal	• General Counsel	• Associate General Council • Director of Risk Management • Chief of Police • Director of Compliance
Student Affairs	• VP of Student Affairs	• AVP of Student Affairs • Director of Student Services
Registrar's Office	• Registrar	• Associate Registrar • Director of Enrollment Management (Undergraduate) • Director of Enrollment Management (Graduate)
Research	• VP of Research	• Director of Research and Compliance

Source: EAB interviews and analysis.

Strategy Committee Member Selection Checklist

Select 5-10 Individuals To Guide Data Strategy

The Data Strategy Committee will be expected to meet a few times each year (typically once per quarter or semester, but sometimes less often), and use their time together to identify and prioritize the institution's data needs. Those selected for the committee should be able to make the appropriate time commitment, as well as lend their full, vocal support to enterprise-wide data initiatives on campus. When selecting members of this group, institutions should look to include representation from across the institution's different functional areas.

Who is Right for the Strategy Committee?

Use the checklist below to assess if a potential committee member has the necessary authority, competencies, and skills needed to play an effective role in driving data governance strategy forward.

Data Governance Strategy Committee Member Criteria	Yes	No
1. Does the person have sufficient executive authority within the institution to be seen as a strategic leader or authority figure?	☐	☐
2. Is the person a vocal champion of data-driven decision-making at the institution?	☐	☐
3. Does the person oversee or direct a functional area that deals closely with large quantities of institutional data?	☐	☐
4. Has the person complied with data policies or guidelines in the past?	☐	☐
5. Can/will the person commit to regular attendance at Data Strategy meetings?	☐	☐

Key Components of a Successful Strategy Committee

- All stakeholders recognize the importance and value of having effective data governance
- Committee represents a cross-functional view of the institution, with varying levels and points of data interaction and management
- Strong mission statement and group charter to ensure that all members have a shared understanding of their role and purpose
- Universal commitment across the board to the committee's time and investments needs

Source: EAB interviews and analysis.

Sample Strategy Committee Charter

The Data Strategy Committee – or the Data Governance Steering Committee as it is called at the University of Wisconsin, Madison – should have a charter to assure that everyone has a shared understanding of the expectations and responsibilities of the group. Codifying this information in a project charter helps communicate the importance and structure of the Committee with the rest of the institution, and provides guidelines for initial efforts to be undertaken.

Data Governance Steering Committee Charter

THE UNIVERSITY of WISCONSIN MADISON

Purpose

In aligning with the priorities established for the University of Wisconsin – Madison, the mission of the Data Governance Program is to allow for and facilitate data-driven decision making. The Data Governance Steering Committee has been established to sponsor and ensure the success of that program.

Responsibilities

The Data Governance Steering Committee is responsible for:

- Provide executive level guidance to the program.
- Determining priority of major data-related projects.
- Allocating budget for said projects where appropriate
- Assisting in assigning resources to said projects where appropriate
- Promote Data Governance across UW-Madison
- Assist in removing barriers to the implementation and on-going operations of the program.

Meetings

The Data Governance Steering Committee will meet bi-annually.

Members

The Data Governance Steering Committee is comprised of the following roles:
Provost & Vice Chancellor for Academic Affairs
Vice Chancellor for Finance & Administration
Vice Chancellor for Research and Graduate Education
Vice Provost for Information Technology and Chief Information Officer
Vice Provost for Enrollment Management
Chief Data Officer (Ex-Officio & Non-Voting)

Source: University of Wisconsin Madison, Data Governance Program Charter, 2015; EAB interviews and analysis.

Working Committee Member Selection Checklist

Select 12-20 Individuals to Conduct Data Governance Work

The Data Working Committee will be expected to meet once per week or month, and use their time together to draft and approve data definitions as guided by the data strategy committee, oversee data quality assurance mechanisms, and assign and regulate data stewardship roles. Those selected for the committee should be able to make the appropriate time commitment, and possess the necessary skills and competencies to be an active contributor to data definitions, data sensitivity conversations, and ongoing data management initiatives.

Who is Right for the Working Committee?

Use the checklist below to assess if a potential committee member has the necessary commitment, skills, and authority to carry forward the work of the data governance function.

Data Governance Working Committee Member Criteria	Yes	No
1. Does the person have executive or managerial authority within a major data-owning business unit at the institution?	☐	☐
2. Does the person have sufficient experience with business data to be able to contribute to data definitions and conversations?	☐	☐
3. Does the person have a good track record of applying data to make decisions?	☐	☐
4. Will the individual respect confidential and restricted data rights and regulations?	☐	☐
5. Can/will the person commit to regular attendance at Working Committee meetings?	☐	☐

Key Components of a Successful Working Committee

- All members recognize the need for standard data definitions and overall data management across business units
- Committee represents a cross-functional view of the institution
- Strong mission statement and group charter to ensure that all members have a shared understanding of their role and purpose
- Universal commitment across the board to the committee's time and investments needs

Source: EAB interviews and analysis.

Initiative Leadership and Organizational Continuity

Roles and Processes to Create Sustainable Data Governance

SECTION 2

Data Governance Continuity Plans

Planning for Sustainability in Data Governance Initiatives

When individuals leave or join an institution, data governance initiatives can easily be derailed. New leadership may bring in different ideas for implementing data governance, or key players in existing oversight models may leave gaps in operational data governance processes. To head off disruptions from the outset, leaders should design data governance oversight models to include a single source of initiative accountability, and appropriate continuity plans to manage leadership transition.

1 Establish a Data Governance Lead

Making it someone's job means greater accountability for data governance progress. Although shared governance is necessary for data governance to function effectively across the institution, designating a lead for the initiative ensures that someone is focusing on execution and holding different groups accountable.

2 Create Explanatory Documentation

Documentation of purpose, processes and protocols helps newcomers get up to speed. Ready-to-deploy content should explain both the importance of data governance for the institution, and the specific processes and protocols in place across campus to help newcomers acclimate.

3 Onboard New Leaders Efficiently

Proactively engaging new institutional leaders heads off overhaul. Data governance leads should seek out new leadership to explain existing structures and processes, highlighting their effectiveness and pointing to the specific role of new leadership in their continuity.

Source: EAB interviews and analysis.

Sample Data Governance Director Role

Washington University's Director, Data Governance (2019)

The organizational lead for data governance should be a campus-facing role that acts as a liaison between the various invested stakeholders. Individuals should have executive presence and authority, with a reporting line that emphasizes cross-institutional partnership. At Washington University in St. Louis, the Director for Data Governance will report to the Office of the Provost, and liaise with units and IT groups across two campuses.

Director, Data Governance

Position overview:

The Director for Data Governance position's purpose is to serve as a strategic and tactical leader for Data Governance for the University at large. The position is responsible for working with campus data stewards, owners, and stakeholders as well as operational and IT units to ensure that policy and processes exists to effectively share, protect, and facilitate the leveraging of data as asset in our planning, decision making, and in support of our mission activities. This position is also responsible for the development, management, and continuous iteration of a University policy, governance, process, and standards that grow our data assets, and enablement in both academic and administrative areas. This position will lead efforts in planning to implement the strategy and continuously improve.

Principal Duties and Responsibilities:

Data Governance (Development and Management)

- Establish and govern an enterprise data governance implementation roadmap including strategic priorities for development of information-based capabilities.
- Roll out an enterprise wide data governance framework, with a focus on improvement of data quality and the protection of sensitive data through modifications to organization behavior policies and standards, principles, governance metrics, processes, related tools and data architecture.
- Define roles and responsibilities related to data governance and ensure clear accountability for stewardship of the company's principal information assets.
- Serve as a liaison between schools and central administrative areas and technology to ensure that data related business requirements for protecting sensitive data are clearly defined, communicated and well understood and considered as part of operational prioritization and planning.
- Develop & maintain inventory of the enterprise information maps, including authoritative systems, data owners, and stewardship roles.
- Facilitate the development and implementation of data quality standards, data protection standards and adoption requirements across the enterprise.
- Define indicators of performance and quality metrics and ensure compliance with data related policies, standards, roles and responsibilities, and adoption requirements.
- Lead Senior Management, comprising resources from the schools and central administrative areas and IT functions, to achieve their objectives.
- In conjunction with the IT, provide progress reports to executive leadership and oversee periodic updates to the Data Governance Roadmap.
- Partner with IT to coordinate external data sources to eliminate redundancy and streamline the related expenses.
- Identify new opportunities pertaining to the use of information assets to achieve efficiency and effectiveness as a strategic business asset at the Senior Management table.
- Perform regular auditing to ensure that policies, structures, and practices are being followed.
- Manage the definition of data that exists in all of the domains and the associated catalog.

Source: Washington University, Job Posting #43795, 2019; EAB interviews and analysis.

Sample Data Governance Director Role

Washington University's Director, Data Governance (2019)

Organizational Governance and Management

- Lead efforts to ensure that those involved in governance fully understand their roles, decisions, and the data assets for which they are responsible and involved. Train them on a regular basis.
- Lead organizational governance activities to help prioritize work, requests, and resource focus in the provost and IT units.
- Develop and maintain an annual certification process for resources that will utilize data for reporting and analytic work to ensure that they understand policies and standards around data, understand the data, and the tools to effectively produce what is needed by the academic and administrative areas.
- Lead engagement with the executives, schools, faculty, staff, and others to determine current state issues, future state needs, and develop priorities.
- Work closely with IT partners to develop an implementation roadmap as well as short and near term tactical plans to bring the strategy.
- Define roles/responsibilities related to reporting/analytics along with expectations for schools and central unit resources.
- Champion both the interests of the schools and executives, and the use of data in key decisions and key activities.

Project Planning & Leadership

- Manage a portfolio of moderate to complex projects related to governance and reporting for the University.
- Interact with leadership with trends observed and collaborate on strategic actions steps.
- Work with all levels of the organization to ensure that expectations and outcomes are clearly meeting needs.
- Understand and implement the measurements needed to drive improvements. This includes carrying out data analysis and data quality results.
- Communicate issues and status reports to leaders and/or stakeholders.
- Apply process and technology enablement knowledge to analyses and problems.
- Escalate complex issues to project sponsors and/or leaders and make recommendations on how to overcome these
- Serve as a key member of a MyDay project team responsible for implementing a new university-wide ERP system.

Engagement

- Establish regular engagement with key executives and stakeholders to future state facilitate planning.
- Engage with Stakeholders in the schools, provost, central administration, and others to define organizational requirements and needs.
- Participate or facilitate key planning and involvement activities with the stakeholders around the University.
- Lead efforts on behalf of the provost in the development of University-wide data and data-stewardship standards.

Organizational Alignment

- Engage with various groups across the organization such as user groups, school leadership, and external partners such as BJC to ensure that we are aligned in approaches and strategies where appropriate.
- Ensure that standards are established, communicated, and training provided to ensure the University community continues to adhere to structure.
- Engage with the research community to understand how data can and will be leveraged in current and future research.

Source: Washington University, Job Posting #43795, 2019; EAB interviews and analysis.

Sample Data Governance Director Role

Washington University's Director, Data Governance (2019)

Qualifications:

Required Qualifications

Bachelor's degree in a related field plus 10 years of relevant experience, or the equivalent combination of education and experience.

Relevant experience includes: participating meaningfully in the design and implementation of enterprise data governance, business intelligence and reporting, and/or organizational analytics in an environment similar to a complex research university's; leading projects requiring technical and/or business expertise; resolving complex technical or business challenges; providing direction and leadership to a projects and organizational leadership teams.

Preferred Qualifications

- Proven experience with academic management from the perspective of a university, school or other academic unit at an institution of a scale and complexity comparable to Washington University.
- Prior experience serving directly in a higher education academic school or college.
- Proven experience with current technology solutions in the higher education environment as related to Finance, HR, and Student systems (especially cloud-based solutions), and significant experience with ERP implementations (preferably from a functional perspective).
- Proven experience designing and implementing data governance in a complex (decentralized) organization.
- Proven experience designing and implementing an organizational reporting strategy that provided decision making input and analysis to senior leadership.
- Prior experience in a higher education technology environment.
- Prior experience in a matrix management structure in which you rely on other leaders for delivery of portions of your work.
- Prior experience in developing, designing, or delivering reporting or analytic solutions for leadership.
- Extensive experience using project management and various systems development methodologies.
- The interpersonal versatility, comprehensive vision, organizational skills, and communication ability to sustain trust across a complex, multi-constituent environment, to lead and facilitate strategic disruption, and to align interests for the sake of greater common goals.
- Expertise in delivery technologies and data access and a working knowledge of analysis and reporting tools that can address the needs of an academic enterprise.
- Ability to partner with WashU IT staff and generally to work in a team environment.
- Ability to work well with and coordinate effectively a range of subject-matter experts from the schools who will participate in the design and implementation of the systems, and to interface on their behalf with technical experts in IT Services, from vendors, and from implementation partners.
- Basic familiarity with the principles of project management.
- Demonstrated skills in project management, leadership, and/or analysis, negotiation, systems analysis, leadership and team building, client relationship management, process improvement, strategic planning.
- Ability to work independently and proactively.
- Experience in business intelligence and analytic environments.
- Proven ability to creatively solve problems and to influence outcomes through persuasion, effective communications and relationship building.
- Demonstrated leadership qualities such as conflict/issue resolution.
- Ability to organize and work effectively in a matrix organization with cross-functional project teams from various departments and locations.
- Excellent organizational and communication skills, both verbal and written.
- Ability to learn quickly and adapt to new circumstances.
- Ability to work extra hours and adjust schedule and recognize the need to do so.
- Ability to adjust to changes in priorities and demands on time.
- Demonstrated ability to manage environments and leadership using metrics.
- Significant ingenuity and flexibility is expected.

Source: Washington University, Job Posting #43795, 2019; EAB interviews and analysis.

Enterprise Shared Asset Statement

An Excerpt from Oregon State University's Strategic Plan

Securing buy in from new leaders joining the institution is easier when campus has made a clear public statement regarding data's strategic importance. By presenting a culture that values data for decision-making, institutions create an expectation of collaboration and stewardship around data and analytics efforts *before* new leaders take up their role.

At Oregon State University, the strategic value of IT is made plain in the institution's Strategic Plan, along with clear directives for expected behaviors and outcomes to help avoid data ownership battles across campus units and silos.

Key Initiatives Needed to Meet Plan Goals:

1. Enhancing Diversity
2. Stewarding OSU's Resources
3. **Recognizing Technology as a Strategic Asset**

Technology as a Strategic Asset

Technology and information occupy a critical role in a 21st century university… Greater accountability, enhanced expectations of a current generation and growth in the development, management and delivery of digital resources point to the expanding role that big data, analytics and information technologies provide as a strategic and enabling asset.

We Will:

Ensure that relevant information is widely shared and strategically used to make effective decisions and measure progress toward achieving university goals.

To communicate the importance of data, some higher education institutions have incorporated the idea of "data as a strategic asset" in institutional strategic plans.

Interviewees at Oregon State note that this affirmative statement elevates the necessary work to support these goals (e.g., eliminating data silos), to a place of strategic importance to campus leadership. The statement also helps eliminate campus members' declarations of data ownership.

Source: Oregon State University, Strategic Plan 3.0, 2014; EAB interviews and analysis.

Data User Community Principles

Emphasize Collegiality, Discourage Ownership

Reinforcing the culture of data sharing among data users helps embed "data as a strategic asset" thinking in the campus community, and provides bottom-up sustainability for data initiatives.

To access some reporting tools, such as Tableau Server, University of Kentucky campus members must agree to a set of "Analytics Community Principles." These guidelines promote a culture of collegiality around data use. The principles identify data as a communal asset that should be shared across campus whenever appropriate, with respect to data privacy concerns. The overall message of the principles is clear—a culture of sharing will advance the university's mission far better than a culture of data ownership.

University of Kentucky's Analytics Community Principles

Be safe and secure. Respect the acceptable use of information policies and guidelines the university has in place. Please have good passwords and secure your laptop, desktop and other devices appropriately. Treat private student and UK information appropriately.

Be collegial. University data is a community asset and a community of people steward the data. Use and share the data with the best interests of the university community in mind. Since parts of our data analysis environment is designed to allow for greater transparency, analysis will potentially be able to see other unit data. While we will make private to a unit what absolutely needs to be private, the way the university runs its business often involves multiple colleges and units at the same time requiring broad data access. Don't use your access to take unfair advantage of another unit.

Help improve data quality. If you see data that doesn't appear to be correct, let someone know. We have a team of staff dedicated to helping improve data quality. This team can work with colleges and units on any data entry and data management processes that might need to be changed to improve data quality.

Be open-minded and inquisitive. Data can be represented in multiple ways at the same time. While the teams are taking great care to enable multiple views of the data to support the community, you might have a valid and unique perspective. In time, we can accommodate more ways of looking at the same data while not interfering with other views or taxonomies.

Share. The main benefit from open analytics is the power of a community of analysts learning from each other rather than a few select individuals hoarding knowledge or access. As the community improves its knowledge and skill with the data, the university can improve accordingly.

Source: University of Kentucky, "Tableau Server Access Request"; EAB interviews and analysis.

Data Governance Onboarding Checklist

Engaging New Campus Members in Established Data Governance

When individuals join the institution, they are likely arriving from an organization with different data governance structures and processes. While adapting the institution's structure to incorporate new ideas and best practices can improve an existing structure, overhauling the structure itself – or creating new workarounds and adjacent processes to accommodate different preferences – is significantly detrimental to the sustainability of data governance initiatives.

To ensure smooth onboarding, data governance sponsors should provide clear steps for new executive leaders to understand three domains: the institution's vision for data governance, the design and purposes of the initiative in place, and the role to be played by the individual joining the institution in driving those processes forward. Finally, regular check-ins with the data governance lead should be set up over the first year in seat, to understand any emerging concerns, and provide one-on-one clarification around processes and expectations.

Four Questions to Address During New Hire Onboarding

Questions to Address	Onboarding Checklist
1  *Why are we doing this?*	✓ Share the EAB presentation to communicate why data governance is important for higher education ✓ Provide any institutional strategy documents and rules of engagement that need to be followed
2  *How do we do this at our institution?*	✓ Share the initiative design and processes to illustrate how data governance is organized at the institution ✓ Include any relevant insight into how data governance organization decisions were made at the institution
3  *What is the new hire's role in carrying work forward?*	✓ Share specifics around how the person fits into the overall process and support of data governance initiatives ✓ Define performance expectations, including time commitments for committees and workflows
4  *Who can I ask for clarification?*	✓ Provide clarity around who is involved at each step in the process of data governance at the institution ✓ Schedule check-ins at regular intervals over the first year to address any questions or concerns

Source: EAB interviews and analysis.

Implementation and Stewardship Frameworks

Preparing People and Structures to Operationalize Data Governance

SECTION 3

Data Domain Mapping Process

Bottom-Up Information Assessment to Determine Needed Stewardship Roles

Selecting appropriate data stewards requires a high-level understanding of the data domains in use across the organization. Tasking frontline workers in those functions to oversee data governance implementation and take accountability for data within their purview will see faster results in data definition and quality improvement initiatives. The process used at the University of Washington is detailed below, while their full data domain map can be found on the following page.

University of Washington's "Data Map"

The Purpose

University executives leading the University of Washington's data governance initiative tasked their data governance committee with creating a data map to identify the data types that required governance.

The Process

Committee members broke down data into major categories and then into business domains, creating 61 business domains with data that needed governance. A data steward was assigned to each domain, with some responsible for more than one domain depending on the data.

The Outcome

The data map has evolved to serve as a campus directory for data. Constituents can use the map to identify and contact the data steward for a term when questions arise regarding data in their particular business domain.

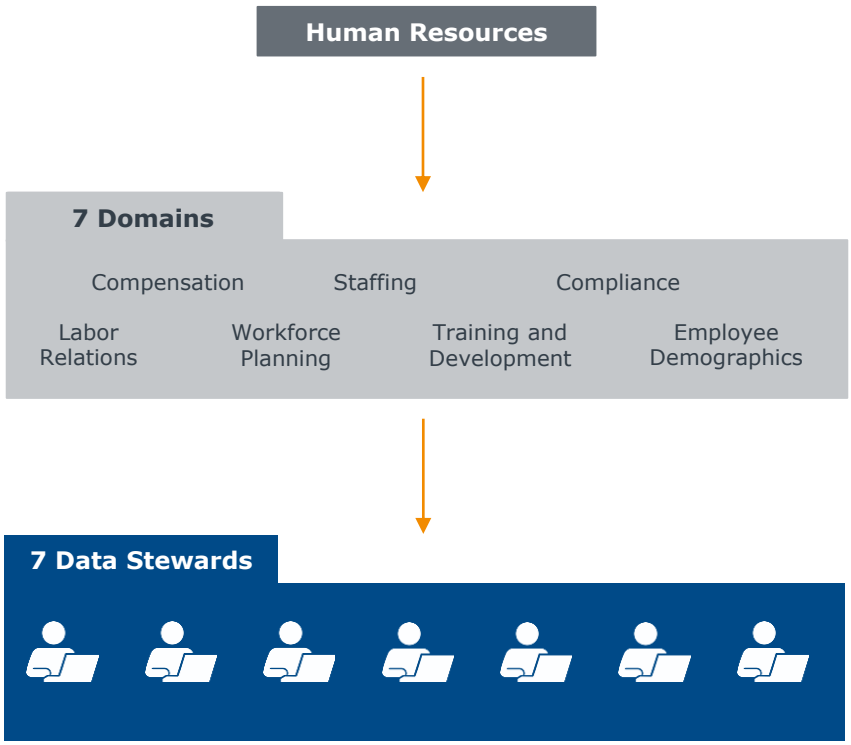
Using Data Mapping to Allocate Data Stewards

1 **MAP**
out each functional area across campus where data is collected, stored, or used.

2 **IDENTIFY**
the number of business domains within each functional unit.

3 **ASSIGN**
the number of data stewards needed, for each business domain.

Example Business Domains in Need of Data Governance



Source: University of Washington, "The UW Data Map"; EAB interviews and analysis.

Institutional Data Steward Domain Map

Ready-Made Domains for Data Steward Assignment

To help fast-track domain identification on any campus, the University of Washington's Data Map provides high level data subject areas and lower-level business domains to jumpstart your data steward assignment process. The full Data Map, available online, gives details of each business domain's data custodians (some domains have multiple stewards), and their contact information.

Master Data

- Accounts
- Budgets
- Buildings and Rooms
- Calendar
- Group Mgmt/Targeted Comms
- Institutional Metrics and Objectives
- Institutional Rates
- Organizations
- Payroll Unit Codes
- Person/Entity/Identity Mgmt
- Planning Goals

Academics

- Academic Support and Experiential Learning
- Applications, Admissions, and Enrollment
- Curriculum and Courses
- Educational Assessment
- Financial Aid
- Honors
- Recruiting, Advising, and Retaining
- Student Accounts
- Student Demographics
- Student Life
- Student Satisfaction
- Teaching Support
- Transcripts, Degrees, and Awards

Financial Resources

- Accounts Payable
- Accounts Receivable
- Budgeting
- Capital Projects
- Cashiering
- Cost Accounting
- Fixed Assets
- General Ledger
- Investment Management
- Physical Plant
- Purchasing
- Receiving
- Vendor Management

Services and Resources

- Business Services
- Emergency Management Services
- Environmental Health and Safety
- Equipment and Leases
- Facilities
- Housing and Food
- ID Cards
- Instructional Technology
- Intercollegiate Athletics and Ticketing
- Risk Management and Compliance
- Safety and Security
- Space Inventory
- Supplies and Inventories
- Transportation and Parking Services
- UW-IT Computing Infrastructure

Human Resources

- Compensating
- Compliance
- Employee Demographics
- Relating
- Staffing
- Training and Development
- Workforce Planning

Research

- Compliance
- Departmental Research
- Equipment and Instrumentation
- Funded/Sponsored Research
- Impacts/Benefits/Partnerships
- Research Expertise/Staffing
- Space and Facilities

University Advancement

- Alumni Services
- Capital Projects Campaigns
- Constituency
- Custodianship
- Gift Processing
- Prospect Management

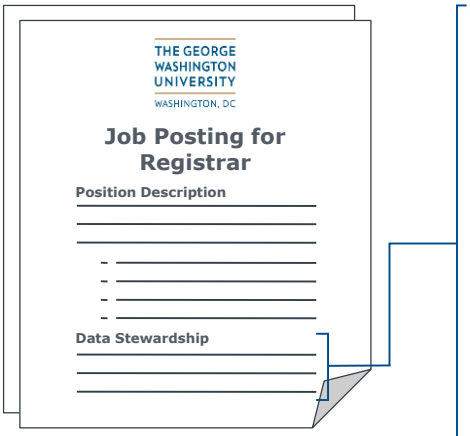
Source: University of Washington, "The UW Data Map"; EAB interviews and analysis.

Data Steward Role Overview

Responsibilities and Required Skills to Build into Steward Job Descriptions

When data governance responsibilities are viewed as an "add-on" demand to existing roles, workers are more apt to feel overburdened, and shun data efforts in favor of tasks and expectations outlined in their formal job description. To ensure that data responsibilities were elevated to the appropriate level of consideration in employees' performance management, George Washington University incorporated data stewardship roles and responsibilities into the job descriptions of affected employees and new hires.

Data Responsibilities Built into Job Descriptions at George Washington University



1 Responsibilities

- Attend stewardship group meetings
- Develop data definitions and access policies
- Log and work to resolve data quality issues
- Review data sharing requests
- Ensure data definition implementation

2 Required Skills

- Knowledge of business processes' relationships with data
- Flexibility to view data as a university resource
- Ability to work within a team
- Ability to communicate effectively to create data policies, answer data questions, and encourage proper use of data

What is a Data Steward?

Data stewards are university business officials (working outside George Washington University's IT Department) who have direct operational-level responsibility for the management of one or more types of institutional data and have the authority to make decisions.

Source: George Washington University, "Data Stewardship Responsibilities"; EAB interviews and analysis.

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