TO:        Charles F. Zukoski
           Provost and Executive VP for Academic Affairs

FROM:      J. Brice Bible
           Vice President and CIO

DATE:      November 26, 2014

SUBJECT:   Recommendation to Form Data Governance Council

The Data Governance Executive Oversight Group has completed its preliminary work and makes the following recommendations for your consideration and approval. A more detailed outline of the first year's data governance work is also attached for your review:

- The Data Governance Executive Oversight Group will conclude and recommends that the Data Governance Council (DGC) be commissioned by the Provost.
- The initial DGC membership should be made up of Data Trustees, Vice Presidents and Vice-Provosts who have functional responsibility for institutional data systems, the VP CIO, and the Deans currently on the Data Governance Executive Oversight Group.
- The DGC will also include subgroups such as the Data Stewardship Committee (DSC) and a Technology Infrastructure Advisory Group.
- The VP CIO will serve as the initial Chair of the DGC.
- The VP CIO and others will meet with each Trustee to assist them in selecting and naming the Data Stewards for the functions in their areas.
- The DSC will include three types of members:
  - Data Stewards as named above
  - Ex Officio members whose role within the university's administration makes them important to include such as VP CIO and IR staff
  - Ad Lucem members whose inclusion will lead to more enlightened outcomes and represent the needs of decanal units and ensure a transparent process in line with the data governance principles

- The DGC will formally appoint the membership of the DSC and name a Chair to arrange and lead meetings as well as serve on the Data Governance Council.
- The DGC will meet quarterly or more frequently as necessary.
- The DSC will meet at a minimum monthly to conduct business and will organize smaller ad hoc groups as necessary. The DSC will provide regular reports to the DGC and university leadership as appropriate.
- The DGC will provide an annual report and recommendations to the Provost at the end of each academic year.

**Approval Signature**

_____

Charles F. Zukoski                                                        Date

Attachment

CC:            Satish Tripathi, President
               Data Governance Executive Oversight Group

**Ad Hoc Committee on Roles, Procedures and Standards for Data Management**
**Goals for Year 1**

| Goal | Responsibility | Target Completion |
|---|---|---|
| Approve initial scope of *Institutional Data* that will be considered.<br>• *Initial* focus includes:<br>   o *Student Records*<br>   o *Financial Aid*<br>   o *Admissions (UG and Grad)*<br>   o *Human Resources* – Faculty / Staff (Headcount / FTE)<br>   o *Finances* – Budgets, Expenditures<br>   o *Research* – Grants (counts, dollars)<br>   o *Space* – Allocation to Department / Person<br>   o *Publication / Citation Data* – Scholastic Indicators<br>   o *Organizational Structure* – Entity / Hierarchy, Academic Structure | Data Governance Executive Council | October 2014 |
| Formalize initial organizational structure for data management, including:<br>• Approve definition of <u>*Data Trustee*</u> role and identify resources to fill this role for each of the areas listed above<br><br>• Approve definition of <u>*Data Steward*</u> role and identify resources to fill this role for each of the areas listed above<br><br>• Formalize Data Governance Council and Data Stewardship Committee (DSC)<br>   o Name Chair of Data Stewardship Committee<br>   o Add others Ex Officio and Ad Lucem members, nominated by the Data Trustees who have a vested interest in reporting and analysis | Data Governance Council<br><br><br>Data Trustees<br><br><br>Data Governance Council | November 2014 |
| Conduct research into Data Management structures within Higher Education<br>• Review documentation / conference calls to determine lessons learned from peers<br>• From this research, mold / modify UB structure and document to formalize | Data Governance Council, Data Stewardship Committee | February 2015 |
| Identify / inventory key institutional data elements across domains above (common fact book items)<br>• For example, *Faculty Headcount* or *Student Enrollment* | Data Governance Council, Data Trustees, Data Stewardship Committee | January 2015 |
| Select 3-5 elements from each domain and build inventory of definitions across the various needs / purposes<br>• Build process each area will use for the definition phase; this will include creation of sub-teams for each area in addition to review at Data Stewards level to maintain consistency<br>• Beyond definition, begin to assemble the attributes that we will collect on each, i.e. system of record, transformation rules, security, etc.<br>• Store these attributes in a user-accessible repository<br>• Begin process to adapt data models to support these definitions<br>• Debrief on the process to identify opportunities for optimizing / re-engineering | Data Stewardship Committee, Sub-teams to be determined for each data domain by Data Stewardship Committee | April 2015 |
| Prepare report / recommendation for permanent Data Management structure from experience gained over the past year | Data Governance Council, Data Trustees, Data Stewardship Committee | June 2015 |

<u>Memo from the Provost</u>

Thank you for your service. I approve your recommendation and charge the Data Governance Council as follows:

## Data Governance Council

- Establishes overall policy and guidelines for management and access to the institutional data of the university
- Provides review, resolution, and approval of institutional data definitions as per guiding principles
- Appoints the membership of the Data Stewardship Committee and names a Chair or co-Chairs who will also serve on the Data Governance Council
- Reviews and reports on the performance of the overall data governance initiative on an annual basis

## Data Stewardship Committee

- Provides consistency in the approach, designation, and governance of data, metadata, and the information base of business processes
- Defines clear and commonly-used structures, models, definitions, and processes to support coordination and collaboration, effective decision-support, and efficient operations University-wide
- Gives guidance and recommendations concerning institutional data related to expanding access, improving quality, strategic planning, assuring security, and business performance management
- Responsible for recommending policies, establishing procedures and guidelines for university-wide data administration activities; the domain of these activities include:
  - classification of data
  - access to data
  - data security
  - data documentation
  - data integrity, validation, and correction
  - data manipulation, modification, extraction, and reporting
- Formalize and adopt roles and responsibilities of individuals involved in the management of university data
- Consult as necessary and provide progress reports on a regular basis to the Data Governance Council