***Data Governance at UWM***

This document proposes the creation of a data governance committee at UWM, details actions and steps taken thus far, and outlines goals and structures for implementation.

**Context and Discussion History**

Information and technology play a critical role in strategic decision making. Greater accountability and expectations coupled with growth in data resources will lead to an expansion of big data, analytics and information technologies as strategic and enabling assets to accomplish university functions. Ensuring relevant information is widely shared, understood, strategically used to make effective, considered decisions as well as mark progress towards achieving goals requires investments in personnel, resources and infrastructure.

In the summer of 2014, personnel representing all divisions and constituencies from across the UW-Milwaukee campus began meeting to discuss the state of data, information and technology particularly as it related to strategic decision making. It was widely recognized that in order to become a more data driven institution, UWM needed to assess current resources and develop mechanisms that would enable easier access to understandable and action-oriented information.

UWMs data currently resides in fragmented and sometimes incompatible data sets resulting in a wide variety of data tracking, collection, and storage methods by various university units. At UWM, historically the role of custodian has been unique to each silo with decisions regarding access, structure and definition relegated to each custodial office. In order to confidently and broadly analyze and report data that accurately reflects activities across the institution, core issues need to be addressed.

The work group began by recognizing the following core principles and goals:

Core Principles:

1. Data are a critical resource and belong to the institution, not individual units.

2. Data are as important for analysis and reporting as for transactional/operational needs.

3. Policies and procedures must be standardized to ensure data quality.

4. Data and policies must be compliant with legal and confidentiality considerations.

Goals:

1. Create transparency – make data more accessible and easier to get and use.

2. Enhance accountability – eliminate inconsistencies in collection, processing, reporting, and reduce multiple, disparate sources.

3. Emulate best practices in data management.

4. Create efficiencies by increasing consistency, coordinating analytical resources, and eliminating duplication.

The coming together of personnel in the Data Analytics Work Group (DAWG) created a mechanism for face-to-face communication across silos, educational opportunities to discuss needs, barriers, innovative solutions, and topic coordination and collaboration. Topics discussed included report development, data access, tools and resources.

While it was clear that many felt that they did not have the data required to make strategic decisions, it was also clear that data resources existed that many were not necessarily aware of or knew how to access. The group engaged in a multi-phased process of cataloguing strategic questions, along with the data, tools and personnel needed to address those questions. To the extent possible, if data resources already existed, people were directed to them. In some cases, it was also clear that the complexity of the issues required greater clarity and direction regarding the metrics that would be useful and beneficial for prioritization and development.

As a result of these initial discussions, several initiatives were launched, not the least of which was coordinating with web development personnel to create a campus “data hub.” Development of the hub is still ongoing. When launched, the hub will provide a single point of access to data reports on campus, allowing end-users to search for reports and contacts to data in one place rather than trying to determine who to contact in what office in order to access data resources.

Finally, many broad questions were raised throughout this process about how data is managed, or not managed, at UWM. As a result, the work group also began to explore what type of infrastructure would enable improved resource management, processes, and efficient operations. Referencing work at other institutions and drawing for resources developed by the Education Advisory Board in their research on national best practices, DAWG began development of a data governance structure. The first structure proposed acknowledged the importance of shared governance at UWM and suggested a framework that placed data governance within it. When it became apparent that this methodology was not appropriate—at least at this time—a smaller, streamlined work group formed in summer 2015 to develop a revised governance structure. That revised structure is described below.

**Proposed Data Governance Structure for UW-Milwaukee**

University data should be a community asset with a community of personnel acting in concert as data custodians to consider, prioritize and deliver information to leadership in a timely, effective and strategic way. A data governance structure at UWM will enable consistency in approach, designation, and governance of data, metadata, and the information base of business and academic processes. Clear and commonly-used structures, models, definitions, and processes will support coordination and collaboration, effective decision-support, and efficient operations university-wide. Governance will also provide guidance and recommendations concerning institutional data related to expanding access, improving quality, strategic planning, assuring security, and business performance management. Finally, governance will also play a critical role in both personnel and technology resource development and expectations.

Developing common principles and practices will enable open analytics with the community of analysts learning from each other and capitalizing on skills and knowledge to the benefit of the university. WERIT, which currently acts as a collaborative body for report writers, can serve as a model of coordinated activity. Data governance will enable UWM to capitalize on that model on a larger scale addressing broader issues and concerns. Coordinating data governance with existing campus bodies, particularly the ITPC and WERIT, is critical.

**Goals of Data Governance**

* Develop, implement, maintain and help enforce University-wide data management policies, standards, guidelines and operating procedures related to university institutional data assets.
* Develop university-wide strategic plans for data management including sourcing, distribution, maintenance and quality of university institutional data assets.
* Develop university-wide data management practices for decision making including data warehousing, business intelligence, master data management, and metadata management.
* Recommend and approve controls or plans for assessing data management value and risk.
* Assist in enhancing institutional data with consistent definitions and classifications according to data management standards and guidelines.
* Coordinate compliance requirements related to laws and regulations that have information management implications and impart a duty upon the University.
* Coordinate infrastructure investment related to the development and presentation of data
* Campus clearinghouse/education function for larger campus about academic analytics and different “buckets” of reporting needs, e.g. operational analytics versus strategic planning needs

**Structure**

***Information Strategy Committee (ISC)***

* Meet 1x per semester
* Role and Charge:
* Establish direction and work of the DGCC
* Prioritize recommended actions, investments and information needs.
* Secure resources/funding for data and technology investments
* Facilitate campus engagement and community building

# ***Warehouse End-user Reporting Initiative Team (WERIT)***

# Meets bi-weekly

# Role and Charge (drawn from their website):

* Develop, adhere to and promote campus standards for end user reporting, including documentation, parameter usage, report formats, etc.
* Assist in developing communication methods for end user reporting--communication to and from campus users, et al. As part of this goal, a PantherList has been created for questions related to the Data Warehouse and Hyperion.
* Develop report writer’s understanding of UWM warehouse data, how to access it and how to assist others.
* Develop warehouse reporting for the campus community; make reports available in libraries that are accessible to the campus (per security definitions, etc.)

***Information Technology Policy Committee (ITPC)***

A standing committee of the University Faculty Governance system. The Committee is charged with advising the faculty and campus administration on matters pertaining to information technology.

***Data Governance Custodial Committee (DGCC)***

* Meet (bi)weekly

Roles and Charge:

* Recommend University-wide standards for data administration aspects of academic and business processes and intelligence tools
* Identify costs/requirements and best practices for data needs and make recommendations to ISC on significant resource investment related to data administration in all aspects. .
* Promote consistency in the approach, designation, and governance of data, metadata, and the information base of business and academic processes.
* Facilitate and encourage the definition of clear and commonly-used structures, models, definitions, and processes to support coordination and collaboration, effective decision-support, and efficient operations university-wide.
* Guide and recommend policies for expanding access with appropriate security, appropriate use of university data and technology, improving quality, strategic planning, and business performance management.
* Identify information gaps and opportunities to bridge data silos
* Promote a data structurethat is appropriate and functional to meet university strategic planning
* Recommend and coordinate structures and working groups necessary to accomplish the charge noted above.
* Identify technology tools for campus adoption and use

**Information Strategy Steering Committee**

WERIT

ITPC

**Data Governance Custodial Committee**

* Facilities Planning
* Library
* GIE (climate/partnerships)
* Dean of Students
* Research Data
* Housing
* CIE
* Bursar
* University Relations
* Development/Alumni

ITPC

Budget

Admissions

HR

Financial Aid

Registrar

WERIT

UITS/ Warehouse

CDO

As Needed By Topic

Core Membership

**Chief Data Officer (CDO)**

**UC Designee**

**Chancellor’s Designee**

**VC Student Affairs**

**Chief Information Officer (CIO)**

**VC for Administrative Affairs**

**Provost and VC for Academic Affairs**