# **Data Governance Council Roles & Responsibilities**

CSU Channel Islands - Setting up a Data Governance Framework

#### Overview

These are named roles that show up either in the Data Governance Council (DGC) or in the governance activities overseen by the DGC. This document also contains an appendix with additional information about how these roles manifest in a number of initial data governance projects.

## **Executive Sponsor**

### Description

The Executive Sponsor is a senior employee who is charged with coordinating Data Governance activities and programs for CSU Channel Islands (CI). The Executive Sponsor serves as the conduit between the President and the DGC, and is authorized to make decisions and take actions.

#### Responsibilities

- Work with Cabinet and accept responsibility for the program and ongoing data governance processes
- Chair the DGC and focus its work
  - May not necessarily chair every meeting, but must have hands-on involvement and report back to Cabinet
  - Make sure the project goals, data governance processes and institution strategies are in alignment
- Get funding, support and political backing
  - Connect with a broad network of relationships
  - Help identify and overcome obstacles and resistance within the institution
  - Note: funding may mean additional funding, or it may mean "release time" for employees to do governance work
- Support DGC Project Team(s) with communication and visibility
- Help to determine and report out measurable success indicators
- Make key decisions when consensus within the group cannot be reached

#### Qualities

- Passion for the program
  - Ability and willingness to champion data governance
  - Ability to motivate and inspire teams and members
- Strong communication skills
- Big-picture vision, but also able to sufficiently understand specific challenges
- Accountability (as public face of high-profile effort)
- Risk management skills/training

## Commitment

- Estimate: 3-4 hours per week
- Many tasks can be delegated.

### **Project Leader**

## **Description**

The Project Leader is the public face and point of contact for governance activities that result in a Project Team. This person convenes meetings, reports back to the DGC, communicates with team members, and in general tries to keep projects moving forward.

### Responsibilities

- Make sure the project is a priority (institutionally and for team members)
- Manage the resources on the project team(s)
- Negotiate the tasks of the team members in conjunction with their managers.
- Facilitate team interactions
- Monitor team participation and create reports to update the institution on progress
- Monitor project progress and provide feedback on project performance
- Provide project updates to Council and Chair on a regular basis

#### Qualities

- Project management skills
  - o Communication
  - o Organization
  - o Willingness to delegate
  - Ability to negotiate
- Professional skills/traits
  - o Collaborative work style
  - Facilitates productive conversations
  - Wields influence effectively
  - o Plays fair, is respected, and respects others

#### Commitment

- Estimate: Will vary with project, but will likely average 4-6 hours per week for the first semester.
- Duration will also be specific to particular project.
- Exception: there could be some ongoing projects (such as data quality) that don't officially end, although the commitment should be much less in those cases.

#### **Data Governance Council Members**

### **Description**

Members of the DGC represent divisional or departmental needs or concerns to the DGC, and they report back from the DGC to their colleagues. As part of the Council they help set the strategic direction for data governance for the institution. As appropriate they will join project teams to work directly on governance tasks.

## Responsibilities

- Create data standards and business rules
  - Determine what new data will be captured and/or standardized
  - Specify which date must be shared organizationally or otherwise

- Oversee key standard reports and dashboards
- o Assure that legal and other compliance standards are followed
- Ensure data documentation is written and maintained
- Set goals for future state of data management capabilities
- Advocate for governance and improved data management
- Identify and prioritize data governance projects (e.g., data quality, data security, etc.)
- Resolve issues escalated by data stewards
- Track data quality by profiling/reviewing data and monitoring metrics on data quality

## **Qualities & Characteristics**

- Commitment to Data Governance
- Willing to commit to team decisions/willing compromise for the institution as a whole
- Varied resources on the team should include:
  - o Some with functional background for example faculty member who needs data for grants data.
  - Some with IT background resources that know the data systems and processes
  - Institutional Research major user of the data, span multiple domains

#### Commitment

Time commitment of 2-4 hours per week.

## **Data Stewards**

#### Description

Data Stewards are primarily responsible for managing definitions of data and data elements in their business area, in conjunction with their colleagues and other data stewards across campus. They identify data quality and usage issues, and join data governance project teams to resolve specific problems.

#### Responsibilities

- Individual "gatekeepers" for the area(s) they represent
  - Should be subject matter experts
  - Some technical skill or background desirable
- Assure validity and consistency of data contribute to and help manage metadata
- Assist with data quality and enrichment efforts
- Contribute to enterprise business glossary
- Escalate issues they cannot resolve to the Data Governance Council
- Implement changes to business process or other data management practice decided on by DGC

## **Characteristics**

- More knowledgeable/details about an area and their business rules
- Focused on their team/department
- Ability to document/write business processes and data definitions

#### Commitment

- Time commitment will be approximately 2-4 hours per week on Data Knowledge project
- Some data stewards are also members of the DGC, and will have to commit more time to governance activities

## **Security Leads**

#### Description

Security Leads are charged with monitoring access to data collections for which they are responsible, and for contributing to data security protocols. Security leads generally interpret campus policies and apply them to requests for access and use, and they must work with other security leads as a team to both share and secure institutional data.

#### Responsibilities

- Requests for access to data collections (e.g., PeopleSoft modules) go to them
- Participates in the development of information and data security procedures
- Be aware of statutory and regulatory requirements governing their area (e.g., FERPA, Donor Bill of Rights, Title IV, etc.)

#### Characteristics

- Knowledgeable about their data and business rules
- Interested in managing access
- Committed to transparency and accountability
- Could be Data Stewards (above) or functional reps (below) (or both)

#### Commitment

• Estimate: 1-2 hours per week on project to document data collections and establish security protocols; less time commitment afterwards

## **Functional Representatives**

#### Description

Functional Representatives serve as the point of entry for reporting needs within their department or Division, and work with data consumers, data stewards, and others involved in data governance to prioritize report requests, to ensure that requests are clear and appropriate, and to vet report outputs. Functional Representatives have some technical skills and understanding, but their primary goal is to manage a pipeline of data requests.

#### Responsibilities

- Serve as "face" of reporting for their area
- Work together to prioritize data requests
- Escalate data and reporting issues to Data Governance Council
- Contribute to reporting specifications library

### **Characteristics**

- Interest in working with data
- Ability to form partnerships within and outside of department

#### Commitment

- Estimate: 2-4 hours per week during training phase (as they learn the request process and the Data Cookbook)
- Some functional representatives may also be data stewards and/or security leads, and their time commitment would then be greater
- Ongoing commitment will vary widely, depending on how active a department is in requesting new reports and data

#### **Data Consumers**

#### **Description**

"Data consumer" is a catch-all term to describe anyone who uses data to perform their duties, or to make decisions about how to perform their duties. Data consumers thus exist at all levels of the organization, and at all levels of data knowledge.

## Responsibilities

- Engage with data, data knowledge, and data standards as they encounter them
  - o Example: senior staff viewing reported data
  - o Example: faculty or administrator submitting grant application
  - o Example: front-line staff collecting information about students, faculty, staff
- Make good-faith efforts to use data properly to inform their actions and decisions
  - Read and follow instructions and regulations
  - o Consult with data providers, analysts, business glossaries, etc.
  - Acquire data through proper channels
- Speak up
  - Ask for clarification
  - Identify potential inaccuracies or areas of misunderstanding

### Characteristics

- Interested in using data & reports to support decisions/evaluate programs
- Willingness to learn new tools, techniques

#### Commitment

• Will vary by office, time of year, and need for data to support operations and decisions

## **APPENDIX: PROJECT ROLES TERMINOLOGY**

## **Data Governance Council (Establishing Governance) Project**

- Executive Sponsor (Genevieve)
  - Duties mostly described above
  - Works with Data Governance project leader to develop and share strategy
  - o Identifies goals, secures resources
- DG Project Leader (Michael)
  - Duties mostly as described above
  - Doesn't supervise other projects but helps coordinate all their activities
  - Manages road map, communications
- Other project leaders
  - Duties as described above, plus additional notes below
- Data Stewards
  - Some Council members are data stewards they must represent their own business areas but also act for the welfare of the whole institution
- Other Council members

### Data Knowledge Project (Business Glossary/Report Library/"Data Cookbook")

- Project Leader (Nasser)
- Core Team (TBD, 2-3 members to share project coordination responsibilities and to become first set of super users) [Data Stewards]
- Project Team (TBD, 10-12 members to be responsible for creating and maintaining definitions for their area/unit) [Data Stewards & Council Members + others as needed]
- Data Cookbook Users (TBD, will grow over time, responsibilities will vary) [Data Consumers]

Notes on named roles within the Data Cookbook:

- Nasser and the core team will probably be **Administrators** within the Data Cookbook. These people set up and maintain the configuration of the Cookbook, and have super user privileges.
- The project team will likely be Functional Area Moderators (and Specification Workers or Specification Managers) in the Data Cookbook, and their focus will be on creating definitions and documenting specifications (reports and other reporting deliverables).
- The report request team, which will be added to the project a few weeks down the line, will be Editors and Specification Requesters roles in order to facilitate creating, assigning, and approving report requests.

• Some of the other Data Cookbook users who get added later will also be Editors, as they may be contributing to or even creating new definitions.

## **Security and Data Asset Audit**

- Project Leader (Neal)
- Core Team (TBD, similar to above)
- Project Team: will it be a formal team, or will we just rely on existing Security Leads or data collection managers?
- Security Leads: many (some?) are already in place, others will be identified over the course of the research and training

Notes on roles: Data Collection Manager is not a formal term, just a flag of convenience to identify people who are responsible for data collections. We have no objections if CSUCI wants to use a different term, nor if it wants to add this description to more formal usage.

## **Report Request Project**

- Project Leader (Michael)
- Core Team (TBD)
- Project Team: will likely consist of Functional Representatives

There is a population of people who request reports or ask for data. We don't really have a name for them other than Data Consumer, but we might want to come up with a name for this role in the context of this project.

#### **Future Projects**

- Project Leader
- Project Team
- Other roles as appropriate