A Collaborative Approach: Academia, Administration, and IT Moving the University Towards Information Literacy Through Data Governance

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12:30pm – 1:30pm
Room: 208
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Introductions

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Founded 1848
Ranked #4 Nationally in Research Expenditures
Total Students: 43,193
  Undergraduate (29,302)
  Graduate (9,203)
  Clinical Doctorate (2,701)
  Specials (1,987)
Number of Schools and Colleges: 13
Number of Degrees Awarded Annually: 10,000+
Outline

• Historical timeline
  • Task force formed
  • Charge, findings, challenges, and strategic gaps
• Vision for the future
• Presentation to the Provost
  • Recommendations and proposed solutions
• The investment in a CDO
• Creation of a Data Governance Program and Framework
• Next Steps
2013 PROVOST FORMS A TASK FORCE
Our Charge

The overall goal is to develop a comprehensive data governance framework.... balance the institution’s need for data with compliance, privacy and security requirements... it should also:

- honor stewardship of the data
- eliminate barriers to legitimate use of data
- encompass responsible means for access to, use of, and of storage of data
Findings
Data Sources at UW-Madison

(Metaphorical Representation)
Challenges

• Complex landscape of data and technology tools

• Expertise and knowledge in small pockets on campus

• Diversity of users

• Increased vulnerability for security concerns (i.e. breach)

• Duplication of data, efforts, services, systems, and tools
Strategic Gaps

• Lack of roles, responsibilities, common definitions

• Training and professional development

• Access and authorization

• Lack of coordination of issues and solutions
Why is this Important?

- This is the infrastructure needed for success in the following campus initiatives:
  - Achievement gap
  - Activity-based budgeting
  - Administrative Excellence (AE)
  - Compliance
  - Education Innovation (EI)
    - Self-paced learning
    - Learning and academic analytics
    - WisCel
  - New program evaluation
Vision
Our Vision

Create a data governance system to support the evidenced-based mission of the great University of Wisconsin-Madison
Data Governance

A data governance system includes:

- The rights and accountability framework to enable appropriate employee access to, and valuation, creation, storage, use, archiving and deletion of, information.

- The processes, roles and policies, standards and metrics that ensure the effective and efficient use of information in enabling an organization to achieve its goals.
Data Governance

Access to Data

- Quality & Consistency
- Policies & Standards
- Security & Privacy
- Compliance
- Retention & Archiving

Technology
Recommendations and Potential Scenarios
Recommendation #1

• Chancellor should charge the campus leadership to authorize and commit resources to the CIO to:

Build a sustained campus data governance and management effort that meets the data needs of all employees while maintaining security and privacy of data.
Recommendation #2

- Chancellor should charge the campus leadership to authorize and commit resources to the CIO to:

  Integrate and develop campus data infrastructure to facilitate streamlined access and use across the enterprise.
Recommendation #3

- Chancellor should charge the campus leadership to authorize and commit resources to the CIO to:

  Ensure, develop, and coordinate the training and staff core competencies required to translate data into meaningful and mission relevant information.
Detailed Recommendations

- Create an Office of Information Affairs
  - Accountable for the coordination and progress to implement and scale data governance and management

- Establish a Data Governance and Management Structure
  - Develop guidelines, policies, procedures, and standards for campus

- Create Data Support Teams
  - Community of practitioners, to build expertise and intellectual sharing
What Would Data Governance Look Like at UW-Madison?
Scenario #1: Maintain Status Quo

Benefits:
- No benefit; detrimental

Risks:
- Lose a competitive edge amongst peers
- Inability to deliver effectively on either campus initiatives
- Long-term and increased distributed costs
- Security and Privacy Issues
- Reporting inaccurate metrics
Scenario #2: Proof of Concept

Benefits:

• Strategic approach to better understand other domains (ex. HR, SFS)
• Allows for additional time to understand complexity of campus
• Small investment for positive change

Risks:

• Time
• Potential constraints to future enterprise wide approach
Scenario #2: Proof of Concept (cont’)

Current Campus Investment:

- Chief Data Officer - (DoIT)
- Chief Security Officer - (DoIT)
- Data Architect - (DoIT)
- Training and Education - (RO/DEM)

Additional Resources (gaps) Needed:

- Project Management
- Business Analysts
- Seed funds for department and program evaluation
Implementation of the First Task Force Recommendation
Why a CDO

- Executive level role to organize, champion and otherwise direct efforts relating to institutional data management

- Key skills:
  - Negotiation
  - Communication
  - Ability to think both strategically and operationally
First Steps

• Gain support from other administrative areas on campus
• Reach out to the research community
• Create framework & operational plan
  • Gain leadership sponsorship
  • Align with campus shared governance
Program Goals

• Establish a ‘data-quality culture’ that drives data informed decision making
• Create Structured Accountability, with defined roles and responsibilities
• Facilitate Collaboration & Education related to data-related policies and use of data
• Facilitate standard, consistent data definitions where appropriate
• Align with campus shared governance
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

Change Management

Technology & People
Thoughtful Dialogue

Thank You!!!

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