HelioCAMPUS

Enter If You Dare:
Data Governance Can Give You a Scare

October 2023

Agenda

- Opening
  - Introductions
  - Background
- Discussion
  - What is Data Governance?
  - How we got started
  - Ghostly Slow going at first
  - Knocking on doors and breaking down barriers
  - Q&A

Introductions: About Me

Becky Frieden

Senior Director, Enterprise Applications
and Decision Support Systems

- Adjunct Faculty, MS Business Analytics
- As a senior member of the IT leadership team, I focus primarily on the management and accessibility of enterprise data to enhance the decision-making power of university officials
- Prior to NYIT, I was the Director of Administrative Services at Clark University

Introductions: About NYIT

Among lowest net tuitions

among private schools in New York State.

98%

of our undergraduate student receive some form of financial aid.

28%

of our students are first-generation (first in their family or first in this country).

In Fall 2021, NYIT enrolled its

largest incoming freshman class in 12 years.

11:1

student-to-faculty ratio.

Introductions: About NYIT

94%

of our students are employed or continuing their education within 6 months of graduation.

Most diverse student body in the U.S.

(24/7 as reported in USA Today).

3,700

undergraduate students

2,500

graduate students

1,770

medical students

~90

degrees and programs including three doctorate degrees (DO, DPT, DOT) and three Ph.D.s.

NYIT ranks in the **top 2%** of U.S. institutions in ROI for low-income students and #3 for ROI among all U.S. private nonprofit bachelor's degree institutions with at least the median share of Pell Grant recipients.

Background: NYIT's Analytics Goals

The Enterprise Data Management Plan consisted of four pillars:

Commit to a rigorous data governance program.

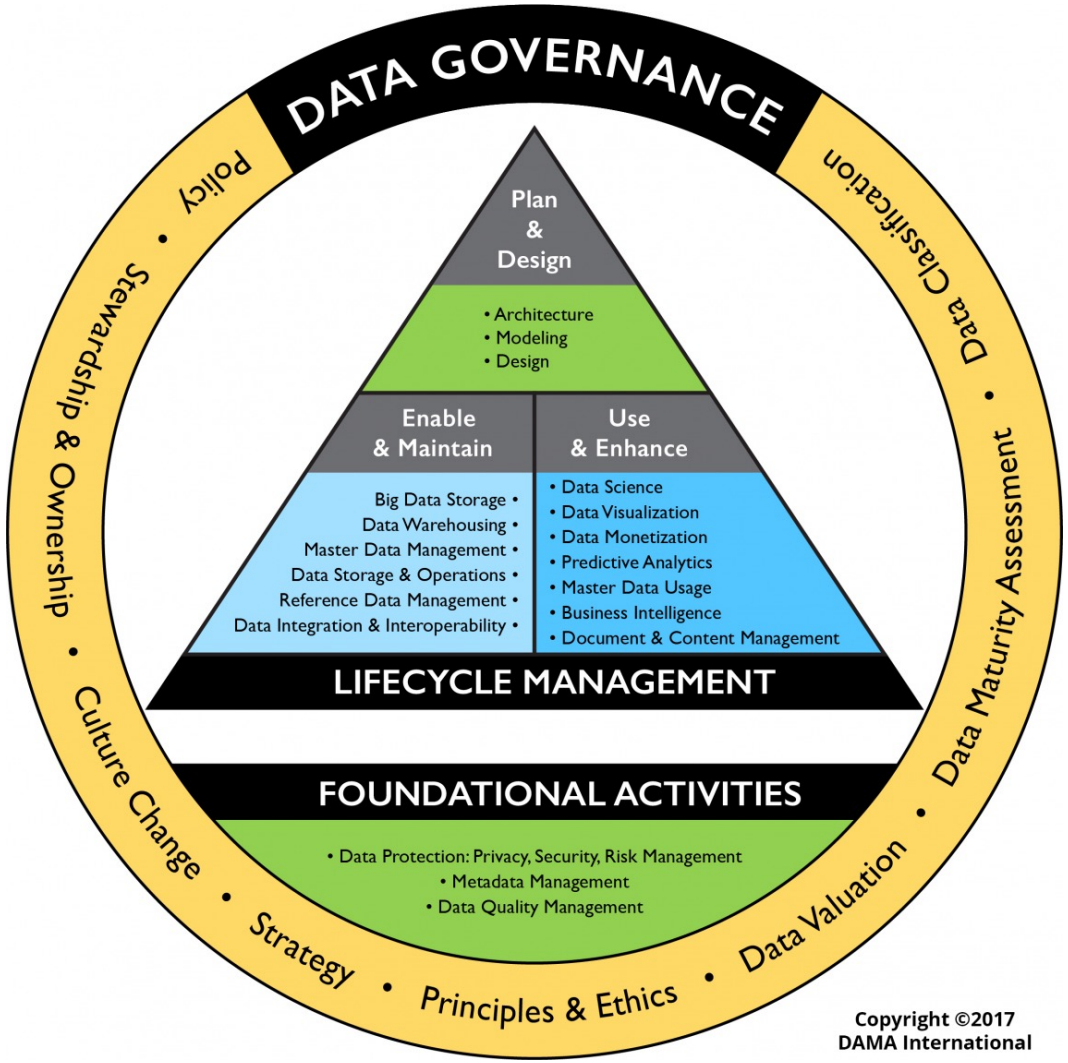
Build improved competency in data management and data analytics across the organization.

Establish a contemporary and robust technical infrastructure for analytics and business intelligence.

Leverage analytics, technology, and process innovations to advance institutional strategies and decision making, increase operational effectiveness, reduce costs and support continuous quality improvement.

What Is Data Governance:

An apparition or something real?



What Is Data Governance: The scary truth

What do you consider Data Governance?

What it is not – **it is not a project**. It is an established, intentional culture and way of thinking.

Data Governance Journey.

Data Governance is the people dimension of Data Management.

DAMA Definition: "Data Governance (DG) is defined as the exercise of authority and control (planning, monitoring, and enforcement) over the management of data assets."

What Is Data Governance: At the beginning of the night…

How could we make data governance relevant to key stakeholders and something everyone could get excited about?

Top Down and Bottom Up

- Who participates in which structure

Developing a Charter

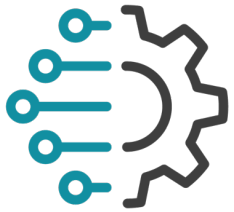
- Policies, Procedures, and Standards
- Data Quality and Consistency
- Privacy, Security, Compliance, and Risk Management
- Architecture, Integrations, Storage
- Communication, Collaboration, and Training

What Is Data Governance: Ideal future state

**The goal is to get people to act on what the data reveals.
But first, they have to trust the data.**

Visualize
and Improve.

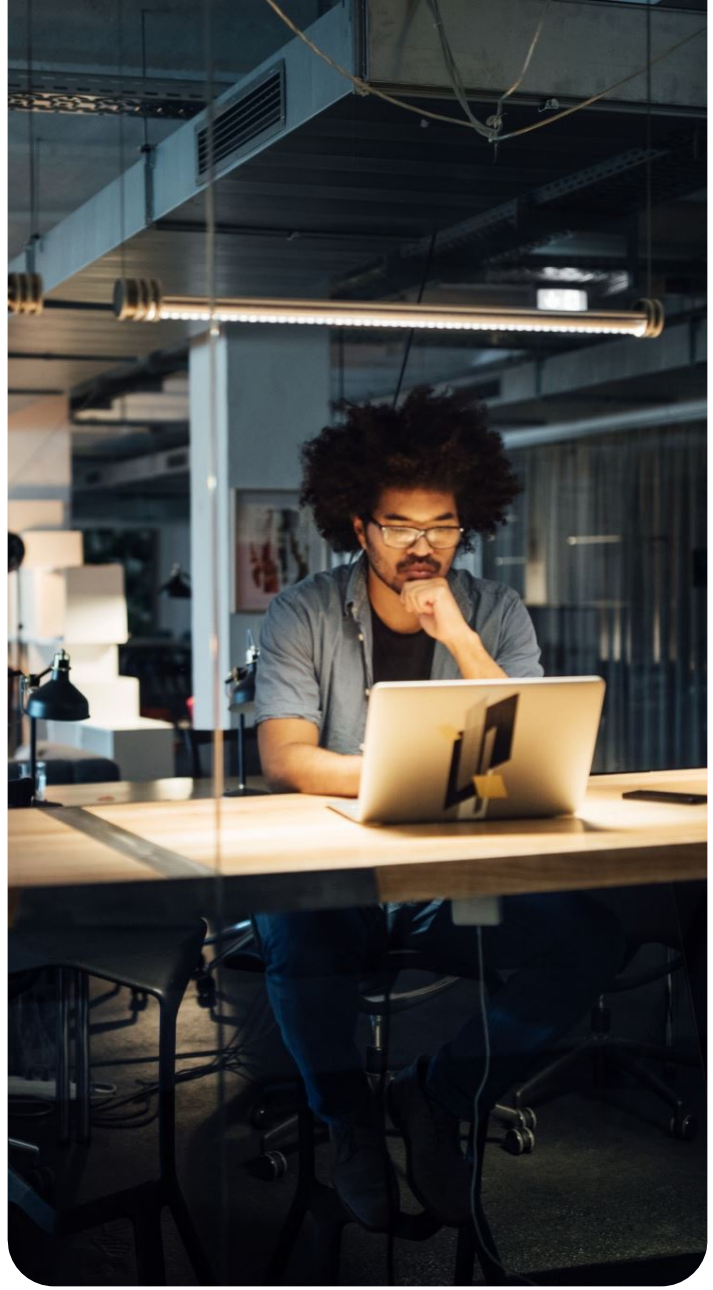
Provides
“Big Picture”
View & Trends.



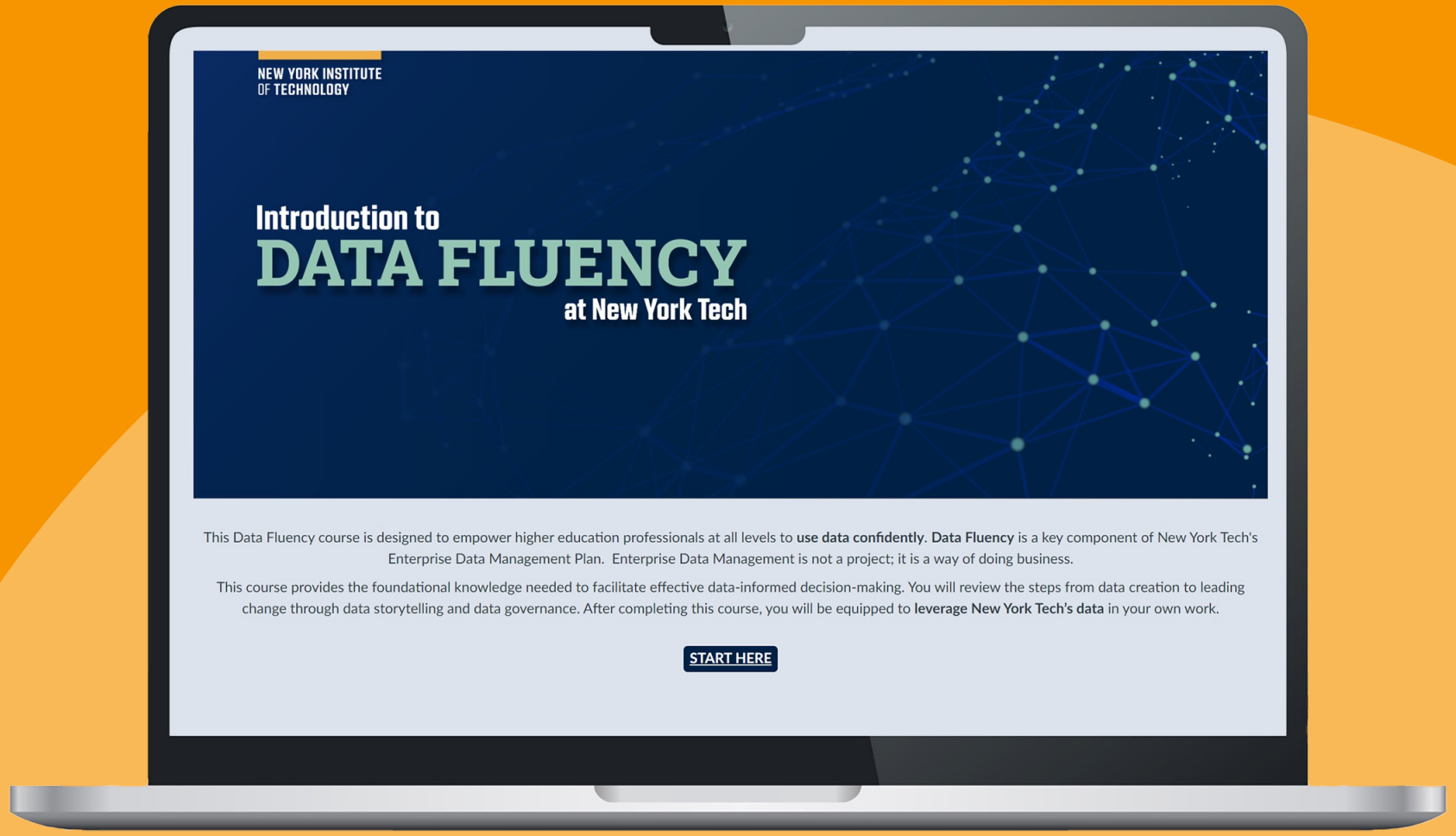
Requires
the Aggregation
of Multiple Sources
of Data.

Ghostly Slow Going at First…

- Data Governance isn't considered "fun" or "innovative" so it's really hard to get people behind it.
  - They couldn't relate to where it impacted them.
- As we made changes and grew in maturity in various applications, integrations, and reporting, working in silos was no longer viable.
- Cycle time and transparency changed the way the org thought about data – the president could see the result of their work in a matter of hours (good or bad).
- While we had a form of data stewardship, processes hadn't been formalized and it was a struggle to bring structure to our processes.

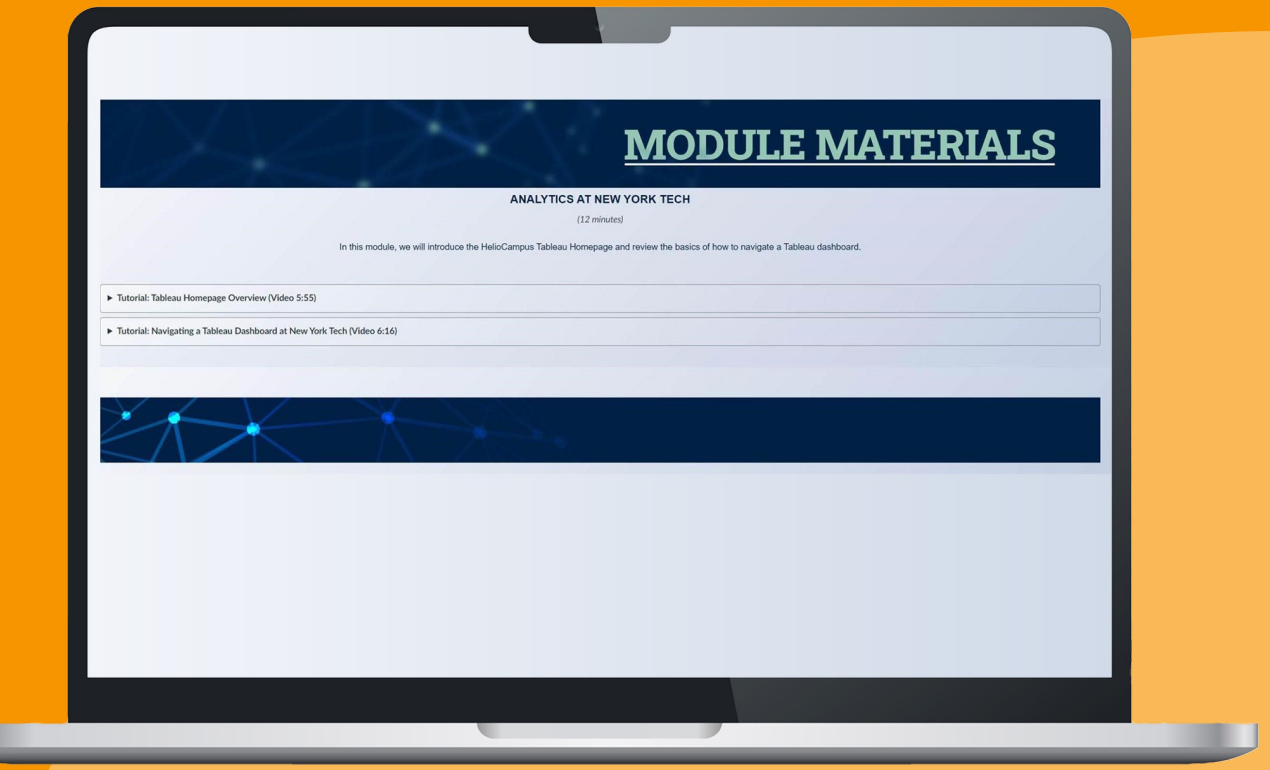


Knocking on Doors and Breaking Down Barriers: Level Set



- Resources
  - START HERE: Accessing LinkedIn Learning Videos
- Module 1: Introduction to Data Fluency
  - Prepare: Module Overview
    - Module 1 Overview
  - Learn: Module Materials
    - Module 1 Materials: Enterprise Data Management
    - Module 1 Materials: Being a Good Digital Citizen – Data and Privacy
    - Data Personality Quiz (40 pts)
    - Module 1 Materials: Data Personality Quiz
  - Module 1 Feedback Survey
- Module 2: Analytics at New York Tech
- Module 3: Leveraging Data at New York Tech
  - Prepare: Module Overview
    - Module 3 Overview
  - Learn: Module Materials
    - Module 3 Materials: Data Informed Decision Making
    - Module 3 Materials: Analyze and Evaluate
    - Module 3 Materials: Data Storytelling

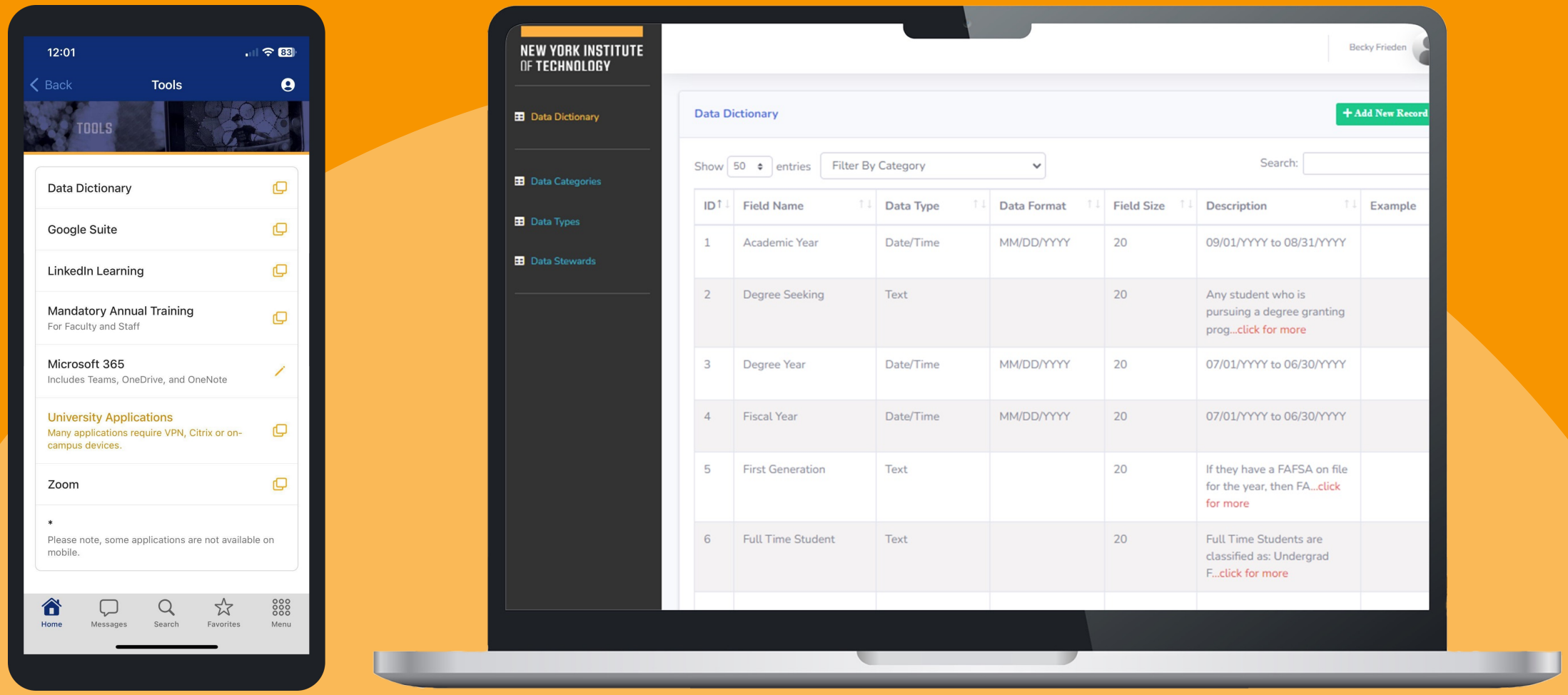
Data Fluency & Analytics Courses



Module 2 Materials:
Analytics at New York Tech

Module 3 Materials:
Data Informed Decision Making

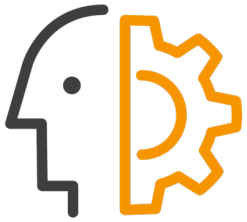
Knocking on Doors and Breaking Down Barriers: Use Your Tools



Knocking on Doors and Breaking Down Barriers: Transparency and Buy-in

Figure out the processes where you either produce or use high-value data (admissions, registration, location management).

Design your governance to prioritize supporting increased worth for those high-value data.



Decentralize the work of governance to the people who actually produce and/or use the data so that there is greater ownership, engagement, speed, and impact - go to the Gemba.

Knocking on Doors and Breaking Down Barriers: Practice Master Data Management

- Transactional Master Data
  - Data as part of a transaction such as an enrolled student
- Reference Master Data
  - Lookup or Domain Data
    - Taxonomies/Hierarchy
    - Domain Values
      - Standards (ISO)
      - Industry Standards (NCES)
      - Internal Standards
    - Linked to Master List of Data

De-Duping System of Record/Source of Truth/Golden Record

Domain		Source				Master						
ID	Description	Name	Domain	Desc	Master Code	Domain ID	ID	Code	Description	Effective Begin	Effective End	Parent
100	Race	Slate	100	White	1	100	1	R5	White/Caucasian	1/1/2021	null	null
200	Gender	Slate	100	Hispanic or Latino	2	100	2	E1	Hispanic or Latino	1/1/2021	null	null
300	Campus	Slate	100	Black or African American	3	100	3	R3	Black or African American	1/1/2021	null	null
		Slate	100	Asian	4	100	4	R2	Asian	1/1/2021	null	null
		Slate	100	American Indian or Alaska Native	5	100	5	R1	American Indian or Alaska Native	1/1/2021	null	null
		Slate	100	Native Hawaiian or Other Pacific Islander	6	100	6	R4	Native Hawaiian or Other Pacific Islander	1/1/2021	null	null
		Slate	100	Other	7	100	7	R9	Other Race	1/1/2021	null	null
		Target X	100	White/Caucasian	1	100	8	RZ	Unknown/Not Provided	1/1/2021	null	null
		Target X	100	Hispanic	2	100	9	EY	Decline to state	1/1/2021	null	null
		Target X	100	Black	3							
		Target X	100	Asian	4							
		Target X	100	American Indian	5							
		Target X	100	Native Hawaiian	6							
		Target X	100	Other	7							
		People Soft	100	White/Caucasian	1							
		People Soft	100	Hispanic	2							
		People Soft	100	African American	3							
		People Soft	100	Asian	4							
		People Soft	100	American Indian	5							
		People Soft	100	Native Hawaiian	6							
		People Soft	100	Other	7							

Lessons Learned

Go to the Gemba.

Use a tangible catalyst to make it relevant (HelioCampus).

Use your tools.

Just-in-Time Data Governance (sometimes just an email thread is a way to get "quick wins").

Make it timely - devote a few minutes to "data in the news" at the start of each meeting.

Partner - it takes a village so partner with IR and other departments that manage data.

Other Horror Stories From the Field:
What your colleagues say about Data Governance

"Data governance is often the job of root cause analysis. Rarely do you have a 'data problem.' Most often, you have a 'data entry problem.'"

Jeremy Anderson
Baypath University

"Data Governance is a team sport. It requires everyone involved in the data lifecycle, even if it's just an awareness of your personal responsibility to interpret and protect data."

Cathy Lloyd
Independent Data Consultant and formerly of UW Madison

"DG has a top-down side of it where policies are created and enforced, yet it should also have a bottom-up side where we support the people implementing these policies."

Prof. Dr. Bas van Gils
Antwerp Management School

"In the journey of data-driven decisions, think of IT as the engine, business teams as the drivers, and DG as the invaluable manuals, instructions, and maps guiding us to our destination of informed choices. And when you have a data issue not everything is a mechanical fix; sometimes it's about the driver's knowledge of how to leverage new features of the car, and following the rules with guidance of data governance as their trusted companion on the road to informed decisions."

Edlira Stefani
Bentley University

What's Next

Analysis Agenda: how can we look at our students from the Admit to Retain lens?

Academic Performance Management

Develop a systematic methodology for leveraging the platform

Q&A

Thank you

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