



University of Wisconsin–Madison Data Governance Program Charter

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Approved By: John Karl Scholz, Provost and Vice Chancellor for Academic Affairs
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Background

In 2013, then-Provost Paul DeLuca commissioned a task force to provide a recommendation on how to assist with the growing challenges with schools, colleges, and departments effectively doing program evaluation to understand how we are improving student learning and moving to a culture of data-driven decision-making. The University lacked a data governance program that could support faculty and staff and help align with the strategic directions of the campus.

The task force found that:

The existing data/information environment has not been consistently effective or coordinated across the institution. As a result, schools, colleges, centers and departments often miss valuable information, work less effectively, and in addition expend time, effort, and other resources developing data/information shadow systems. Even the enterprise data systems do not integrate operationally, thus making the transformation of data into useful information difficult.

Ultimately the task force recommended that, among other things, a University-wide Data Governance Program be created and implemented.

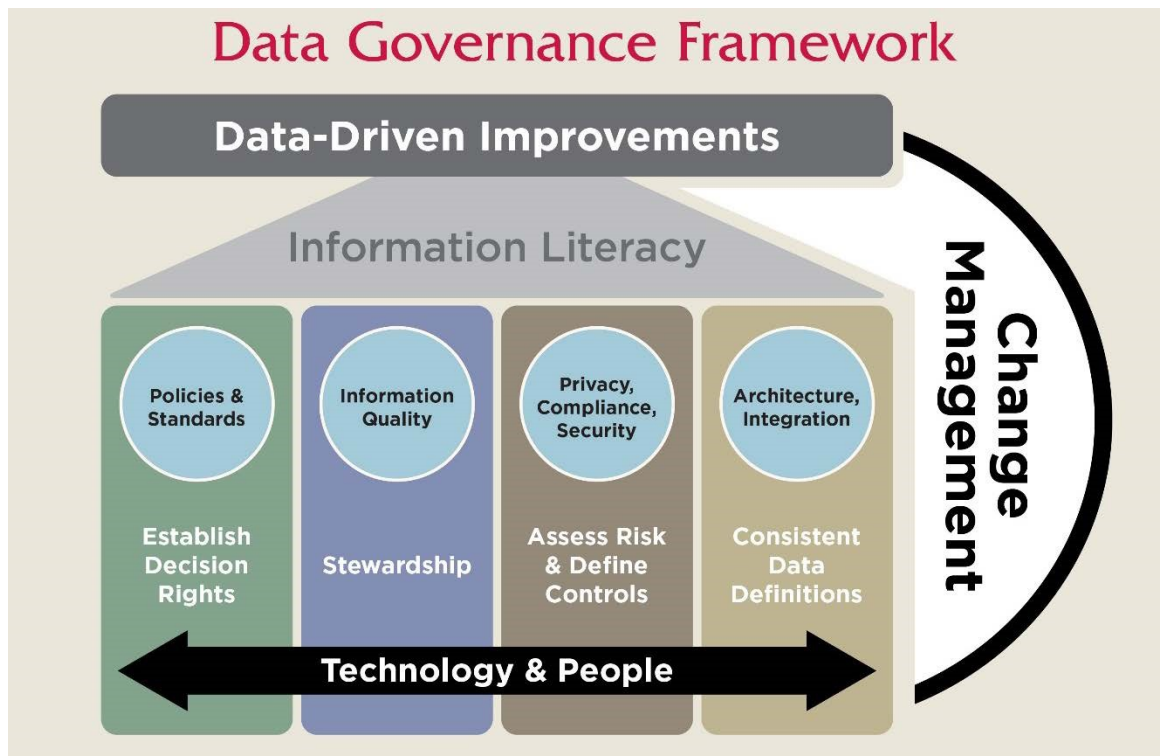
Mission

In aligning with the priorities established for UW–Madison, the mission of the Data Governance Program (Program) is to allow for and facilitate campus-wide data-driven decision-making. The Program seeks to identify what data exist or need to exist in the future, define what responsibilities exist related to the management of data, and assign accountability for those responsibilities to specific groups or individuals within the University. The Program provides an enterprise perspective to governing our data but does not necessarily centralize control of our data; rather, it creates systems for identifying individual and departmental data curators and guidelines for these individuals to use as they curate data. The Program should not be considered an Information Technology initiative. It is part of an institutional data management program.

Data governance is not a one-time effort. The Program will require ongoing monitoring and maintenance to support continuous improvement.

Scope

A data governance framework has been established to represent the scope of the Program at UW–Madison:



The overall mission of the Data Governance Program is to enable data-driven decision-making across the University. For data users to be able to make informed decisions, we need to establish a culture of information literacy on campus. Do users understand the data with which they are working? Do they understand how to present data in a way that can be easily understood by others and facilitate decision-making across the University?

The four pillars of data governance at UW–Madison include:

Information Quality

Formal and professional data stewardship is an essential part of any data governance program. Those responsible for data stewardship are accountable for the integrity and quality of our data.

Privacy, Compliance, and Security

How we institutionally deal with the inherent risk that comes along with curating data is an essential part of the Program. The Program will develop the risk management strategies and identify ways to operationalize those strategies. Additionally, the Program should align with and coordinate with records management custodians to ensure compliance with applicable requirements.

Policies and Standards

The Program will determine who has the authority to make decisions regarding access, priorities, and data usage standards, and under what conditions those decisions can be made. This charter helps establish and outline some of those decision rights.

Architecture and Integration

Ensuring that there are common data definitions and that those definitions are made available across platforms is essential to enabling informed data-driven decision-making. The Program will make decisions on what those definitions are and how we technically support the requirements of those definitions.

Out of Scope

Other existing committees and structures at UW–Madison currently function in a data governance capacity, especially in the area of research data. This Program does not include as part of its mission undertaking the following:

- Governance of research data. There is [existing policy](#)¹ on Research Data Stewardship. The Program will not overlap with the scope of that policy and the overall stewardship of research data.
- Anything under the purview of the Institutional Review Boards (IRBs) on campus. The IRBs have their missions to ensure compliance with regulations referred to as the Federal Policy for the Protection of Human Subjects. The Program will not overlap with anything under the purview of the IRBs.
- The Program will not overlap or conflict with any conditions that may be put on external data with which a researcher may work. If the provider of that external data has a set of criteria or requirements on the use of the data, those take precedence over any policies that may be developed as part of the Program. When a data set includes both external and institutional data, the institutional data falls within the scope of the Program.
- Anything that is currently under the purview of the UW Archives & Records Management Program will be considered out of scope for the Program. Certainly, there are some areas (i.e. retention policy) that may cross into both data governance and records management and the Program will coordinate with stakeholders in those areas.

Goals, Objectives, and Guiding Principles

The goals and objectives of the Program are to:

- Establish a data quality culture that drives data-driven decision-making
- Create structured accountability with defined roles and responsibilities
- Draft and approve data-related policies

¹The Policy on [Research] Data Stewardship, Access, and Retention, available at <https://kb.wisc.edu/images/group156/34404/12.17datastewardshiprev.pdf>

- Facilitate collaboration and education related to data-related policies and use of data
- Facilitate standard, consistent data definitions where appropriate
- Ensure that data policies align with record retention policies

The following are the guiding principles of the Program:

- Transparency: It should be clear how and when decisions are made and processes are created
- Metrics-Driven: We should measure and report on how we are doing against our goals
- Consistency: All decisions should be applied consistently
- Stewardship: While there will be formal stewardship roles defined, it is everyone's responsibility to protect the privacy, security, and confidentiality of our data as required
- Accountability: Decisions and processes should be audited
- Agility: All processes should be able to adapt when appropriate
- Change Management: New processes will require a concerted effort in managing change among campus staff

Roles and Responsibilities

The primary participants in the Program are:

Executive Sponsors:

The Executive Sponsors will be responsible for program oversight, high-level project approval and prioritization, policy approval, and project funding. The Executive Sponsors will help promote the Program throughout the institution and will remove barriers to the implementation and ongoing operations of the program.

Data Governance Council:

The Data Governance Council consists of designated officials who have planning, policy-level, and management responsibility for data within their functional areas. The Data Governance Council advocates for the appropriate resources (staff, technical infrastructure, etc.) to ensure proper planning, policies, and protocols are in place to support the data needs of the University.

The Council's responsibilities include:

- Developing data-related policies, procedures, and standards
- Promoting appropriate data quality and data integrity, including consistent data definitions and their application throughout connected systems
- Promoting data literacy, awareness, and appropriate data use
- Monitoring progress and quality of the Program

The Data Governance Council also communicates, works, and aligns with appropriate data-related groups at UW System and UW–Madison.

Office of Data Management & Analytics Services:

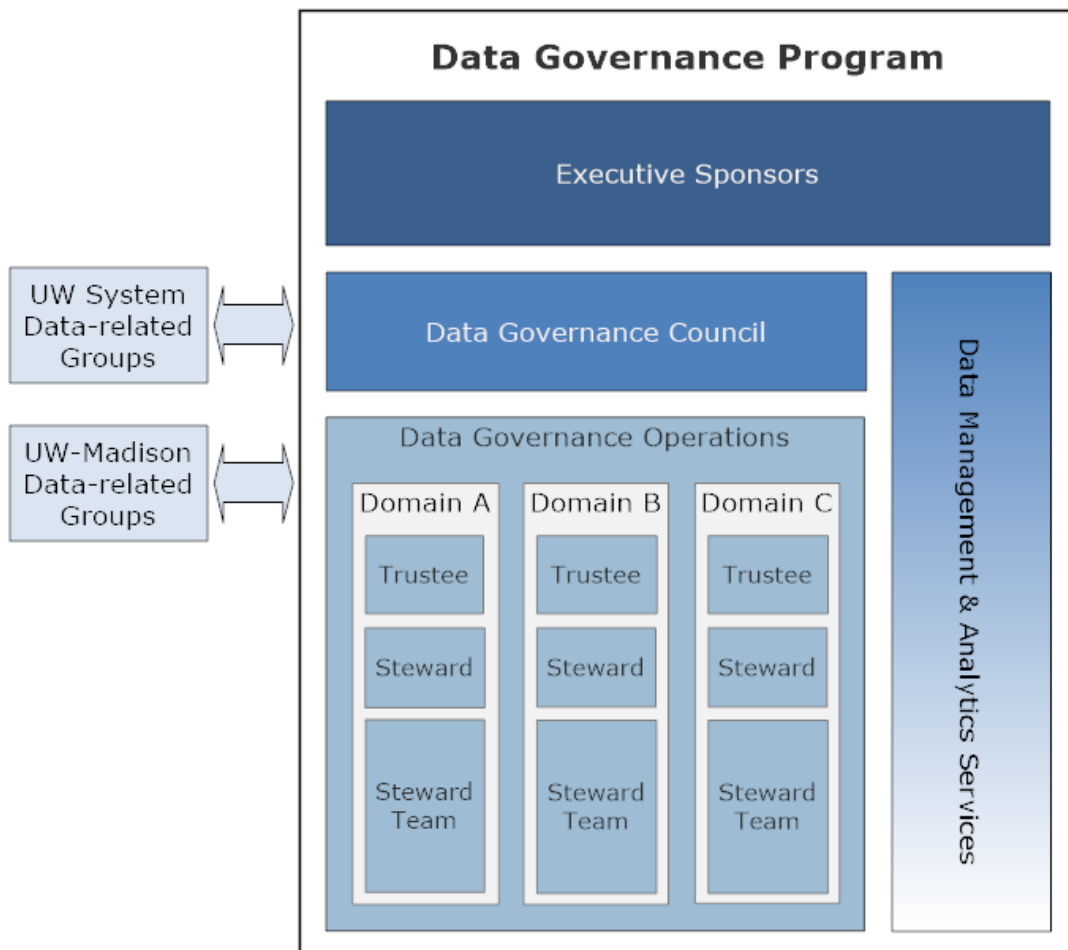
The Office of Data Management & Analytics Services (ODMAS) is the University’s central administrative unit with responsibility for management and operations of institutional data governance.

Data Trustees:

Data Trustees are the University officials with authority over institutional data or the University’s use thereof. Data Trustees are accountable for managing, protecting, and ensuring the integrity and usefulness of institutional data and for upholding UW–Madison policies, UW System policies, state laws, and federal laws applicable to the institutional data. Each Data Trustee appoints one or more Data Stewards for the Data Trustee’s specific domain.

Data Stewards:

Data Stewards are assigned by and accountable to Data Trustees. Data Stewards help define, implement, and enforce data management policies and procedures within their specific domain. A Data Trustee may delegate to the Data Steward the authority to represent the Data Trustee in data-related policy discussions.



The below RACI table describes the roles and responsibilities of the participants in the Data Governance Program.

R = Responsible. Those doing the work

A = Accountable. Those approving the work

C = Consulted. Those who may contribute to the work being done

I = Informed. Those kept up to date on the progress of the work/task.

Decision Areas	Executive Sponsors	Data Gov Council	ODMAS	Data Trustees	Data Stewards	Technical Resources
Establishment of program charter	R, A	C	R	I	I	I
Definition of roles & responsibilities	A	R	R	C	C	I
Prioritization of projects	A	R	C,I	I	C	I
Authorization of funding	R,A	C	C,I	I	I	I
Establishment of policies	A	R	R	C,I	C	C,I
Establishment of procedures & standards	I	R,A	R	C,I	C	C,I
Program communication and awareness	I	R	R	C,I	R	I
Program quality and accountability	A	R	R	C,I	C,I	C,I