MEMORANDUM

TO: Loretta Early, Chief Information Officer
                     Kyle Harper, Senior Vice President & Provost
                     Nick Hathaway, Executive Vice President

FROM: Data Governance Coordinating Committee
                     Susannah Livingood (Chair), Carl Grant, Terri Pinkston, Dan Shuart, Erin Wolfe, Tim Marley

DATE: August 10, 2016

RE: DGCC Executive Committee Update - Annual Report 2015-2016

Per the Data Governance Charter, our group is charged with submitting an annual report to you.

The DGCC was originally chartered to address problems with data integrity, reliability, and usage on the OU-Norman Campus. There was confusion about who was responsible for data quality control and prioritization of requests, a lack of clear accountability for project progress and content, and difficulty in quickly pivoting to meet challenges and opportunities.

During this group's initial exploration phase, we worked on trying to understand the state of things as they were. What we found boils down to three core issues that need to be addressed: communication, prioritization, and documentation.

Communication
Lack of communication is the biggest barrier to effective data governance. The DGCC has found there are many small groups working on data projects, but they are often working in isolation. Several different groups may be unknowingly working toward the same goal. There have been cases where a project was close to completion before it was discovered some stakeholders had not been consulted. There were some committees set up to deal with these issues (OCRC, OSCB, ODS Committee), but they were not effectively communicating with each other, and none of them were handling questions related to the HR and Financial systems.

Prioritization
The lack of a centralized framework to track projects results in overlapping initiatives, each one competing for limited funding and staff time. Requests for new software integrations were getting put in the same queue as requests to fix broken processes and regular software upgrades. Items that would be "nice to have" might be completed before items needed for compliance or advancement of strategic initiatives. A lack of clear priorities meant that projects were constantly being started and stopped, resulting in extra work for both IT and end users.

Documentation
There is a lot of information available to end users, but almost no centralized, validated documentation guiding use. Definitions for reporting database fields, documents explaining how

key concepts are defined (e.g., what each GPA means and when it should be used), and policies regarding appropriate data use and storage are all needed, but there is no centralized authoritative repository for these things.

What is abundantly clear to us after our research is that our campus needs a data governance framework to help guide our efforts. Rather than try and build something from scratch, however, we decided the best approach would be to take existing groups and processes and fit them into the new framework. This would give appropriate recognition to those already working hard on these issues, and it would be less disruptive to day-to-day business. This new framework is still being developed - there are plenty of gaps and duplicative processes in evidence - but there is marked improvement over the state of things one year ago.

Accomplishments this past year include:
- Took existing functions of OCRC/OSCB and ODS Committee and incorporated them into a new advisory structure (see Figure 1) that allows for regular communication flow between all groups.
- Worked with functional areas and IT to create a group to handle requests for new data and software integrations, currently called the Data Request Review Group. They act as initial triage for user problems and requests, delegating and communicating to the other groups in the flow as appropriate (see Figure 2).
- Created a DGCC website to make sure data governance discussions and activities are clearly visible to campus. Committee members also work to increase campus awareness of these issues whenever possible through presentations and individual meetings.
- DGCC has identified five core areas for tracking: Builds, Data Definitions, Integrations, Policies, and Communication. We document project status and progress for items in each of these categories (see Table 1).
- Established some metrics we will use to assess the effectiveness of this group and the governance process overall during the upcoming year. Those metrics will include time from initial request to committee decision, statistics from the DRRG about their workload and time to completion, and indicators of campus awareness (website traffic, presentations, etc.). These will likely be provided in a dashboard form as data for them starts to become available.

While the amount of work left to do on these issues is daunting, we believe the last year's accomplishments provide an excellent foundation for future progress. There is increased communication between leadership of key areas and more organization of efforts directed toward improving data quality on campus, helping us create better documentation and policies.

If you have any questions about the above report, or if you would like to meet to further discuss our progress, we are more than happy to provide whatever information you need.

Thank you for your continuing support!

Figure 1
DGCC - Data Governance Coordinating Committee
OCRC - Ozone Change Review Committee
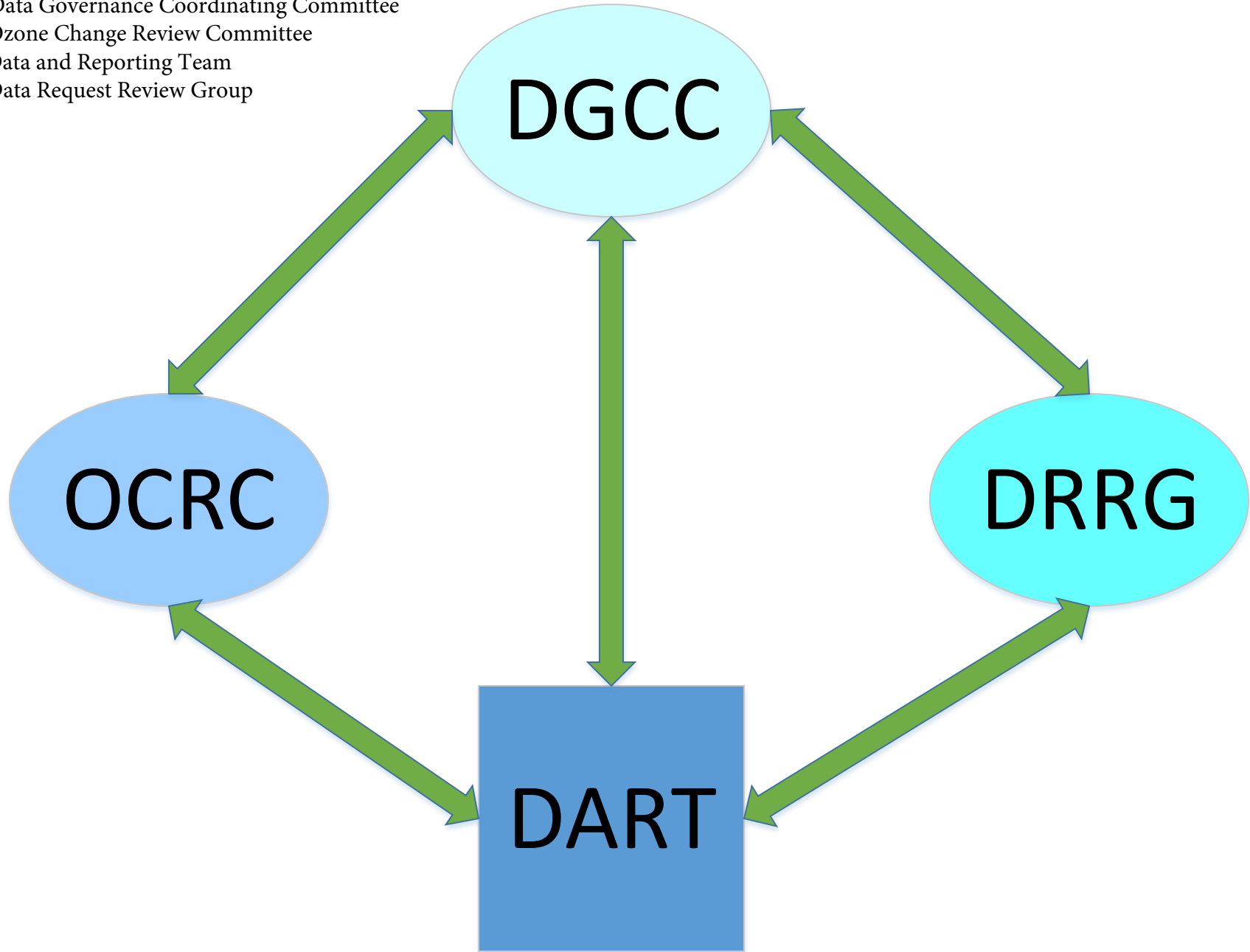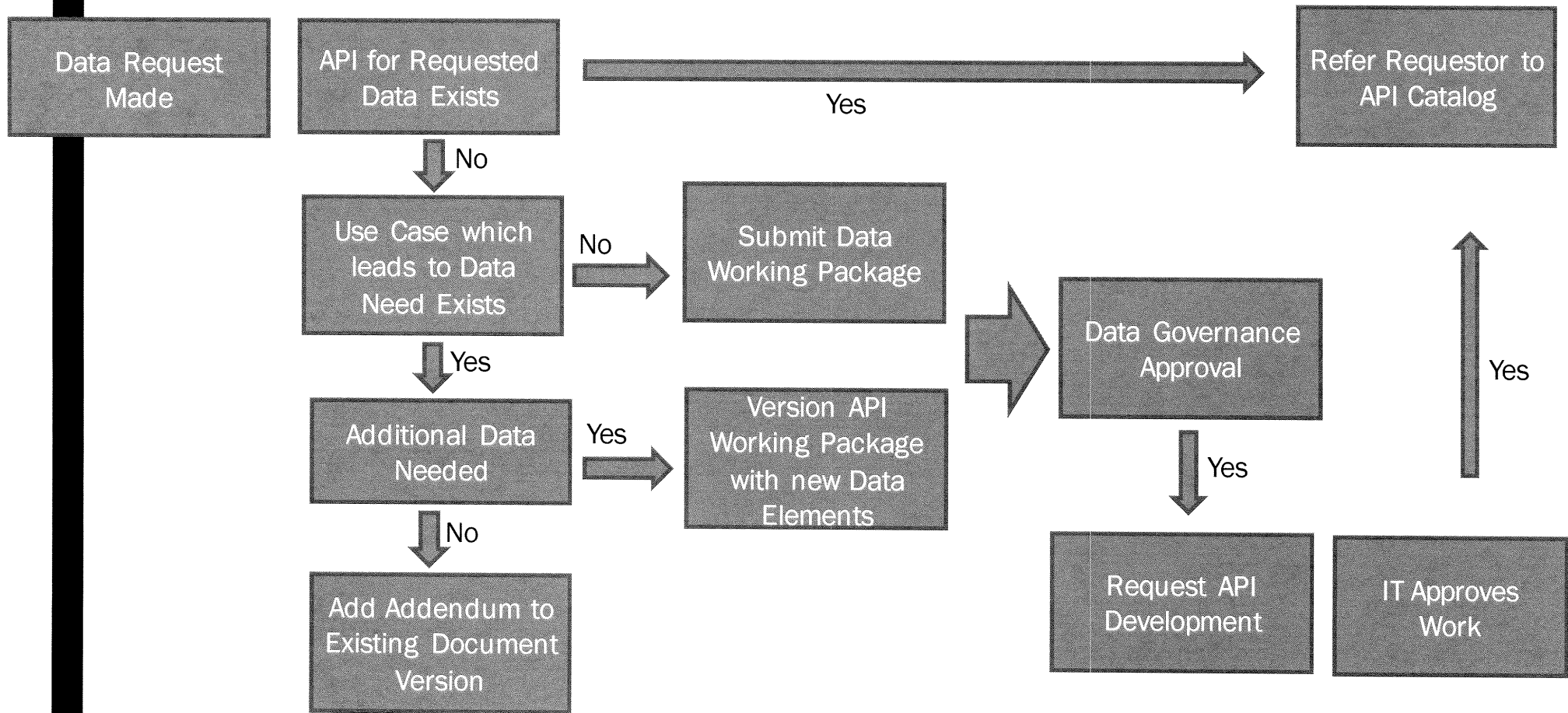DART - Data and Reporting Team
DRRG - Data Request Review Group

Figure 2

Data Request Flow

| Data Request Made | API for Requested Data Exists | | Refer Requestor to API Catalog |

Yes →

No ↓

| Use Case which leads to Data Need Exists | No → | Submit Data Working Package |

Yes ↓

| Additional Data Needed | Yes → | Version API Working Package with new Data Elements |

No ↓

| Add Addendum to Existing Document Version |

| Data Governance Approval |

Yes ↓

Yes ↑

| Request API Development | IT Approves Work |

DGCC

DGCC Issues Tracking as of 8/10/16

Reference Code	Category	Build Type	Issue	Status	Approved?	Last Updated	DGCC Lead	Issue Description	Actions Taken	Other Contacts
BA1	Build	API Build	Student profile	In Process	Version 1.0 approved 9/11/15	07/28/16	Chris Kennedy	The student profile API will collect frequently-used student data points into a single package that will in turn be available to developers of student-centered applications on campus. This item is for building the Student profile API itself, as opposed to other tracked items that are requests to use the student profile API	The student profile is in active development and will likely have several tracked versions as it matures.	DRRG
BA2	Build	API Access	OU Bound	In Process	Development only	07/28/16	Erin Wolfe	Used for mobile application to help with new student on-boarding	In development	DRRG
BA3	Build	API Access	OU Innovate	In Process	Development only	07/28/16	Chris Kennedy	Used for students to manage their daily activities at OU	In development	DRRG
BA4	Build	API Access	Scholarship Genius	In Process	Development only	07/28/16	Chris Kennedy	Used for students to manage their scholarships at OU	In development	DRRG
BS1	Build	Star Schema	D2L / Course management system data	In Process	Development only	07/28/16	Chris Kennedy	Bringing data from the D2L course management system into a format where it can be used for reporting and analysis	Data has been extracted, evaluation of contents and possible structures is in progress.	Nick Key
BS2	Build	Star Schema	Deans dashboard	In Process	Development only	07/28/16	Dan Shuart	Creating data objects that could be used to answer questions like those asked by deans and administrators that are best answered by operational data	IT is working with IRR and ESFS to create appropriate specifications before building.	Nick Key
C1	Communication	n/a	Campus visibility for DGCC	In Process		07/28/16	Carl Grant	How do we make campus more aware of the DGCC and its efforts?	Website in place; looking to present at established committee meetings (CITL, Associate Deans)	
D1	Data Definition	n/a	Reporting definitions	In Process		07/28/16	Susannah Livingood	All data elements used for reporting by campus users should be clearly and correctly defined, and those definitions should be readily accessible. The definitions should be reviewed on a regular basis to ensure continued accuracy. Any changes to the field or its contents should also be documented.	DART subgroup has been working on metadata for OUCUSTOM objects for some time now, but it is far from complete. There is also no formalized process for continuing review, and those working on the metadata are volunteers. Representation may not be as complete as it could be. There is not currently any central definition repository for non-ODS objects; IRR maintains a set of definitions for their reports, some of which are available on their website.	DART Data Dictionary Working Group
D1.1	Data Definition	n/a	Centralized data definition repository	Not Started		07/28/16		To meet the goal of D1, is it possible to create or purchase software to facilitate a user-friendly, centrally-accessible location for data definitions?	Need to explore whether OU purchased Data Cookbook or something similar with Informatica/Mulesoft purchase. What tools does OU already have to address this need? If none, what options are available?	DART Data Dictionary Working Group
D1.1.1	Data Definition	n/a	GPA rules document	On Hold		07/28/16	Susannah Livingood	Definition of different types of GPA, appropriate uses for each.	Draft document created by DART (ODS), reviewed by functionals then revised by DART; waiting for DGCC review/approval. SL put on hold due to potential discussions about GPA in Banner by ESFS.	DART Data Dictionary Working Group
I1	Integration	n/a	Minerva Decision Support System	In Process	Update due September 2016	07/28/16	Susannah Livingood	IRR's reporting site, powered by SAS Visual Analytics	Approved, project next review in August/September	IRR
I2	Integration	n/a	Slate CRM	In Process	Development only	07/28/16	Chris Kennedy	New customer management system for Recruiting & Admissions; replaces Hobsons/Connect	In development/implementation stage	Recruiting & Admissions
I3	Integration	n/a	CollegeNET Graduate Management Module	On Hold		07/28/16	Susannah Livingood	New module development to allow for better tracking of graduate student requirements (committees, thesis, etc.).	Unsure - need to see if this is on hold pending degree audit RFP.	Lindsey Johnston
P1	Policy	n/a	Appropriate data use policy	On Hold		07/28/16	Susannah Livingood	What policies exist governing appropriate use (and local storage) of data? How are those policies publicized and enforced?	There are multiple discussions of this topic currently going on; what type(s) of authority are needed to develop and enforce policies in this area?	DART Policy & Recs Working Group
P2	Policy	n/a	Data security issues	Not Started		07/28/16		Do we need finer-grain restrictions on data access than is currently employed under the Cognos model? How does security get factored into integration requests and API usage?		