Advancing Data Governance by Partnering with Academic Resources

Purdue University

Sarah Bauer and Kendal Kosta-Mikel

Indiana Association for Institutional Research (INAIR) Conference
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Purdue University

- West Lafayette, IN
  - Land-grant institution, 1869
  - 31,000+ Undergraduates
  - Nearly 10,000 Graduate students
  - Fall 2016 Cohort 91.6% 1-yr retention rate
  - Fall 2013 Cohort 58.5% 4-yr grad rate
  - Big 10 Conference
  - Cradle of Astronauts
From BI ... to a focus on Data Governance

• History of BI
  • DSS/Brio
  • Cognos
  • ERPs (SAP and Banner)
  • Data marts (HR, FI, Instructional Activity)
  • Tableau Server
  • Data Digest (Fact Book) & Management Dashboards
• Executive Support
• BICC (Business Intelligence Competency Center)
• Chief Data Officer
• Data Community
• Data Governance and Partnerships, dedicated Positions
New Data Governance position - 2017

Institutional Governance Program Manager - discussed in 2016, finalized in 2017, a year of progress

• Establish overall framework
• Coordinate efforts - collaboration and engagement
• Promote adoption, education
• Ensure continuous improvement
• Manage data governance projects
Polling Question – Position Titles

• Anyone in the audience currently have 'Data Governance' or a related term in their job title? Thus making it a part of their day job.

• If so, what department or area of the institution?

• If not, are there discussions about creating a position or assigning staff part-time to data governance work?

• Is there advocacy for data governance positions?
Data Governance as a ‘Program’
Why is a Data Governance Program important at Purdue? Why now?

“Getting your data house in order”
"Data is the new oil, needs to be refined to be used"

• Growing:
  • Amounts of data, especially with ERPs
  • Need for efficient use of resources
  • Need for predictive analytics (advanced analytics)

Data is the center, it is the support system for successful institutional initiatives

• Data Governance is a Program (not a Project)
Polling Question – Have a Data Governance Program?

• Is anyone at an institution where a data governance program is in place?

• Where one was started but stalled? Main reason it stalled?

• Has it been re-started?
Why should academic community care about data governance programs?

- Vested interest
  - Affects us and our everyday work

- All areas on campus need to make data driven decisions

- Understanding use of data at all levels
  - Important for college administration to be aware of university projects
  - Important for central offices to know how colleges are using data to implement programming/curricular changes/etc.
Structure of the Academic Data Community

• Central university data offices with most colleges having a data manager
  • Typically report to the dean
  • Range from 1 - 2 full time staff
    • Some with student workers

• Data managers are not organizationally tied, but work together
  • Represent academic side on committees, university initiatives, etc.
  • Meet regularly to discuss ongoing projects and future plans
  • Informal communication, mentoring
  • Every dean has a 'data person' but various job titles, responsibilities
Partnerships

• Academic Data Liaisons
  • 3 college data managers
  • 18 month term
  • Assist with large university projects

• CDO Advisory Committee
  • Monthly meeting with CDO and college data managers

• Project Teams
  • Academic input
Polling Question – Academic Areas Involved?

• Do other institutions partner with their academic areas?

• In what regards?

• Ongoing partnerships or at project level?

• Is it often enough?

• Do academic areas have/make time to partner? If no, should they? Benefits
Data Governance Program – Scope where does central stop and colleges make own decisions?

• Central Offices
  • ETL, Backups, Security infrastructure
  • Data Governance - Chief Data Officer (CDO)
  • Official data

• Academic Colleges
  • Internal reporting needs
  • Academic Program Review
  • Grad Student 5-year Program Review
  • College Strategic Planning and Goals
  • Document when college data differs from official, context
Data Governance Program – Collaboration is Key

Took a Data Community (NOT top down) approach with BI and again with Data Governance

- Non-Invasive Data Governance - Robert Seiner
  - Command and Control Approach (past)
    - Told “You will do this”
  - Traditional Approach (present)
    - Told “You need to do this”
  - Non-Invasive Data Governance Approach (future)
    - Told “You are already doing this’

Purdue Governance groups
- Student Reporting Governance Committee
- Dashboards Standards Committee
- FI-HR Governance group
- BI Strategic Priorities Committee

Collaboration among:
- Functional - Central Offices
- Functional - Academic
- IT

Alignment needed for decision-making based on quality, trusted data
Data Governance

‘Projects’
Data Governance leveraged through Projects

- **Data Cookbook**
  - College Data Manager part of core team

- **Graduate Student Reporting**
  - College Data Managers
  - Grad Contacts in academic departments, grad advisors

- **Official Seal**
  - Task force from across functional areas
  - College Data Managers

- **STEM/ICE**
  - Input from College Data Managers

- **Central Office / Academic College Perspective, Prioritization**
  - College dashboards because central can never meet all the needs of department heads, deans...
  - Use Cognos as an ETL tool
  - Need access to department-level data
Enable the Program with Tools - Data Cookbook

- Goal: one-stop source of metadata/BI content library
- Purchased in December 2016
- Currently 250+ with accounts
- Includes functional areas from across the institution
- Enterprise upgrade in progress
- Adding Report Specs along with additional definitions
- Collaboration - Academic College Data Manager (Kendal) on core team. Perspective as an author in a college
- Continue to make connections with other Data Cookbook institutions.
Data Governance Program - Branding
Presence of the Program

- OIRAE (Office of Institutional Research, Assessment and Effectiveness)
  www.purdue.edu/oirae/
- Data Governance
  www.purdue.edu/oirae/DataGovernance.html
Branding and Buy-In

Signature Block

Sarah Bauer, M.S.
Institutional Data Governance Program Manager
Office of Institutional Research
sarah@purdue.edu
Ongoing Priorities

• Communication at regular intervals
  • Updates, share new projects, list staff involved in each project, share successes
  • Evangelism, stakeholder relationships, buy-in
  • Be at the table in key meetings, recurring meetings
• Increase Partnerships/Engagement / Trust in the Data
  • Be involved in BI Projects - embed data governance
  • Keep the portfolio managers and project managers adding Data Cookbook as a task in their project plans
• Transformation Project - re-implementation of SAP for FI/HR.
  • In production July 2018 / 2019. Let the shakeout begin.
Data Governance is a Journey…

Questions / Feedback / Experiences

Sarah Bauer

_Institutional Data Governance Program Manager_

sarah@purdue.edu

Kendal Kosta-Mikel

_Strategic Data Manager, College of Science_

kkostami@purdue.edu