



Advancing Data Governance by Partnering with Academic Resources

Purdue University

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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

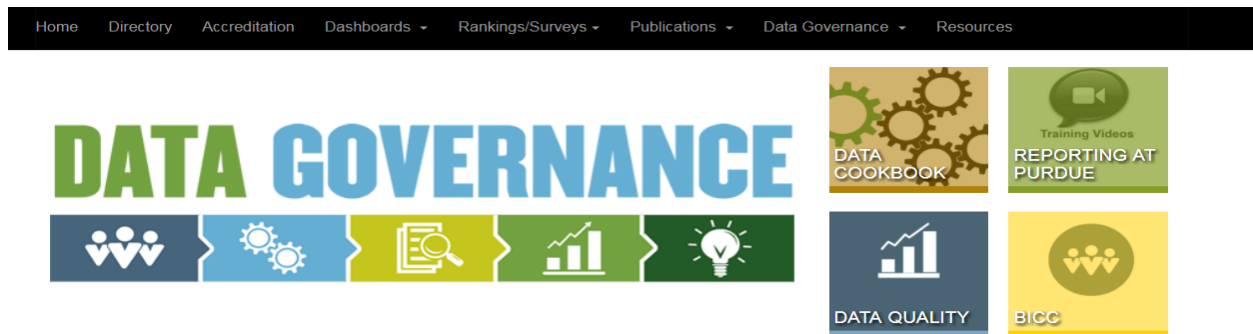
- Goal: one-stop source of metadata/BI content library
- Purchased in December 2016
- Currently 250+ with accounts
- Includes functional areas from across the institution
- Enterprise upgrade in progress
- Adding Report Specs along with additional definitions
- Collaboration - **Academic College Data 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



Academic Testimonial



Kendal Kosta-Mikel
Strategic Data Manager, College of Science

"Being a part of the implementation team for Data Cookbook has allowed me to share views from the academic college perspective. The Purdue Data Cookbook will be a great orientation resource and a benefit to faculty and staff who are interested in learning more about institutional data."

Articles

[OIRAE Implements "Data Cookbook"](#)

Data Governance

Data are an institutional asset. Quality data along with standard, consistent data definitions, business logic and reporting practices allow for efficient operations as well as strategic decision-making. Data governance allows for the most effective use of this valuable, growing asset. It builds relationships among stakeholders by creating a focus across subject areas that allows for new perspective and vision. Strategic decision-making based upon a common understanding of University data is vital for successful institutional initiatives.

Data Governance at Work

- **Data Cookbook is now available**
 - Use your Purdue career account to create an account
 - <https://purdue.datacookbook.com>
- Launch of Graduate School improved data reporting project - November
- Official seal for certified Purdue data - more details in November
- STEM and ICE indicator fields added to Cognos student data - Spring 2018
- Data Cookbook next steps
 - Standard report documentation underway
 - Cognos integration
 - Additional definitions, including Enterprise Asset Management, HR and Finance
 - Upgrade

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Branding and Buy-In

Signature Block

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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

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