



California Community Colleges

Data Governance Advisory Workgroup (DGAW) February Meeting Recap

February 2026



Executive Summary (1 of 2)

On February 27, 2026, the Data Governance Advisory Workgroup (DGAW) met in Sacramento, CA for the sixth workgroup meeting. The session focused on reviewing platform progress for the statewide data governance test, updating templates, standards, and frameworks based on platform participant feedback, and discussing a statewide data governance operating model and next steps for scaling and growing beyond the test.

- Statewide data governance test progressing across eight (8) platforms; frameworks and standards tested and refined for data protection & privacy and metadata management and demonstrate strong readiness for operational adoption.
- Platform test participation validated practical utility of frameworks and standards, surfaced challenges and opportunities, and accelerated progress toward proactive data governance and clearer ownership within platforms.
- A strengthened operating model was defined, including executive sponsorship, a statewide Data Stewardship Leader, clearer accountability (RACI), and predictable update cadences to support scale.
- DGAW members agreed to pursue a phased path toward a statewide data governance model: the Common Cloud Data Platform (CCDP), serving as the system's central data hub, and adoption of a data governance platform, balancing systemwide consistency with local needs.
- Over the next three months, platform participants will complete test activities, focusing on finalizing testing of metadata management and data quality frameworks and standards.



Executive Summary (2 of 2)

Key Takeaways

Workgroup members:

1. Participated in statewide data governance test update for individual platforms and engaged with Mapping Articulated Pathways team, who shared their insights on and enthusiasm for the test experience.
2. Reviewed and incorporated platform test participant feedback on core data governance frameworks and standards.
3. Developed shared understanding of test themes and opportunities and aligned on opportunities for standardized definitions, centralized metadata management, clarified decision rights, and a unified operating model.
4. Aligned on a forward path for statewide data governance, with consensus to pursue a phased approach toward a centralized model anchored by the Common Cloud Data Platform and a Data Governance Platform, while supporting incremental adoption and local flexibility.



Meeting Attendance

#	Member Name	Organization
1	Rebecca Bocchicchio*	CCCCIO
2	Stuart Davis*	CISOA
3	Thanh Do*	4CS
4	Veronica Fisher*	CACCRAO
5	John Hetts*	Chancellor's Office
6	Xiaohong Li*	CISOA
7	Pam Mery*	RP Group
8	Ernest Shih*	CCCCO
9	James Temple*	CISOA
10	Terrence Willett*	CCCCO
11	Aeron Zentner*	RP Group
12	Chris Dela Rosa	ACBO
13	Dulce Delgadillo	RP Group
14	David Duncan	SSCCC
15	Mikki Johnson	CCCSFAAA
16	Jeannie Kim	CEOCCC
17	Eric Wada	ASCCC
#	Guest Attendee Name	Organization
18	Malone Dunlavy*	MAP
19	Craig Hayward*	CCCCO
20	Samuel Lee*	MAP

*Attended session

Statewide Data Governance Test Update

Discussion Points:

- DGAW continues to drive statewide data governance strategy, focusing on completing statewide data governance test with eight (8) platforms to confirm data governance framework and standard utility.
- Statewide data governance test engaged platforms through targeted one-on-one deep dives and training, prioritizing Data Protection & Privacy and Metadata Management as foundational capabilities.
- Platforms applied governance frameworks and standards to real use cases and data, confirming roles, identifying priority data elements, and completing templates to test feasibility in practice rather than theory.
- Test approach allows platforms to participate through two formats to accommodate varying platform needs and resource availability:
 - Tools Sharing: Platforms receive deep dives into governance frameworks, standards, and templates and provide feedback on whether these frameworks and standards could realistically align with their environments.
 - Use Case: Platforms apply frameworks and standards to real data and real workflows. They test templates using selected use cases.
- Platform training outcomes were strong: high satisfaction (92%), strong confidence (80%), and no negative feedback, indicating content and facilitation are effective.
- **Overall takeaway:** data governance direction is sound, but scaling will require prioritization, standardization, and practical guidance, not additional documentation; test feedback reinforced need for clear sequencing, applied examples, and pragmatic adoption guidance.

Statewide Data Governance Test Progress
Since November, platform representatives participated in one-on-one test preparation discussions and training focused on Data Protection & Privacy and Metadata Management.

- Conducted one-on-one deep dives
- Identified key data elements
- Confirmed roles and responsibilities
- Selected data use cases for testing
- Held individual test sessions
- Collected feedback on frameworks and standards
- Supported platforms in completing templates

Framework, Standard, and Template Status

Category	Item	Status
Data Protection & Privacy	Data Classification Standard	Complete
	Life Cycle Review Policy	Complete
	Data Privacy Policy	Complete
	Data Sharing Agreements Template	Complete
Metadata Management	Data Quality Framework	Complete
	Metadata Management Framework	Complete

Statewide Data Governance Test Participants
The following platforms are participating in the data governance test:

#	Platform
1	Mapping Articulated Pathways (MAP)
2	Common Cloud Demonstration Project (CCDP)
3	Program Pathways Mapper (PPM)
4	Reimagine CCCApply
5	DataVista
6	NOVA
7	Vision Aligned Reporting (VARI)
8	California Virtual Campus (CVC)

Statewide Data Governance Test Approach
There is one data governance test approach, tailored to each platform's capabilities, context, and needs:

Statewide Data Governance Test Timeline

Month	Activity
Nov '25	Initial deep dive
Dec '25	Deep dive
Jan '26	Deep dive
Feb '26	Deep dive
Mar '26	Deep dive
Apr '26	Deep dive
May '26	Deep dive
Jun '26	Deep dive

Statewide Data Governance Test Next Steps
The following key activities for a successful test:

- Metadata Management
- Data Quality
- Policy, People & Process
- Technology & Analytics
- Change Management

Platform Feedback
Platform representatives are participating in data governance training session and reported largely positive training experience and generally felt confident explaining what they learned.

Overall Satisfaction	Confidence Explaining What Was Learned
92% of survey participants (23 of 25) expressed they were satisfied or very satisfied with session	80% of survey participants (20 of 25) expressed they were confident or very confident in explain what they learned
8% of survey participants (2 of 25) expressed they felt neutral	20% of survey participants (5 of 25) expressed they felt slightly confident or neutral
No negative responses	

Select Feedback

- "I think this was a very informative process, no improvements"
- "All slides were thoughtfully presented and gave the chance for any questions"
- "Maybe less about the background and more about what we have to do up front"
- "Some of the terminology is hard..."
- "Nothing. Only way to get thru this content."
- "...if more activities could be incorporated to break up the more information only sections, that would be valuable for engagement. I really enjoyed the activity portion."
- "So grateful for the opportunity to participate on this workshop! Thank you!"

Platform Updates (1 of 2)

Discussion Points:

- Use Case Platforms demonstrated varying levels of readiness for full data governance adoption, reinforcing need to pace and tailor adoption by platform maturity.
 - Mapping Articulated Pathways (MAP) is ready for full adoption, with governance tooling (Purview) already in place, active metadata practices, and limited structural change needed to move beyond the test.
- MAP representatives provided feedback on test participation:
 - Test moved data governance from abstract principles to concrete, operational practice, giving MAP team confidence through real processes, documentation, and actions.
 - MAP team shifting from feature-driven governance to embedded, operational governance, enabled by shared vocabulary and structured training built directly into platform workflows.
 - Testing surfaced hidden assumptions and gaps, including unclear data ownership and differences between documented and actual practices, allowing MAP team to strengthen clarity, accountability, and communication of compliance.
 - Work enabled MAP team to transition data quality efforts from reactive to proactive, reinforcing governance as durable capability rather than one-time compliance.
 - Test clarified that governance must support cross-system coordination and interoperability (e.g., MIS, student portals, AI initiatives), not just internal platform management, positioning governance as foundational infrastructure.
 - MAP team is not waiting for test to conclude; they are beginning to operationalize roles, shared definitions, and statewide alignment to support long-term scaling.

Platform Overview – Use Case Cohort
Platforms with use cases demonstrate varying levels of readiness for full data governance tool adoption.

Platform	Readiness for Full Data Governance Adoption	Overview
MAP	Ready For Full Adoption	Core governance tooling (Purview) is in place, metadata foundations exist, and governance can be operationalized beyond the test with limited structural change.
PPM	Progressing Toward Full Adoption	Centralized data environment and clear use cases exist, but governance tooling, standardized documentation, and embedded workflows are not yet established.
DataVista	Progressing Toward Full Adoption	Strong technical pipelines and embedded checks exist, but governance standards and workflows need to be formalized and consistently applied across inbound data.
NOVA	Progressing Toward Full Adoption	Operationally stable with defined environments, but full adoption depends on formalized cross-agency governance, standardized documentation, and embedded stewardship workflows.
VAR	Foundational Readiness Required	Heavy reliance on manual processes and upstream data limits readiness; foundational metadata, documentation, and governance integration are still required.

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Mapping Articulated Pathways (MAP)

Use Case and Context:
MAP standardizes Joint Services Transcript (JST) data and seeks to further to enable accurate, consistent, and compliant military credit evaluation for colleges.

Overall Readiness for Full Adoption

Early Readiness Signals

- Purview actively used for cataloging, classification, scanning.
- Intake validation checks indicate baseline data quality.

Full Adoption Requirements

- Populate business glossary to standardize intake terminology.
- Implement automated data quality rules beyond structural checks.

Challenges

- Some data quality issues still require manual intervention.
- Additional Purview capabilities need future evaluation.

Platform Updates (2 of 2)

Discussion Points:

- Program Pathways Mapper (PPM), DataVista, and NOVA are progressing toward full adoption, supported by stable operations and strong technical foundations.
 - Remaining work is concentrated in formalizing governance workflows, standardizing documentation, and embedding stewardship, rather than addressing technology gaps.
- Visioned Aligned Reporting (VAR) requires additional foundational readiness, with greater reliance on manual processes and upstream data dependencies indicating higher effort before governance can scale effectively.
- Tool Sharing Platforms demonstrated a strong ability to align with statewide data governance frameworks and standards, even without executing full workflows during the test.
 - CCDP shows strong alignment because governance standards are being developed in parallel with platform build, allowing governance to be embedded as platform scales rather than retrofitted later.
 - CVC can largely align to governance frameworks and standards, but its vendor-managed data model limits direct control; some governance gaps will need to be addressed through future vendor contracts rather than tooling alone.
 - Reimagine Apply has strong alignment potential because it functions as an upstream data producer, making governance by design feasible if the vendors (Liaison and Higher Digital) and Tech Center can successfully collaborate on the effort.

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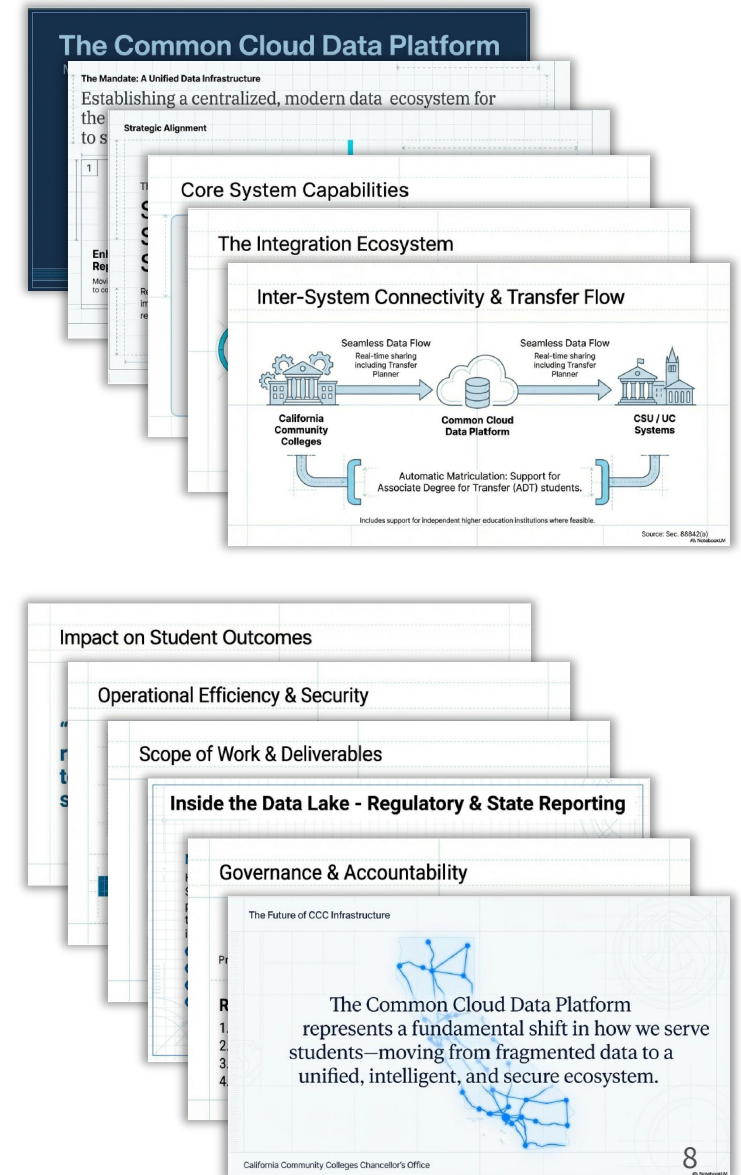
Platform Overview – Tool Sharing Cohort
 Platforms confirmed the ability to fully align with the statewide data governance tools

Platform	Ability to Align with Data Governance Tools	Overview
CCDP	Strong Ability to Align	Governance standards are being created alongside platform development and can be embedded as platform scales.
CVC	Strong Ability to Align	Can largely adopt data governance tools, but some gaps exist that would need to be addressed in future contracts with vendor.
Reimagine Apply	Strong Ability to Align	Governance can be incorporated early through design alignment, which requires collaboration between the vendor and the Technology Center.

Common Cloud Data Platform (CCDP)

Discussion Points:

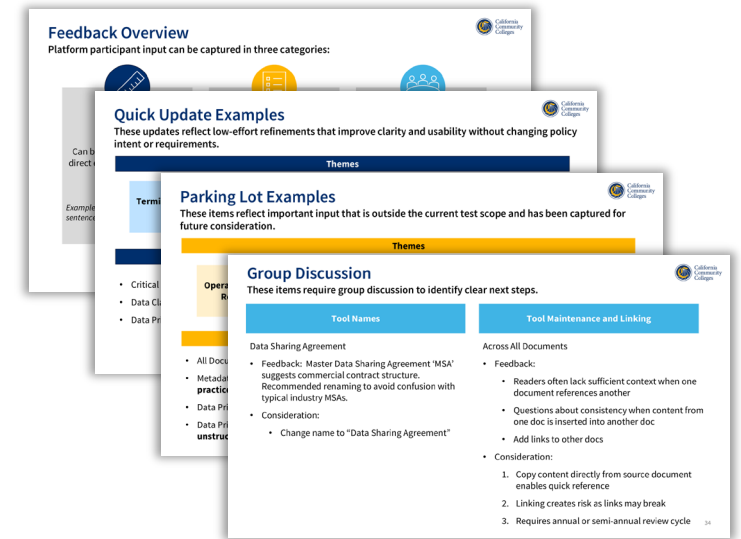
- CCDP representative provided overview and update on CCDP, a statewide data governance test participant.
- CCDP is establishing a centralized, statewide data ecosystem to support Vision 2030 goals, improving visibility into student progress, transfer, completion, and economic mobility across colleges.
 - CCDP consolidates fragmented, multi-campus student data into a single data lake, enabling near-real-time insights that were previously not possible.
 - Early value demonstrated, including live enrollment reporting across ~24 colleges and Chancellor's dashboard supporting faster, more informed decision-making.
 - Platform supports near-real-time ingestion of application, LMS (Canvas), and MIS data, built on cloud architecture with evolving access controls and growing integration ecosystem.
 - High-impact use cases and funded roadmap through 2028 position CCDP for scale, enabling transfer audit and outreach today, with planned expansion of data sources, security, interoperability, and shared standards.
- CCDP and Data Governance
 - Data governance foundational to CCDP; acknowledged data mismatches for new data sources expected and are focus of governance maturation.
 - Standardized data definitions and improved data quality are explicit goals, positioning CCDP as central hub for shared data and increasing effectiveness of analytics and AI use cases.



Test Themes and Opportunities (1 of 3)

Discussion Points:

- Workgroup reviewed platform test participant feedback on data governance frameworks and standards. Key decisions:
 - Document name update: Data Sharing Agreement (originally “Statewide Master Data Sharing Agreement (MSA)”)
 - Document maintenance: when document is referenced or linked in another document, linking will be bi-directional to source documents; “last updated” date to be included.
- Data governance test surfaced four systemwide challenges:
 - Fragmented metadata
 - Limited lineage visibility
 - Persistent data quality issues
 - Unclear ownership
- Challenges informed four statewide opportunities to address root causes:
 - Centralized, standardized definitions and metadata
 - System-of-systems mapping and lineage visibility
 - Unified statewide data governance operating model
 - Realistic, shared expectations aligned to college capacity



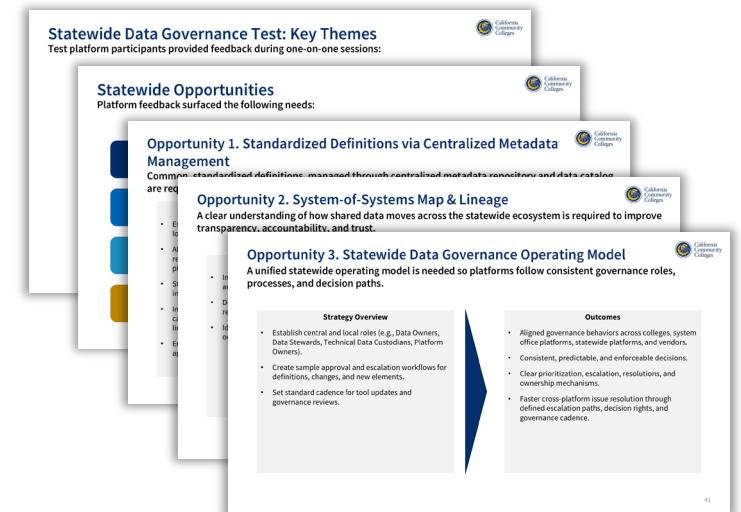
Feedback Overview
Platform participant input can be captured in three categories:

Quick Update Examples
These updates reflect low-effort refinements that improve clarity and usability without changing policy intent or requirements.

Parking Lot Examples
These items reflect important input that is outside the current test scope and has been captured for future consideration.

Group Discussion
These items require group discussion to identify clear next steps.

Tool Names	Tool Maintenance and Linking
<p>Data Sharing Agreement</p> <ul style="list-style-type: none"> Feedback: Master Data Sharing Agreement “MSA” suggests commercial contract structure. Recommended renaming to avoid confusion with typical industry MSAs. Consideration: <ul style="list-style-type: none"> Change name to “Data Sharing Agreement” 	<p>Across All Documents</p> <ul style="list-style-type: none"> Feedback: <ul style="list-style-type: none"> Readers often lack sufficient context when one document references another Questions about consistency when content from one doc is inserted into another doc Add links to other docs Consideration: <ol style="list-style-type: none"> Copy content directly from source document enables quick reference Linking creates risk as links may break Requires annual or semi-annual review cycle



Statewide Data Governance Test: Key Themes
Test platform participants provided feedback during one-on-one sessions:

Statewide Opportunities
Platform feedback surfaced the following needs:

Opportunity 1. Standardized Definitions via Centralized Metadata Management
Common standardized definitions, managed through centralized metadata repository and data catalog are required.

Opportunity 2. System-of-Systems Map & Lineage
A clear understanding of how shared data moves across the statewide ecosystem is required to improve transparency, accountability, and trust.

Opportunity 3. Statewide Data Governance Operating Model
A unified statewide operating model is needed so platforms follow consistent governance roles, processes, and decision paths.

Strategy Overview	Outcomes
<ul style="list-style-type: none"> Establish central and local roles (e.g., Data Owners, Data Stewards, Technical Data Custodians, Platform Owners). Create simple approval and escalation workflows for definitions, changes, and new elements. Set standard cadence for tool updates and governance reviews. 	<ul style="list-style-type: none"> Aligned governance behaviors across colleges, system office platforms, statewide platforms, and vendors. Consistent, predictable, and enforceable decisions. Clear prioritization, escalation, resolutions, and ownership mechanisms. Faster cross-platform issue resolution through defined escalation paths, decision rights, and governance cadence.

Test Themes and Opportunities (2 of 3)

Discussion Points:

- Centralized metadata and lineage are foundational to trust, consistency, and scalability across platforms and reporting.
- A unified operating model is required to standardize roles, decision paths, and escalation, turning governance into a sustained capability rather than ad-hoc effort.
- Governance must align with operational realities at colleges, pairing expectations with tools, guidance, and support to enable adoption rather than compliance fatigue.
- Workgroup members participated in activity, discussing each opportunity to identify key enablers, required stakeholders, and critical success factors. Key themes included:
 - Opportunity 1: Centralized, standardized definitions and metadata
 - Prioritize expertise over formal roles, allowing districts and colleges to engage the right people based on capacity and structure without over-engineering early efforts.
 - Demonstrate value, using clear data outcomes to justify funding, staffing, and leadership support, to enable sustained progress.
 - Opportunity 2: System-of-systems mapping and lineage visibility
 - Establish clear end-to-end visibility of data flows, including sources, uses, and dependencies across platforms.
 - Plan proactively for change, aligning contracts, resources, and update calendars to reduce downstream disruption and rework.


Activity

Instructions

1. (40 minutes) Each group will rotate to each opportunity. As a group, discuss and capture responses to the following questions:

- What are the key enablers required to make this opportunity possible?
- Who needs to be involved (roles, groups, or organizations) for it to succeed?
- What are the critical success factors that must be true for this opportunity to work at scale?
- Bonus: What fictional character would you want on this advisory workgroup?

2. (20 minutes) Station hosts will present 1-2 themes and 1 tension or open question. Focus on what is most essential, not exhaustive.





Opportunity #1

Opportunity #2

-Key Enablers-

-Key Roles-

-Critical Success Factors-



Opportunity #3

Opportunity #4

-Key Enablers-

-Key Roles-

-Critical Success Factors-

Test Themes and Opportunities (3 of 3)

Discussion Points:

- Opportunity 3: Unified statewide data governance operating model
 - Success depends on participation and executive sponsorship, ensuring colleges are represented while preserving local autonomy.
 - Effective governance requires right people and regular cadence, emphasizing collaboration and coordination over top-down control.
- Option 4: Realistic, shared expectations aligned to college capacity
 - Support must be equitable and semi-tailored, recognizing wide variation in college readiness, resources, and operating contexts.
 - Adoption driven by enablement and momentum, using shared tools, automation, local champions, and quick wins supported by clear points of contact.


Activity

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- Who needs to be involved (roles, groups, or organizations) for it to succeed?
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Opportunity #1

Opportunity #2

-Key Enablers-

-Key Roles-

-Critical Success Factors-



Opportunity #3

Opportunity #4

-Key Enablers-

-Key Enablers-

-Key Roles-

-Critical Success Factors-

Data Governance Operating Model (1 of 2)

Discussion Points:

- Formal operating model required to move from test to sustained, statewide data governance, providing clear roles, decision rights, and accountability
- Model balances central direction with distributed execution, placing accountability close to data (platforms, districts, colleges) while central bodies set standards, alignment, and guardrails to support scale across varying maturity levels.
- Clear RACI structures and dedicated statewide execution role (Statewide Data Stewardship Leader) are essential, separating who decides, executes, advises, and is informed, while maintaining momentum through coordination, training, and adoption tracking.
- Success is measured by outcomes, not activity, including adoption, data quality improvement, stewardship maturity, and reduced risk, turning governance from one-time effort into a durable, repeatable capability.

Purpose and Benefits of DG Operating Model
The operating model establishes statewide roles, standards, and decision rights to govern CCC data.

Why an Op Model?
Operating Model Capabilities & Outcomes
A successful op model addresses strategy, policy, and operations while driving DG adoption and awareness.

Key Capabilities

Data Governance Structure
Executive Sponsor
Chair/Co-Chair

Data Governance Advisory Workgroup Personas
Role | What they do | Why it's needed

Statewide Data Governance Personas

Role	What they do	Why it's needed
Statewide Platform Owners	<ul style="list-style-type: none"> Oversee implementation of DG in their platform Share platform-specific advice and knowledge Approve platform-specific governance artifacts and decisions 	<ul style="list-style-type: none"> Provides statewide collaboration Ensures DG is embedded in tech and data delivery
District & College Representatives	<ul style="list-style-type: none"> Oversee implementation of DG in their district / college Share district / college specific advice and knowledge Approve college-specific governance artifacts and decisions 	<ul style="list-style-type: none"> Provides statewide collaboration Ensures DG is embedded in tech and data delivery
Data Stewards	<ul style="list-style-type: none"> Support owners by managing critical data element strategy Share district / college specific advice and knowledge Define, monitor, and resolve data quality rules 	<ul style="list-style-type: none"> Translates governance into real action Makes transparent rules and glossary to stakeholders
Data Custodians	<ul style="list-style-type: none"> IT point of contact for data-related technical requests Manage technical metadata, DQ rules, data lineage Ensure data sensitivity and privacy classifications 	<ul style="list-style-type: none"> Makes trusted data usable across platforms Enables secure, compliant data delivery
Data Owners	<ul style="list-style-type: none"> Define and approve critical data elements & assets Ensure data protection, access, and operational fit Design, research and resolve key issues 	<ul style="list-style-type: none"> Establishes accountability for data ownership and its usage to ensure trusted data is not misused Builds trust in data for student outcomes
Volunteer Reviewers	<ul style="list-style-type: none"> Review DGMI deliverables and offer constructive feedback Engage in ad-hoc meetings and feedback sessions 	<ul style="list-style-type: none"> Expands collaboration and ensures broader community alignment on DGMI outputs Introduces essential viewpoints from CIOs and the RP Group communities

Proposed Statewide Data Governance RACI Matrix

Responsibilities	Chair/Co-Chair	Statewide Platform Owners	District & College Representatives	Data Stewards	Data Custodians	Data Owners	Volunteer Reviewers
Strategy & Policy Activity							
Data Governance Development							
Policy Approval							
Key Reference							
Data Protection							
IT Management							
Data Stewards							
Data Custodians							
Data Owners							
Volunteer Reviewers							

Proposed Local Data Governance RACI Matrix

Responsibilities	Chair/Co-Chair	Statewide Platform Owners	District & College Representatives	Data Stewards	Data Custodians	Data Owners	Volunteer Reviewers
Strategy & Policy Activity							
Data Governance Development							
Policy Approval							
Key Reference							
Data Protection							
IT Management							
Data Stewards							
Data Custodians							
Data Owners							
Volunteer Reviewers							

Data Governance Operating Model (2 of 2)

Discussion Points:

- Group discussion focused on:
 - RACI roles should be clearly defined but flexible, recognizing that at smaller colleges one person may fill multiple roles (i.e., owner, steward, custodian).
 - Role clarity matters more than role count, with general alignment that stewards are more functional, custodians more technical, and owners more strategic, while allowing local discretion in how responsibilities are assigned.
 - Central RACI provides consistency; local RACIs allow flexibility. Statewide vs. local responsibilities need to be explicitly distinguished, with a central RACI providing consistency and separate local matrices allowing local flexibility.
 - Change cadence should be intentional and limited, favoring scheduled (annual or semi-annual) updates with clear thresholds for critical, as-needed changes.

The presentation slides provide a comprehensive overview of the Data Governance Operating Model. Key components include:

- Purpose and Benefits of DG Operating Model:** Establishes statewide roles, standards, and decision rights to govern CCC data.
- Operating Model Capabilities & Outcomes:** A successful model addresses strategy, policy, and operations while driving DG adoption and awareness.
- Data Governance Structure:** Defines the hierarchy from Executive Sponsor to various roles.
- Data Governance Advisory Workgroup Personas:** Lists roles such as Statewide Platform Owners, District & College Representatives, Data Stewards, Data Custodians, Data Owners, and Volunteer Reviewers.
- Statewide Data Governance Personas:** Detailed table of roles and their responsibilities across different levels.
- RACI Matrices:** Proposed matrices for both Statewide and Local data governance activities, detailing responsibilities for various roles across different categories.

Data Governance Pathways (1 of 2)

Discussion Points:

- To determine how best to scale statewide data governance beyond test, three governance pathways discussed, reflecting different tradeoffs in centralization, investment, and maturity.
 - Step 1: Expand Test Model - Builds on existing momentum to enable flexible, lower-cost adoption, but manually intensive and dependent on coordination.
 - Step 2: Adopt Governance Platform – Implements governance platform for more consistent, scalable, and automated governance, requiring upfront investment and strong change management.
 - Step 3: Adopt Central Data Hub and Governance Platform - Centers on common data model (CCDP) and governance platform to enable systemwide analytics, delivering highest maturity at cost of greater complexity, investment, and risk.
- Key Decision:** Group agreement on Step 3 being goal. Agreement that model anchored by CCDP (common data model) and a Data Governance Platform provides strongest foundation.

Data Governance Pathways Summary
Expanding governance over time enables greater consistency, scalability, and systemwide impact.

Components	Step 1: Expand Test Model	Step 2: Adopt Governance Platform	Step 3: Adopt Central Data Hub and Governance Platform
Build platform workplans to fully incorporate governance tools	✓	✓	✓
Expand adoption to all statewide platforms & system office technology (e.g., full Technology Center portfolio, MIS, S20)	✓	✓	✓
Conduct district proof of concept (POC)	✓	✓	✓
College & district outreach to share governance practices	✓	✓	✓
Procure Data Management & Governance Platform (DMGP) and build adoption plan for systemwide use		✓	✓
Work with CCDP to evolve platform into central data hub			✓
Build a Common Data Model enabled by DMGP			✓

Data Governance Pathways (2 of 2)

Discussion Points:

- Group discussion focused on:
 - Core decision was not whether governance should scale, but how. Participants emphasized using Steps 1 and 2 as interim steps that build toward Option 3.
 - Local autonomy remains important, even under Step 3, with governance standards set centrally while allowing colleges and districts to govern locally and contribute aligned data to central hub.
 - A phased, outcome-driven path is essential, with clear articulation of why Step 3 is end-state, what value it delivers (especially for non-data audiences), and how interim investments build cumulatively rather than being discarded.

Data Governance Pathway Overview
The steps to scale data governance, each representing a different level of centralization, investment, and maturity.

Step 1: Expand Test Model
Step 2: Adopt Governance Platform
Step 3: Adopt Central Data Hub and Governance Platform

Pathway Considerations
Consider the following as each pathway is reviewed in more detail:

- Value and Benefits**
Benefits delivered and where the option creates the most value.
- Risks and Tradeoffs**
Key risks, constraints, and anticipated complexity or costs.
- Conditions for Success**

Step 1: Expand Test Model
This step builds on existing momentum by expanding current tools and practices incrementally across platforms and districts.

Key Components

- Build test platform workplans to fully incorporate governance tools
- Expand adoption to all statewide platforms and system office technology (e.g., full Technology Center portfolio, MIS, S20)
- Conduct district proof-of-concepts (POCs) and college/district outreach to share governance practices

Expected Outcomes

- Expands governance incrementally, using existing tools and momentum
- Increases awareness and adoption of governance practices across platforms and districts

Step 2: Adopt Governance Platform
This step establishes a shared governance foundation by introducing a common data governance platform for systemwide adoption.

Key Components

- Plan for procurement of Data Management & Governance Platform (DMGP)
- Build DMGP adoption plan for statewide use
- Conduct district proof-of-concepts (POCs) and launch college/district outreach to prepare for systemwide DMGP adoption

Expected Outcomes

- Establishes a shared governance foundation across platforms
- Improves consistency in metadata, data quality, and stewardship practices
- Enables more scalable and repeatable governance adoption
- Disincentivizes further purchase of platforms

Step 3: Adopt Central Data Hub and Governance Platform
This step positions CCDDP as the system's central data hub, enabling scalable governance, integration, and reuse through shared tools and standards.

Key Components

- Partner with CCDDP to evolve platform into system's central data hub
- Procure Data Management & Governance Platform (DMGP) and build statewide adoption plan
- Build Common Data Model, enabled by DMGP, to support consistent integration and reuse
- Procure district central data governance (CCDDP) tool knowledge

Expected Outcomes

- Positions CCDDP as both central integration point and governance anchor
- Enables highest level of consistency, reuse, and systemwide insight
- Supports long-term governance maturity and scalable analytics

Data Governance Pathways Summary
Expanding governance over time enables greater consistency, scalability, and systemwide impact.

Components	Step 1: Expand Test Model	Step 2: Adopt Governance Platform	Step 3: Adopt Central Data Hub and Governance Platform
Build platform workplans to fully incorporate governance tools	✓	✓	✓
Expand adoption to all statewide platforms & system office technology (MIS, SIS, TE portfolio)	✓	✓	✓
Conduct district proof of concept (POC)	✓	✓	✓
College & district outreach to share governance practices	✓	✓	✓
Procure Data Management & Governance Platform (DMGP) and build adoption plan for systemwide use		✓	✓
Work with CCDDP to evolve platform into central data hub			✓
Build a Common Data Model enabled by DMGP			✓

DGAW Next Steps

Discussion Points:

- Test next steps:
 - Platforms to complete remaining activities focused on Metadata Management and Data Quality
 - Feedback to be provided on remaining frameworks and standards; tactical groups to review feedback.
 - Test debrief and DGAW meeting to be held in June

Next Steps



- March – Additional feedback on remaining metadata management tools to be provided by test platform participants
- May – Feedback on data quality tools from test platform participants to be provided
- June – Test debrief with platform participants and DGAW meeting (June 25)



California Community Colleges

Data Governance Advisory Workgroup (DGAW) February Meeting

February 27, 2026



Objectives

1. Share update on platform engagement for statewide data governance test.
2. Update templates, standards, and frameworks.
3. Align on recommendation for next steps beyond test.
4. Discuss ongoing data governance maintenance.

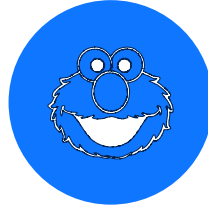
Agenda

Time	Activity
10:00 AM	Welcome and Meeting Objectives
	Team Activity
	Test Update
	Platform Updates
	Common Cloud Data Platform (CCDP) Update
	Working Session: Data Governance Frameworks and Standards Feedback
12:20 PM	Lunch
1:05 PM	Test Themes and Opportunities
	Ongoing Data Governance Maintenance (Operating Model)
	Data Governance Path Forward
	Next Steps
	Q&A
3:00PM	Meeting End

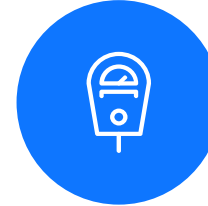
Ground Rules



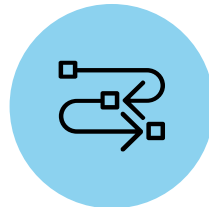
Adhere to timebox



G E L M O
“Good Enough
Let’s Move On”



Use parking lot



Trust the process
(be present and inclusive)



**Be curious and
solution-oriented**



**Give grace and assume
positive intent**

Team Activity

Team Activity: Two Wins and a Wish

Instructions:

1. At each table, each person shares [5 minutes]:
 - Two recent accomplishments, bright spots, or positive moments (personal or professional).
 - One hope or idea for how the team could strengthen collaboration, communication, or support.
2. Choose one “highlight” per group.
3. Group debrief [5 minutes].



Test Update

Statewide Data Governance Test Progress

Since November, platform representatives participated in one-on-one test preparation discussions and training focused on Data Protection & Privacy and Metadata Management.

- Conducted one-on-one platform discussions focused on:
 - Deep-dive into key roles and platform details (e.g., data ingestion, data governance frameworks and standards used, etc.)
 - Identification of potential limitations (e.g., system access, data types, etc.)
 - Confirmation of test participants (steward & custodians)
 - Selection of use cases and identification of data elements
- Held individual training sessions
- Collected feedback on data governance frameworks and standards
- Supported platform participants to complete data governance templates for Data Protection & Privacy and Metadata Management

Framework, Standard, and Template Status

Data Protection & Privacy

Data Protection & Privacy Framework (DC)

Data Classifications Standard (DC)

Lifecycle & Retention Policy (DC)

Data Privacy Policy (DC)

Data Sharing Agreement Template (DC)

Data Quality Management

Data Quality Framework (DC)

Data Quality Standard (DC)

Data Quality Rules Library (DC)

KPIs & Dashboards (U)

Metadata Management

Metadata Management Framework (DC)

Critical Data Element Standard (DC)

Data Lineage Framework (DIP)

Data Dictionary Template (DC)

Data Glossary Template (DC)

Metric Definition Template (DC)

Policy, People & Process

Operating Model (DIP)

Technology & Analytics

System Data Flows (DC)

Change Management

Change Management Framework (DIP)

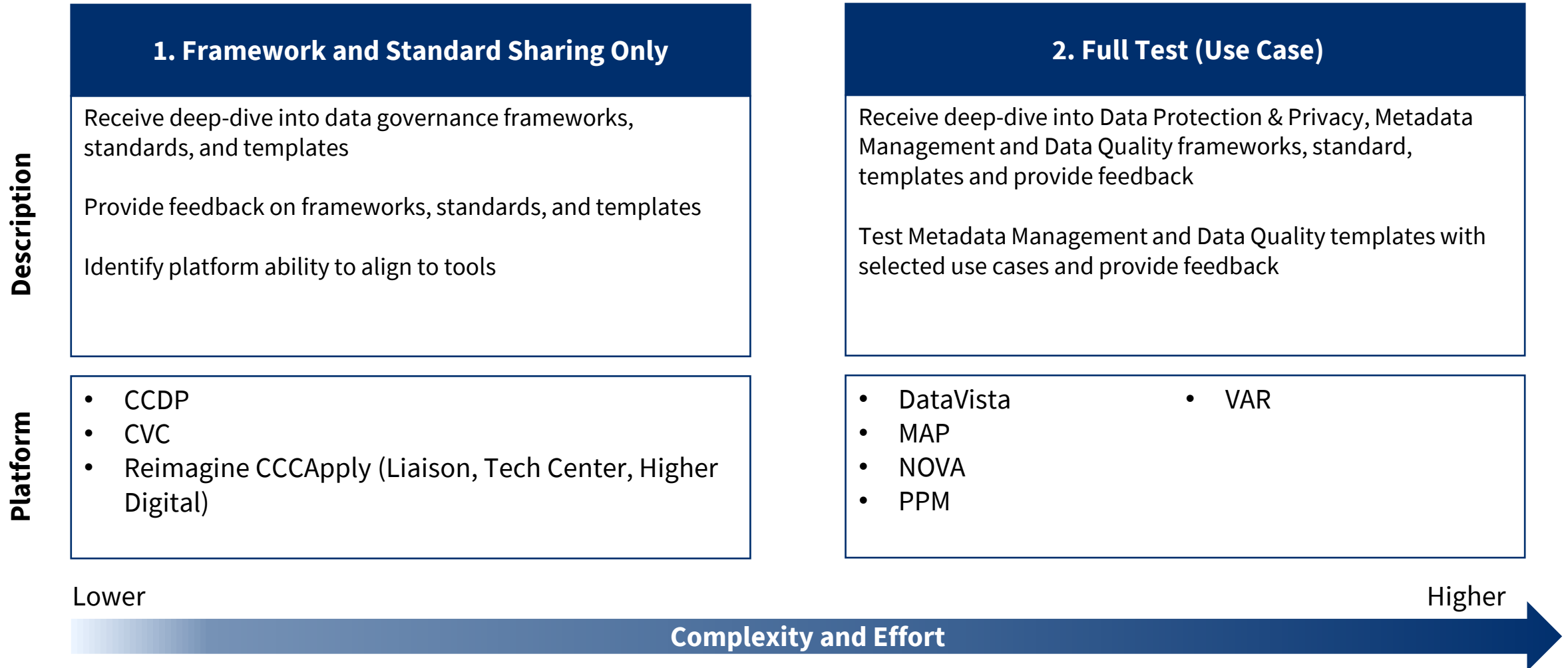
Statewide Data Governance Test Participants

The following platforms are participating in the data governance test:

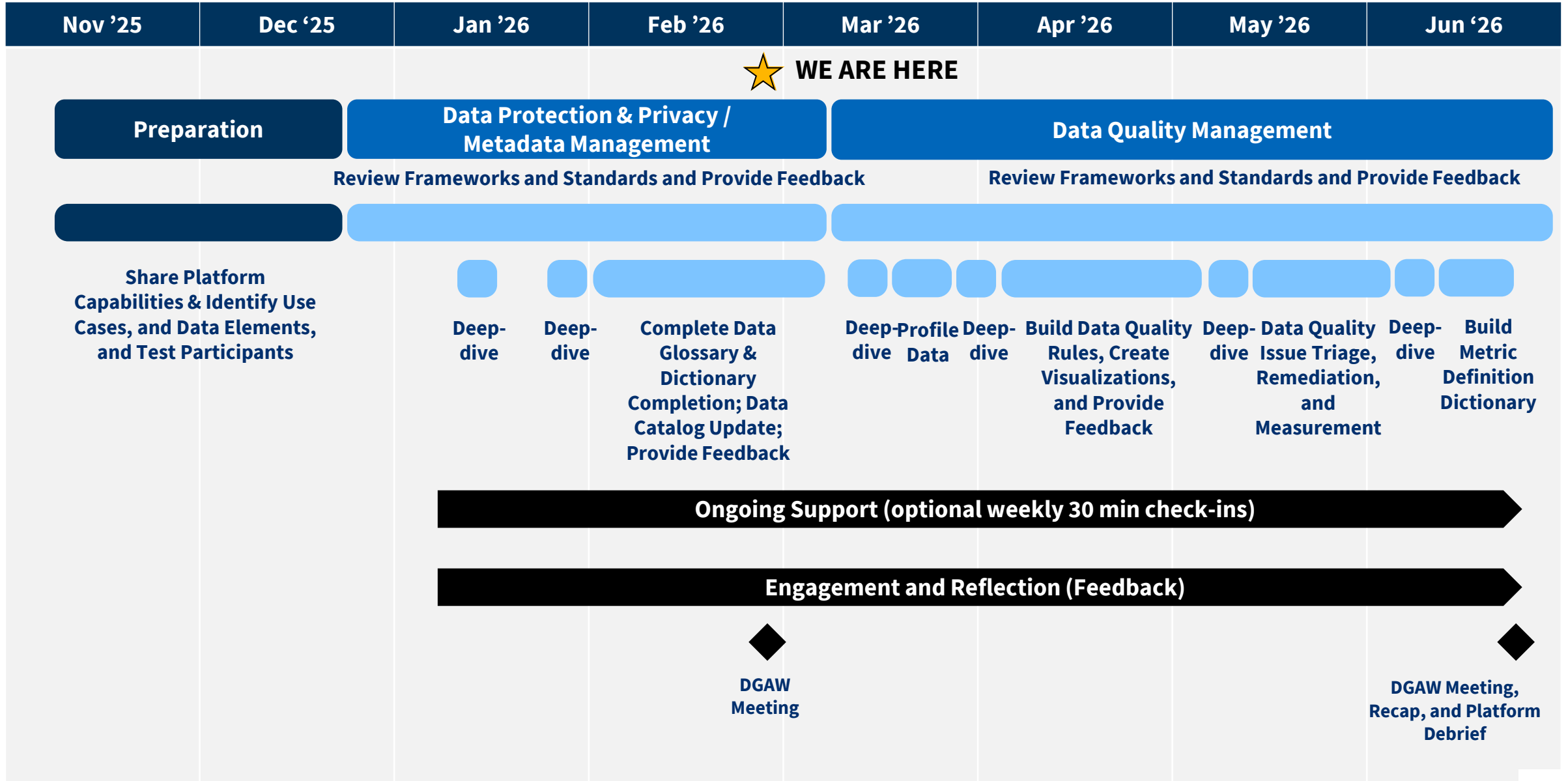
#	Platform
1	Mapping Articulated Pathways (MAP)
2	Common Cloud Demonstration Project (CCDP)
3	Program Pathways Mapper (PPM)
4	Reimagine CCCApply (Liaison, Tech Center, Higher Digital)
5	DataVista
6	NOVA
7	Vision Aligned Reporting (VAR)
8	California Virtual Campus (CVC)

Statewide Data Governance Test Approach

There is one data governance test approach, tailored to each platform's capabilities, context, and needs:



Statewide Data Governance Test Timeline



Statewide Data Governance Test Next Steps

The following key activities for a successful test:

- Metadata Management
 - By 2/27 test platform participants to:
 - Complete data glossary and data dictionary for uses cases
 - Provide remaining framework and standard feedback
 - By 3/6 test platform participants to:
 - Complete enrichment of platform data catalog or data governance tool with data glossary and data dictionary
- Data Quality Management
 - Participate in training
 - Build DQ Library, Apply Data Quality Rules, and Create Visualization
 - Provide feedback on data governance frameworks and standards

Platform Feedback

Platform representatives are participating in data governance training session and reported largely positive training experience and generally felt confident explaining what they learned.

Overall Satisfaction

- **92%** of survey participants (23 of 25) expressed they were **satisfied** or **very satisfied** with session
- **8%** of survey participants (2 of 25) expressed they felt **neutral**
- No negative responses

Confidence Explaining What Was Learned

- **80%** of survey participants (20 of 25) expressed they were **confident** or **very confident** in explain what they learned
- **20%** of survey participants (5 of 25) expressed they felt **slightly confident** or **neutral**

Select Feedback

- “I think this was a very informative process, no improvements”
- “All slides were thoughtfully presented and gave the chance for any questions”
- “Maybe less about the background and more about what we have to do up front”
- “Some of the terminology is hard...”
- “Nothing. Only way to get thru this content.”
- “...if more activities could be incorporated to break up the more information only sections, that would be valuable for engagement. I really enjoyed the activity portion.”
- “So grateful for the opportunity to participate on this workgroup! Thank you!”

Platform Updates

Platform Overview – Use Case Cohort

Platforms with use cases demonstrate varying levels of readiness for full data governance framework and standard adoption.

Platform	Readiness for Full Data Governance Adoption	Overview
MAP	Ready For Full Adoption	Core governance tooling (Purview) is in place, metadata foundations exist, and governance can be operationalized beyond the test with limited structural change.
PPM	Progressing Toward Full Adoption	Centralized data environment and clear use cases exist, but governance tooling, standardized documentation, and embedded workflows are not yet established.
DataVista	Progressing Toward Full Adoption	Strong technical pipelines and embedded checks exist, but governance standards and workflows need to be formalized and consistently applied across inbound data.
NOVA	Progressing Toward Full Adoption	Operationally stable with defined environments, but full adoption depends on formalized cross-agency governance, standardized documentation, and embedded stewardship workflows.
VAR	Foundational Readiness Required	Heavy reliance on manual processes and upstream data limits readiness; foundational metadata, documentation, and governance integration are still required.

Mapping Articulated Pathways (MAP)

Use Case and Context:

MAP standardizes Joint Services Transcript (JST) data and seeks to further to enable accurate, consistent, and compliant military credit evaluation for colleges.

Early Readiness Signals

- Purview actively used for cataloging, classification, scanning.
- Intake validation checks indicate baseline data quality.

Full Adoption Requirements

- Populate business glossary to standardize intake terminology.
- Implement automated data quality rules beyond structural checks.

Challenges

- Some data quality issues still require manual intervention.
- Additional Purview capabilities need future evaluation.

MAP Team

Program Pathways Mapper (PPM)

Use Case and Context:

Identify and address data quality issues in third-party curriculum data to improve campus remediation and ingestion reliability.

Early Readiness Signals

- Centralized AWS Postgres warehouse with defined ETL processes.
- Known issues in Coursedog and curricUNET curriculum feeds.

Full Adoption Requirements

- Complete and publish data dictionary for curriculum use cases.
- Define and document data quality rules for external feeds.

Challenges

- No dedicated data governance tool currently used.
- Limited control over upstream third-party data sources.

DataVista

Use Case and Context:

Maintain accurate, trusted CTEOS reporting in DataVista despite annual survey changes.*

**CTEOS: Career Technical Education Outcomes Survey*

Early Readiness Signals

- Structured Snowflake and Azure pipelines across environments.
- Embedded data profiling and validation checks exist.

Full Adoption Requirements

- Establish standards for upstream data documentation.
- Embed governance workflows into DataVista operations.

Challenges

- Data quality rules not centrally managed.
- Quality checks do not block ingestion consistently.

NOVA

Use Case and Context:

Ensure accurate ingestion of California Department of Education-managed ADA data so NOVA can reliably support funding determinations.

Early Readiness Signals

- Well-documented environments and data flows.

Full Adoption Requirements

- Require standardized documentation with incoming datasets.
- Embed governance workflows into NOVA operations.

Challenges

- Limited control over upstream data transformations.
- Receives summary data, limiting root-cause analysis.

VAR

Use Case and Context:

Improve data quality and ingestion to reduce manual review and manipulation in Vision-Aligned Annual Reporting.

Early Readiness Signals

- Ingestion paths and reporting flows well understood.

Full Adoption Requirements

- Develop glossary and dictionary for VAR datasets.
- Apply data quality rules upstream or at ingestion.

Challenges

- Data quality rules not managed in centralized governance tool.
- Quality checks do not enforce ingestion blocking.

Platform Overview – Framework and Standard Sharing Cohort

Platforms confirmed the ability to fully align with the statewide data governance tools

Platform	Ability to Align with Data Governance Frameworks and Standards	Overview
CCDP	Strong Ability to Align	Governance standards are being created alongside platform development and can be embedded as platform scales.
CVC	Strong Ability to Align	Can largely adopt data governance frameworks and standards, but some gaps exist that would need to be addressed in future contracts with vendor.
Reimagine Apply	Strong Ability to Align	Governance can be incorporated early through design alignment, which requires collaboration between the vendor (Liaison and Higher Digital) and the Technology Center.

California Virtual Campus (CVC)

Overview:

Provides statewide services that support online learning and cross-college course participation.

Current State

- Primarily consumes vendor-managed data, not own platform.
- Governance constrained by vendor architecture and upstream control.
- Minimal PII retained; focus on policy and access controls.

Key Feedback

- Aligns with direction but balances intent versus operational reality.
- Vendor prefers early collaboration over post-contract compliance.

Ability to Align to DG Frameworks and Standards

- Instructure can largely align to data governance tools; contract gaps require future resolution.

Reimagine CCCApply (Liaison, Tech Center, Higher Digital)

Overview:

Focused on modernizing the California Community Colleges application experience by providing a single, streamlined entry point for students.

Current State

- Implementation underway with Liaison and Technology Center.
- Acts as upstream data producer, enabling governance by design.

Key Feedback

- Clearer ownership needed across Liaison, Tech Center, CO.
- Early standards alignment works better than retrofitting governance.
- Governance artifacts must remain lightweight and pragmatic.

Ability to Align to DG Tools

- Reimagine Apply can align with statewide data governance tools through early design and vendor adoption of shared frameworks.

Common Cloud Data Platform (CCDP)

Overview:

Statewide initiative establishing a shared, cloud-based data environment to enable integrated, reusable, and governed data across CCC.

Current State

- Governance standards developed alongside accelerated platform build.
- Foundational governance capabilities built with Unicon partnership.
- Governance artifacts early but aligned with DGAW tools.

Key Feedback

- Maintain delivery momentum; governance must not slow progress.
- Phased rollout needed for varying college capacity.

Ability to Align to DG Tools

- CCDP has strong ability to align with statewide data governance tools and adopt governance tools over time.

Common Cloud Data Platform (CCDP)

The Common Cloud Data Platform

Modernizing Infrastructure for Student Success & Systemwide Efficiency



The Mandate: A Unified Data Infrastructure

Establishing a centralized, modern data ecosystem for the California Community Colleges Chancellor's Office (CCCCO) to support Vision 2030.

1



Enhanced Statewide Reporting

Moving from fragmented district data to cohesive state-level insights.

2



Real-Time Data Sharing

Facilitating speed and accuracy between colleges and systems.

3



Advanced Analytical Tools

Providing actionable intelligence for faculty and administrators.

Source: Sec. 88840-41

Strategic Alignment

The Vision

Student Success & Stewardship

Reducing barriers to completion and improving the stewardship of state resources.



The Mechanism

Data-Driven Decision Making

Utilizing streamlined administrative processes to inform resource allocation.

Source: Sec. 88840-41

Core System Capabilities



Speed & Frequency

Near Real-Time Insights

Moving beyond batch processing to high-frequency updates where source data allows.

**Approx. 5-minute refresh intervals*



Access & Governance

Role-Appropriate Dashboards

Custom views tailored specifically for faculty, staff, students, and administrators.

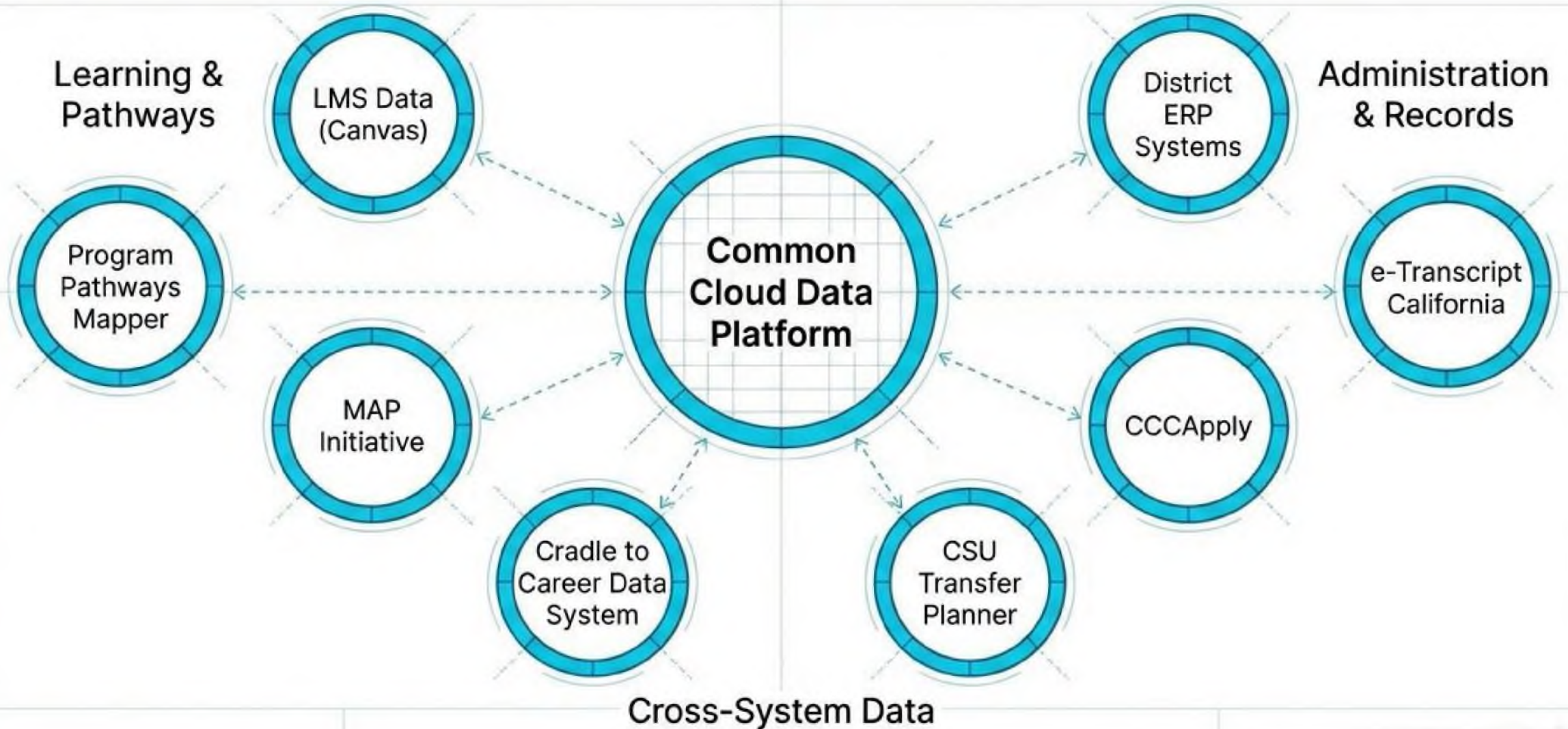


Intelligence

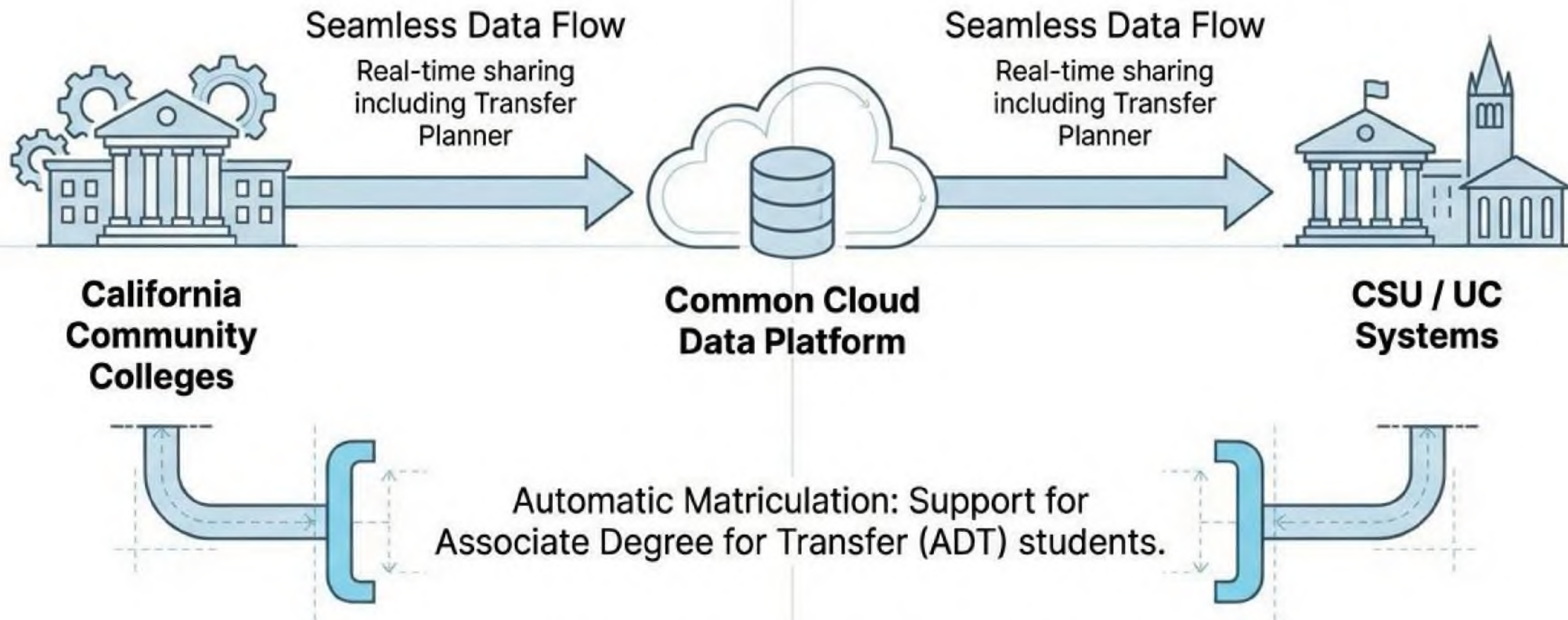
Centralized Cloud Architecture

Aggregating district-level ERP data into a unified cloud engine for systemwide visibility.

The Integration Ecosystem



Inter-System Connectivity & Transfer Flow



Includes support for independent higher education institutions where feasible.

Impact on Student Outcomes

“Shifting from reactive reporting to proactive support.”

Benefit: Streamlined Pathways
Reducing barriers to completion via data analysis.

Benefit: Multi-District Support
Unified data records for students attending multiple campuses.



Operational Efficiency & Security



Fraud Detection

Implementation of specific functionality to detect, prevent, and mitigate fraud across the system.



Resource Allocation

Enabling better stewardship of resources at both state and district levels through accurate, aggregated data.

Innovation

Leveraging novel opportunities for innovative reporting at the state and district level.

Scope of Work & Deliverables



Development & Integration

Building the solution and connecting district ERPs.



Functional Tools

Enrollment management, student support, and retention solutions.



Quality Assurance

Establishing governance processes to ensure data consistency.



Expansion

Future data system integrations and dashboard enhancements.

Inside the Data Lake - Regulatory & State Reporting

MIS Data

Historic and daily Management Information System (MIS) data is populated into the platform. The system is currently beta testing numerous specific MIS tables, including:

- ✓ Student Demographics & Basics (SB, SG, SS)
- ✓ Student Enrollment & Success (SX, SY, SE)
- ✓ Course & Program Data (CB, XB, XF, XE)
- ✓ Financial Aid & Student Services (SA, SF/FA, SD, SV)

Talking Point

The core of the data lake relies on modernizing how districts submit mandated data.

320 Reporting

Attendance accounting data required for state apportionment and funding.

Daily updates of all class enrollment activity, including headcount, FTES, section counts, apportionment type, and modality

Governance & Accountability



Report Requirements

1. Implementation status and milestones achieved.
2. Underlying impact on student outcomes.
3. Budget expenditures.
4. Challenges encountered and solutions implemented.

Legislative Status
Report due to Policy
& Fiscal Committees.



**The Common Cloud Data Platform
represents a fundamental shift in how we serve
students—moving from fragmented data to a
unified, intelligent, and secure ecosystem.**

Working Session: Data Governance Frameworks & Standards Feedback

Test Reviews

Test participants provided feedback on the following Frameworks, Standards, and Templates:



Data Protection and Privacy Framework



Metadata Management Framework



Data Classifications Standard



Critical Data Element (CDE) Standard



Data Privacy Policy



Data Sharing Agreement

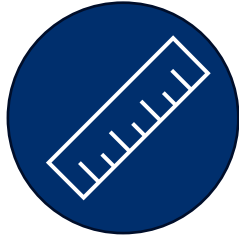
Test Platform Participant Reviewers

All platform participants were asked to review documents.

Platform	Review & Input Status
CCDP	Complete
CVC	Complete
DataVista	Complete
MAP	Complete
NOVA	Complete
VAR	Complete – No feedback
Reimagine Apply (Liaison & Tech Center)	Complete (Liaison) Pending confirmation of review status (Tech Center)
PPM	Pending confirmation of review status

Feedback Overview

Platform participant input can be captured in three categories:



Quick Update

Can be addressed through a direct edit, such as formatting

Example: Update word to clarify sentence.



Parking Lot

Valid but outside current test scope or timing; documented for future consideration

Example: Consider college resource impacts during future rollout.



Tactical Group Discussion

Raises design, scope, or policy question that requires tactical group review and alignment

Example: Adding a new column / field to a template.

Quick Update Examples

These updates reflect low-effort refinements that improve clarity and usability without changing policy intent or requirements.

Themes

**Terminology & Definition
Clarity**

**Editorial & Formatting
Clean-Up**

**Document Usability &
Navigation**

Examples

- Critical Data Element Standard – **Spell out “BOGW.”**
- Data Classifications Standard – **Remove underlining for the Belmont Report.**
- Data Privacy Policy – **Given its length, this document would benefit from a table of contents.**

Parking Lot Examples

These items reflect important input that is outside the current test scope and has been captured for future consideration.

Themes

**Operational Feasibility &
Resource Impact**

**Roles, Ownership, and
Accountability**

**Legal's Reviews May
Impact Scope**

Examples

- All Documents- **Resource considerations for colleges. Who will do this? What guidance will they have?**
- Metadata Management Framework- **How are these metadata artifacts expected to be maintained in practice? (e.g., centralized catalog, distributed stewardship model, etc.)**
- Data Privacy Policy (breach response) - **Need more information about who to escalate to.**
- Data Privacy Policy – **Only structured data in scope. Legal's review could increase scope to cover unstructured data.**

Group Discussion

These items require group discussion to identify clear next steps.

Framework and Standard Names

Data Sharing Agreement

- Feedback: Master Data Sharing Agreement ‘MSA’ suggests commercial contract structure. Recommended renaming to avoid confusion with typical industry MSAs.
- Consideration:
 - Change name to “Data Sharing Agreement”

Framework and Standard Maintenance and Linking

Across All Documents

- Feedback:
 - Readers often lack sufficient context when one document references another
 - Questions about consistency when content from one doc is inserted into another doc
 - Add links to other docs
- Consideration:
 1. Copy content directly from source document enables quick reference
 2. Linking creates risk as links may break
 3. Requires annual or semi-annual review cycle

Lunch

Test Themes and Opportunities

Statewide Data Governance Test: Key Themes

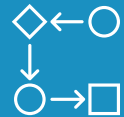
Test platform participants provided feedback during one-on-one sessions:



Metadata



Lineage



Quality



Ownership

Statewide Opportunities

Platform feedback surfaced the following needs:

Themes

Metadata

Lineage

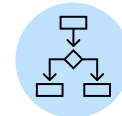
Quality

Ownership

Opportunity



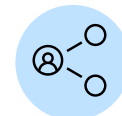
1. Standard naming conventions and shared definitions managed in centralized metadata repository and data catalog



2. System-of-systems map and lineage documentation



3. A unified data governance operating model



4. Realistic, shared expectations for colleges

Opportunity 1. Standardized Definitions via Centralized Metadata Management

Common, standardized definitions, managed through centralized metadata repository and data catalog, are required to ensure consistent interpretation, governance, and reporting statewide.

Strategy Overview

- Establish uniform naming conventions and statewide logical definitions for shared data elements.
- Align governance indicators (privacy, sensitivity, retention, critical data element (CDE) status) across platforms.
- Standardize calculation logic for common metrics and indicators.
- Implement centralized metadata repository and data catalog for definitions, technical metadata, and lineage.
- Enable stewardship workflows to propose, review, approve, and maintain metadata.



Outcomes

- Shared understanding and consistent interpretation for both data producers and data consumers.
- Reduced rework and discrepancies caused by conflicting or undocumented definitions.
- Increased trust in statewide reporting, analytics, and decision-making.
- Clear, repeatable expectations for onboarding new platforms, vendors, and colleges.
- Improved audit readiness through linking glossary, dictionary, metric definitions, and lineage.

Opportunity 2. System-of-Systems Map & Lineage

A clear understanding of how shared data moves across the statewide ecosystem is required to improve transparency, accountability, and trust.

Strategy Overview

- Inventory all statewide systems, platforms, vendors, and integrations.
- Document data flows across SIS to platform to reporting dashboards.
- Identify where rules, transformations, and validations occur.



Outcomes

- Clear ownership across data lifecycle.
- Improved ability to diagnose issues, validate assumptions, and design data quality controls.
- Better understanding of data origin for data producers and data consumers.
- Reduced investigation time for dashboard anomalies through source systems and transformation logic.

Opportunity 3. Statewide Data Governance Operating Model

A unified statewide operating model is needed so platforms follow consistent governance roles, processes, and decision paths.

Strategy Overview

- Establish central and local roles (e.g., Data Owners, Data Stewards, Technical Data Custodians, Platform Owners).
- Create sample approval and escalation workflows for definitions, changes, and new elements.
- Set standard cadence for tool updates and governance reviews.



Outcomes

- Aligned governance behaviors across colleges, system office platforms, statewide platforms, and vendors.
- Consistent, predictable, and enforceable decisions.
- Clear prioritization, escalation, resolutions, and ownership mechanisms.
- Faster cross-platform issue resolution through defined escalation paths, decision rights, and governance cadence.

Opportunity 4. Realistic, Shared Expectations for Colleges

Statewide governance must reflect what colleges can realistically manage within diverse ERP & SIS environments.

Strategy Overview

- Clarify responsibilities across colleges / districts, Chancellor's Office, and statewide platforms.
- Acknowledge ERP & SIS variability and resource constraints.
- Provide intuitive data governance standards, policies, processes, and other documents.

Outcomes

- Reduced need for college / district remediation of data quality issues identified by downstream platforms.
- Shared accountability for upstream quality.
- Increased adoption of statewide standards by pairing expectations with role-based templates, training, and support.

Activity

Instructions

1. [40 minutes] Each group will rotate to each opportunity. As a group, discuss and capture responses to the following questions:

- What are the key enablers required to make this opportunity possible?
- Who needs to be involved (roles, groups, or organizations) for it to succeed?
- What are the critical success factors that must be true for this opportunity to work at scale?
- Bonus: What fictional character would you want on this advisory workgroup?

2. [20 minutes] Station hosts will present 1–2 themes and 1 tension or open question. Focus on what is most essential, not exhaustive.



Ongoing Data
Governance
Maintenance
(Operating Model)

Purpose and Benefits of DG Operating Model

The operating model establishes statewide roles, standards, and decision rights to govern CCC data.

Why an Op Model?

STATEWIDE STRUCTURE

SHARED DECISION RIGHTS

OPERATIONAL ACCOUNTABILITY

Op Model Benefits



Focus

Align data governance priorities to Vision 2030 outcomes and needs



Measure

Evaluate governance adoption, stewardship performance, maturity



People

Connect statewide teams to execute policy across platforms and functions

Operating Model Capabilities & Outcomes

A successful op model addresses strategy, policy, and operations while driving DG adoption and awareness.

Key Capabilities

Strategy & Policy Activity

- Data Governance Strategy
- Policy Approval
- Policy & Standards Development
- Annual Framework Review
- Budget Allocation

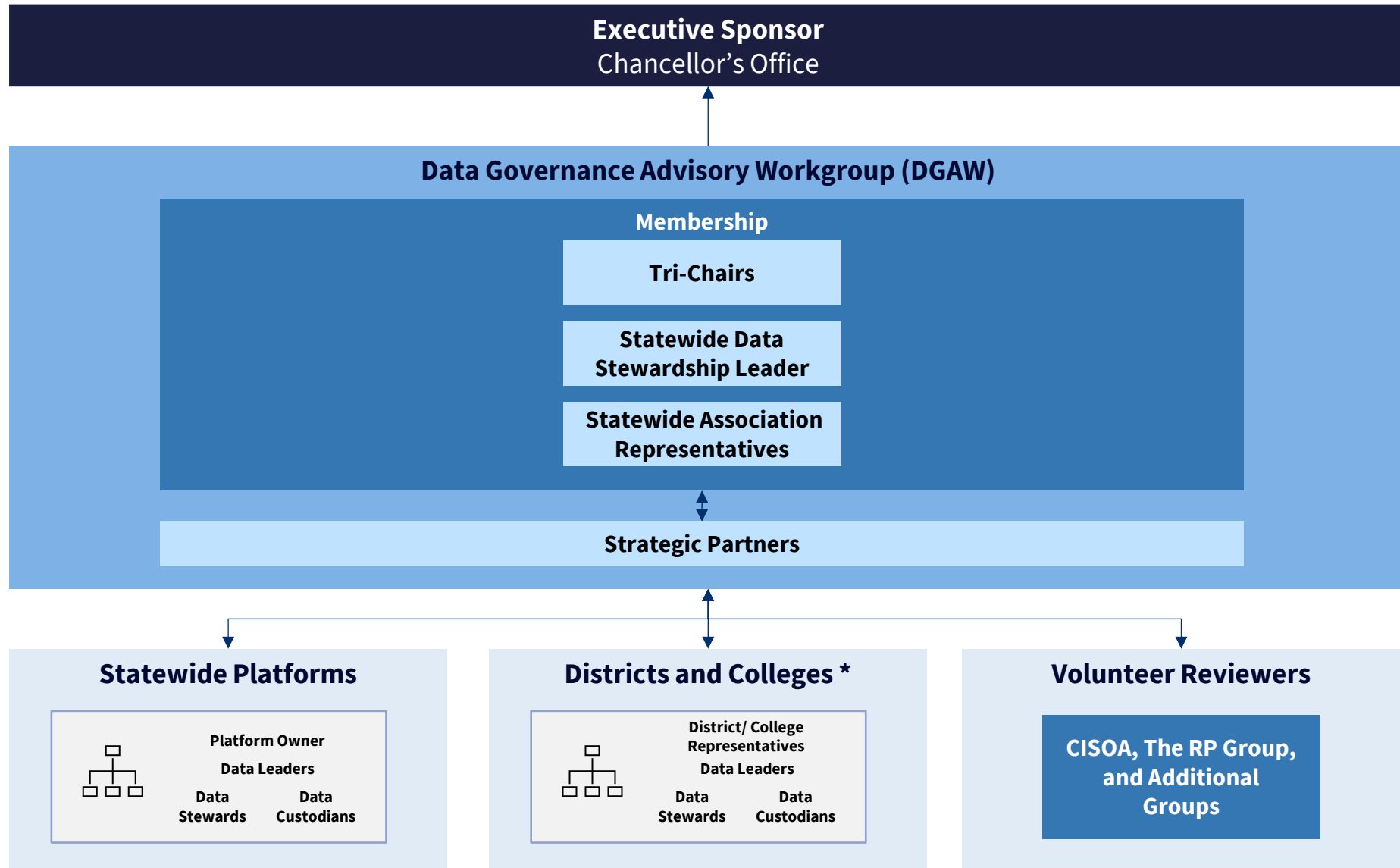
Data Operations

- Data Protection
- DQ Management
- Data Glossary
- Data Catalog/Dictionary
- Data Literacy

Measures of Success

- Percentage of quarterly meetings attended by DGAW members
- Percentage of platforms trained on data governance tools
- # of data quality issues pre-identified and fixed
- Percentage of platforms with identified CDEs for priority datasets
 - # of data elements in scope (in operating model)
- # of critical data quality issues
 - Percentage reduction in critical data quality issues across priority datasets by platform
- # of districts who have a dedicated Data Stewardship Leader

Data Governance Structure



*Following the completion of platform testing, extensive engagement with the Districts and Colleges will begin.

Data Governance Advisory Workgroup Personas

Role	What they do	Why it's needed
Tri-Chairs	<ul style="list-style-type: none">▪ Lead and oversee all DGAW initiatives and efforts▪ Facilitate recommendations for statewide data governance strategy, standards, and practices▪ Uphold data governance operating model and encourage adoption of deliverables	<ul style="list-style-type: none">▪ Provides centralized support and delivery of data governance deliverables▪ Ensures DGAW operates effectively and receives the support needed to succeed
Statewide Data Stewardship Leader	<ul style="list-style-type: none">▪ Provide tactical leadership and expertise around DG activities▪ Drive updates to templates, frameworks and policies▪ Primary point of contact for DG trainings and education	<ul style="list-style-type: none">▪ Ensures consistent, high-quality DG execution▪ Builds organizational capability and adoption
Statewide Association Representatives	<ul style="list-style-type: none">▪ Develop DGAW deliverables aligned with their expertise and interest areas▪ Participate in committee discussions and provide feedback on initiatives, standards, and policies	<ul style="list-style-type: none">▪ Brings diverse perspectives that strengthen decision-making, initiatives, and work products▪ Contributes specialized knowledge across various data governance domains
Strategic Partners	<ul style="list-style-type: none">▪ Provide subject-matter expertise and practical insight to inform data governance initiatives and efforts.▪ Advise on feasibility, risks, and implications.	<ul style="list-style-type: none">▪ Further grounds data governance decisions in cross-system experience.▪ Improves quality and adoption of DGAW outputs by anticipating downstream impacts and integration challenges.

Statewide Data Governance Personas

Role	What they do	Why it's needed
Statewide Platform Owners	<ul style="list-style-type: none"> Oversee implementation of DG in their platform Share platform specific advice and knowhow Approve platform-specific governance artifacts and decisions 	<ul style="list-style-type: none"> Provides statewide collaboration Ensures DG is embedded in tech and data delivery
District & College Representatives (e.g., Data Executive)	<ul style="list-style-type: none"> Oversee implementation of DG in their district / college Share district / college specific advice and knowhow Approve college-specific governance artifacts and decisions 	<ul style="list-style-type: none"> Provides statewide collaboration Ensures DG is embedded in tech and data delivery
Data Stewards (e.g., IRPE Director or Dean)	<ul style="list-style-type: none"> Support owners by managing critical data element integrity Define, inventory, and help prioritize data assets Define, monitor, and resolve data quality rules 	<ul style="list-style-type: none"> Translates governance into real action Makes transparent rules and Glossary to stakeholders
Data Custodians (e.g., IT Lead)	<ul style="list-style-type: none"> IT Point of Contact for DG-related technical expertise Manage technical metadata, DQ rules, data lineage Ensure data sensitivity and privacy classifications 	<ul style="list-style-type: none"> Makes trusted data usable across platforms Enables secure, compliant data delivery
Data Leaders (e.g., Functional Lead)	<ul style="list-style-type: none"> Define and approve critical data elements & assets Ensure data protection, access, and operational fit Coordinate with stewards and resolve key issues 	<ul style="list-style-type: none"> Establishes accountability for data ownership and its usage to ensure student data is not misused Builds trust in data for student outcomes
Volunteer Reviewers	<ul style="list-style-type: none"> Review DGAW deliverables and offer constructive feedback Engage in ad-hoc meetings and feedback sessions 	<ul style="list-style-type: none"> Expands collaboration and ensures broader community alignment on DGAW outputs Introduces essential viewpoints from CISOA and The RP Group communities

Proposed Statewide Data Governance RACI Matrix (1 of 2)



Responsibilities	Frequency	Chancellor's Office	DGAW Tri-Chairs	Statewide Data Stewardship Leader	Statewide Association Representatives	Strategic Partners	Statewide Platform Owners	District & College Representatives	Data Owners	Data Stewards	Data Custodians	Volunteer Reviewers
Strategy & Policy Activity												
Data Governance Strategy <i>Define and maintain statewide or district/college vision and priorities for data governance</i>	Annual	A	C	R	C	C	C	C	C	C	C	C
Policy Approval <i>Review, and formally authorize new or updated data governance policies</i>	Ongoing, with quarterly cycles	A	C	R	C	C	C	C	C	I	I	I
Policy & Standards Development <i>Draft and refine data policies, standards, and guidance documents</i>	As needed (for new/updated policy)	A	C	R	R	C	C	C	C	C	C	C
Budget Allocation <i>Establish and allocate funding required to implement data governance initiatives</i>	Annual (during budgeting cycle)	A/R	C	C	C	C	C	C	C	C	C	N/A

R-Responsible	A-Accountable	C-Consulted	I-Informed
Executes the task	Owns the outcome and final decision	Provides input or expertise	Kept updated on progress or decisions

Proposed Local Data Governance RACI Matrix (1 of 2)

Responsibilities	Frequency	Chancellor's Office	DGAW Tri-Chairs	Statewide Data Stewardship Leader	Statewide Association Representatives	Strategic Partners	Statewide Platform Owners	District & College Representatives	Data Owners	Data Stewards	Data Custodians	Volunteer Reviewers
Strategy & Policy Activity												
Data Governance Strategy <i>Define and maintain statewide or district/college vision and priorities for data governance</i>	Annual	N/A	N/A	N/A	N/A	N/A	N/A	A	R	R	R	N/A
Policy Approval <i>Review, and formally authorize new or updated data governance policies</i>	Ongoing, with quarterly cycles	N/A	N/A	N/A	N/A	N/A	N/A	A	R	R	R	N/A
Policy & Standards Development <i>Draft and refine data policies, standards, and guidance documents</i>	As needed (for new/updated policy)	N/A	N/A	N/A	N/A	N/A	N/A	A	R	R	R	N/A
Budget Allocation <i>Establish and allocate funding required to implement data governance initiatives</i>	Annual (during budgeting cycle)	N/A	N/A	N/A	N/A	N/A	N/A	A	R	C	C	N/A

R-Responsible	A-Accountable	C-Consulted	I-Informed
Executes the task	Owns the outcome and final decision	Provides input or expertise	Kept updated on progress or decisions

Proposed Statewide Data Governance RACI Matrix (2 of 2)



Responsibilities	Frequency	Chancellor's Office	DGAW Tri-Chairs	Statewide Data Stewardship Leader	Statewide Association Representatives	Strategic Partners	Statewide Platform Owners	District & College Representatives	Data Owners	Data Stewards	Data Custodians	Volunteer Reviewers
Data Operations												
Data Protection <i>Ensure appropriate safeguards, controls, and practices are in place to protect data</i>	Annual review for existing platforms As needed for new platforms or when there is a critical need with existing platforms	C	C	C	C	C	A	C	C	C	C	C
DQ Management <i>Monitor and improve accuracy, completeness, timeliness, and consistency of data</i>		C	C	C	C	C	A	C	C	C	C	C
Data Glossary <i>Maintain Data Glossary and update as needed</i>		C	C	C	C	C	A	C	C	C	C	C
Data Catalog/Dictionary <i>Maintain Data Catalog/Dictionary and update as needed</i>		C	C	C	C	C	A	C	C	C	C	C
Data Literacy <i>Provide training and resources to improve statewide understanding and use of data</i>		Semi-Annual	C	C	R	C	C	A	C	C	C	C

R-Responsible	A-Accountable	C-Consulted	I-Informed
Executes the task	Owns the outcome and final decision	Provides input or expertise	Kept updated on progress or decisions

Proposed Local Data Governance RACI Matrix (2 of 2)

Responsibilities	Frequency	Chancellor's Office	DGAW Tri-Chairs	Statewide Data Stewardship Leader	Statewide Association Representatives	Strategic Partners	Statewide Platform Owners	District & College Representatives	Data Owners	Data Stewards	Data Custodians	Volunteer Reviewers	
Data Operations													
Data Protection <i>Ensure appropriate safeguards, controls, and practices are in place to protect data</i>	Annual review for existing platforms As needed for new platforms or when there is a critical need with existing platforms	N/A	N/A	N/A	N/A	N/A	N/A	A	R	R	R	N/A	
DQ Management <i>Monitor and improve accuracy, completeness, timeliness, and consistency of data</i>		N/A	N/A	N/A	N/A	N/A	N/A	A	R	R	R	N/A	
Data Glossary <i>Maintain Data Glossary and update as needed</i>		N/A	N/A	N/A	N/A	N/A	N/A	N/A	A	R	R	R	N/A
Data Catalog/Dictionary <i>Maintain Data Catalog/Dictionary and update as needed</i>		N/A	N/A	N/A	N/A	N/A	N/A	N/A	A	R	R	R	N/A
Data Literacy <i>Provide training and resources to improve statewide understanding and use of data</i>		Semi-annual programs	N/A	N/A	N/A	N/A	N/A	N/A	A	R	R	R	N/A

R-Responsible	A-Accountable	C-Consulted	I-Informed
Executes the task	Owns the outcome and final decision	Provides input or expertise	Kept updated on progress or decisions

Data Governance Path Forward

Data Governance Path Forward Overview

The steps to scale data governance, each representing a different level of centralization, investment, and maturity.



Step 1

Expand Test Model

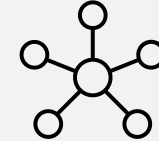
Incremental scale using existing frameworks and standards



Step 2

Adopt Governance Platform

Systemwide consistency through a shared governance platform



Step 3

Adopt Central Data Hub and Governance Platform

Full maturity with a central data hub, shared frameworks and standards, and common data model

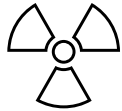
Path Forward Considerations

Consider the following as each step is reviewed in more detail:



Value and Benefits

Benefits delivered and where the option creates the most value.



Risks and Tradeoffs

Key risks, constraints, and anticipated complexity or costs.



Conditions for Success

Requirements and assumptions needed for the option to work.



Return on Effort

Whether expected impact justifies effort and investment.

Step 1: Expand Test Model

This step builds on existing momentum by expanding current frameworks and standards and practices incrementally across platforms and districts.

Key Components

- Build test platform workplans to fully incorporate governance framework and standards
- Expand adoption to all statewide platforms and system office technology (e.g., full Technology Center portfolio, MIS, 320)
- Conduct district proof-of-concepts (POCs) and college/district outreach to share governance practices

Expected Outcomes

- Expands governance incrementally, using existing frameworks and standards and momentum
- Increases awareness and adoption of governance practices across platforms and districts

Considerations

- Manually intensive
- Resource investment and coordinated change management required
- Adoption success depends on work planning and commitment to complete actions

Step 2: Adopt Governance Platform

This step establishes a shared governance foundation by introducing a common data governance platform for systemwide adoption.

Key Components

- Plan for procurement of Data Management & Governance Platform (DMGP)
- Build DMGP adoption plan for statewide use
- Conduct district proof-of-concepts (POCs) and launch college/district outreach to prepare for systemwide DMGP adoption

Expected Outcomes

- Establishes a shared governance foundation across platforms
- Improves consistency in metadata, data quality, and stewardship practices
- Enables more scalable and repeatable governance adoption
- Realizes value faster because of platform automation and AI features

Considerations

- Investment in technology and resources and coordinated change management required
- Adoption success depends on effective rollout and training
- Strong cross-agency alignment and sustained investment required

Step 3: Adopt Central Data Hub and Governance Platform

This step positions CCDP as the system's central data hub, enabling scalable governance, integration, and reuse through shared frameworks and standards.

Key Components

- Partner with CCDP to evolve platform into system's central data hub
- Procure Data Management & Governance Platform (DMGP) and build statewide adoption plan
- Build Common Data Model, enabled by DMGP, to support consistent integration and reuse
- Conduct district proof-of-concepts (POCs) and launch college/district outreach for systemwide adoption

Expected Outcomes

- Positions CCDP as both central integration point and governance anchor
- Enables highest level of consistency, reuse, and systemwide insight
- Supports long-term governance maturity and scalable analytics

Considerations

- Highest level of complexity and investment and coordination across stakeholders
- Strong cross-agency alignment and sustained investment required
- Governance gaps become systemwide risks, increasing the importance of full adoption

Data Governance Path Forward Summary

Expanding governance over time enables greater consistency, scalability, and systemwide impact.

Components	Step 1: Expand Test Model	Step 2: Adopt Governance Platform	Step 3: Adopt Central Data Hub and Governance Platform
Build platform workplans to fully incorporate governance frameworks and standards	✓	✓	✓
Expand adoption to all statewide platforms & system office technology (MIS, 320, TC portfolio)	✓	✓	✓
Conduct district proof of concept (POC)	✓	✓	✓
College & district outreach to share governance practices	✓	✓	✓
Procure Data Management & Governance Platform (DMGP) and build adoption plan for systemwide use		✓	✓
Work with CCDP to evolve platform into central data hub			✓
Build a Common Data Model enabled by DMGP			✓

Next Steps

Immediate Next Steps

- March – Additional feedback on remaining metadata management tools to be provided by test platform participants
- May – Feedback on data quality frameworks and standards from test platform participants to be provided
- June – Test debrief with platform participants and DGAW meeting (June 25)

Questions and Answers

Thank you!