



Meeting Summary: Data Governance Advisory Workgroup (DGAW) Kick-off

November 6, 2024

Executive Summary (1/2)

On November 6, 2024, the Data Governance Advisory Workgroup met for the first workgroup meeting in Sacramento. Workgroup members focused on establishing ways of working, reviewing data governance fundamentals, and aligning on key areas of importance for workgroup focus. Workgroup members discussed the following:

- Data governance is critical to colleges, districts, and associations, and a systemwide conversation can inform and enrich policy development.
- Data strategy framework provides a common reference point to anchor the systemwide discussion; framework consists of four areas: foundation, data management and governance, insight generation, and value realization.
- There is systemwide variation in data governance and challenges, such as lack of transparency, data literacy, and confidence in data collection.
- Over the next year, workgroup focused on meeting systemwide needs and demonstrating progress (quick wins). The following is needed:
 - Clear vision, mission and scope
 - Well-defined actions and timeline
 - Identification of use cases that connect to system and local priorities
 - Comprehensive stakeholder engagement and buy-in built





Executive Summary (2/2)

Key Takeaways

Workgroup members:

- 1. Aligned on importance of data governance and need for systemwide conversation and coordination to drive student outcomes.
- 2. Voiced importance of people in relation to improving data governance and developing buy-in for workgroup recommendations.
- 3. Identified need to focus on creating clearer understanding of group's vision, mission, and purpose paired with well-defined milestones (use cases) and timeline.
- 4. Were tasked with collecting existing district and association data governance documentation, including policies and processes and information about data-related priorities and initiatives.





Meeting Attendance



#	Member Name	Organization*		
1	Rebecca Bocchicchio	CCCCIO		
2	Stuart Davis	CISOA		
3	Dulce Delgadillo	RP Group		
4	Victor DeVore	CACCRAO		
5	Thanh Do	4CS		
6	David Duncan	SSCCC		
7	John Hetts	Chancellor's Office		
8	Mikki Johnson	CCCSFAAA		
9	Jeannie Kim	CEOCCC		
10	Xiaohong Li	CISOA		
11	Pam Mery	RP Group		
12	Chris Dela Rosa	ACBO		
13	Christopher Sweeten	CSSO		
14	James Temple	CISOA		
15	Aeron Zentner	RP Group		
#	Chancellor's Office Member Staff Attendance			
16	Erik Cooper			
17	Ernest Shih			

^{*}Pending nomination of two additional Data Governance Advisory Workgroup members (one from ASCCC and one from ACHRO)

Data Strategy Governance Framework (1/2)





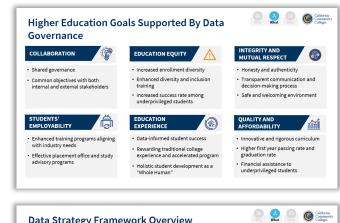
Discussion Points:

Data governance is muscle organizations need to develop to drive student success accomplishing:

- Collaboration data is consistent (ex. one definition of "student")
- Education equity clean data that makes information accessible to all students
- Integrity and Mutual Respect authentic and transparent data for decision-making
- Student Employability consistent data that increases opportunities for students

Questions and discussion:

- How will data be determined for student employability?
- Should consider partnerships with third parties to source employment data; however, first step is creating data governance consistency across districts
- Is there connection with Cradle to Career? Cradle to Career is not an operational data resource for the system
- Education Experience choices are necessary to focus on what data is most important (student experience, career, post-graduation, etc.)
- Data Strategy Framework helps understand how an organization can manage and govern data across people, process, and technology; consists of four key areas: 1) Foundation, 2) Data Management and Governance, 3) Insight Generation, and 4) Value Realization
- Across the four areas, each component consists of different capabilities that drives each component and build upon each other





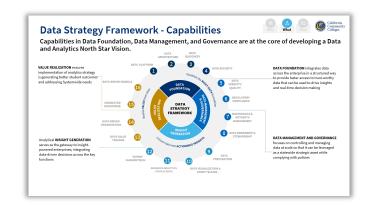
Data Strategy Governance Framework (2/2)





Workgroup discussion and questions included:

- Conversation about importance of personas in data governance:
 - How is data entered, stored, and accessed and how does it meet needs? Is data digestible and actionable?
- Discussed data governance framework in context of Financial Aid use case (i.e., a student needs to submit additional documents to complete their financial aid application):
 - Data Foundation: Student's information is used to find student account in relevant system (data discovery); students' sensitive information, such as Social Security numbers, are kept safe (data security)
 - Data Governance and Management: Three phone numbers listed for student; which is correct one to contact student? (Data Veracity): Who has authority to make changes to data? (Data Ownership and Stewardship)
- How much of data conversation is about standardizing certain processes? Large amount of data needs to be cleaned before entered in systems; gold standard for data governance can be established, but how do we ensure all 116 colleges consistently follow standard?
- How do we trust data and how data is collected? Need data standard and rules to start.



Data Governance Themes





Discussion Points:

Workgroup members submitted input about why data governance is important to them. Eleven (11) themes emerged from responses, which aligned with the Data Strategy Framework components. Member shared additional information about responses:

- Stakeholders will view data differently depending on which process steps they are completing (e.g., data entry, data analysis, etc.). Discussions are needed about overall process to improve data integrity and transparency.
 - Trust in the data and data entry is key
 - Processes can differ significantly across colleges, so a statewide view of data requires some standardization
 - Data audits and training should be part of governance; audits can help identify the issue root cause
- Data protection consideration: How is data protected but also accessed by necessary parties?
- Need to further develop culture of transparency and learning.
 - Some district / college conversations focus on data accuracy rather than data insights; trust in data can be increased (e.g., focusing on data entry training).
- Need for student data to support those at risk before it is too late (e.g., data on grades is often too late for interventions).
- All is tool helping with data interpretation rather than a component of governance and security.

	portant to you Data and Analytics Key Capabilities			
Themes	1. Data Foundation	2. Data Management & Governance	3. Insight Generation	4. Value Realization
Improves data integrity, transparency, quality, reliability, usability, and in-turn improves overall performance	×	x		
Meets data protection, secures data and aligns with compliance data needs	x	х		
Creates organizational culture of transparency and learning	×	х		
Allows for more streamlined reporting (MIS & 320)	×	x	х	
Enables greater student success and support especially for those most at-risk	х	х	х	х
Integrates statewide systems with intersegmental partner data systems to enable data to follow student	×	х	x	х
Enables identification of trends and meaningful insights to improve planning and decision-making	×	х	x	х
Aligns with data management best practices and speed of innovation	х	х	х	х
Enhances operational efficiency	X	X	X	x

Data Governance Themes - Voting

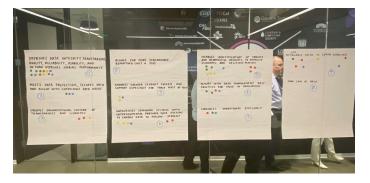




Discussion Points:

• Workgroup members voted on data governance themes most important to them. These were results:

Theme	Votes
Improves data integrity, transparency, quality, reliability, usability, and in-turn improves overall performance	12
Enables identification of trends and meaningful insights to improve planning and decision-making	10
Creates a distinction between live actionable data versus census data (MIS)	7
Integrates statewide systems with intersegmental partner data systems to enable data to follow student	6
Aligns with data management best practices and speed of innovation	4
Enables greater student success and support, especially for those most at-risk	3
Enhances operational efficiency	3
Meets data protection, secures data and aligns with compliance data needs	3
Creates organizational culture of transparency and learning	3
Allows for more streamlined reporting (MIS and 320)	0
How can AI help	0





Data Governance Themes - Local & Statewide Needs



- **1. Data Integrity, Quality, and Reliability**: Implementing checks and balances, process clarifications, and possible automated data validation controls
- **2. Data Governance and Structure**: Defining roles and responsibilities, establishing data governance councils, and creating data management guidelines.
- **3. Data Sharing and Collaboration**: Creating data sharing mechanisms, and common data elements and definitions; ensuring ethical data use.
- **4. Data Literacy and Training**: Offering data literacy training, sustaining training and knowledge bases, and creating spaces for discussing data needs and use cases.
- **5. Real-Time Data Access**: Includes ability to translate and share data across systems. Providing real-time dashboards, ensuring data security, and enabling comprehensive reporting.

Local vs. System Needs: Data Governance Theme 1





Discussion Points:

Theme 1: Improves data integrity, transparency, quality, reliability, visibility, and improves overall performance

Local – Improve data integrity, quality, reliability with increased checks and balances, process clarifications, and increased capacity

- Well-defined process for arriving at data destination; manage data integrity across disparate systems
- Clear process definitions and process audits; process accountability; data access and edit control
- Automated data validation controls with Al across data value chain
- Limited local capacity to focus on process re-engineering and Data Governance needs

Systemwide – Increase usability, transparency, and performance of data statewide with clear guidelines for systemwide adoption

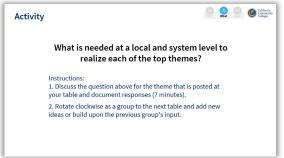
DGAW members itemized theme into more targeted areas:

- Multiple data definitions across various functions, districts, both locally and at state level. Action: provide standard terms and definitions for systemwide use
- Intuitive data dashboards for self-service in analyzing key metrics
- Data access policy that allows for responsible sharing of information across institutions and with Chancellor's Office

Local and Systemwide – Developing data governance structure, including leading practice roles and responsibilities and learning

- Have embedded Data quality audit with AI to baseline and build maturity for Data Quality capabilities in automated way
- Sustain training and knowledge base through change management and data literacy
- Define Operating Model roles and responsibilities and best practices
- Establish Data Governance council (statewide and local)







Local vs. System Needs: Data Governance Theme 2





Discussion Points:

Theme 2: Enables identification of trends and meaningful insights to improve planning and decisionmaking

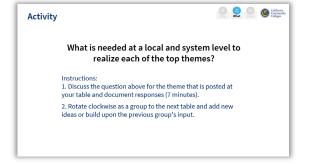
Local – Clarity on use cases with increased data literacy and space for discussing needs

- Standardize priorities and use cases across initiatives; Initiatives and operational - core versus together
- Availability of disaggregated data for informed decision-making (college and district)
- Safe space for data discussions to take place Example: Faculty level data on T&L outcomes
- Data literacy training

Systemwide – Create statewide mechanism for data sharing; identified specific use cases

- Regional and state trends for decision-making
- Collect local feedback and build system dashboards
- Support systems for continuity across members
 - Student data supports experience and success
 - Employee data (supports hiring, etc.)

	Data and Analytics Key Capabilities			
Themes	1. Data Foundation	2. Data Management & Governance	3. Insight Generation	
Improves data integrity, transparency, quality, reliability, usability, and in-turn improves overall performance	x	x		
Meets data protection, secures data and aligns with compliance data needs	×	x		
Creates organizational culture of transparency and learning	х	х		
Allows for more streamlined reporting (MIS & 320)	х	x	х	
Enables greater student success and support especially for those most at-risk	×	x	х	х
Integrates statewide systems with intersegmental partner data systems to enable data to follow student	×	x	x	×
Enables identification of trends and meaningful insights to improve planning and decision-making	х	х	х	х
Aligns with data management best practices and speed of innovation	х	x	х	х
Enhances operational efficiency	x	x	X	X



Local and Systemwide – Common structure and definitions for data sharing with input from stakeholders

- Develop buy-in (e.g., engage students for feedback loop, leverage focus groups)
- Prioritize which trends and data elements should be focus for critical metrics
- Adopt common definitions (functional and operational); standard tracking; clear understanding of cohorts
- Guide ethical constraints in using data, continuous integrity and use case validation
- Disaggregate data by similar size/located districts; real-time data one to one



Local vs. System vs. State Needs: Data Governance Theme 3



Niscussion Points:

Theme 3: Integrates statewide systems with intersegmental partner data systems to enable data to follow student

Local – Develop standardized processes and controls to maximize data quality

- Standardized/documented processes and practices
- Process audits and structured data validation

Local/Systemwide – Develop common structures to support integrated system that protects and supports students

- Integrated data architecture and data security systems
- Real-time data connections
- Common course numbering, data model, and definitions
- Identify pathways to track student data to drive better outcomes
- Policies and transparency on what data travels and when; completeness of data
- Protect student choice and privacy
- Identify high-risk data elements

Why Governance is important to you...

Dea and position Key Crashilities

Theres

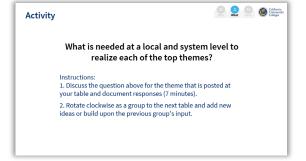
1. Data Foundation

2. Data Foundation

3. Data Foundation

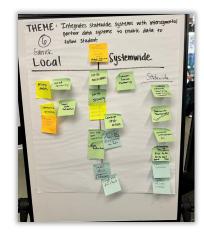
4. Value Bualization

4. Value Bualization



Statewide – Clear, shared purpose, statewide buy-in, and tight coordination is critical to integrating statewide systems

- Shared statewide identifier that follows the student; common identifiers with COSS, CalVet, etc.
- Statewide transcripts and standardized international transcripts
- Statewide intersegmental MOUs
- Collaboration on possible statewide data definitions (K-12 to CCC to UC/CSU)
- Common articulation



Local vs. System Needs: Data Governance Theme 4





Discussion Points:

Theme 4: Live actionable data versus census data (MIS)

Local – Define goals with clarity around people, process, and technology

- Define purpose and metrics
- Requires real-time dashboard to take necessary actions locally
- Document processes; process technology standards; data owner; data access politics
- Flexibility for colleges and districts
- Data translator with robust skillset
- FERPA and ethics trainings for individual data;
 R=robust skillset for staff

Systemwide – Build systemwide view with realtime data and sufficient resources

- Aggregate both static and real time dashboard to predict future actions / preparation required
- Near real-time / live data and access to it
- Students attend multiple colleges/district simultaneously
- Fraud use cases
- Availability of expertise resource constraints

Why Governance is important to you...

Data and Analytics key Capabilities

Themes

1. Data Foundation

1. Data Foundation

1. Data Foundation

2. Data Management

3. Data Management

4. Value Realization

5. Data Management

5. Data Management

6. Governance

7. Data Management

7. Data Management

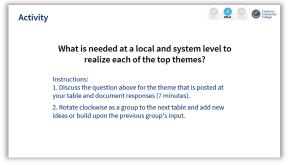
8. Data Management

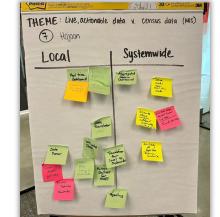
8. Data Management

8. Data Management

8. Value Realization

8. Value Real





Local and Systemwide – Translate and share data across system via comprehensive reporting

- Data policies in place to have right access to right people, which requires having processes and tools to provide standard data / equal access to all
- Translation from local to systemwide
- Easier access to both real-time and aggregated reporting

Data Governance Roadmap and Activity





Discussion Points:

- Sample data governance roadmap shared; roadmap aligns with data strategy framework
- Part of planning for journey is understanding what did and did not work well within colleges and districts
- Team activity was conducted to understand what workgroup would like to accomplish in the next year to inform roadmap
- Ideas shared focused on defining group scope, mission, and vision, conducting initial work to understand existing data governance policies, and defining \actions that incorporate varying stakeholder perspectives to gain buy-in:

Discovery

- Collect and curate local data governance
- Gather and review policy and models
- Conduct current state assessment of data literacy and market scan
- Identify system wide needs

Definitions, Standards, and Use Cases

- Build initial structure
- Create policy and guideline approval process
- Enhance student data elements and standards
- Develop data definitions
- Document use cases for systemwide data governance (people and process)
- Develop Data Governance training program

Mission, Vision, and Priorities

- Clarify and share purpose
- Define scope, timeline and milestones
- Develop key tasks for subject group
- Share priorities; clarify and communicate the need via communication systems



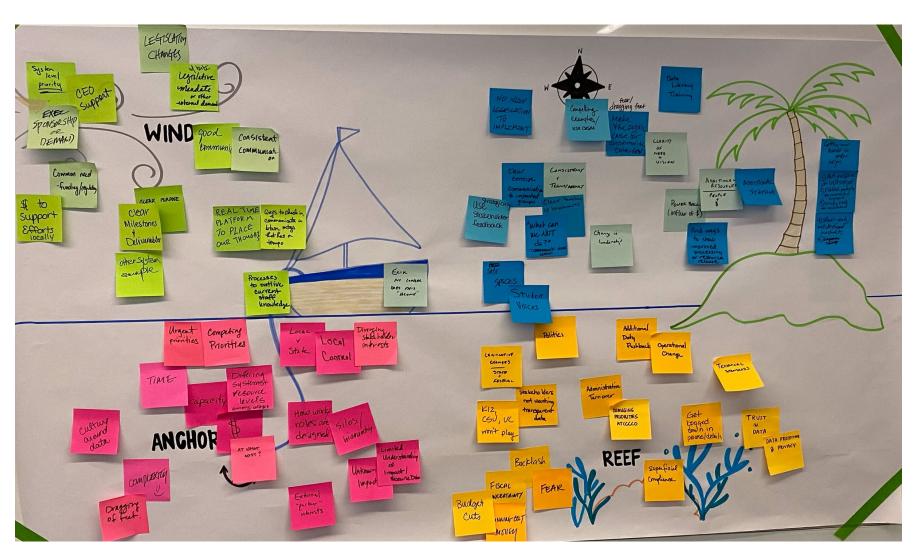




Sailboat Exercise



Workgroup explored the support, barriers, future risks, and guidance that would be part of the DGAW journey.



Sailboat Exercise Results



Anchors What

What is Holding Us Back?

- Urgent / competing priorities
- Time / capacity
- Differing systems and resource levels among colleges / complexity
- Money
- Culture around data
- Local vs State; Local control
- External "partner" interests
- Diverging stakeholder interests
- How work/roles are designed
- Silos/hierarchy
- Limited understanding of impact / resource domain; unknown impact

Wind -



What Will Push Us Forward?

- CEO support; Executive sponsorship on demand
- Common need funding and regulatory; money to support efforts locally
- Legislative mandate or other external demands
- Clear purpose and milestones
- **Existing examples**
- Good and consistent communication
- Real time platform to share thoughts
- Ways to communicate in between meetings to maintain momentum
- Processes to outlive current staff knowledge



What are our Future Risks?

- Legislative changes (state & federal)
- Stakeholders not wanting transparent data; politics
- K12, CSU, UC lack of collaboration
- Operational change; administrative turnover
- Changing priorities
- Fiscal uncertainty; budget cuts; unavailable funds
- Superficial compliance
- Get bogged down in process details
- Technical standards
- Fear; backlash; trust in data
- Data protection and privacy

Sailboat Exercise – Compass Points



Barriers:	Opportunities:		
Diverging Stakeholder Interests	Build Buy-in	 Have clear timeline with benchmarking Set expectation (can / cannot do) Strategically use stakeholder 	feedbackCommunicate with impacted groups (consistency and transparency)
© Local Control (Local vs. System)	Clarify Goals	 Clarify need and vision Provide compelling examples / use cases 	Make public case for systematic data governance
Resource Constraints	Create Plan	 Getting "house in order" helps create case for investment when funding becomes available Find additional staffing and 	funding / influx of moneyFind ways to share improved process
Complexity	Collaborative Conversation	 Create safe spaces to discuss implications of data analytics, reporting, and learning Include student voices 	Provide trainingDesign with end user in mind
Data Culture	Promote Data Literacy	 Provide data literacy training Connect data management to local & statewide priorities 	



Headlines of the Future - 2030



Data Breach Thwarted

Colleges credit data governance policies for success

CCCCO got it right! Data for the 73 CCCDS are reliable and accurate! Student success is the core of CCCs

Data governance practices, close equity gaps

California community college is graduates/transfers, 90% of their 4.2 million students consistently for past two years as a result of statewide comprehensive data system

Intersegmental data integration paves pathway to student success

CCC, CSU, UC see increase transfer and completion rates – graduate wages on rise.

Sacramento - four years – long data, governance, and integration effort, well funded by the state legislature has had a dramatic impact on the student success in the state of California

CCCCO ushers in a new wave of the dataverse

The state of California released a new and remarkable way that data is collected, accessed and utilized to facilitate creating the data fabric, and future projects.

Launchpad for dreams;

California community colleges system set students up for success with data

New research study on student success provides nuanced insights on how to close equity gaps for CC students California community colleges get a gold standard for data governance

Clear data trends demonstrate holistic support has increased student success, amongst all ethnic groups

We are making progress! Data governance rocks:)

Here and back again - Long statewide journey to develop statewide data policy in California bears surprising early fruit and better supporting millions of California students in getting the aid they're entitled to and accelerating their completion

New "CAL-ID" serves as role model for nation.

The CCCs new "CAL-ID" celebrates a second year that enables every Californian a safe secure way to apply to college, drive a car and connect to employment opportunities. CCCs use the "CAL-ID", safer than SSN, to provide colleges and the state an easy and reliable way to measure outcomes, direct students to service services and accurately forecast, transfer for the future

Dr. John Hetts receives national recognition for groundbreaking data governance framework for California Community

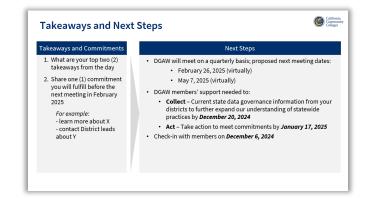
Colleges largest successful collaborative project with full participation of all 73 community college districts solidifies pathway for CCC students, regardless of how many CCCs they attend to reach their goal

Takeaways and Next Steps





- Workgroup member takeaways:
 - Data governance is critical and there is value to systemwide conversation to inform and enrich policy development
 - There will be challenges with transparency and different levels of data literacy and confidence in data collection in system
 - Need for:
 - Clearer mission, vision and scope setting expectations about what can / cannot be done
 - Well-defined actions and timeline
 - Identification of use cases that connect back to data strategy framework and system / local priorities
 - Quick wins need to be identified to not 'boil the ocean'
 - Change management and stakeholder engagement / buy-in is key
 - Data governance is about processes, people, and technology
- Workgroup member commitments:
 - Sharing information with constituency groups, CEOs, CIOs, local colleges, district leaders, and other stakeholders
 - Understanding current local data governance at colleges, districts, and CCCCO; gathering input from associations
 - Learning more about data governance



AppendixFull Presentation from November 6th DGAW Kick-Off





Data Governance Advisory Workgroup(DGAW) Kick-Off

November 6, 2024

Agenda



Time	Activity			
10:30 AM	Welcome, Introductions, and Agreements			
	Workgroup Context and Objectives			
	Why Data Governance - Key Capabilities and Statewide Data Governance			
	Data Strategy Framework - "What Good Looks Like"			
12:30 PM	Lunch			
	What Do We Want to Accomplish?			
	How Do We Get there?			
2:55 PM	Break			
	Headlines of the Future (Our Vision)			
	Key Takeaways / Commitments and Next Steps			
4:00 PM	Meeting End			

Meeting Goals

- 1. Get to know your colleagues
- 2. WHY: Create alignment on the importance of data governance and expected outcomes for DGAW
- 3. WHAT: Develop a common understanding of data and analytics capabilities and governance frameworks
- 4. HOW: Discuss what we want to accomplish and how we get there



Meeting Goals: Why, What, and How









Why

Align on why data governance is important

What

Provide a frame of reference for what good looks like

How

Identify challenges and needs and what it will take to move forward

Agreements



Be curious and

Timeboxed Be present and inclusive GELMO **Assume Positive Intent** (everyone is heard) "Good Enough Let's Move On"

Trust the process Parking Lot Give Grace solution-oriented

"Fist to Five"





- l'm lost
- I don't agree
- I don't want to do this
- I don't want to communicate this to my team



- I feel okay
- I'm 50% in agreement
- I'm mostly following but have some questions
- I need help to communicate this to my team



- I'm unsure
- I slightly agree
- I'm not sure we can do this
- I couldn't communicate this to my team



- I feel great
- I'm in 100% agreement
- This is the right work
- I can confidently communicate these concepts to my team

Connection Bingo



Instructions:

- 1. Pick up your Bingo cards and read the fun facts listed.
- 2. Mingle with the group to reveal who owns the fun fact.
- 3. Keep guessing until you complete two rows horizontally, vertically or diagonally.
- 4. Don't forget to call BINGO!

Workgroup Context

Work to Date (1/2)









In recent years, several initiatives started the exploration for a common technology platform for the system.

2023

Case for Change

- Conducted interviews representing 45% of Districts to establish <u>Case for Change</u>.
- Highlights needs and challenges (e.g., manually intensive work, inconsistent management of data, security vulnerabilities, hiring/retention challenges) and possibilities through a common systemwide solution.

Current State Analysis

- Continued exploration of statewide common technology platform, starting with current state analysis of the ERP systems.
- Benefits of a common approach were outlined, and barriers were identified.
- For more information on the Current State Analysis, please visit the <u>February Task Force Recap</u>

Work to Date (2/2)









The SCTP Task Force engaged in a systemwide conversation to help shape the path forward for a statewide common technology platform.

2024

2025

Task Force Efforts

SCTP Task Force explored four landing points for a common platform:

- Statewide Data Management Transformation
- Statewide Admin Areas (HR/Fin) + Data Management Transformation
- Statewide Education Services & Support and Institutional Research (ESSR)* + Data Management Transformation
- Statewide Admin Areas (HR/Fin) + ESSR* + Data Management (A Full Transformation)

With districts feedback and feasibility discussion, Task Force narrowed down the options to:

- Statewide Data Management Transformation and
- Full Transformation

SCTP Conclusion

SCTP efforts will continue in two ways:

- Data Governance Advisory Workgroup (DGAW) to initiate the Statewide Data Management Transformation
- Interested districts continuing to explore a Full Transformation through a Collaborative ERP Project with Chancellor's Office Support

^{*}Educational Services and Support & Institutional Research (ESSR) - stakeholder groups that interact with the student information system including Instructional Services, Counseling, Admissions, Financial Aid, Student Accounts/Bursar, Student Records, Student Support & Engagement Programs, and Institutional Research.

Combined Statewide Technology Platform Efforts

Collaborative ERP

Project









Integrated technological foundation including Student, Finance, and HR information systems that addresses critical needs:

- 1. Protect against cybersecurity vulnerabilities
- 2. Create equitable student, faculty, & staff experience
- 3. Reduce manual processes
- 4. Improve data timeliness/accuracy
- 5. Enable improvements in student access/support
- 6. Eliminate MIS/320 reporting burden
- 7. Alleviate resource constraints

(10 districts and 17 colleges)

Combined Strategy

Statewide Data
Management
Transformation

Common Cloud
Student Data
Platform
(CCSDP)

Comprehensive statewide data platform management strategy to:

- Develop statewide data governance structure, roles and responsibilities, processes, policies, and standards
- 2. Optimize data accuracy and utility
- Create unified, real-time view of CCC data
- Enable enhanced analytics through AI/ML
- 5. Eliminate statewide reporting burden
- 6. Integrate with intersegmental partner data systems

Demonstration project to pilot a data platform to simplify MIS and 320 reporting and provide a system for real-time enrollment management and other data visualizations









What is the Common Cloud Student Data Platform?



- Establishes core data architecture and schema for fraud mitigation and AI technologies
- Streamlines MIS and 320 reporting
- Creates single interface for Chancellor's Office to access data
- Provides near real-time data
- Designed to address diversity of ERP providers and multiple hosting scenarios (on-premises, cloud, SaaS)

Future Benefits to Students









- Improved tracking of student course-taking, units, and progress.
- Real-time student analytics to enhance program mapping and student pathways.
- New early support options, including AI-enabled technologies.
- Systemwide capabilities to ensure enrollment system integrity and combat fraud.
- Streamlined transfer capabilities.
- Real-time, multi-district enrollment management dashboards.

Benefits to Colleges and Staff









- Streamlined data and attendance reporting, enabling IT staff to prioritize critical duties.
- Synchronization of data from districts to Chancellor's office in a modern system, improving data governance and system responsiveness.
- Implementation of a field-driven common data structure.
- Chancellor's Office dashboard will provide real-time data updates.

Combined Strategy



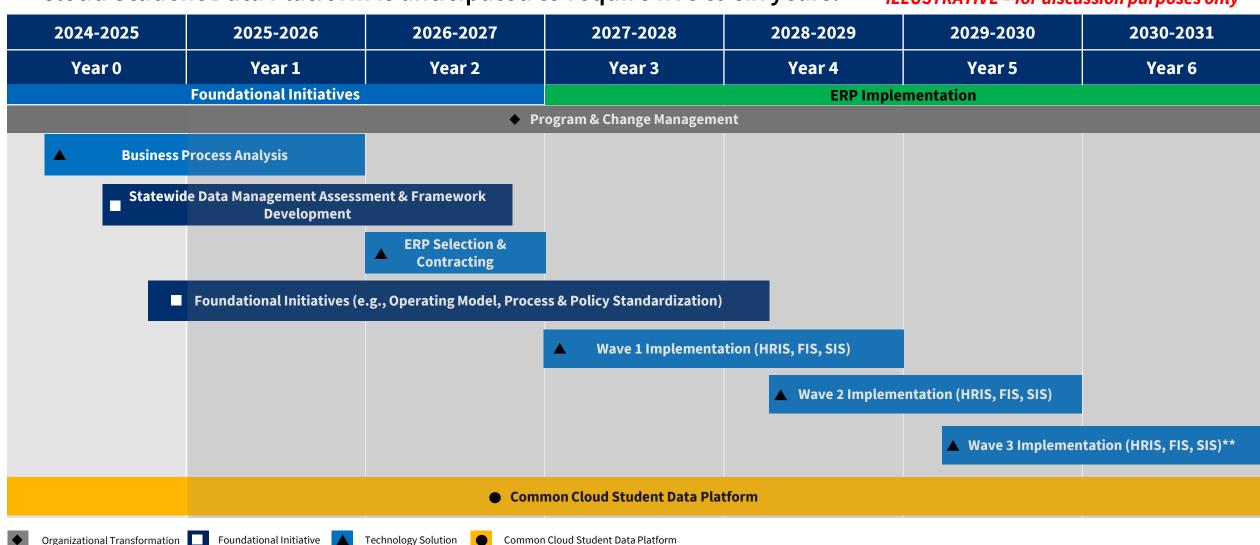






The combined strategy, including Statewide Data Transformation, Collaborative ERP, and Common Cloud Student Data Platform is anticipated to require five to six years.

ILUSTRATIVE - for discussion purposes only



Why We Are Here

Higher Education Goals Supported By Data Governance









COLLABORATION

- Shared governance
- Common objectives with both internal and external stakeholders

EDUCATION EQUITY

- Enhanced equity training
- Increased success rate among marginalized students

EDUCATION EXPERIENCE

- Data-informed student success
- Rewarding traditional college experience and accelerated program
- Holistic student development as a "Whole Human"

INTEGRITY AND MUTUAL RESPECT

- Honesty and authenticity
- Transparent communication and decision-making process
- Safe and welcoming environment

QUALITY AND AFFORDABILITY

- Innovative and rigorous curriculum
- Higher first year passing rate and graduation rate
- Financial assistance to marginalized students

STUDENTS' EMPLOYABILITY

- Enhanced training programs aligning with industry needs
- Effective placement office and study advisory programs

Data Strategy Framework Overview









1.
Data Foundation

Establish the Right Data Foundation

2.
Data Management &
Governance

Operationalize Data Management & Governance 3. Insight Generation

Convert Data Into Education Outcomes

4. Value Realization

Create Data Driven
Continuous
Improvement

Data Strategy Framework - Capabilities





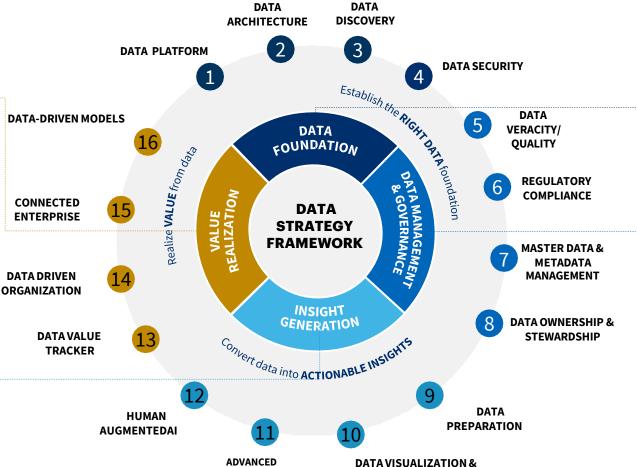




Capabilities in Data Foundation, Data Management, and Governance are at the core of developing a Data and Analytics North Star Vision.

VALUE REALIZATION ensures implementation of analytics strategy is generating better student outcomes and addressing Systemwide needs

Analytical **INSIGHT GENERATION** serves as the gateway to insightpowered enterprises; integrating data-driven decisions across the key functions



STORY TELLING

ANALYTICS / DATA

SCIENCE

DATA FOUNDATION integrates data across the enterprise in a structured way to provide faster access to trust-worthy data that can be used to drive insights and real-time decision making

DATA MANAGEMENT AND GOVERNANCE

focuses on controlling and managing data at scale so that it can be leveraged as a statewide strategic asset while complying with policies

Why Governance is important to you...









Data and Analytics Key Capabilities

Themes	1. Data Foundation	2. Data Management & Governance	3. Insight Generation	4. Value Realization
Improves data integrity, transparency, quality, reliability, usability, and in-turn improves overall performance	X	X		
Meets data protection, secures data and aligns with compliance data needs	X	X		
Creates organizational culture of transparency and learning	X	X		
Allows for more streamlined reporting (MIS & 320)	X	X	X	
Enables greater student success and support especially for those most at-risk	X	X	X	Х
Integrates statewide systems with intersegmental partner data systems to enable data to follow student	X	X	X	X
Enables identification of trends and meaningful insights to improve planning and decision-making	X	X	X	X
Aligns with data management best practices and speed of innovation	X	X	X	X
Enhances operational efficiency	X	X	X	X

Lunch

Data Strategy Framework

Data Strategy Framework Pillars









1.
Data Foundation

Establish the Right Data Foundation

2.
Data Management &
Governance

Operationalize Data Management & Governance 3. Insight Generation

Convert Data Into Education Outcomes

4. Value Realization

Create Data Driven
Continuous
Improvement

Data Strategy Framework: Data Foundation

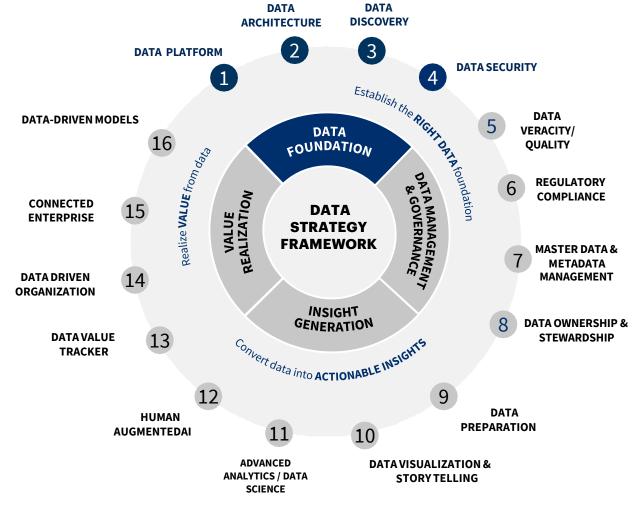








Capabilities in Data Foundation, Data Management, and Governance are at the core of developing a Data and Analytics North Star Vision.



Data Foundation









Establishing the right data foundation ensures that an organization knows what data it has, where it resides, where it flows, who uses it and how, and establishes and assesses indicators of 'right data.'

Key Focus Areas

Data Platform

Data landscape: principles, patterns, capabilities, & technology components interlinkages, to establish reliable, secure, scalable and agile data pipelines

Data Architecture

The organization and structure of an institution's data as it transforms from pure data elements into information and insights

Data Discovery

Organize the data for better discovery and self-service from source to consumption that can be understood by relevant stakeholders

Data Security

Enable the safeguarding of sensitive information from corruption, breaches, compromise, or loss through the enforcement of policies

Data Strategy Framework: Data Management & Governance

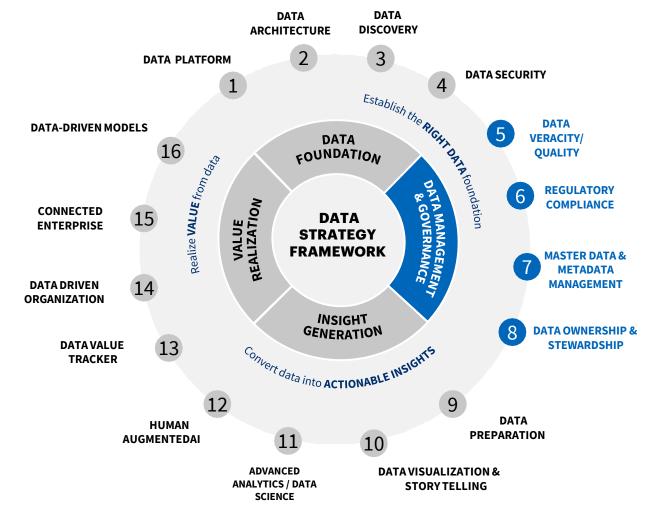








Capabilities in Data Foundation, Data Management, and Governance are at the core of developing a Data and Analytics North Star Vision.



Data Management & Governance









Data Management & Governance ensures that organizations manage value from data, have the right roles to understand and manage all aspects of the data value chain, and measure Key Performance Indicators.

Key Focus Areas

Data Veracity / Quality

Define and implement mechanisms to ensure that data is accurate, consistent and complete through the adherence to defined standards

Regulatory Compliance

Organize the data for better discovery and self-service from source to consumption that can be understood by relevant stakeholders

Master Data & Metadata Management

"golden version" of contextual data values

Data Ownership and Stewardship

Prioritize the rules, policies, procedures, roles and responsibilities that guide overall management of the organization's data

Data Strategy Framework: Insight Generation

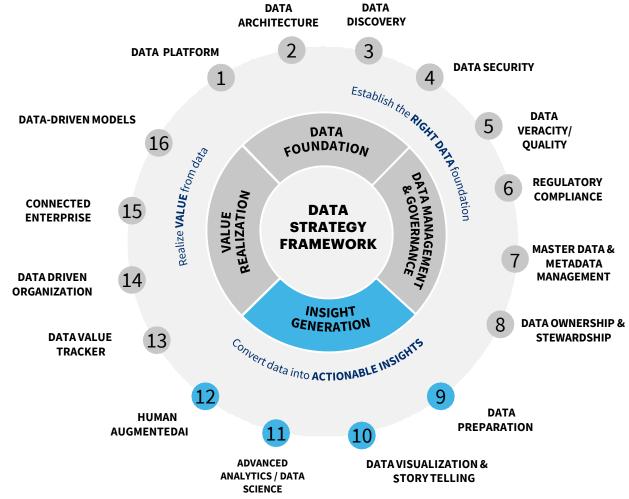








Capabilities in Data Foundation, Data Management, and Governance are at the core of developing a Data and Analytics North Star Vision.



Insight Generation









Insight generation allows for the conversion of data into actionable insights.

Key Focus Areas

Data Preparation

Prepare data for analysis, reporting, and visualization

Data Visualization & Story Telling

Develop and consume data through robust visualization platforms and tools easily, train functional resources on these skills

Advanced Analytics / Data Science

Create visualization techniques, algorithms and statistical techniques to learn from the data patterns and use this learning to predict future trends

Human Augmented Al

Devise use cases that can be driven by the right balance of human and machine intelligence and use of techniques to train machines to learn from patterns

Data Strategy Framework: Value Realization

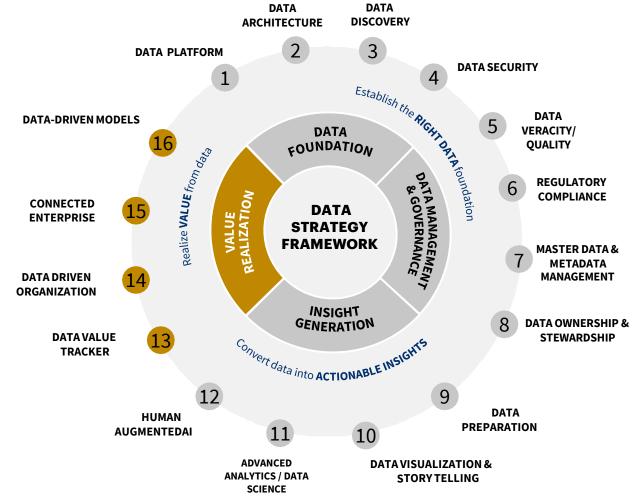








Capabilities in Data Foundation, Data Management, and Governance are at the core of developing a Data and Analytics North Star Vision.



Value Realization









Leverage data to improve competitive differentiation, use data to fuel innovation, make a cultural shift towards being a data-driven organization, and improve operational efficiencies.

Key Focus Areas

Data Value Tracker

Adopt a benefit realization framework to measure the true value addition of data

Data Driven Organization

Adopt an enterprise model promotes wider adoption of data and enterprise across the enterprise

Connected Enterprise

Integrate systems and data across enterprise platforms

Data-Driven Models

Establish an integrated approach to identify and distribute data and insights

Themes - Why Governance is important to you...









Data and Analytics Key Capabilities

Themes	1. Data Foundation	2. Data Management & Governance	3. Insight Generation	4. Value Realization
Improves data integrity, transparency, quality, reliability, usability, and in-turn improves overall performance	X	X		
Meets data protection, secures data and aligns with compliance data needs	X	X		
Creates organizational culture of transparency and learning	X	X		
Allows for more streamlined reporting (MIS & 320)	X	X	X	
Enables greater student success and support especially for those most at-risk	X	X	X	X
Integrates statewide systems with intersegmental partner data systems to enable data to follow student	X	X	X	X
Enables identification of trends and meaningful insights to improve planning and decision-making	X	X	X	X
Aligns with data management best practices and speed of innovation	X	X	X	X
Enhances operational efficiency	X	X	X	X

Activity









What is needed at a local and system level to realize each of the top themes?

Instructions:

- 1. Discuss the question above for the theme that is posted at your table and document responses (7 minutes).
- 2. Rotate clockwise as a group to the next table and add new ideas or build upon the previous group's input.

How should DGAW, TTAC, and SAC collaborate?

Statewide Technology and Data Workgroups / Committees









Data Governance Advisory Workgroup (DGAW)

Provide ongoing advice and counsel to the Chancellor's Office on community colleges' information technology and data governance policy and operations, including:

- Development of policy governing data sharing and data platforms designed to increase the availability of data across/between institutions
- Issues surrounding the fiscal effects of information technology and data collection
- Statutory and/or regulatory funding provisions

Telecommunications & Technology Advisory Committee (TTAC)

Research technology trends and recommend the direction for technology infrastructure initiatives within the California Community Colleges. The committee develops System Technology Plans, Budget Change Proposals, and is responsible for approval of Technology Standards.

Systemwide Architecture Committee (SAC) – TTAC Sub-Committee

Provide technical expertise for planning the development and growth of the systemwide IT infrastructure for the California Community Colleges to:

- Facilitate student interaction with the community college system
- Enhance collaboration among the community colleges and other elements of the California educational system
- Provide services in a cost-effective manner

Combined Statewide Technology Platform

Collaborative ERP

Project









Integrated technological foundation including Student, Finance, and HR information systems that addresses critical needs:

- 1. Protect against cybersecurity vulnerabilities
- 2. Create equitable student, faculty, & staff experience
- 3. Reduce manual processes
- 4. Improve data timeliness/accuracy
- 5. Enable improvements in student access/support
- 6. Eliminate MIS/320 reporting burden
- 7. Alleviate resource constraints

(10 districts and 17 colleges)

Combined Strategy

Statewide Data
Management
Transformation

Common Cloud
Student Data
Platform
(CCSDP)

Comprehensive statewide data platform management strategy to:

- Develop statewide data governance structure, roles and responsibilities, processes, policies, and standards
- 2. Optimize data accuracy and utility
- Create unified, real-time view of CCC data
- Enable enhanced analytics through AI/ML
- 5. Eliminate statewide reporting burden
- 6. Integrate with intersegmental partner data systems

Demonstration project to pilot a data platform to simplify MIS and 320 reporting and provide a system for real-time enrollment management and other data visualizations

What Does the System Need?

Sample Data Governance Roadmap and Journey









2

PHASE 1:

FOUNDATION

- Conduct discovery to document use cases, structures, practices, policies, standards and systems in place
- Establish statewide structure and define initial roles
- Define scope including Domain Model
- Create and publish Data Governance Charter

PHASE 2: AWARENESS/ COLLABORATION

- Communicate
- Develop governance policies
- Define master data and metadata strategy + Execution plan
- Start with a pilot domain for actionable data governance
- Create data profiling standards
- Document Lessons Learned & Adapt

PHASE 3: ENGAGEMENT

BY DATA DOMAIN

DEPENDENT ON PHASES 1 & 2

- Begin policy and guideline approval
- Have stewards begin to govern
- Publish data quality metrics
- Deploy master data
- Deploy metadata
- Begin measuring steward performance
- Formalize Training Program

PHASE 4:

ADOPTION

DEPENDENT ON PHASES 1-3
BY DATA DOMAIN

- Data Governance practices become standard in the project life cycle
- Metadata and master data are used broadly
- Progress is demonstrated through improved trending of data quality metrics
- There is compliance with Data Governance policies and guidelines.

Activity (1/2)









What do we (as a system) need to accomplish over the next year in terms of data governance?

Instructions:

- 1. Break into two teams across the room from one another
- 2. Each person writes on a single piece of paper one goal one piece of paper per goal.

You're welcome to have more than one goal.

Activity (2/2)









What do we (as a system) need to accomplish over the next year in terms of data governance?

Instructions (continued):

- 3. Crumple up paper to make a 'ball'
- 4. At our mark, you have 90 sec to toss at opposing team's 'basket' across the room
- 5. At time, each team collects the paper to read the goals aloud

Sailboat Exercise Instructions





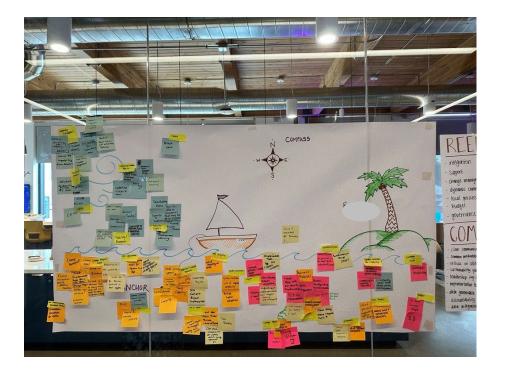




Design thinking process to help the group conceptualize what's needed to reach the desired goal identifying the support and the challenges that need to be addressed.

INSTRUCTIONS:

- 1. What will support us (wind in our sails) on the journey to our goal? (one Post-it per idea)
- 2. What are the barriers (anchors) holding us back?
- 3. What are the future risks (reef) we may hit on the way to our goal?
- 4. How can we steer around (compass points) the possible risks?

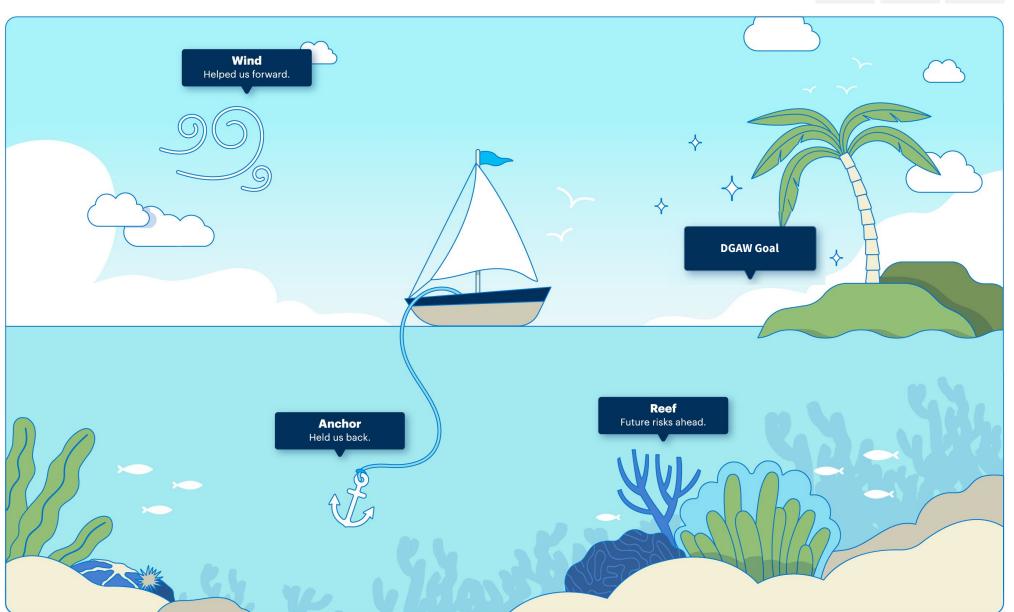












BREAK

Headlines of the Future Activity

Headlines of the Future Instructions









It is 2030. A statewide data governance strategy and roadmap has been defined and adopted for a few years. There is a news article in the *New York Times* looking back on the time since its adoption.

Instructions:

- Write a headline and a few sentences highlighting what has improved (for inspiration, refer to the accomplishments discussion) – 7 Minutes
- Share your headline vision with the group.

A time check will be provided.

Next Steps

Takeaways and Next Steps



Takeaways and Commitments

- 1. What are your top two (2) takeaways from the day
- 2. Share one (1) commitment you will fulfill before the next meeting in February 2025

For example:

- learn more about X
- contact District leadsabout Y

Next Steps

- DGAW will meet on a quarterly basis; proposed next meeting dates:
 - February 26, 2025 (virtually)
 - May 7, 2025 (virtually)
- DGAW members' support needed to:
 - Collect Current state data governance information from your districts to further expand our understanding of statewide practices by *December 20, 2024*
 - Act Take action to meet commitments by January 17, 2025
- Check-in with members on December 6, 2024

Q & A