



California Community Colleges

# **Data Governance Advisory Workgroup (DGAW) May Meeting Recap**

May 2025

A11Y 7/1/25



# Executive Summary (1 of 2)

On May 7, 2025, the Data Governance Advisory Workgroup (DGAW) met in Sacramento, CA for the third workgroup meeting. The session focused on advancing tactical groups' templates and standards, approving the data governance roadmap, and discussing statewide collaboration. Key meeting highlights include:

- **Strategic Alignment:** DGAW's effort are rooted in the data strategy framework with a focus on enhancing data management and governance practices.
- **Template and Standard Refinement:** Tactical groups worked on templates and standards and identified key questions and parking lot items for further discussion and exploration.
- **Data Governance Roadmap:** Roadmap outlines the steps required to establish and promote effective data governance practices across the state.
- **Test Planning:** Timing and selection of participants for statewide standards and templates testing will be further refined and discussed during the August DGAW meeting.
- **Statewide Collaboration:** Collaboration with TTAC and other statewide groups remains essential, as their work on technology, architecture, and student metrics is closely interconnected with data governance efforts.

# Executive Summary (2 of 2)

## Key Takeaways

- DGAW tactical groups will complete draft standards and policies to share with the broader DGAW group for input.
  - Tactical groups for Metric Definition Template and Data Quality Standard will complete drafts by **June 30**.
  - Tactical group for Data Sharing Agreement Template, Data Classification Standard, and Data Lifecycle and Retention Policy will complete draft by **July 30**.
- Statewide standards and templates testing requires additional alignment on participants and timeline. Key steps discussed include:
  - Finalizing drafts and sharing them within broader DGAW group.
  - Requesting input on drafts from statewide stakeholders.
  - Testing templates and standards with platforms and / or colleges; Testing can be on a topic or with specific templates or standards. Socialization and buy-in is needed.
  - Incorporating feedback in templates and standards from each test.
  - Sharing finalized templates and standards for statewide adoption.

# Meeting Attendance

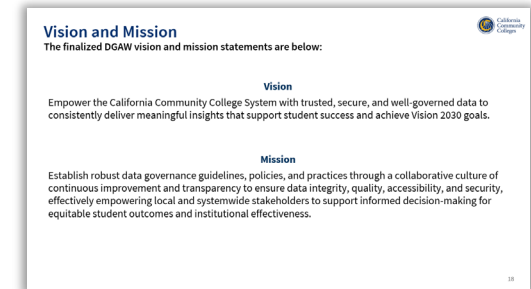
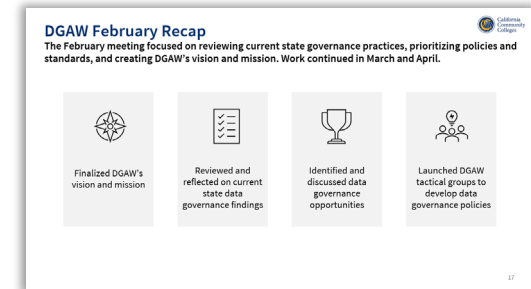
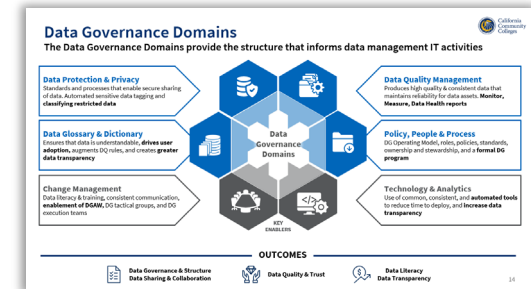
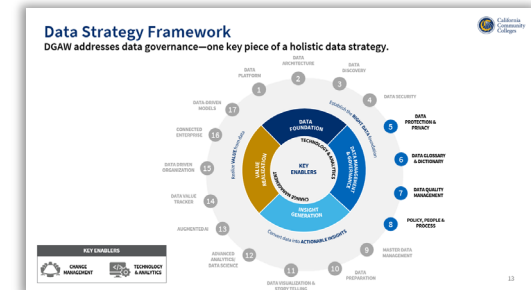
#	Member Name	Organization
1	Rebecca Bocchicchio	CCCCIO
2	Stuart Davis	CISOA
3	Victor DeVore	CACCRAO
4	Thanh Do	4CS
5	John Hetts	Chancellor's Office
6	Jeannie Kim	CEOCCC
7	Xiaohong Li	CISOA
8	Pam Mery	RP Group
9	Christopher Sweeten	CSSO
10	James Temple	CISOA
11	Eric Wada	ASCCC

#	Chancellor's Office Member Staff Attendance
12	Ernest Shih

# Frameworks Revisited and February Recap

## Discussion Points:

- Data Strategy Framework systematically identifies critical data capabilities and is an anchor for the data governance data governance advisory workgroup.
- DGAW focuses on Data Management and Governance but considers how its work aligns with the broader Data Strategy Framework.
- There are four key domains to data governance.
  - Data Protection and Privacy
  - Data Quality Management
  - Policy, People & Process
  - Data Glossary and Dictionary
- Two key enablers — Change Management and Technology & Analytics - help reach data governance's full potential. These enablers also support other data strategy framework capabilities.
- In February, DGAW finalized its vision and mission statements, reviewed current state data governance findings, identified areas of opportunity, and launched three tactical groups to develop data governance policies for:
  - Data Quality Standard
  - Data Sharing Agreement Template, Data Classification Standard, and Data Lifecycle and Retention Policy
  - Metric Data Dictionary





# Tactical Group Working Sessions

## Discussion Points:

- Over the last month, three tactical groups held kick-offs and began developing drafts for a Metric Definition Template, Data Quality Standard, and Data Sharing Agreement Template.
- Each tactical group participated in breakout session to refine templates and standards using provided exemplars.
  - Tactical groups discussed key questions, identified parking lot items, and engaged with subject matter advisors to clarify questions.
- Groups determine responsibilities and deadlines for completing drafts to share with broader DGAW group. Deadlines are:
  - June 30 – Metric Definition Template and Data Quality Standard
  - July 30 – Data Sharing Agreement Template
- Groups reflected on their breakout sessions with the larger group:
  - Metric Definition Template
    - Discussed what metric definitions mean, including at the system level.
    - Began exploring what is needed to adopt definitions (potentially a mechanism for explaining definitions).
  - Data Quality Standard:
    - Discussed current actions on fraudulent reporting, in addition to MIS and 320.
    - Aligned on working with colleges represented in their group to request a flow of their data to understand roles and responsibilities.
    - Added a preamble to the draft that clarifies standards and exceptions and discussed need for a glossary; discussed importance of CEO buy-in and getting support for smaller colleges/districts for this effort.

### Tactical Group Breakouts Schedule

Session 1	Session 2	Session 3
Dive into drafts 20 minutes	Refine drafts 20 minutes	Finalize changes to drafts 20 minutes
↓	↓	↓
Group check 5 minutes	Group check 5 minutes	Group check 5 minutes
↓	↓	↓
Break 5 minutes	Break 5 minutes	Break 5 minutes

Breakout Groups to reconvene for share-out after Session 3.



### Working Session: Draft Standards

Each group has the following information in their respective tactical group Teams channels:

- Descriptions and considerations for each template or standard
- Exemplars for developing document (hard copies provided)

**Parking Lot**  
Each group has a parking lot to document topics that require more lengthy discussion or research.



### Working Session: Tactical Group Breakouts

Define your tactical group next steps to finalize drafts for sharing with other DGAW members outside your tactical groups by the deadlines below:

- Ownership** – Who will continue development of each section?
- Timeline** – When will the group meet next or share virtual updates?
- Reviews** – How will you review your completed drafts within your tactical group to confirm it is one cohesive document?
  - Should reviews occur in a specific order or concurrently?

Tactical Group	Estimated Development Duration	Due Date
Metric Definition Template	8 weeks	June 30
Data Quality Standard	8 weeks	June 30
Data Sharing Agreement Template	12 weeks	July 30

- Data Classifications Standard
- Data Lifecycle & Retention Policy
- Data Sharing Agreement Template



### Discussion: Templates and Standards Next Steps

**What is the process for approving templates for piloting?**  
After Tactical Groups complete drafts:

- Who else should provide feedback on drafts outside of tactical group members? Other DGAW members? Technical and Research SMAs?
  - Should reviews occur in a specific order or concurrently?
- How should feedback be collected? One central / shared document or individual versions?
- How much time should reviewers have to provide feedback? Two weeks?
- How much time should be allocated to incorporating feedback?
- When is a template considered approved and ready for piloting?



# Tactical Group Working Sessions and Discussion

## Discussion Points:

- Data Sharing Agreement, Data Classification Standard, and Data Lifecycle and Retention Policy
  - Worked with a robust set of examples and discussed items such as categorization of place of birth and gender.
  - Considered scenarios such as the “right to be forgotten” and the its implications and specific situations where data classifications need to be further adjusted (e.g., partnerships between colleges and military).
- Key questions were posed to identify next steps for templates and standards once they are shared with the larger DGAW group and when they would be considered approved for testing.
  - Members discussed gathering feedback on the templates from various groups, such as Institutional Effectiveness (IE) and Institutional Research (IR) group and collaborating with CISOs to identify individuals with more technical skillsets to provide input.
  - Discussion focused on the term “pilot,” what it meant, who would be involved, and how buy-in could be built across the system.
    - Test process would be a short, iterative initiative over 6-12 weeks. This is a process to test templates and standards with a platform to understand if they need to be further refined before sharing them statewide.
    - Idea of testing with an institution was introduced.
    - Group considered focusing testing on a specific topic such as fraud.
    - Considered the importance of CEO awareness and buy-in and colleges’ involvement in the review process.
- Group alignment to revisit readiness for template testing during the next DGAW meeting in August.

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- Data Classification Standard
- Data Lifecycle & Retention Policy
- Data Sharing Agreement Template



### Discussion: Templates and Standards Next Steps

**What is the process for approving templates for piloting?**  
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- When is a template considered approved and ready for piloting?



# Data Governance Roadmap

## Discussion Points:

- The data governance roadmap addresses local and systemwide needs previously identified by DGAW members.
- Roadmap consists of 14 templates and standards that DGAW will need to develop to achieve a common data governance structure.
  - Templates and standards will:
    - Provide a consistent framework to document definitions for technical and logical definitions.
    - Allow acceleration of producing transparent meaning to data that is used.
    - Provide guidance in implementing data governance capabilities.
  - 5 templates and standards were started by tactical groups.
  - Details about each template and standard were provided in the pre-read. Members encouraged to ask additional questions post-meeting.
- The data governance roadmap consists of the creation of standards and templates, testing them, and socializing them with districts / colleges, and other stakeholders.
- Discussed tentative timeline, that would have testing launching in the fall. Timeline to be revisited during the August DGAW meeting.

**Why a Data Governance Roadmap**  
A data governance roadmap helps address local and system data governance needs, including those identified by DGAW members at the kick-off meeting and during the discovery phase.

**Local and System Needs**

- Data sharing, transparency, and quality
- Common and clear data definitions
- Data categorization
- Standardized processes and policies
- Meaningful insights for planning and decision-making
- Technology and dashboards

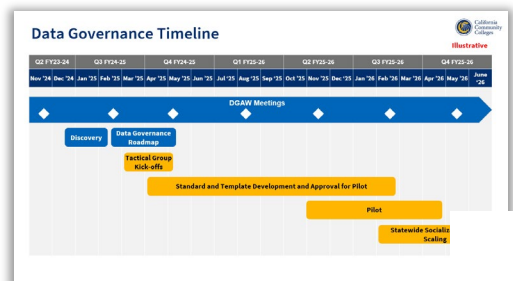
**Data Governance Roadmap Definition**  
The data governance roadmap is a blueprint for DGAW to create the templates and standards for a common data governance structure and approach across the system.

The roadmap includes 14 templates and standards that DGAW will need to develop.

1 Data Classifications Standard	2 System Data Flows (with integration points)
3 Data Lifecycle & Retention Policy	3 Data Quality Framework
4 Data Sharing Agreement Template	4 Automated DQ Rule Library
5 Metric Definition Dictionary Template	5 Data Lineage Standard
6 Data Quality Standard	6 Define DQ Operating Model
7 Critical Data Element (CDE) Standard	7 Implement PBCo KPIs & Dashboards
8 Data Glossary Template	
9 Data Dictionary Template	

**Data Governance Roadmap Overview**  
The proposed approach requires creation of templates and standards by DGAW, piloting these documents with platforms, and recommending finalized templates and standards systemwide.

Develop	Pilot	Socialize
DGAW Drafts Template or Standard (14 currently identified)	Template or Standard is Pilot Tested with 1-2 Platforms	Template or Standard is Refined and Shared Systemwide

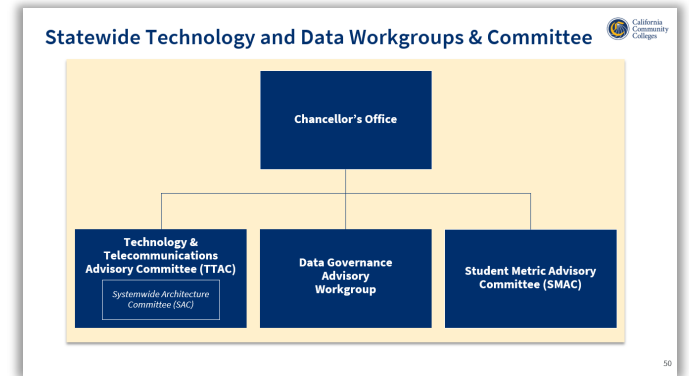




# Collaboration with TTAC and Other Committees

## Discussion Points:

- Here are various statewide technology and data workgroups and committees:
  - Technology & Telecommunications Advisory Committee (TTAC): Researches technology trends and recommends the direction for technology infrastructure and initiatives for the system. The committee's work includes system technology plans, budget change proposals, and technology standards.
    - Systemwide Architecture Committee (SAC): A sub-committee of TTAC, focused on the planning and growth of systemwide IT infrastructure.
  - Student Metric Advisory Committee (SMAC): Develops systemwide metrics focused on student success.
- Work between TTAC, SAC, SMAC, and DGAW is interconnected and interdependent; collaboration between these groups is key for collective success.
  - Collaborating will involve TTAC and SAC communicating key decisions, policies and standards related to strategic technology and architecture; DGAW will anchor its practices, policies and standards to align with TTAC and SAC.
- Tri-chairs will find an opportunity for DGAW members to collaborate with TTAC members.



# Next Steps

## Discussion Points:

- DGAW members revisited meeting objectives, which were met.
- As with previous meetings, members were asked to report to their association on the data governance roadmap and the work being done with standards and templates.
  - A presentation will be shared with members to aid in the report out.
- All future DGAW meetings will be held in person to allow for greater collaboration and outcomes.
- Dates for the next four meetings were proposed; these dates account for known conflicts. Members were asked to review their calendars for additional conflicts.
  - Wednesday, August 27, 2025
  - Wednesday, November 5, 2025
  - Wednesday, February 25, 2026
  - Wednesday, May 6, 2026

### Objectives Revisited

- ✓ Completed initial drafts
- ✓ Agreed on standard timeline, reviews, and approvals
- ✓ Approved the data governance roadmap
- ✓ Discussed TTAC (and other committee) collaboration opportunities

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### Next Steps

- Share-out with your associations for feedback by next DGAW meeting in August, covering:
  - Overview of data governance roadmap
  - DGAW focus on standard and template development and their piloting
- Attend TTAC Retreat on June 11-12 (if participating)
- Confirm in-person DGAW meetings for the next year

2025	<ul style="list-style-type: none"> <li>• Wednesday, August 27</li> <li>• Wednesday, November 5</li> </ul>
2026	<ul style="list-style-type: none"> <li>• Wednesday, February 25</li> <li>• Wednesday, May 6</li> </ul>

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California Community Colleges

# **Full Presentation: Data Governance Advisory Workgroup (DGAW) May Meeting**

May 7, 2025



# Objectives

1. Provide dedicated time for tactical groups to complete initial draft standard
2. Agree on standard review and approval process
3. Discuss and approve the data governance roadmap
4. Discuss Telecommunications and Technology Advisory Committee (TTAC) and other committee collaboration opportunities

# Agenda

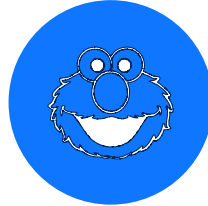
Time	Activity
10:00 AM	Welcome, Objectives, Agenda, Agreements
	Data Governance Framework Revisited
	February Meeting Recap
	Tactical Group Working Sessions (breaks included)
12:45 PM	LUNCH – 45 Minutes
	Data Governance Roadmap Overview and Q&A
	Test Platforms
	TTAC (and other Committee) Collaboration Opportunities
	Recap, Next Steps, Q&A
3:00PM	Meeting End



# Ground Rules



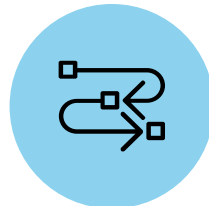
**Adhere to timebox**



**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**

# “Fist to Five”



- I'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

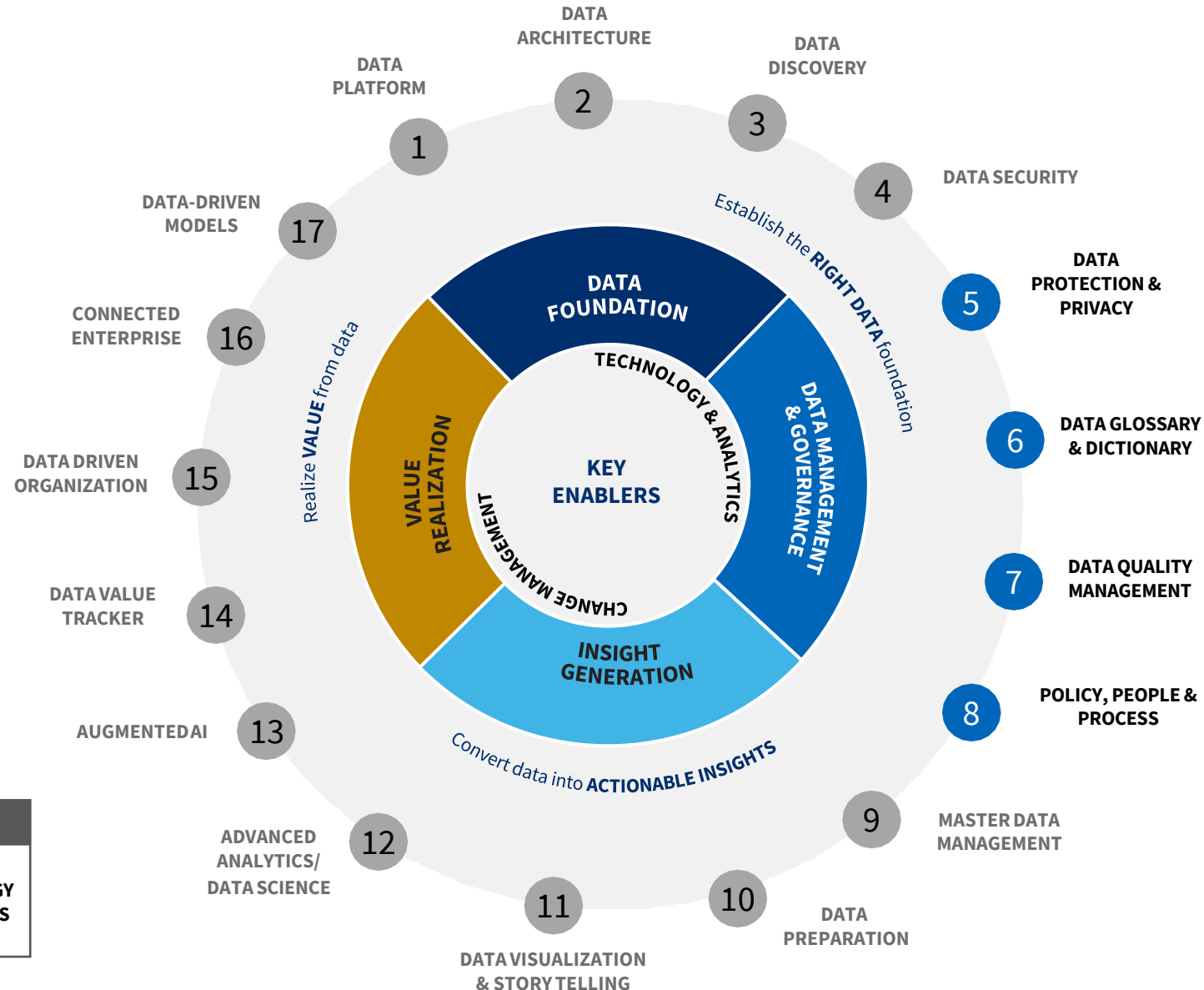


- I feel great
- I'm in 100% agreement
- This is the right work
- I can confidently communicate these concepts to my team

# Data Governance Framework Revisited

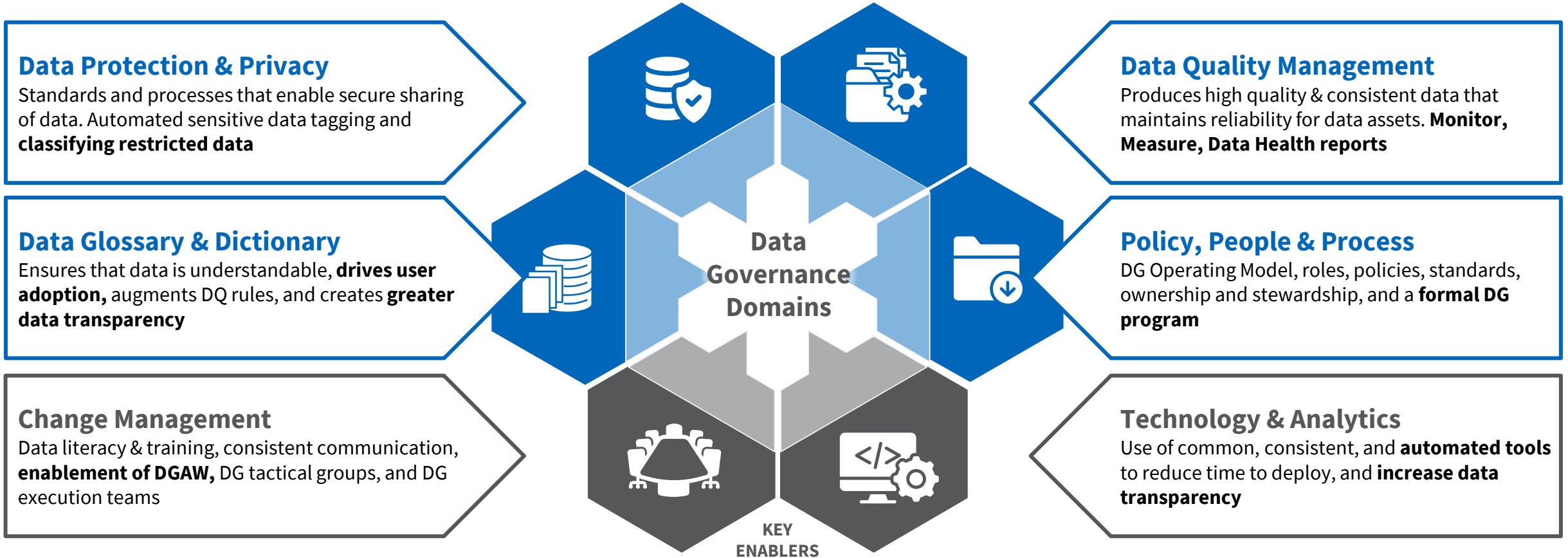
# Data Strategy Framework

DGAW addresses data governance—one key piece of a holistic data strategy.



# Data Governance Domains

The Data Governance Domains provide the structure that informs data management IT activities



## OUTCOMES



**Data Governance & Structure**  
Data Sharing & Collaboration



**Data Quality & Trust**



**Data Literacy**  
Data Transparency



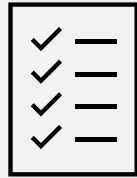
# February Meeting Recap

# DGAW February Recap

The February meeting focused on reviewing current state governance practices, prioritizing policies and standards, and creating DGAW's vision and mission. Work continued in March and April.



Finalized DGAW's  
vision and mission



Reviewed and  
reflected on current  
state data  
governance findings



Identified and  
discussed data  
governance  
opportunities



Launched DGAW  
tactical groups to  
develop data  
governance policies

# Vision and Mission

The finalized DGAW vision and mission statements are below:

## Vision

Empower the California Community College System with trusted, secure, and well-governed data to consistently deliver meaningful insights that support student success and achieve Vision 2030 goals.

## Mission

Establish robust data governance guidelines, policies, and practices through a collaborative culture of continuous improvement and transparency to ensure data integrity, quality, accessibility, and security, effectively empowering local and systemwide stakeholders to support informed decision-making for equitable student outcomes and institutional effectiveness.

# Tactical Groups Working Session

# Tactical Group Breakouts Schedule

Session 1	Session 2	Session 3
<p>Dive into drafts <i>20 minutes</i></p> <p>↓</p> <p>Group check <i>5 minutes</i></p> <p>↓</p> <p>Break <i>5 minutes</i></p>	<p>Refine drafts <i>20 minutes</i></p> <p>↓</p> <p>Group check <i>5 minutes</i></p> <p>↓</p> <p>Break <i>5 minutes</i></p>	<p>Finalize changes to drafts <i>20 minutes</i></p> <p>↓</p> <p>Group check <i>5 minutes</i></p> <p>↓</p> <p>Break <i>5 minutes</i></p>

Breakout Groups to reconvene for share-out after Session 3.





# Working Session: Draft Standards

Each group has the following information in their respective tactical group Teams channels:

- Descriptions and considerations for each template or standard
- Exemplars for developing document (hard copies provided)

## **Parking Lot**

Each group has a parking lot to document topics that require more lengthy discussion or research.



Break  
*5 Minutes*

# Working Session: Refine Drafts

Each group has the following information in their respective tactical group Teams channels:

- Descriptions and considerations for each template or standard
- Exemplars for developing document



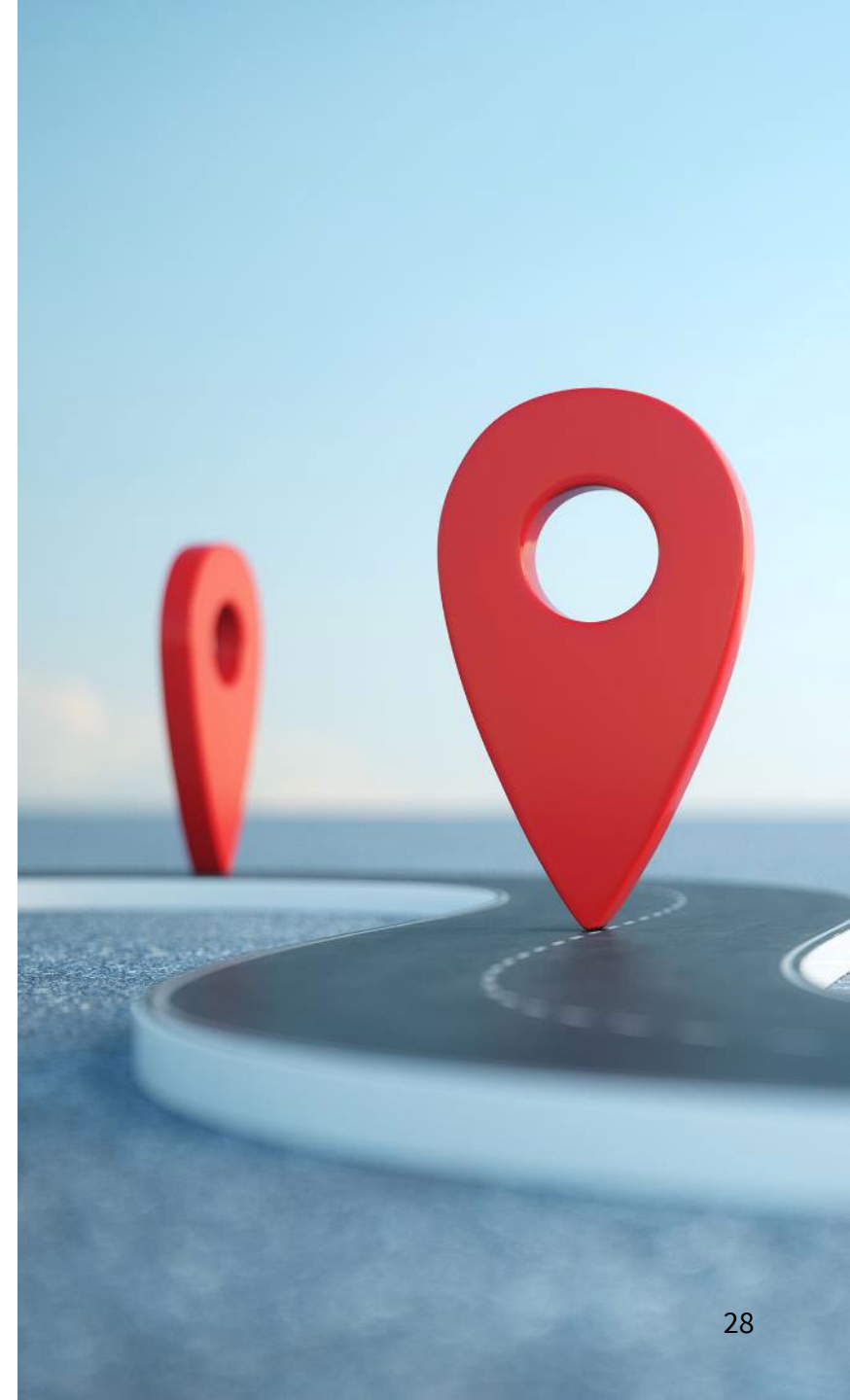
Break #2  
*5 Minutes*

# Working Session: Tactical Group Breakouts

Define your tactical group next steps to finalize drafts for sharing with other DGAW members outside your tactical groups by the deadlines below:

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<b>Metric Definition Template</b>	8 weeks	June 30
<b>Data Quality Standard</b>	8 weeks	June 30
<b>Data Sharing Agreement Template</b> <ul style="list-style-type: none"><li>• Data Classifications Standard</li><li>• Data Lifecycle &amp; Retention Policy</li><li>• Data Sharing Agreement Template</li></ul>	12 weeks	July 30





Break #3  
*5 Minutes*

# Breakout Group Report-Out

Lunch  
*45 Minutes*

# Template and Standards: Next Steps

# Discussion: Templates and Standards

## Next Steps

### **What is the process for approving templates for testing?**

After Tactical Groups complete drafts:

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- How much time should be allocated to incorporating feedback?
- When is a template considered approved and ready for testing?



# Data Governance Roadmap Purpose

# Why a Data Governance Roadmap

A data governance roadmap helps address local and system data governance needs, including those identified by DGAW members at the kick-off meeting and during the discovery phase.

## Local and System Needs

- Data sharing, transparency, and quality
- Common and clear data definitions
- Data categorization
- Standardized processes and policies
- Meaningful insights for planning and decision-making
- Technology and dashboards



# Data Governance Roadmap Definition

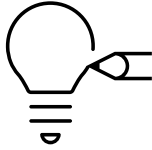
The data governance roadmap is a blueprint for DGAW to create the templates and standards for a common data governance structure and approach across the system.

**The roadmap includes 14 templates and standards that DGAW will need to develop.**

- |   |                                       |    |   |
|---|---------------------------------------|----|---|
| 1 | Data Classifications Standard         | 9  | System Data Flows (with integration points) |
| 2 | Data Lifecycle & Retention Policy     | 10 | Data Quality Framework                      |
| 3 | Data Sharing Agreement Template       | 11 | Automated DQ Rule Library                   |
| 4 | Metric Definition Dictionary Template | 12 | Data Lineage Standard                       |
| 5 | Data Quality Standard                 | 13 | Define DG Operating Model                   |
| 6 | Critical Data Element (CDE) Standard  | 14 | Implement Test KPIs & Dashboards            |
| 7 | Data Glossary Template                |    |   |
| 8 | Data Dictionary Template              |    |   |

# Data Governance Roadmap Overview

The proposed approach requires creation of templates and standards by DGAW, testing these documents with platforms, and recommending finalized templates and standards systemwide.



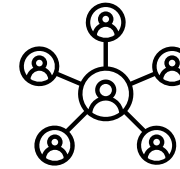
## Develop

DGAW Drafts Template or Standard  
(14 currently identified)



## Test

Template or Standard is Tested  
with 1-2 Platforms

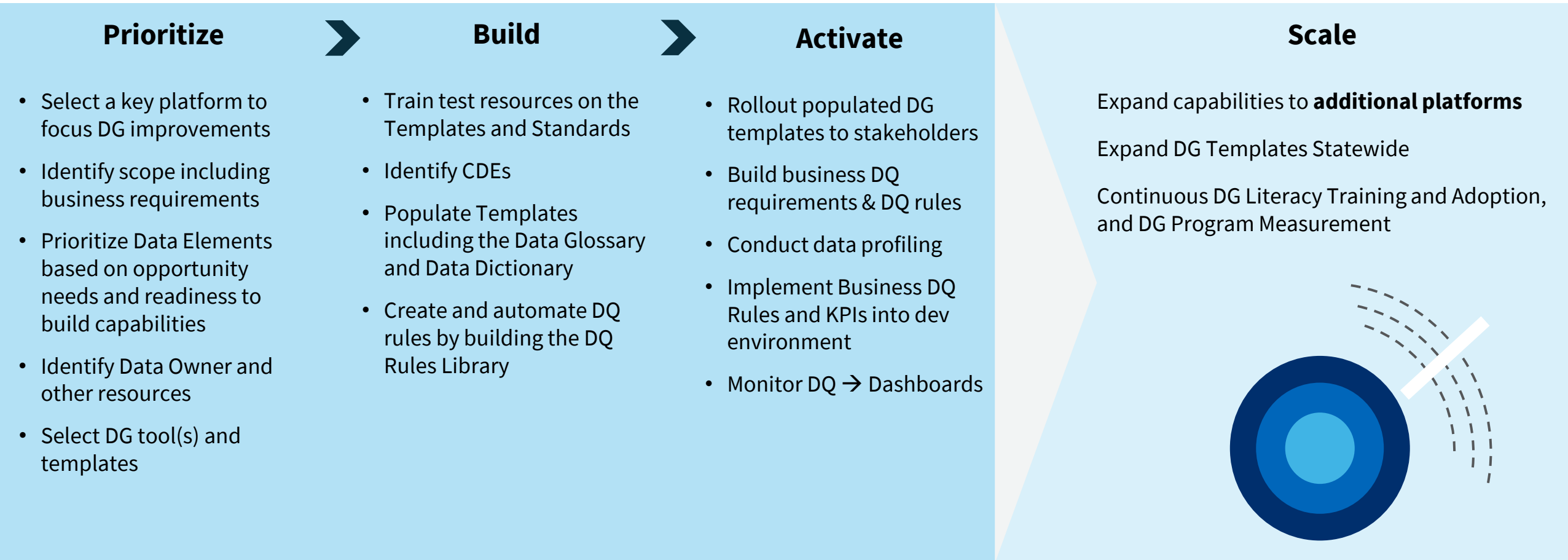


## Socialize

Template or Standard is Refined  
and Shared Systemwide

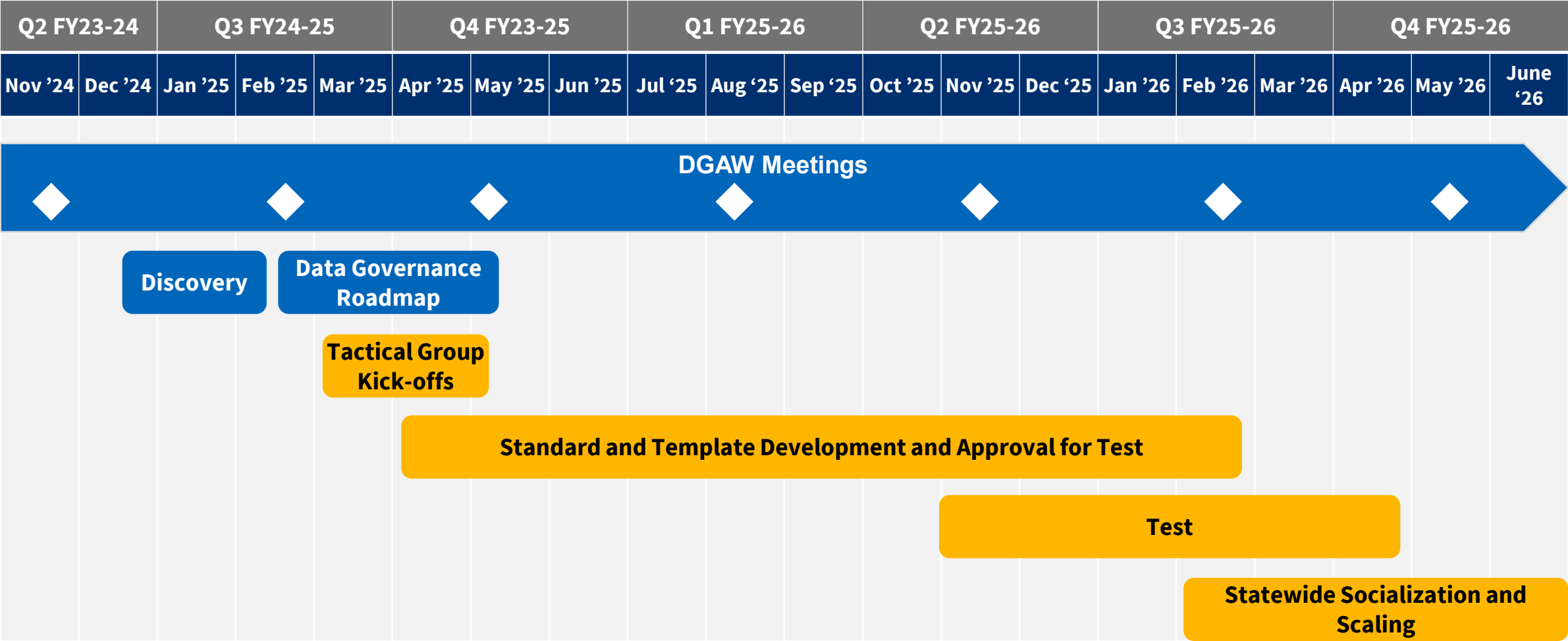
# Test Journey

Gain value from Templates and Standards by implementing on key platforms. Short, agile test projects ensure that resources prove out the benefits of the Templates and Standards and then scales them.



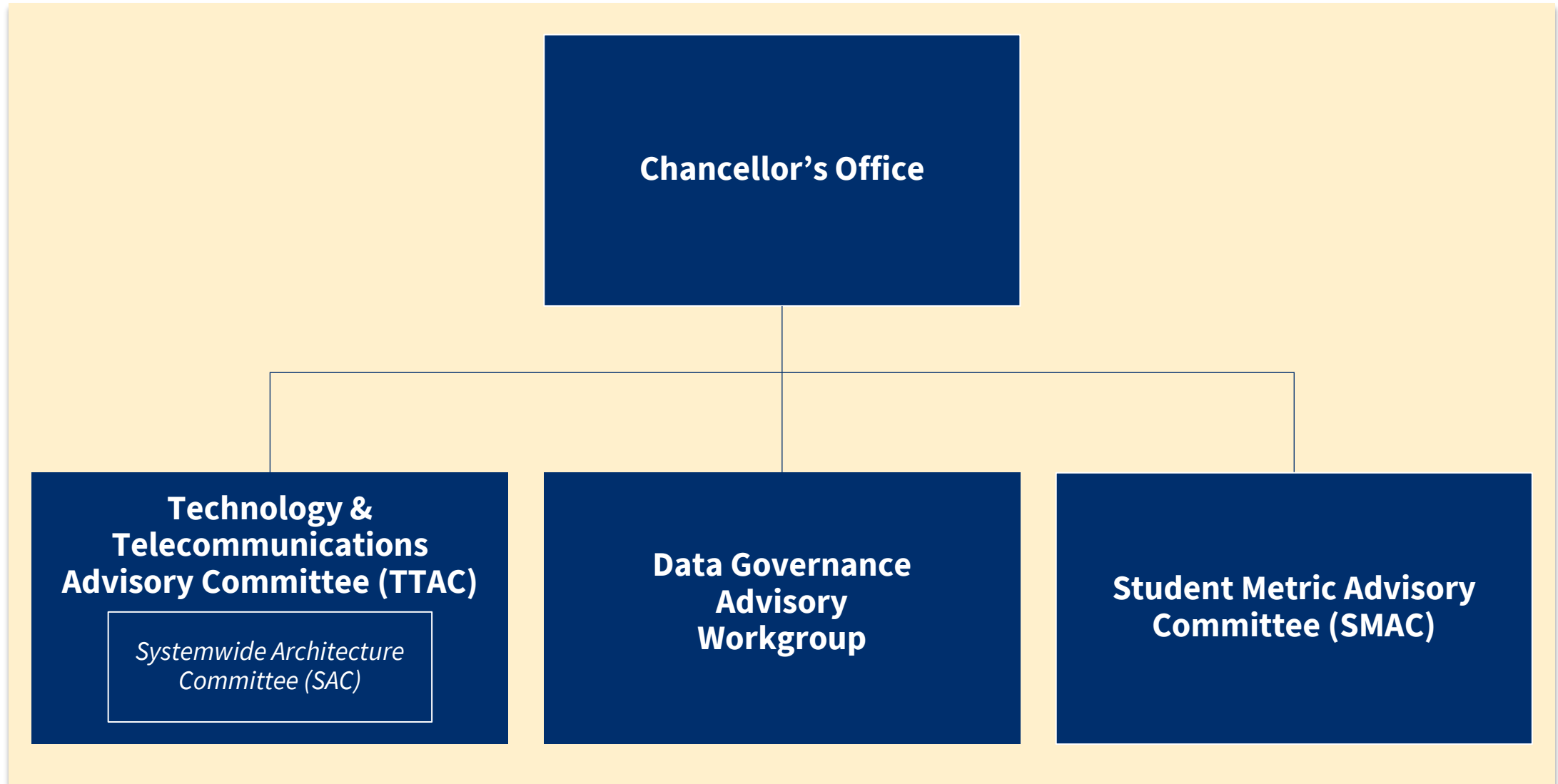
# Data Governance Timeline

Illustrative



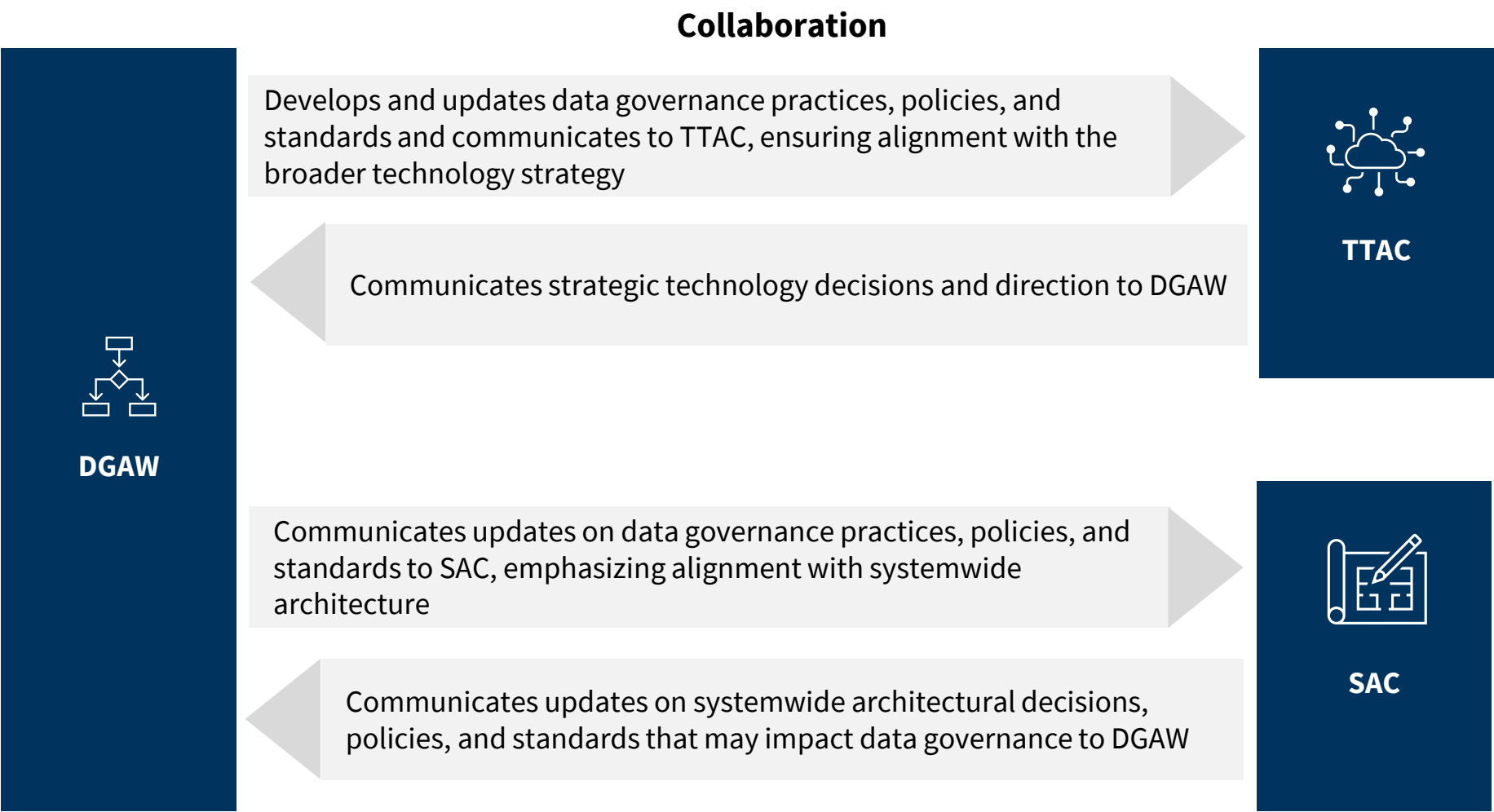
# TTAC Collaboration (and other Committees)

# Statewide Technology and Data Workgroups & Committee



# How We Can Collaborate

DGAW, TTAC, and SAC can share and collaborate on key decisions to confirm alignment across data governance and technology (including architecture).





# Objectives Revisited and Next Steps

# Objectives Revisited

- ☑ Completed initial drafts
- ☑ Agreed on standard timeline, reviews, and approvals
- ☑ Approved the data governance roadmap
- ☑ Discussed TTAC (and other committee) collaboration opportunities

# DGAW Next Steps

- Share-out with your associations for feedback by next DGAW meeting in August, covering:
  - Overview of data governance roadmap
  - DGAW focus on standard and template development and their testing
- Confirm in-person DGAW meetings for the next year

## **2025**

- Wednesday, August 27
- Wednesday, November 5

## **2026**

- Wednesday, February 25
- Wednesday, May 6

# Questions and Answers