



California Community Colleges

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

August 2025



# Executive Summary (1 of 2)

On August 27, 2025, the Data Governance Advisory Workgroup (DGAW) convened in Sacramento, CA for its fourth meeting. The session focused on reviewing progress of tactical groups on templates, standards, frameworks, establishing key actions for testing, and continuing development of governance documents.

## Key Highlights

- As part of data governance roadmap, tactical groups completed several data governance templates, standards, and frameworks, establishing momentum and foundational tools.
- Completed templates and standards shared with CISOA and The RP Group volunteers for feedback to better meet statewide needs.
- Nine additional templates, standards, and frameworks will be finalized in the next two months for use in the test phase of the effort.
- The test phase will confirm usability and adoption readiness of templates, standards, and frameworks.
  - Statewide technology platform-level testing comes first, with colleges and districts engaged after templates and standards have been refined.



# Executive Summary (2 of 2)

## Key Takeaways

Workgroup members:

1. Reviewed and incorporated feedback from volunteer reviewers:
  - Data Sharing Agreement Template
  - Metric Definition Dictionary Template
  - Data Quality Standard
2. Discussed relationships between templates, standards, and frameworks, and agreed to conduct testing with a small set of statewide technology platforms.
3. Continued development of Templates, Standards, and Templates critical for test:
  - Drafts in Progress
    - Data Glossary Template
    - Data Dictionary Template
    - Data Classifications Standard
    - Data Lifecycle & Retention Policy
    - Critical Data Element (CDE) Standard
    - Data Quality Rules Library
    - Data Quality Framework
    - Data Protection & Privacy Framework
    - Metadata Management Framework
  - Upcoming
    - Data Privacy Policy
    - Data Lineage Standard
    - Change Management Framework
    - Data Governance Operating Model
    - KPIs and Dashboards

# 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	Jeannie Kim*	CEOCCC
7	Xiaohong Li*	CISOA
8	Pam Mery*	RP Group
9	James Temple*	CISOA
10	Eric Wada*	ASCCC
11	Terrence Willet*	CCCCO
12	Aeron Zentner*	RP Group

#	Member Name	Organization
13	Dulce Delgadillo**	RP Group
14	David Duncan**	SSCCC
15	Mikki Johnson**	CCCSFAAA
16	Chris Dela Rosa**	ACBO
17	Ernest Shih**	CCCCO

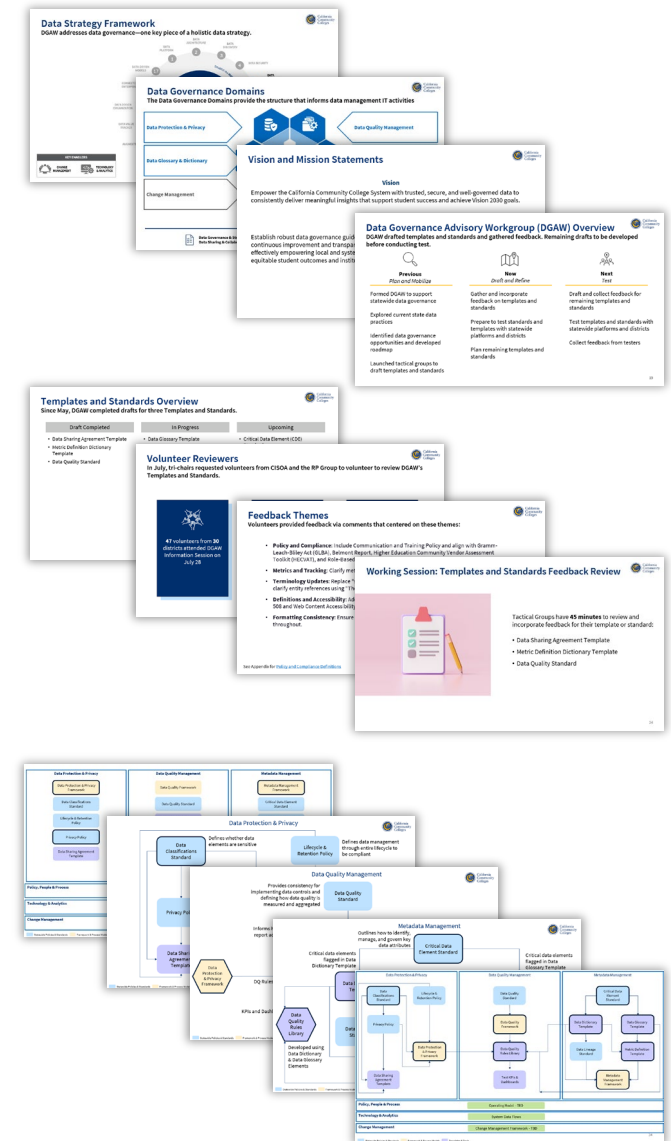
\*Attended session

\*\*Did not attend session

# Progress to Date and Roadmap

## Discussion Points:

- Revisited data strategy framework, governance pillars, vision, and mission.
  - DGAW drives strategy for data management and governance.
  - TTAC owns remaining components of framework: Data Foundation, Value Realization, and Insight Generation.
- Template, Standards, and Framework drafts progress:
  - Four drafts completed, nine in progress, others pending development.
  - Feedback from The RP Group and CISOA incorporated during breakout sessions.
- New visual roadmap was developed to show how templates, standards, and frameworks align with governance pillars. Three new documents were added:
  - 1) Data Protection & Privacy Framework; 2) Privacy Policy; 3) Metadata Management Framework
- Data Protection & Privacy and Data Quality Management
  - Discussions included data archiving and cloud security; data quality rules monitor and flag data for archiving. Encryption at rest reduces breach risks.
  - Implementation depends on local technology and cloud usage.
- Metadata Management
  - Group discussed balancing system-wide definitions with local customization. Templates aim to align definitions while allowing flexibility.
  - Snowflake was suggested for storing data dictionaries.
  - Challenges include lack of access to SQL logic and reliance on pseudo code.





# Test Journey, Participant Identification, & Next Steps

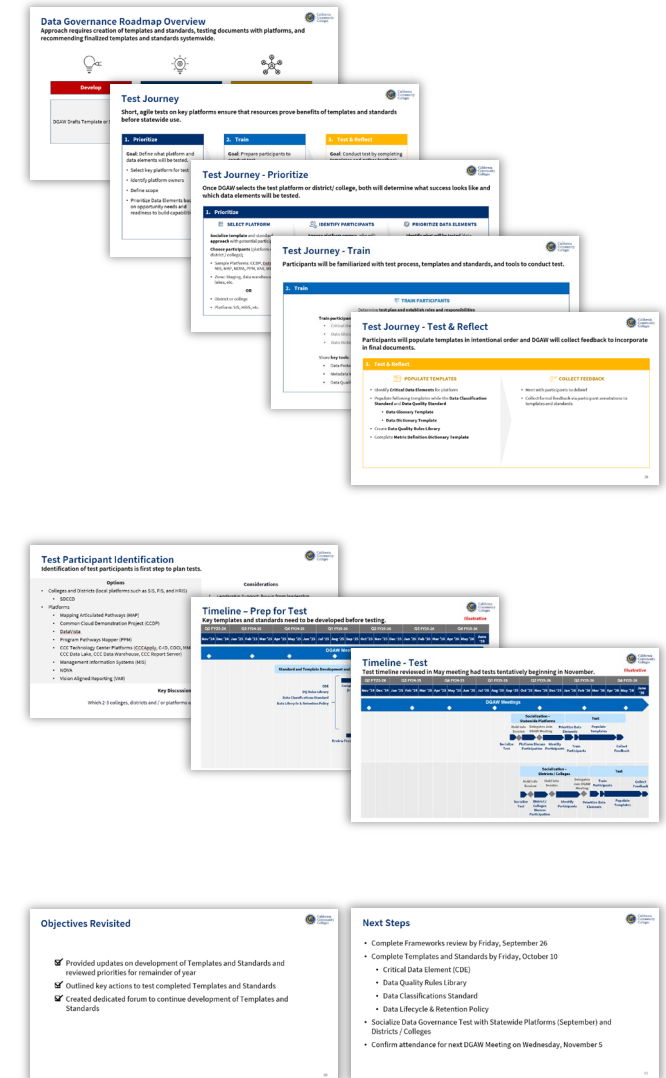
## Discussion Points:

### Test Journey and Participants

- Group revisited testing templates, standards, and frameworks as next phase of data governance roadmap.
- Platforms like VAR, MIS, 320, and Common Cloud were identified for testing. NOVA suggested as test case because have some data governance.
- Decision:** Testing will focus on statewide platforms rather than colleges due to complexity and capacity.
  - Number of platforms tested depends on size of platform; testing with no more than 5 platforms, no more 1-2 large platforms.
- DGAW aims to confirm effectiveness of developed policies and processes.
- Testing will validate whether tools work as intended.

### Next Steps

- Request volunteers for platform testing.
- Tactical groups to coordinate updates and finalize drafts.
- Final frameworks due by **September 26**.
- Templates and standards drafts for testing due by **October 10**.
- Next DGAW meeting scheduled for **November 5, 2025**.





California Community Colleges

# **Data Governance Advisory Workgroup (DGAW) August Meeting**

August 27, 2025



# Objectives

1. Progress Review: Provide updates on development of Templates and Standards and review priorities for remainder of year
2. Test Planning: Establish key actions needed to test Templates and Standards
3. Working Sessions: Create dedicated forum to continue development of additional Templates and Standards



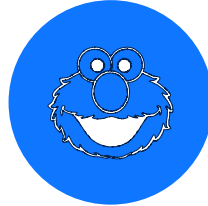
# Agenda

Time	Activity
10:00 AM	Welcome, Objectives, Agenda, Agreements
	Activity
	DGAW Journey to Date
	Templates and Standards Progress
	Working Session: Templates and Standards Feedback Review
	<i>Break – 10 minutes</i>
	Templates and Standards Test
12:15 PM	<i>LUNCH – 60 Minutes</i>
	Working Session: Templates and Standards
	<i>Break – 5 minutes</i>
	Working Session Debrief
	Recap, Next Steps, Q&A
3:00PM	Meeting End

# Ground Rules



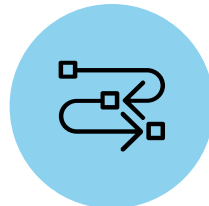
**Adhere to timebox**



**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

# Activity: What is your superpower?



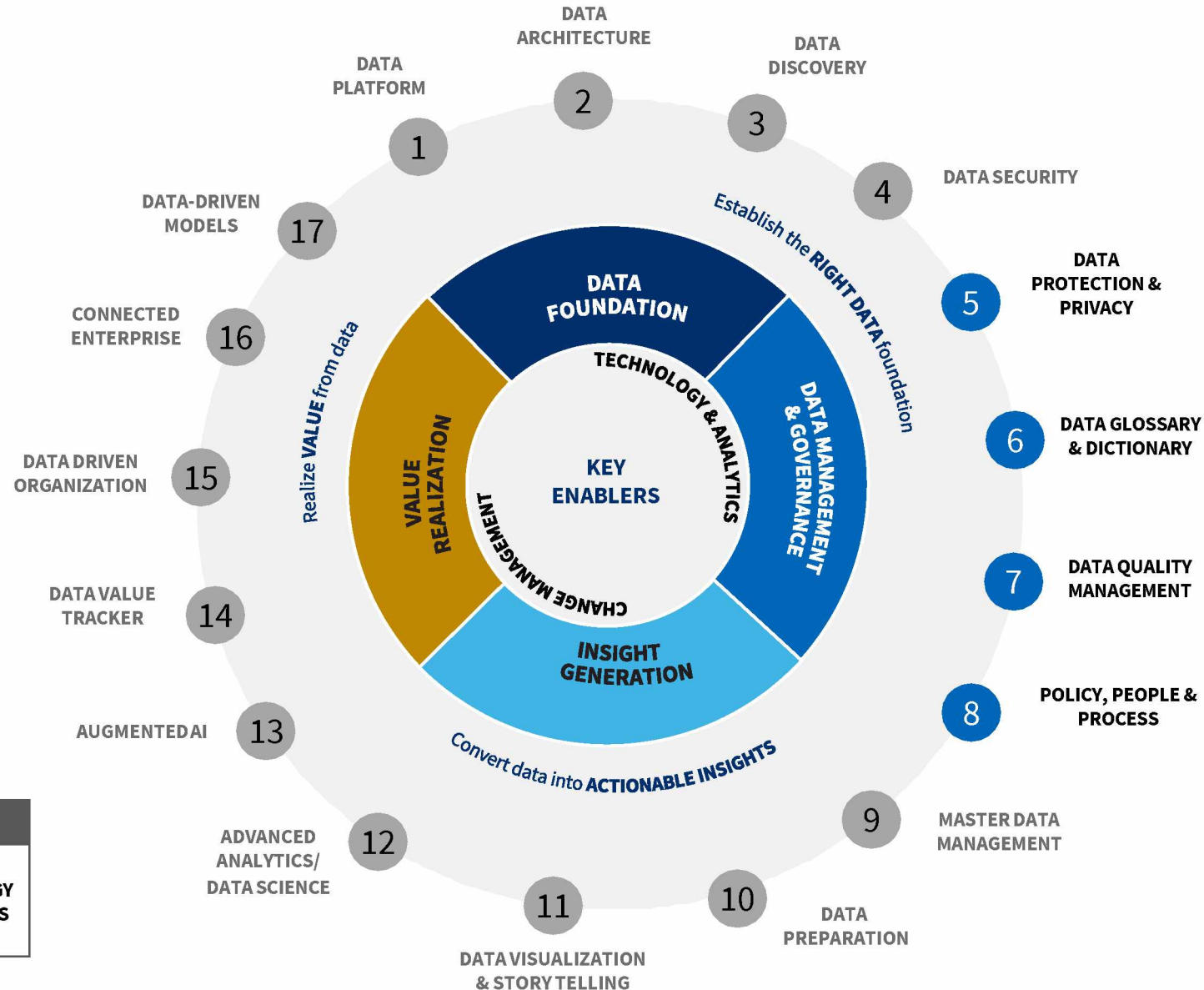
## Instructions:

1. Identify what you believe is your “superpower” – a skill, trait, or quality that sets you apart as a leader (5 min.)
2. At each table, share your superpower and explain why you chose it (5 min.)
3. Share with the larger group (5 min.)

# DGAW Journey to Date

# Data Strategy Framework

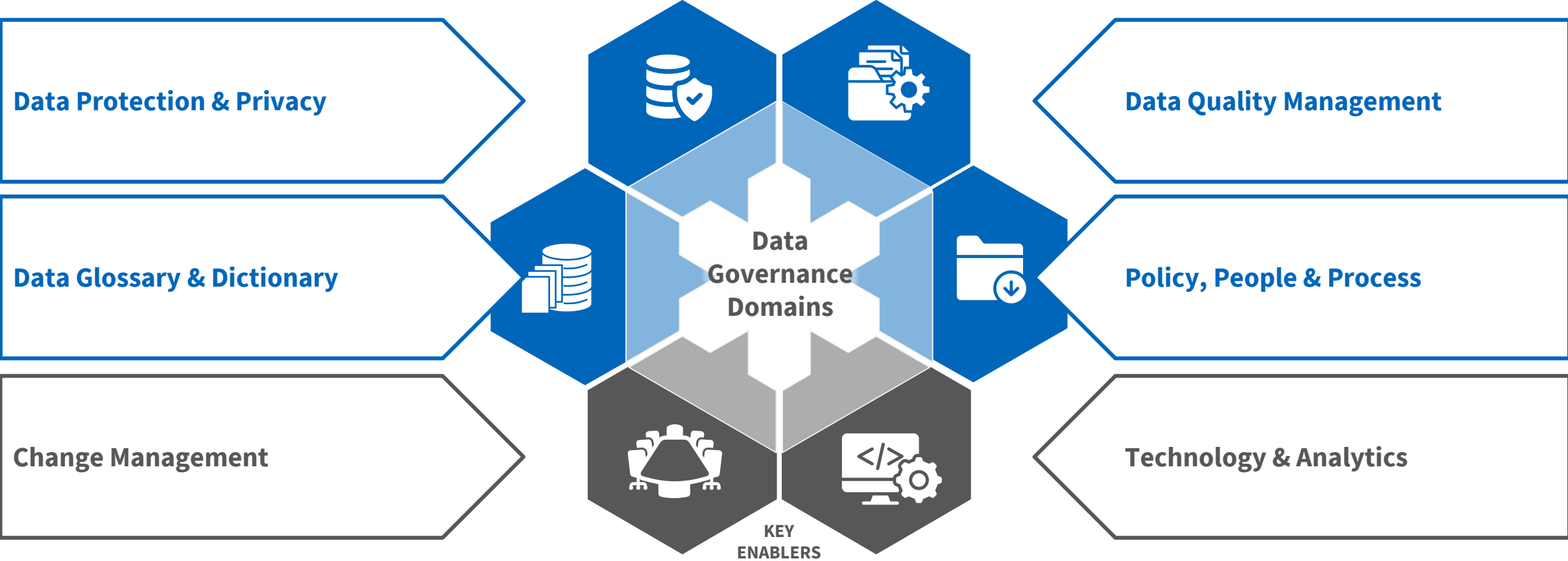
DGAW addresses data governance—one key piece of a holistic data strategy.





# 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

# Vision and Mission Statements

## 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.

# Data Governance Advisory Workgroup (DGAW) Overview

DGAW drafted templates and standards and gathered feedback. Remaining drafts to be developed before conducting test.



## Previous

### *Plan and Mobilize*

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Formed DGAW to support statewide data governance

Explored current state data practices

Identified data governance opportunities and developed roadmap

Launched tactical groups to draft templates and standards



## Now

### *Draft and Refine*

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Gather and incorporate feedback on templates and standards

Prepare to test standards and templates with statewide platforms and districts

Plan remaining templates and standards



## Next

### *Test*

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Draft and collect feedback for remaining templates and standards

Test templates and standards with statewide platforms and districts

Collect feedback from testers

# Templates and Standards Progress

# Templates and Standards Overview

Since May, DGAW completed drafts for three Templates and Standards.

## Draft Completed

- Data Sharing Agreement Template
- Metric Definition Dictionary Template
- Data Quality Standard

## In Progress

- Data Glossary Template
- Data Dictionary Template
- Data Classifications Standard
- Data Lifecycle & Retention Policy
- System Data Flows (15 statewide platforms documented)

## Upcoming

- Critical Data Element (CDE) Standard
- Data Quality Rules Library
- Data Privacy Policy
- Data Lineage Standard
- Data Quality Framework
- Data Protection & Privacy Framework
- Metadata Management Framework
- Change Management Framework
- Data Governance Operating Model
- KPIs and Dashboards

# Volunteer Reviewers

In July, tri-chairs requested volunteers from CISOA and the RP Group to volunteer to review DGAW's Templates and Standards.



**47** volunteers from **30** districts attended DGAW Information Session on July 28



Expertise in:

- Application Development
- Data Definitions and Dictionaries
- Data Quality Management, etc.



Volunteers reviewed and provided feedback on:

- Data Sharing Agreement Template
- Metric Definition Dictionary Template
- Data Quality Standard



# Feedback Themes

Volunteers provided feedback via comments that centered on these themes:

- **Policy and Compliance:** Include Communication and Training Policy and align with Gramm-Leach-Bliley Act (GLBA), Belmont Report, Higher Education Community Vendor Assessment Toolkit (HECVAT), and Role-Based Access Control (RBAC) standards.
- **Metrics and Tracking:** Clarify metric functionality and add tracking for Quality Control/Validation.
- **Terminology Updates:** Replace "stakeholders" with alternatives like "interested parties" and clarify entity references using "The System."
- **Definitions and Accessibility:** Add definitions for key terms and ensure compliance with Section 508 and Web Content Accessibility Guidelines (WCAG) 2.1 AA.
- **Formatting Consistency:** Ensure consistent capitalization, punctuation, and formatting throughout.

# Working Session: Templates and Standards Feedback Review

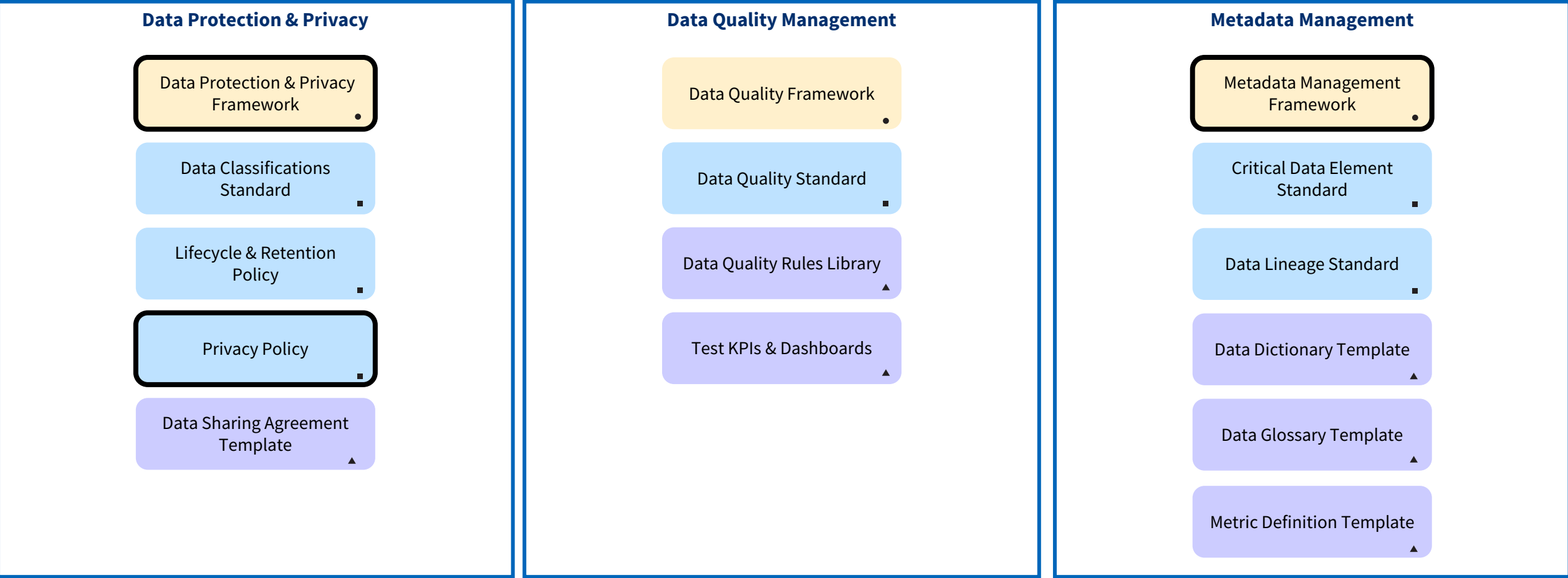


Tactical Groups have **45 minutes** to review and incorporate feedback for their template or standard:

- Data Sharing Agreement Template
- Metric Definition Dictionary Template
- Data Quality Standard

Break  
*10 Minutes*

# Templates and Standards Test



Policy, People & Process

Operating Model - TBD

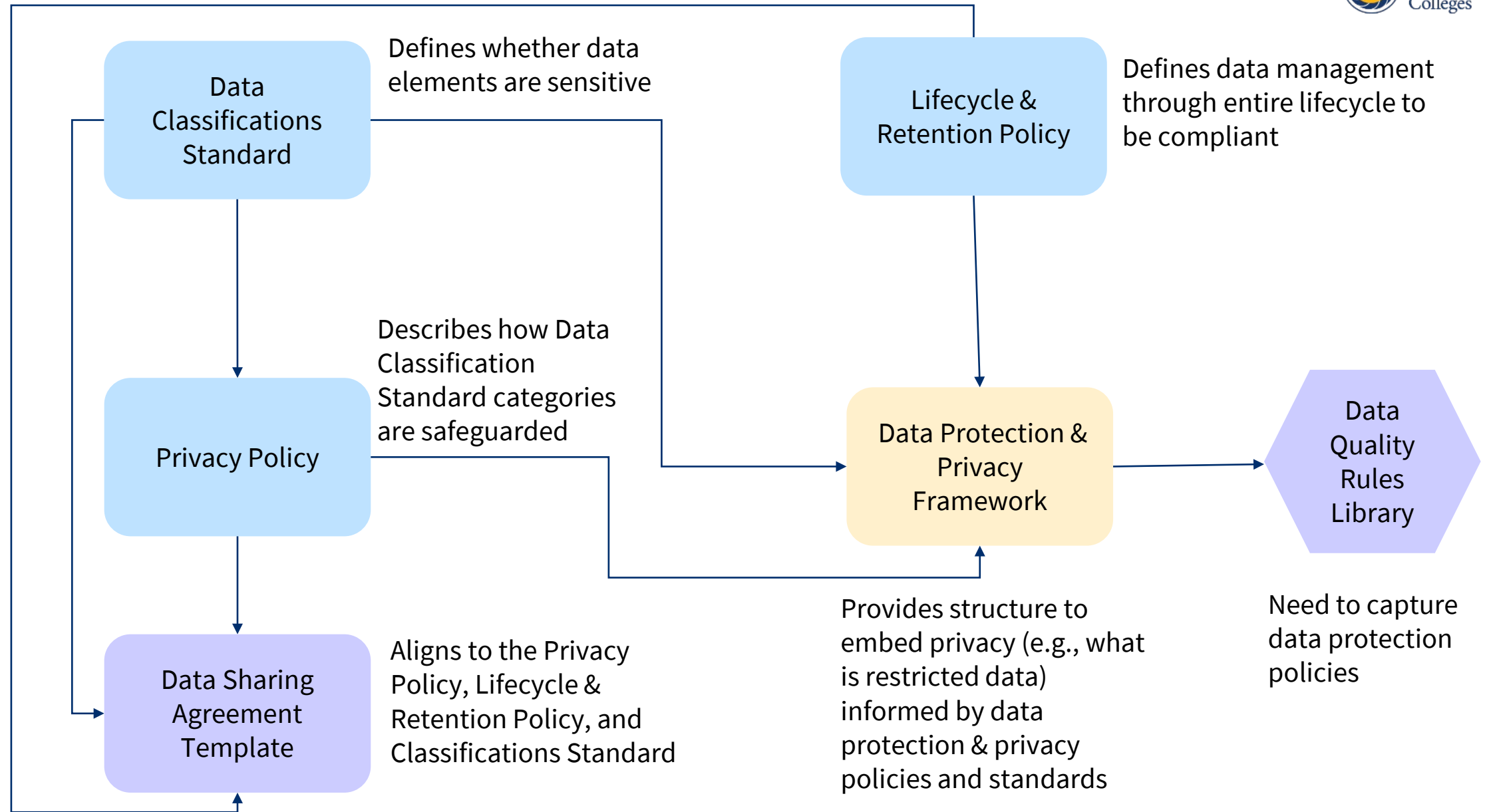
Technology & Analytics

System Data Flows

Change Management

Change Management Framework - TBD

# Data Protection & Privacy





# Data Quality Management

Provides consistency for implementing data controls and defining how data quality is measured and aggregated

Data Quality Standard

Informs how to build, use, and report additional Data Quality rules

Data Quality Framework

Data Protection & Privacy Framework

DQ Rules need to capture data protection policies

Data Quality Rules Library

KPIs and Dashboards measures data quality rule execution

KPIs & Dashboards

Developed using Data Dictionary & Data Glossary Elements

Data Dictionary Template

Data Glossary Template

# Metadata Management

Outlines how to identify,  
manage, and govern key  
data attributes

Critical Data  
Element Standard

Critical data elements  
flagged in Data  
Dictionary Template

Critical data elements  
flagged in Data  
Glossary Template

Data Dictionary  
Template

Data Glossary  
Template

Data  
Quality  
Rules  
Library

Data Lineage  
Standard

Requires Data  
Dictionary to  
understand schema,  
table, and count of  
where data source

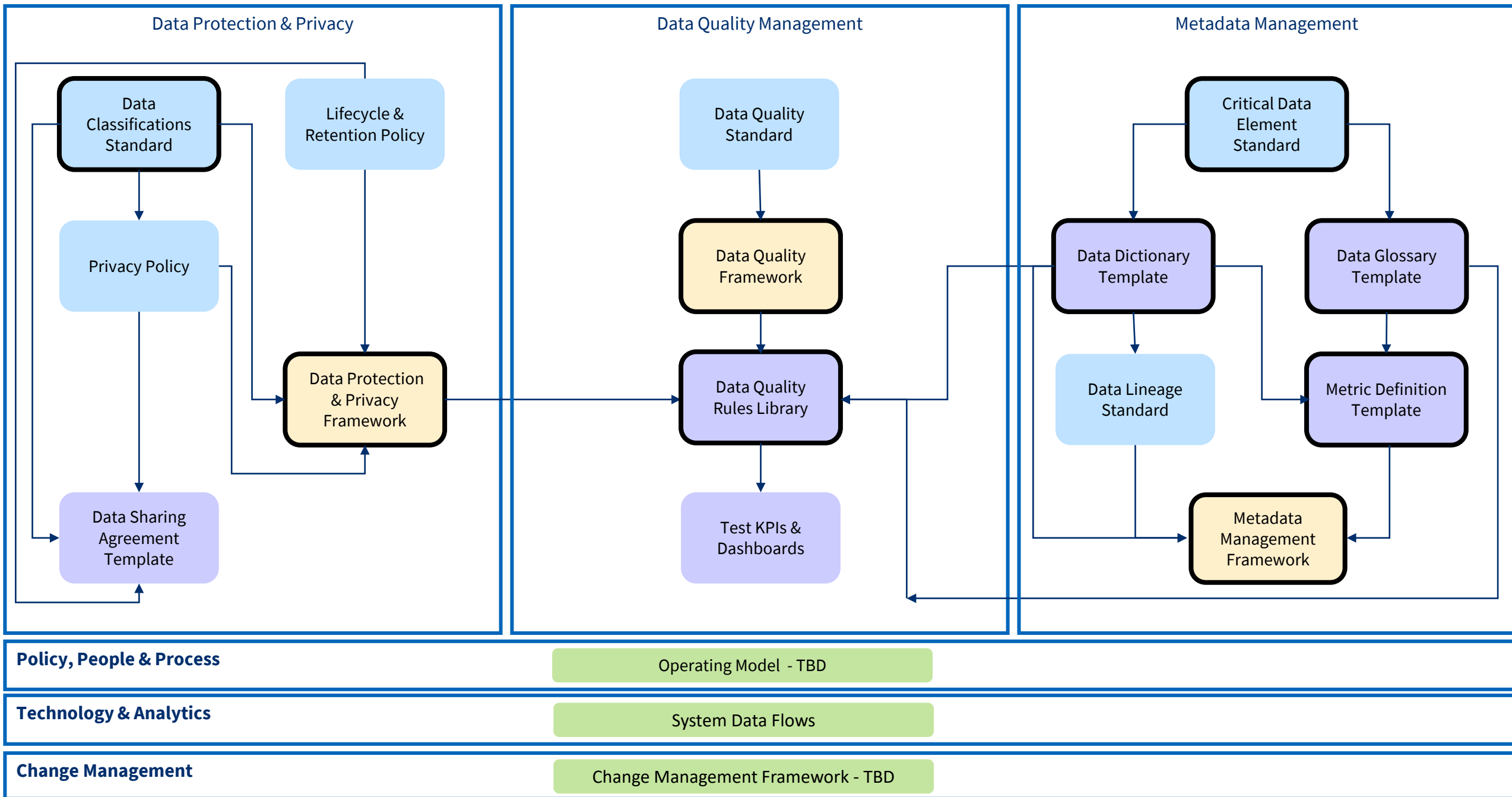
Depends on Data  
Glossary business  
definition and Data  
Dictionary technical  
definition

Metric Definition  
Template

Developed using  
Data Dictionary  
& Data Glossary  
Elements

Metadata  
Management  
Framework

Data Glossary and Dictionary  
Templates standardize metadata for  
consistency, traceability, and effective  
governance



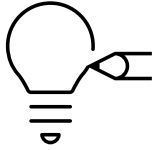
# Lunch

## *60 Minutes*

# Templates & Standards Test

# Data Governance Roadmap Overview

Approach requires creation of templates and standards, testing documents with platforms, and recommending finalized templates and standards systemwide.



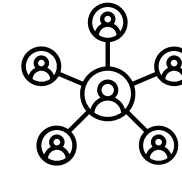
**Develop**

DGAW Drafts Template or Standard



**Test**

Template or Standard is Tested



**Socialize**

Template or Standard is Refined  
and Shared Systemwide



# Test Journey

Short, agile tests on key platforms ensure that resources prove benefits of templates and standards before statewide use.

## 1. Prioritize

**Goal:** Define what platform and data elements will be tested.

- Select key platform for test
- Identify platform owners
- Define scope
- Prioritize Data Elements based on opportunity needs and readiness to build capabilities

## 2. Train

**Goal:** Prepare participants to conduct test.

- Train test resources on templates and standards

## 3. Test & Reflect

**Goal:** Conduct test by completing templates and gather feedback.

- Populate templates including the Data Glossary and Data Dictionary
- Create DQ rules by extending the DQ Rules Library
- Gather feedback from testers

# Test Journey - Prioritize

Once DGAW selects the test platform or district/ college, both will determine what success looks like and which data elements will be tested.

## 1. Prioritize



### SELECT PLATFORM

**Socialize template** and standard **approach** with potential participants

**Choose participants** (platform or district / college);

- Sample Platforms: CCDP, DataVista, MIS, CCFS-320, MAP, NOVA, PPM, SSARCC, VAR, WEDD
- Zone: Staging, data warehouse, data lakes, etc.

**OR**

- District or college
- Platform: SIS, HRIS, etc.



### IDENTIFY PARTICIPANTS

**Engage platform owners**, who will:

- Be point-person to conduct tests
- Engage other stakeholders to complete test and:
  - Test on-the-ground and perform maintenance
  - Ensure data is clearly defined and used consistently
  - Build and maintain data dictionary



### PRIORITIZE DATA ELEMENTS

**Identify what will be tested** (data elements) **based on** opportunity **needs and readiness** to build capabilities (completed by platform owners in collaboration with DGAW)

- Determine data assets/subjects for testing (i.e., student enrollment, student entity, facilities, campus, Pell Grants, etc.)

# Test Journey - Train

Participants will be familiarized with test process, templates and standards, and tools to conduct test.

## 2. Train

### TRAIN PARTICIPANTS

Determine **test plan and establish roles and responsibilities**

**Train participants** (i.e., data stewards and custodians) **on the following standards and templates:**

- Critical Data Element (CDE)
- Data Classifications Standard
- Metric Definition Dictionary Template
- Data Glossary Template
- Data Quality Standard
- Data Dictionary Template
- DQ Rule Library Standard

Share **key tools:**

- Data Protection & Privacy Framework
- Metadata Management Framework
- Data Quality Framework

# Test Journey - Test & Reflect

Participants will populate templates in intentional order and DGAW will collect feedback to incorporate in final documents.

## 3. Test & Reflect



### POPULATE TEMPLATES

- Identify **Critical Data Elements** for platform
- Populate following templates while the **Data Classification Standard** and **Data Quality Standard**
  - **Data Glossary Template**
  - **Data Dictionary Template**
- Create **Data Quality Rules Library**
- Complete **Metric Definition Dictionary Template**



### COLLECT FEEDBACK

- Meet with participants to debrief
- Collect formal feedback via participant annotations to templates and standards

# Test Participant Identification

Identification of test participants is first step to plan tests.

## Options

- Colleges and Districts (local platforms such as SIS, FIS, and HRIS)
  - SDCCD
- Platforms
  - Mapping Articulated Pathways (MAP)
  - Common Cloud Demonstration Project (CCDP)
  - DataVista
  - Program Pathways Mapper (PPM)
  - CCC Technology Center Platforms (CCCApply, C-ID, COCI, MMPS, CCC Data Lake, CCC Data Warehouse, CCC Report Server)
  - Management Information Systems (MIS)
  - CCFS-320
  - NOVA
  - SSARCC
  - Vision Aligned Reporting (VAR)

## Considerations

1. *Leadership Support:* Buy-in from leadership to drive initiative and allocate resources.
2. *Skilled Personnel:* Team members with understanding of data governance, data management, and related technologies.
3. *Adaptability:* Ability to work with DGAW to adapt and refine processes based on pilot outcomes and feedback.

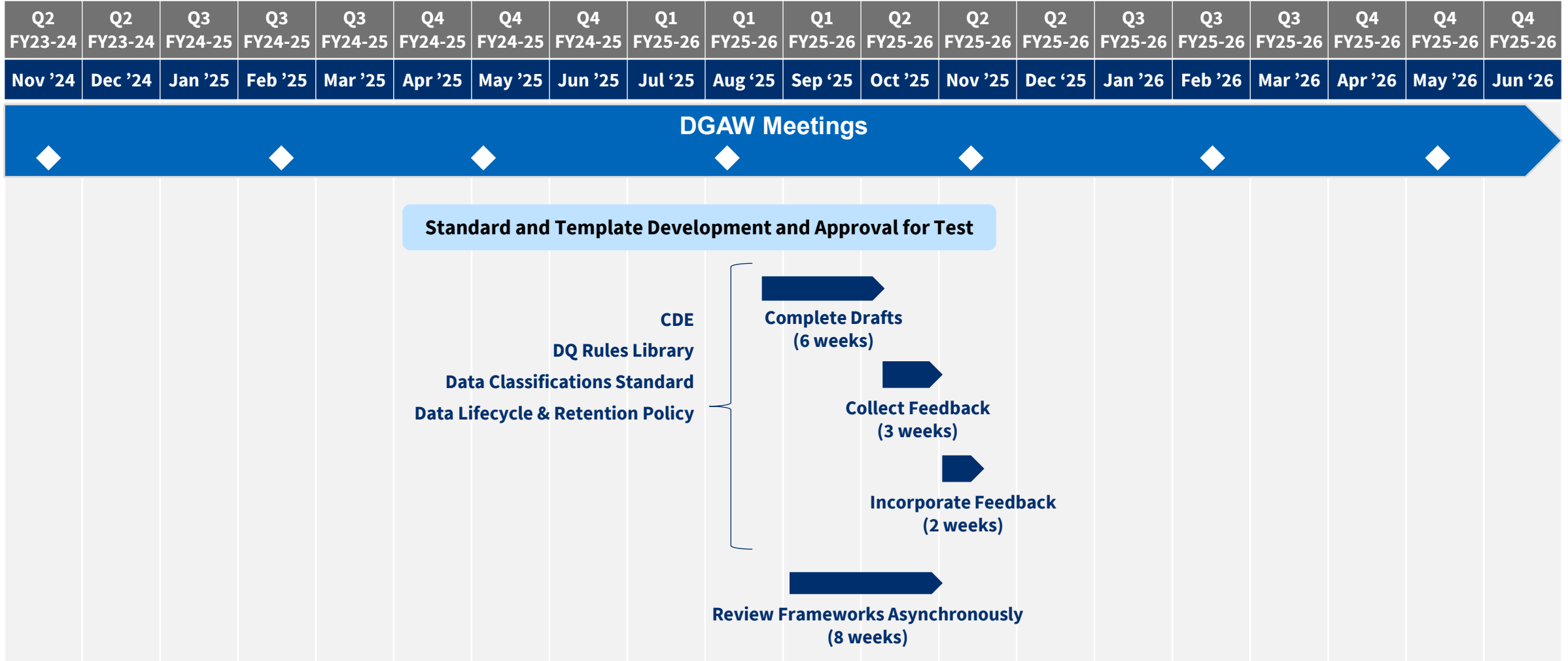
## Key Discussion Point

Which 2-3 colleges, districts and / or platforms would be best positioned to participate?

# Timeline – Prep for Test

Key templates and standards need to be developed before testing.

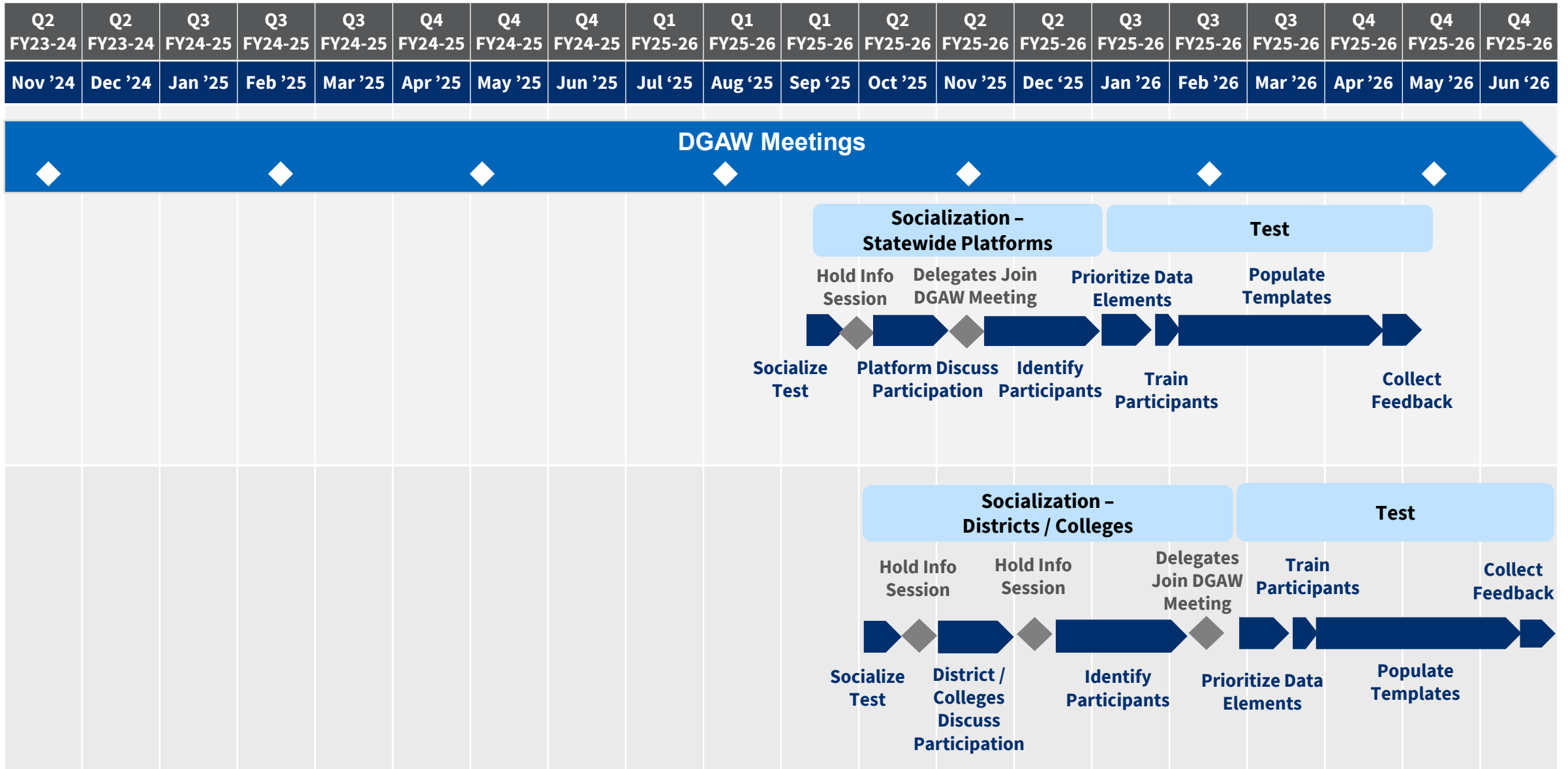
**Illustrative**



# Timeline - Test

Test timeline reviewed in May meeting had tests tentatively beginning in November.

**Illustrative**



# Working Session: Templates and Standards



# Working Session: Continue Templates and Standards

Tactical Groups will continue to work on these templates and standards:

## **Data Quality Management Group**

*Co-Led by James Temple and Aeron Zentner*

- Data Quality Framework
- Data Quality Rules Library Template
- Data Quality Rules Library Guide

## **Data Protection & Privacy Group**

*Led by John Hetts*

- Data Classifications Standard
- Data Lifecycle & Retention Policy
- Data Protection & Privacy Framework

## **Metadata Management Group**

*Co-Led by Pamela Mery and Xiaohong Li*

- Critical Data Element (CDE) Standard
- Metadata Management Framework



# Working Session: Templates and Standards Activities

## **Draft and Refine – 60 minutes**

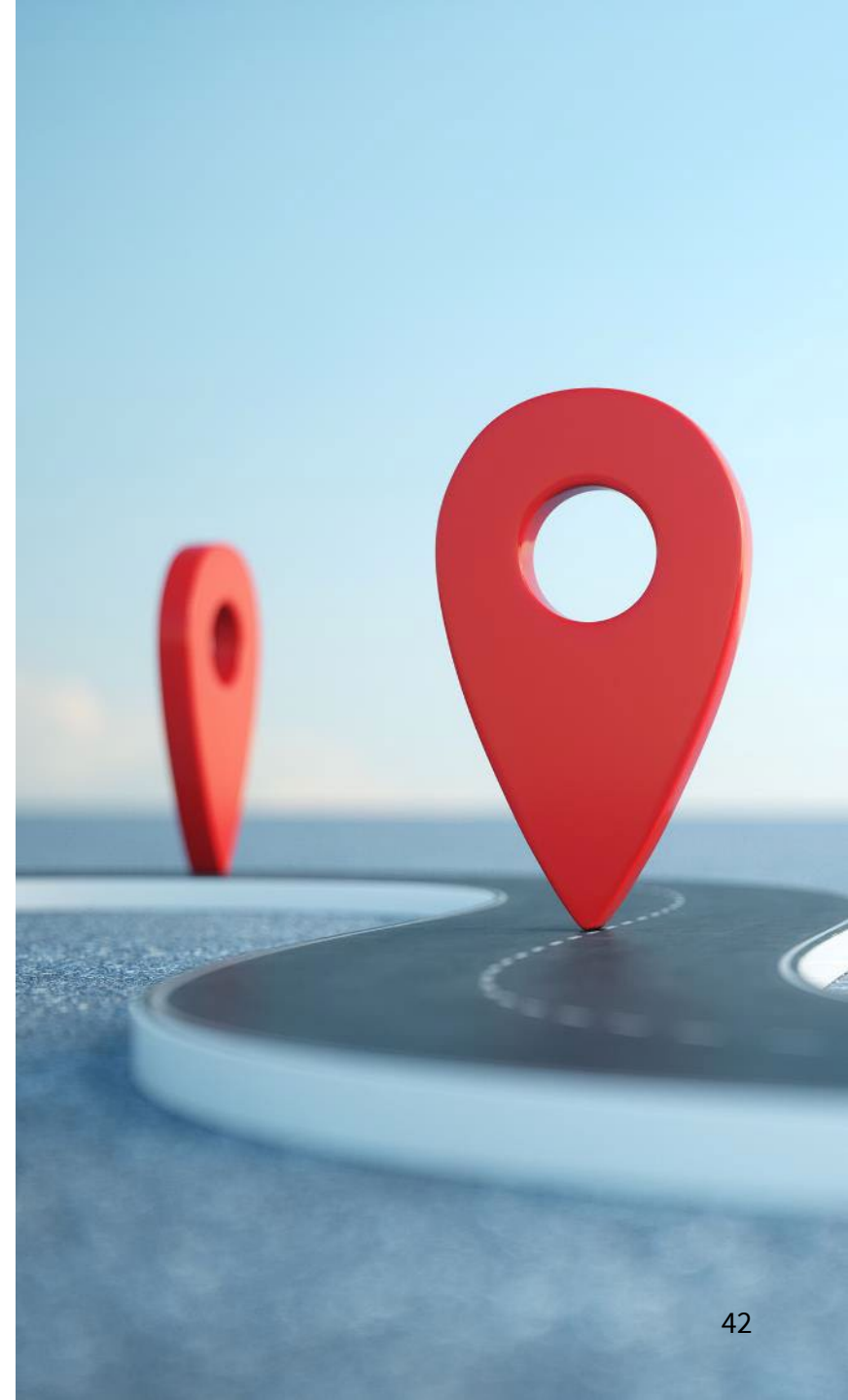
Each group has this information in respective tactical group Teams channels:

- 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.

Deadline for completed drafts is Friday, October 10.  
Align on your next tactical group meeting date and time.

## **Group Debrief – 10 minutes**



Break  
*5 Minutes*

# Next Steps

# Objectives Revisited

- ☑ Provided updates on development of Templates and Standards and reviewed priorities for remainder of year
- ☑ Outlined key actions to test completed Templates and Standards
- ☑ Created dedicated forum to continue development of Templates and Standards

# DGAW Next Steps

- Complete Frameworks review by Friday, September 26
- Complete Templates and Standards by Friday, October 10
  - Critical Data Element (CDE)
  - Data Quality Rules Library
  - Data Classifications Standard
  - Data Lifecycle & Retention Policy
- Share survey to inform selection of participating platforms
- Socialize Data Governance Test with Statewide Platforms (September)
- Confirm attendance for next DGAW Meeting on Wednesday, November 5

Thank you!

## Appendix A: Flow Chart for Data Protection & Privacy

### Data Classifications Standard Flow 1

1. Data Classifications Standard (Statewide Policies & Standards)
2. Privacy Policy (Statewide Policies & Standards)
3. Data Sharing Agreement Template (end of flow) (Templates & Tools)

### Data Classifications Standard Flow 2

1. Data Classifications Standard (Statewide Policies & Standards)
2. Data Protection & Privacy Framework (Framework & Process Models)
3. Data Quality Rules Library (end of flow) (Templates & Tools)

### Data Classifications Standard Flow 3

1. Data Classifications Standard (Statewide Policies & Standards)
2. Data Sharing Agreement Templates (end of flow) (Templates & Tools)

### Lifecycle & Retention Policy Flow 1

1. Lifecycle & Retention Policy (Statewide Policies & Standards)
2. Data Protection & Privacy Framework (Framework & Process Models)
3. Data Quality Rules Library (end of flow) (Templates & Tools)

### Lifecycle & Retention Policy Flow 2

1. Lifecycle & Retention Policy (Statewide Policies & Standards)
2. Data Sharing Agreement Templates (end of flow) (Templates & Tools)

### **Table of Descriptions for Data Protection & Privacy Flow Items**

Flow Chart Item	Description
Data Classifications Standard (Statewide Policies & Standards)	Defines whether data elements are sensitive
Privacy Policy (Statewide Policies & Standards)	Describes how Data Classification Standard categories are safeguarded
Data Sharing Agreement Template (Templates & Tools)	Aligns to the Privacy Policy, Lifecycle & Retention Policy, and Classifications Standard
Data Protection & Privacy Framework (Framework & Process Models)	Provides structure to embed privacy (e.g., what is restricted data) informed by data protection & privacy policies and standards
Data Quality Rules Library (Templates & Tools)	Need to capture data protection policies
Lifecycle & Retention Policy (Statewide Policies & Standards)	Defines data management through entire lifecycle to be compliant



## Appendix B: Flow Chart for Data Quality Management

### Data Quality Standard Flow

1. Data Quality Standard (Statewide Policies & Standards)
2. Data Quality Framework (Framework & Process Models)
3. Data Quality Rules Library (Note: there are external items that connect to Data Quality Rules Library) (Templates & Tools)
4. KPIs & Dashboards (end of flow) (Templates & Tools)

### External Items with One-Way Connection to Data Quality Rules Library

#### Data Dictionary Template Flow

1. Data Dictionary Template (Templates & Tools)
2. Data Quality Rules Library (end of flow) (Templates & Tools)

#### Data Glossary Template Flow

1. Data Glossary Template (Templates & Tools)
2. Data Quality Rules Library (end of flow) (Templates & Tools)

#### Data Protection & Privacy Framework Flow

1. Data Protection & Privacy Framework (Framework & Process Models)
2. Data Quality Rules Library (end of flow) (Templates & Tools)

### Table of Descriptions for Data Quality Management Flow Items

Flow Chart Item	Description
Data Quality Standard (Statewide Policies & Standards)	Provides consistency for implementing data controls and defining how data quality is measured and aggregated
Data Quality Framework (Framework & Process Models)	Informs how to build, use, and report additional Data Quality rules
Data Quality Rules Library (Templates & Tools)	Data Quality Rules need to capture data protection policies and are developed using Data Dictionary & Data Glossary Elements
KPIs & Dashboards (Templates & Tools)	KPIs and Dashboards measure data quality rule execution

## **Appendix C: Flow Chart for Metadata Management**

### **Critical Data Element Standard Flow 1**

1. Critical Data Element Standard (Statewide Policies & Standards)
2. Data Dictionary Template (Templates & Tools)
3. Data Quality Rules Library (end of flow) (Templates & Tools)

### **Critical Data Element Standard Flow 2**

1. Critical Data Element Standard (Statewide Policies & Standards)
2. Data Dictionary Template (Templates & Tools)
3. Metadata Management Framework (end of flow) (Framework & Process Models)

### **Critical Data Element Standard Flow 3**

1. Critical Data Element Standard (Statewide Policies & Standards)
2. Data Dictionary Template (Templates & Tools)
3. Data Lineage Standard (Statewide Policies & Standards)
4. Metadata Management Framework (end of flow) (Framework & Process Models)

### **Critical Data Element Standard Flow 4**

1. Critical Data Element Standard (Statewide Policies & Standards)
2. Data Dictionary Template (Templates & Tools)
3. Metric Definition Template (Templates & Tools)
4. Metadata Management Framework (end of flow) (Framework & Process Models)

### **Critical Data Element Standard Flow 5**

1. Critical Data Element Standard (Statewide Policies & Standards)
2. Data Glossary Template (Templates & Tools)
3. Metric Definition Template (Templates & Tools)
4. Metadata Management Framework (end of flow) (Framework & Process Models)

### **Critical Data Element Standard Flow 6**

1. Critical Data Element Standard (Statewide Policies & Standards)
2. Data Glossary Template (Templates & Tools)
3. Metadata Management Framework (end of flow) (Framework & Process Models)

### **Critical Data Element Standard Flow 7**

1. Critical Data Element Standard (Statewide Policies & Standards)
2. Data Glossary Template (Templates & Tools)
3. Data Quality Rules Library (end of flow) (Templates & Tools)

**Table of Descriptions for Metadata Management Flow Items**

<b>Flow Chart Item</b>	<b>Description</b>
Critical Data Element Standard (Statewide Policies & Standards)	Outlines how to identify, manage, and govern key data attributes
Data Dictionary Template (Templates & Tools)	Critical data elements are flagged in Data Dictionary Template
Data Quality Rules Library (Templates & Tools)	Developed using Data Dictionary & Data Glossary Elements
Data Lineage Standard (Statewide Policies & Standards)	Requires Data Dictionary to understand schema, table, and count of where data is sourced
Data Glossary Template (Templates & Tools)	Critical data elements are flagged in Data Glossary Template
Metric Definition Template (Templates & Tools)	Depends on Data Glossary business definition and Data Dictionary technical definition
Metadata Management Framework (Framework & Process Models)	Data Glossary and Dictionary Templates standardize metadata for consistency, traceability, and effective governance