

Implementing a University data governance policy

*Linda Mason
Deputy Secretary*

| Overview

- Context
- Why now?
- Developing our policy
- Overview of our policy
- Implementing our policy
- Lessons learned so far...
- Sharing experience

Context About Sheffield Hallam

- 36,404 students (headcount, HESA 2010/11)
- 764 courses
- Department of Health and TDA contracts
- £241m income (HESA 2010/11)
- 4,174 staff (headcount, HESA 2010/11)

= A lot of data!

| Context (cont)
| Culture

- Lack of trust in management information and the quality of data
- No 'one version of the truth'
- Devolved Faculty structures
- Local 'fixes' and workarounds to correct data
- Multiple 'local' systems

| Why now?

- Corporate Plan commitment to improving operational effectiveness
- Launched a programme to improve management information across the University (MIPI Programme)
- Data warehouse central to the programme
- Increased the importance of clear responsibility and ownership of data

| Developing our data governance policy

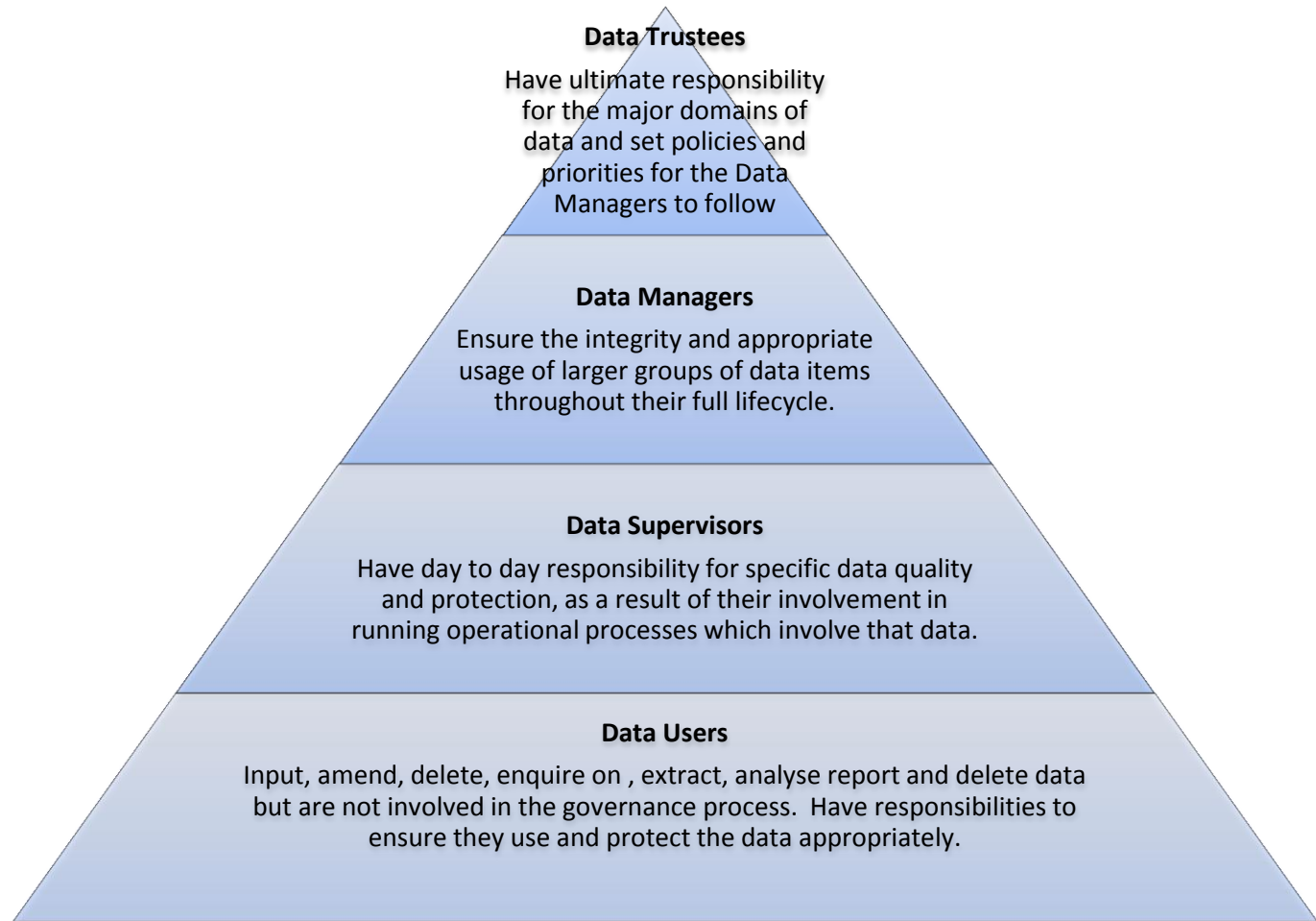
- Desk-based research on data governance:
 - published research
 - examples from corporate sector and other Universities (particularly in US)
- Lessons from governance structures put in place to manage our HESA processes
- Importance of the SHU context and culture - what would actually work!

| Overview of our data governance policy

Principles:

- No one person, department or faculty “owns” institutional data
- Data that is created, acquired or maintained by University employees in performance of their duties
- Individuals will be designated with the responsibility to define how specific data will be managed within the scope of the legal and regulatory obligations.

| Overview of our data governance policy (cont)



| Overview of our data governance policy (cont)

- **Data Trustees**
 - Senior (Exec level) representatives of directorates or faculties closely aligned to major stores of institutional data
- **Data Managers**
 - Staff with the primary administrative and management responsibilities for segments of Institutional Data primarily associated with their functional area.
 - Interpret policy, define procedures pertaining to the use and release of the data for which they are responsible, and ensure the feasibility of acting on those procedures.
 - Consider all legitimate uses of the data in their care, not only those uses directly related to their own functional area.

| Overview of our data governance policy (cont)

- **Data Supervisors**
 - responsibility for the day-to-day maintenance and protection of specific subsets of data as they are affected by the processes which they manage
- **Data Users**
 - employees, students or agents of the University who input or access Institutional Data in performance of their assigned duties.

| Implementing our data governance policy

- Still early days
- Incremental process - not trying to map all roles at once
- Capturing details in Enterprise Architect
- Establishing mechanisms for escalation of data quality issues
- Focus on communications and culture change
- Clarity around responsibilities that already exist

| Lessons learned so far...

- Ensuring clarity when data moves through a process and/or system
- Overcoming issues of organisational structures
- Finding opportunities to embed data governance - process improvements, new systems etc
- Training staff with data governance roles - seeing the bigger picture

| Lessons learned so far... (cont)

- Recording and communicating data governance roles
- Clarity around issue resolution and who has the final say!
- Communications - just keep going on about it!

| Sharing Experiences

Sound familiar?

How are you approaching this?

Any issues you are grappling with or learning to share?