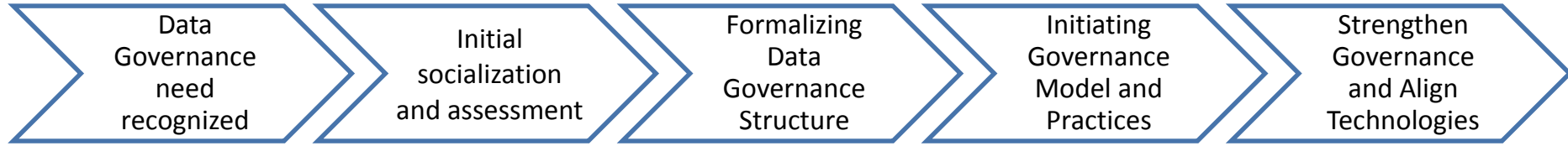


Data Governance Program Plan

January 2016

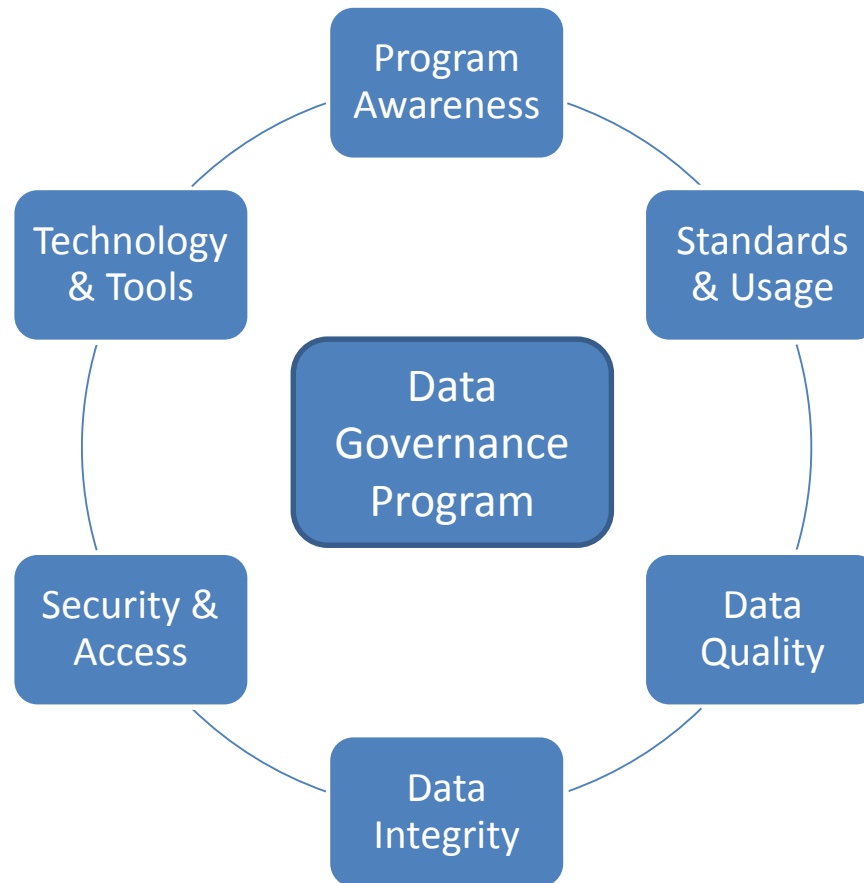
Background and Context



2012	2013	2014	2015	2016
<ul style="list-style-type: none"> Bain Consulting report documents decentralized approaches to data management across institution and recommends improvement opportunities. “Center of Excellence” (COE) concept developed and syndicated Becomes clear that “governance” mechanism required. 	<ul style="list-style-type: none"> BI Center of Excellence Concept generated in BO Steering Committee May 20: COE Kick-off Meeting June 7: COE Consensus Building Workshop Consensus that a new role be created to act as the lead Propose to drop “COE” label in favor of “Data Governance” (DG) December: Search begins for Director position. 	<ul style="list-style-type: none"> April: Data Governance Director hired. May: DG website deployed June: DG committee structures formalized. June: DG policy approved by executive sponsors July: Data Standards Committee publishes best practices and begins socializing concepts. August: Re-branded EDW to VDW Supported VU Now initiatives and provided oversight to key BO upgrades. Developed maturity matrix to measure DG program’s progress. 	<ul style="list-style-type: none"> Completed migration to current version of Business Objects. Identified data domains and the people performing key data governance roles within the institution. Documented key terms and reports in central business glossary repository. Reduced the number of data extraction practices. Implemented methods to govern data project intake and prioritization processes across the institution. Partnered with IT to select data management solutions that will enhance data quality. 	<ul style="list-style-type: none"> Implement Master Data Management (MDM) Phase I for university data systems. Promote data governance principles and practices in the implementation of a new ERP/HCM solution. Provide guidance for dashboard development and data visualizations to enhance decision making processes. Standardize technology portfolio for reports and data visualizations. Support system transitions and migrations according to the organizational goals for Vanderbilt University. Promote data integrations that align with Academic Strategic Plan goals.

Strategic Planning Objective

Obtain input from Data Governance Committee to the objectives and the associated action plans for advancing the Data Governance program.

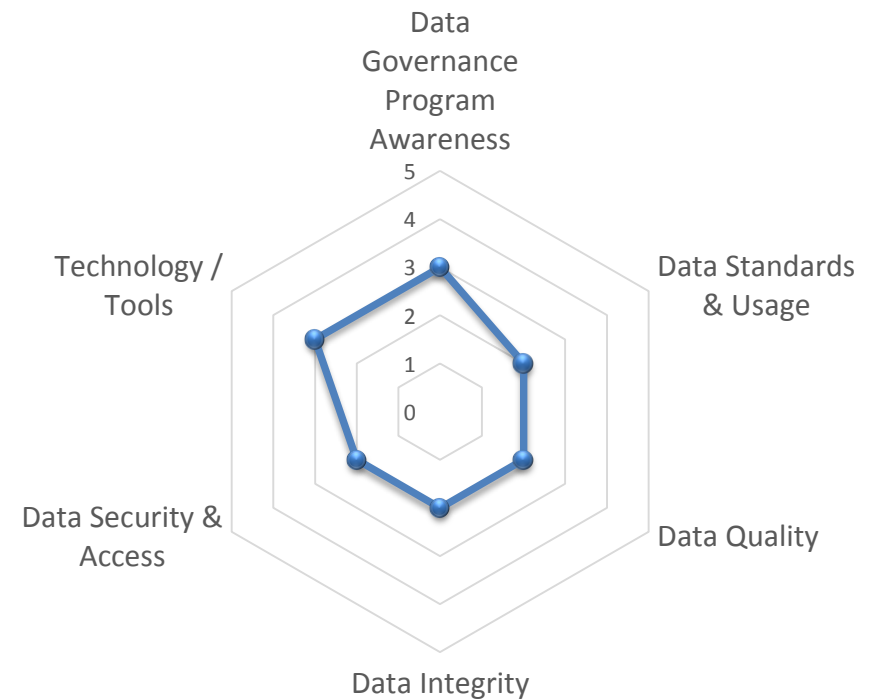
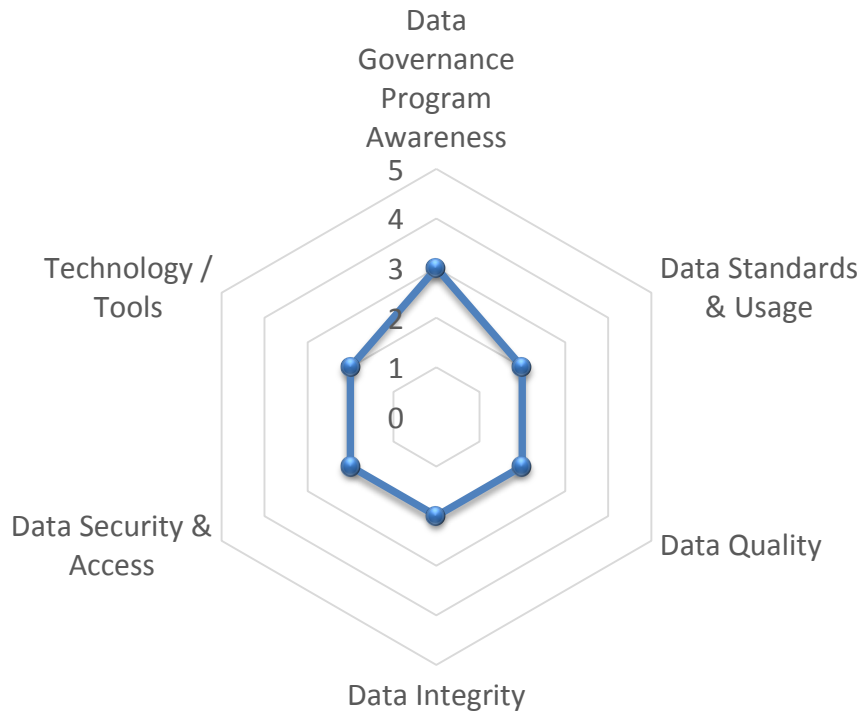


Maturity Matrix Modifications

January 2015

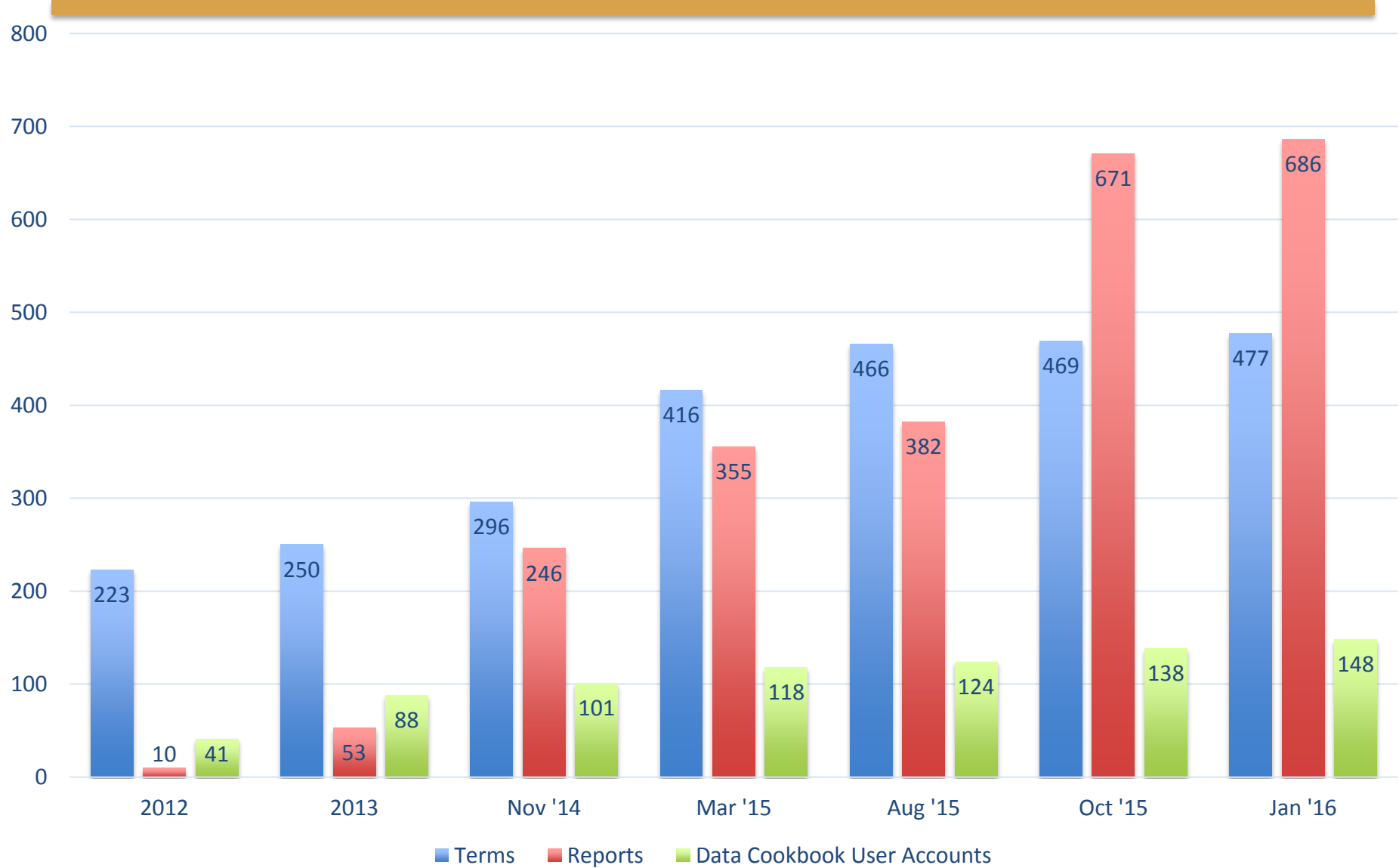
January 2016

ized



1 (Not Assessed) – 2 (Awareness) – 3 (Developing) – 4 (Practicing) – 5 (Optimized)

Standardizing Key Terms and Reports



Foundation: Data Governance Program Awareness

Objectives for Consideration

- Increase the awareness of data governance principles and practices across the institution.
- Data Governance viewed as a value added function of the institution.

Action Plan Considerations

- Regular committee meetings.
- Engaged data governance champions will embrace and encourage their areas to adopt and enhance the data governance program.
- Attendance at data governance conferences, webinars, and other professional learning opportunities.

Foundation: Data Standards & Usage

Objectives for Consideration

- Institution reporting processes align with the data governance policy.
- Standards for documenting institutional reports exist.
- Reports are based on agreed upon authoritative data sources.
- Standardize master data management
 - Person
 - Entity / Organization
 - Reference

Action Plan Considerations

- Document key terms and reports in the Data Cookbook system.
- Establish a training program for onboarding and refresher training for people in key data governance roles.

Foundation: Data Quality

Objectives for Consideration

- Data system designs include automated data quality processes that data stewards view as value-added to their organization.
- Data entry errors are identified proactively by technology systems.
- ‘Level of Confidence’ indicators are tracked and monitored by IT and business staff.
- Standard processes and systems exist for reporting and tracking data quality issues to closure.

Action Plan Considerations

- Implement Master Data Management (MDM) solution for mastering the person data domain.

Foundation: Data Integrity

Objectives for Consideration

- Data system integrations utilize agreed upon common datasets.
- Data in the Vanderbilt Data Warehouse is the trusted source for institution reporting.
- Data Governance roles are engaged in standardizing master data management.
- Vanderbilt Data Warehouse plan is maintained by VUIT. Inputs to the plan are owned by the Data Governance committee.

Action Plan Considerations

- Implement Master Data Management (MDM) solution for mastering the person data domain.
- Document and update data schemas for faculty, student, staff, alumni, and donor management systems in support of the MDM implementation.

Foundation: Data Security & Access

Objectives for Consideration

- Standard processes to grant and maintain access to data exist and documented.
- Standard processes are followed to determine if access to data is appropriate.
- Standard processes are followed to regularly review data access.

Action Plan Considerations

- Deploy Sherlock to provide report and universe inventories related to security administration.
- VUIT provides user access reports to data stewards on a routine basis.
- VUIT performs security and risk vulnerability assessments on identified data systems.
- Document and/or define an institution standard process for determining appropriate access to data sources.
- Deploy procedures that determine if levels of access are appropriate on a routine basis.

Foundation: Technology & Tools

Objectives for Consideration

- To support Vanderbilt's strategic plan by aligning technology tools and techniques with the future information needs of the institution.
- Embrace the partnership of VUIT and business leaders through collaborating on technology capabilities, business requirements, and anticipated needs related to information management.

Action Plan Considerations

- Data Governance develops and maintains the technology roadmap for business intelligence (BI) and data warehouse technology.
- Data Governance develops and maintains the plan to build and deploy Vanderbilt Data Warehouse (VUDW)
- Data Governance partners with VUIT and Data Stewards to implement Master Data Management for mastering party/person data domain.