Pennsylvania's State System of Higher Education
Systemwide Data Governance Committee

Charter

1. **Purpose**
The purpose of the Data Governance Committee is to govern the systemwide management of data, including its availability, usability, integrity, quality, and security to provide continued value systemwide. The Committee provides both an organizational process and structure to collaboratively and continuously provide quality data and use through the systematic creation and enforcement of policies, roles, responsibilities, and procedures. The Data Governance Committee will support the work of the system to develop collaborative strategies that foster desired outcomes and remove real or perceived obstacles that impede students' success through the availability and use of high quality, timely, and comprehensive data.

2. **Objectives**
   - Strategic Direction
     a. Establish and oversee the strategic direction to help implement, maintain, and enhance systemwide data governance.
     b. Develop a collective vision on systemwide data governance, identify top priorities and provide input on processes and policies related to data availability, usability, integrity, quality, and security.

   - Data Access and Use Policy
     a. Establish a Data Access and Use Plan, ensuring alignment between university and systemwide data collection and use while protecting security and privacy.
     b. Identify key decision points and roles needed (ie data owner), that may need to be addressed through the group actions and consultations in section six (6).
     c. Outline processes for decision making that may include the following areas: data collection, data maintenance, how to protect and ensure quality data, data ownership, data linking, data access and transparency, data sharing, reports standards, and a formal appeal process for denied data use applications.

   - Data Acceptable Use Guidelines
     a. Establish and implement Data Acceptable Use Guidelines, to be updated at least annually, reflecting any changes to security and privacy protocol for education data at the federal, state, and other best practices.
     b. Identify general guidelines to protect confidentiality of data including, but not limited to, suppression, redaction, top and bottom coding, and thresholds for reporting.
     c. Establish guidelines on the collection and maintenance of education and external data from current, historical, and future data sources.

   - Leadership Development
     a. Recommend, design, and expand professional opportunities to grow leaders within our State System.
     b. Model, promote, and recognize behaviors that strengthen our State System.

     c. Maintain and implement initiatives that foster a productive work environment and ensure that our State System is an employer of choice.

     d. Identify common approaches to recruit and retain data analytics professionals; identify opportunities to work together to offer training opportunities to data analytics employees.

- Organizational Culture
    a. Model and promote a culture of collaboration, inclusion, innovation, and transformation throughout our State System.
    b. Identify opportunities to improve our State System's activities, organization, and business culture.

3. **Domain Teams**
    - Executive Leadership Group (ELG): Oversight and authority over the Strategic Direction through policies and procedures to support a Systemwide Data Governance.
        a. Membership: Chancellor, University Presidents

    - Data Governance Committee: Strategic advisory to help implement, maintain, and enhance Systemwide Data Governance. Key activities include developing a collective vision for the access and use of System data, identifying top priorities, communicating updates to Executive Leadership, and provide input and overall guidance on the Systemwide Data Governance plan.
        a. Voting Members: Institutional Research Director or university designee from each university
        b. System Support: Advanced Data Analytics
        c. Representative from each the System Leadership Groups (CFO, CAO, CDO, CITO, CSAO)

    - Establish a Data Steward Committee to provide operational oversight and responsibility for the management of one or more types of institutional data and authority to confirm data definitions, data quality practices, data security methods and access, and data sharing practices and policy under the oversight of the Data Governance Committee.
        a. Membership: Subject matter experts from university functional areas as needed

4. **Guiding Principles**
    The following guiding principles will drive the decision-making activities of the Data Governance Committee:

    - Support the systemwide need for high quality, timely data to develop collaborative strategies that foster productive outcomes and remove real or perceived obstacles that impede students' success.
    - Balance the needs of individual universities with the needs of the State System (all ten universities and the OOC).
    - Document (where appropriate) standardization and consistency through the use of data and reporting standards.
    - Clarify and champion the sharing-system operating model.
    - Identify opportunities for enhanced quality, more timely data, and reporting mechanisms.

5. **Roles and Responsibilities**
   - Chair Responsibilities (The Chair of the Data Governance Committee is the OOC Assistant Vice Chancellor for Advanced Data Analytics).
     a. Consult on Systemwide Data Access and Use Policy with committee members.
     b. Work with members to develop the agenda.
     c. Facilitate meetings appropriately.
     d. Report to the System Leadership Group (SLG) and other groups the issues, meeting outcomes, recommendations, and other substance as is deemed necessary to facilitate effective leadership of the State System.
     e. Ensure follow up on all action items with appropriate feedback processes.
     f. Ensure administrative support to the committee, including documenting notes, decisions, and action items.
     g. Identify information that is confidential and not to be shared with other groups.

   - Data Governance Committee Member Responsibilities
     a. Balance the needs of one's own individual university and the State System (all ten universities and the OOC).
     b. Actively participate in deliberations and policy decision making.
     c. Prepare and fully engage in meetings, contribute to dialogue, make recommendations, and assess outcomes.
     d. Exhibit the values and behaviors as referenced in the section below.

6. **Group Actions**
   Committee decisions should reflect consensus, where possible. If consensus cannot be reached, the matter will be referred to the Executive Leadership team, with the Chancellor serving as the final vote, only when consensus from the committee and governance bodies cannot be reached. Every member of the group has an equal voice at the table and every member should work collaboratively to fully engage in meetings. Decisions made by the committee will be documented.

   The Data Governance Committee will leverage the following consultation process for moving forward with systemwide data initiatives and processes:
     a. Assess whether the initiative will have a financial, academic, or end-user impact.
     b. If yes, a representative from the Data Governance Committee will develop a proposal that is shared with the SLG to obtain feedback.

   The Data Governance Committee will provide a Data Governance liaison to serve as representatives to the Leadership groups (i.e. CAO, CFO and SA/EM) to provide continuity and visibility to major data initiatives.

7. **Interactions with Other Groups**
   The Data Governance Committee will interact with the following:

   - Executive Leadership Group
   - System Leadership Group
   - Functional Leadership Groups (ex: A&F Vice Presidents, CAOs, SA/EM, etc.)
   - IT Governance Group
   - Support Groups (including Data Stewards)
   - System Procurement Office

- System Legal Counsel

8. **Meetings**
   The Data Governance Committee will meet _monthly_ or more frequently as necessary.

Executive Leadership Group (ELG): The Executive Leadership team has oversight and authority over administrative data and associated policies and procedures regarding business definitions, access, usage, and delegation of authority.

Membership: Chancellor, Executive Vice Chancellor, University Presidents. Chief Counsel

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Data Governance Committee: Provide strategic direction to help implement, maintain, and enhance System data governance.

Voting Members: Institutional Research Director or university designee from each university
System Support: Advanced Data Analytics
Representatives: From each the System Leadership Groups (CFO, CAO, CDO, CITO, CSAO)

Data Stewards: Provide operational oversight and responsibility for the management of one or more types of institutional data and have the authority to determine and confirm data definitions, data quality practices, data security, methods of access, and data sharing practices and policy.

Members: Subject matter experts from each of the respective universities functional areas as needed.

Values and Behaviors

1. **Show Respect**
   We approach relationships with inclusion, compassion, curiosity, and humility.
   - Value diversity of thought and include viewpoints from all levels and locations in decision making.
   - Listen to gain understanding.
   - Encourage rigorous, respectful debate and demonstrate support for resulting decisions.
   - Assume that every member of the team is operating with good intent.
   - Engage all ideas and opinions, contributions, or expertise, in public and private, before coming to a decision.
   - Support decisions after they are made.

2. **Offer Trust**
   We enable collaboration, risk-taking, empowerment, growth and accountability.
   - Create a safe place in which to work, discuss, debate, invite and support courageous conversation.
   - Treat each other with respect and civility.
   - Treat feedback in the spirit in which it is given. Give it with empathy, seek and receive it with humility.
   - Make time for personal connections.
   - Have the courage to be vulnerable, to admit to not knowing the answers, to uncertainty, even to fear.
   - Work towards the common good *i.e. the broader interests of the whole.*

3. **Be Transparent**
   We work in a manner that is open, honest and positive.
   - Spot areas where confusion exists and become part of the solution to clarify.
   - Address yourself directly in a timely manner to people with whom you have issues or questions.
   - Share information that is critical in framing and supporting discussion, decision making, or might be helpful to another member.
   - Work to minimize surprises.
   - Present challenges to an issue before the decision is finalized.
   - Ask questions if there is ambiguity, concern, or misunderstanding.
   - Rein in rumors and toxic narratives.
   - Seek ways to diffuse tension and conflict before problems and concerns become crisis.
   - Be proactive.

4. **Create Positive Energy**
   We engage each other in the joyful, continuous pursuit of becoming our best, authentic selves.
   - Interact with people more than devices (*Personal interaction over using technology, phone call over email).*
   - Show ***genuine*** interest in others and their ideas.

- Invest in others' success.
- Engage in conversation, mentally and physically – (be mindful that body language and tone impact team dynamics).
- Bring optimism and be willing to suspend disbelief in our ability to succeed.
- Search out strengths in people and ideas and build upon them.
- Engage with good will when challenging an idea.
- Direct our work toward the future and solutions while understanding our history and challenges.
- Accept the fact that not all ideas are feasible or best, and focus efforts on those that are.

5. **Use Analytical Rigor, Judgement, & Experience**
   We engage in rigorous analysis of issues through discussions and our recommendations are driven by data, not opinion, personality or political positioning.
   - Wherever possible, offer input to discussion based on data or testable hypotheses.
   - Support efforts to standardize metrics and data definitions in order that discussions and recommendations are informed by meaningful analyses.
   - Understand that the data for your campus may differ from other universities.

Our Commitments to One Another
- When participating we have dual responsibilities – to our universities and our System – that is the 14 universities and the Chancellor's office operating as part of a single corporate entity.
- We work together to ensure leadership teams are safe, inclusive places to share.
- We trust the process, uphold confidentiality, and use thoughtful discretion in what we share.
- We commit to being fully present, to engaging in conversations, to having the courage to admit to uncertainty, not knowing, etc.
- We are analytically rigorous in our work and data-driven in our discussions and decision making.
- We have a collective responsibility to the team's health, energy, and progress, and to listening to, caring for and supporting its members.
- We are committed to understanding each other's institutional circumstances and pressure points.
- We value and rely on each other's skills, capabilities, and perspectives.
- We try to keep each other informed of major concerns, issues of a cross-cutting nature by looking around corners and sharing what we see.
- We use each other as sounding boards.
- We fulfill commitments or communicate stumbling blocks before they become larger issues.
- We commit to mentoring, supporting, and orienting new members of the group.
- We openly share best practices and offer advice and assistance to each other.
- We call each other out when we think there is bad behavior or that we are acting outside our values.
- We aspire to do what is right as opposed to doing what is politically expedient.
- We are clear about the purpose of any discussion, about how decisions are made, and when decisions are made about how and to whom they will be communicated.
- When a debate is over, we speak with one voice in support of the decision and enforce decisions that are made.