

Data Governance Charter

Oklahoma State Department of Education

Purpose

The Oklahoma State Department of Education (OSDE) views Data Governance as a process for decision making with respect to the effective use and management of education-related data and information to support better outcomes for all Oklahoma students.

The OSDE Data Governance Charter is the organizing framework for establishing policies and procedures as they pertain to the ways the Data Governance Board (DGB) will work collaboratively to achieve the best results for the OSDE through a process that allows all voices to be heard. The charter also assigns roles and responsibilities to the DGB and other data governance partners to ensure data accessibility, integrity, privacy, quality, and security are maintained throughout the OSDE.

Mission

The Data Governance Board and its members are the OSDE's vital resource in data management and a driving force in promoting data accessibility, integrity, literacy, privacy, quality, and security.

Vision

The OSDE is experiencing rising demand for data accessibility, transparency, and privacy, in addition to many new reporting requirements that increase the time and resources districts and the OSDE must dedicate to dutifully fulfill legal obligations.

The objective of the OSDE's data governance efforts is to provide education stakeholders with timely, useful, and high-quality educational data that supports data-driven decision making to improve student outcomes, while reducing the burden to collect, maintain, and access data in a responsible, efficient, and user-friendly manner.

Goals

Guided by our purpose, effective data governance can make the agency more efficient by reducing costs, establishing accountability and ensuring transparency, and building standard, repeatable processes regarding data activities and communication.

To support this, the OSDE relies on data governance to achieve the following goals:





- Ensure meaningful, timely, actionable, and high-quality data are collected for data-informed decision making to better serve all Oklahoma students and to fulfill required state and federal reporting.
- Create a durable, proactive, and collaborative agency-wide vision and culture that embraces data-based decision making in support of agency goals and strategic initiatives.
- Improve data accessibility to key stakeholders, including OSDE staff and school districts, in order to guide important decision making that ensures a high-quality public education for all Oklahoma students.
- Craft and implement policies, processes, and documentation that appropriately secure and use educational data, while also improving consistency and transparency in the OSDE’s data, privacy, and security practices.

Scope

Data governance supports decision-making in data-related matters such as the availability, usability, integrity, and security of the data. An effective data governance program includes a defined set of procedures and policies, a plan for executing those procedures and policies, and an agency-wide perspective, in which the Data Governance Board will play a key decision-making role.

The work of the OSDE DGB is applicable to all the OSDE data assets, including but not limited to all data collected, processed, analyzed, used and/or reported to or by the OSDE staff.

The DGB is responsible for:

Policies and Processes

- Creating and implementing agency-wide policies and processes that guide how OSDE collects, manages, reports, and releases data
- Ensuring data privacy and security practices and policies are actively implemented and improved
- Crafting and/or approving training materials to guide data governance best practices within the OSDE and beyond

Data Uses, Access & Best Practices

- Ensuring comprehensive data validation processes are in place and regularly reviewed for improvements
- Reviewing all proposed memoranda of understanding (MOU), data sharing agreements (DSA), or other contracts or agreements which share person-level data with a third party. Ensure the goals of these agreements align with the OSDE’s overarching strategic goals and research interests
- Prioritizing data quality and consistency throughout the OSDE’s data collections and reporting
- Identifying, reviewing, and reducing redundancies in the OSDE’s data collections





- Reviewing considerations for collecting new data elements or modifying the collection of existing data points to ensure consistency across the agency
- Establishing standardized names and definitions of data elements to promote consistency across all state and federal reporting and data collections
- Reviewing and maintaining documentation to define metadata to facilitate the transfer of data
- Reviewing draft guidance and other communication efforts for new or modified data collections

Strategic Planning & Communications

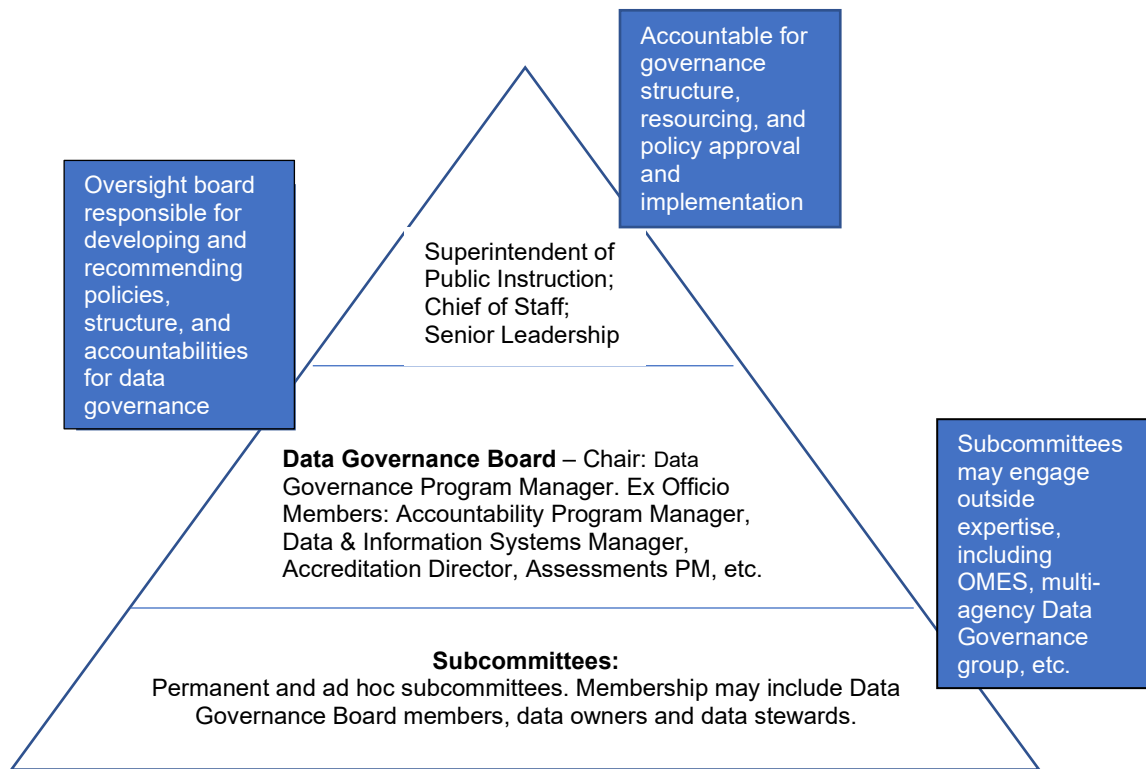
- Developing strategic plans for the implementation of data governance policies and processes
- Bringing an enterprise-wide focus to data management issues to ensure that division or process-specific silos do not exist without consideration of their role within the larger system
- Promoting understanding of the ways in which the OSDE uses data and the importance of having policies and processes to guide this work
- Clearly communicating to those impacted at the OSDE and beyond, including other state agencies and school districts, of the decisions made by the DGB
- Soliciting input from the teams or individuals most impacted by proposed data decisions to guide informed DGB decision making

Structure

The OSDE's data governance structure consists of three tiers, each of which has clearly outlined responsibilities for crafting and implementing data management policies and procedures.

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Roles & Responsibilities

The Superintendent of Public Instruction, Chief of Staff, and Senior Leadership at the OSDE are accountable for the agency’s data governance structure, resourcing, and policy approval and implementation. Roles and responsibilities of this group include:

- Approve or set the vision and priorities for OSDE’s data governance efforts and the DGB
- Align the OSDE’s data governance efforts with the agency’s overarching mission and strategic goals
- Review recommendations from the DGB
- Resolve issues escalated from the DGB
- Approve agency-wide data policies and processes
- Provide leadership to promote a data-driven culture that encourages all OSDE teams and divisions to apply good data governance practices

The Data Governance Board is the oversight board responsible for developing and recommending structure, policies, and accountabilities for data governance. Success of the DGB requires active and ongoing participation by all members. Roles and responsibilities of board members include:

- Meet regularly to collaboratively resolve data governance issues, as well as discuss and vote on short- and long-term data governance topics
- Establish, document, and implement the OSDE data governance policies, processes, and solutions





- Review issues escalated from the subcommittees and act on subcommittee recommendations to the board
- Establish the OSDE's data governance priorities and align data governance efforts to support the agency's overall mission and strategic goals
- Create permanent or ad hoc data governance subcommittees, including identifying potential members, as needed
- Potentially serve on a subcommittee(s) to tackle a specific, more in-depth issue the full committee is interested in exploring further
- Act as champions for the data governance work and the decisions made by the committee, specifically in communicating data governance work to their respective teams and divisions
- Identify data owners and data stewards who will have primary responsibility for day-to-day implementation of the policies and procedures developed by the DGB
- Facilitate awareness and transparency within and outside the OSDE of data-related initiatives
- Identify key data issues and support the resolution of critical agency concerns
- Escalate unresolved, highly visible, or controversial issues to the OSDE senior leadership for review

Chair of the Data Governance Board is the individual who will serve as a voting member of the DGB but has additional responsibilities to guide and facilitate the group's work:

- Oversee the OSDE's data governance programs
- Strategic planning for the OSDE's data governance priorities and goals
- Solicit items to put on the DGB's agenda
- Craft the agenda for the DGB's meetings
- Facilitate communication to/with DGB members, the OSDE leadership, and all OSDE staff on data governance work, as needed
- Prepare and disseminate materials and other information to DGB members and subcommittees to guide and inform decision making
- Facilitate the DGB's meetings
- Provide support to all DGB and subcommittee members to help them fulfill their duties
- Maintain a knowledge repository of data governance materials to facilitate collaboration and maintain transparency that includes:
 - Board and subcommittees agendas and minutes
 - Data governance guiding documents
 - Board approved policies and processes
 - Additional data governance tools or documented best practices

Data Governance Subcommittees will support the DGB's work by prioritizing critical data issues and making recommendations to the DGB for consideration and action.

Subcommittees are not decision-making groups but are critical for the brainstorming of data management solutions and informing the DGB of important updates or concerns.



The DGB may ask subcommittees to address specific concerns, or the subcommittee may bring its own concerns up for the subcommittee to discuss and review.

Subcommittees may be permanent or ad hoc, depending on the OSDE's needs and priorities. Subcommittees will establish their own meeting schedule, under guidance of the DGB chair; however, they should be mindful of the DGB's meeting schedule and ensure agenda items are escalated to the DGB in a timely manner.

Data Owners are the individuals most accountable for a data set. Data owners may be asked to serve on the DGB and/or DG subcommittees. Data owners work with data stewards to prioritize information and issues with their data collection and reporting that need to be brought before the DGB.

A data owner typically oversees the work of the data steward, ensuring the data is of the highest quality and that it is being responsibly and efficiently collected and reported.

Data owners are typically in leadership roles and may own multiple data sets.

Data Stewards are the individuals responsible for the day-to-day management of a data set, from collection to data use. Data stewards are subject matter experts who are also responsible for:

- Evaluating data quality within their data set and recommend solutions to the DGB or DGB subcommittees, as necessary, for improving data quality
- Enforcing data quality practices and standards
- Implementing and adhering to the OSDE's approved data governance policies and processes
- Identifying and informing the DGB of critical data issues and new/updated data reporting requirements
- Maintaining a data dictionary for all data elements the steward is responsible for
- Maintain documentation of classification, compliance, and business rules for their data
- Minimizing redundancies in data collections to attain a single point of truth for data
- Involved in cross-division resolution of data definition, production, and usage issues

Some data stewards are also the data owner. Data stewards may be asked to serve on the DGB and/or DG subcommittees. For some data sets, there may be multiple data stewards.

Decision Making Structure

Data Governance Board Meetings



The board will meet monthly for 90 minutes to conduct most business. Board members are expected to be in attendance and ex officio members can optionally attend as needed.

During these meetings, committee members may consider data agreements, data initiatives, security protocols among other items as outlined in the RACI matrix, as well as urgent issues which must be addressed by the committee.

The meetings will consist of both discussion and potential voting on proposed decisions, and members should expect to review agenda items, including proposed policies, implementation plans, or other documentation, prior to each meeting.

All meetings will be hosted in person and will be recorded for viewing by members unable to attend the meeting live. However, members will have an option to attend the meeting virtually.

Meeting Agendas

Prior to the regularly scheduled meeting, the chair of the DGB will solicit potential agenda items, and all agenda topics must be received a minimum of three working days prior to the meeting for inclusion in the agenda.

The chair of the DGB will oversee creating and communicating the meeting agenda and accompanying materials out to board members for review prior to the meeting.

Voting Procedures

The DGB requires quorum, defined as half the number of members plus 1, to act and vote on agenda items.

Decisions will be made via voice voting. DGB members may choose to abstain from voting. Majority vote wins. In the event of a tie, present DGB ex officio members may cast a vote. In the event a tie cannot be broken, the issue will be escalated to the OSDE senior leadership for review.

If a member of the Data Governance Board cannot attend a meeting, they can send another individual in their place who can vote on behalf of that member. The DGB member should notify the DGB chair prior to the meeting if another person will be attending in their place.

As needed, guests may be invited to Data Governance Board meetings to advise the DGB and provide input on agenda items. Invited guests will receive the agenda in advance of the meeting, are able to attend and participate in discussions, but will not have voting power.

Urgent Issues

Should urgent issues need to be addressed prior to a regularly scheduled meeting, the board is authorized to call for a virtual vote before the next regularly scheduled meeting.



Member discussion and voting will take place via email and/or Straw Poll. Information will be provided as to the timeline for submitting the vote.

RACI Matrix

A RACI matrix is used to define responsibilities, clarifying who is involved in the decision-making process and what role they play.

Responsible (R) - Individual(s) is responsible for completing the task

Accountable (A) - Individual(s) ensures the work gets accomplished and the results are as intended

Consulted (C) - Individual(s) provides information and input that guides decision making

Informed (I) - Individual(s) is kept up to date on decision making

ROLE	Senior Leadership	DGB	DG Subcommittees	Data Owner	Data Steward
RESPONSIBILITY					
Define and assign roles and responsibilities	A, I	R	C	C, I	I
Establishing DSAs & MOUs	A, I	R	-	C	C
Creating/maintaining data dictionaries and metadata	-	A	I	A	R
Plan data quality initiatives based on identified need	A	R	R	C	C
Determine data ownership & stewardship	A	R	I	C	C
Establish and/or approve business rules and guidelines	A	R	C	C	C
Policy and process development and oversight	A, I	R	C	C, I	C, I



Identify & reduce data collection redundancies	A	R	R, C	I	C
Set vision for agency data governance efforts	A	R	C	I	I
Identify data quality concerns	-	A	R	C	R
Review new or modified data collection and guidance	A	R	R	C	C
Enforce data quality practices	-	A	I	A	R
Establish policies, procedures, and standards for data quality	A	R	C	I	C
Communication efforts to promote data governance	A	R	C	I	C

