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## Data Governance Roles and Responsibilities and RACI Responsibility Assignment Matrix

### Document History:

Version	Change Date	Changes
1.0	July 14, 2023	Document created
1.1	July 26, 2023	Updated the Data Governance Council Members section to list and describe (as needed) the roles that make up the council.
1.2	July 27, 2023	Addressed Rainey's questions and concerns. Changed Data Governance Steering Committee to Data Governance Executive Steering Committee under Executive Sponsor, Data Governance Lead, Data Stewards
2.0	August 25, 2023	Replaced all instances of "Data Trustee" with "Data Executor"
2.1	August 29, 2023	<ul style="list-style-type: none"><li>• Added "Professional development and training" as a responsibility under Data Governance Office, as well as under Data Governance Lead.</li><li>• Replaced first responsibility under Executive Sponsor from "Reporting directly to the President" to "Reporting to the VP or President as appropriate"</li><li>• Spelled out RACI to ensure clarity</li><li>• Added label "Role Names" in the RACI table to denote they are roles, not individuals</li></ul>

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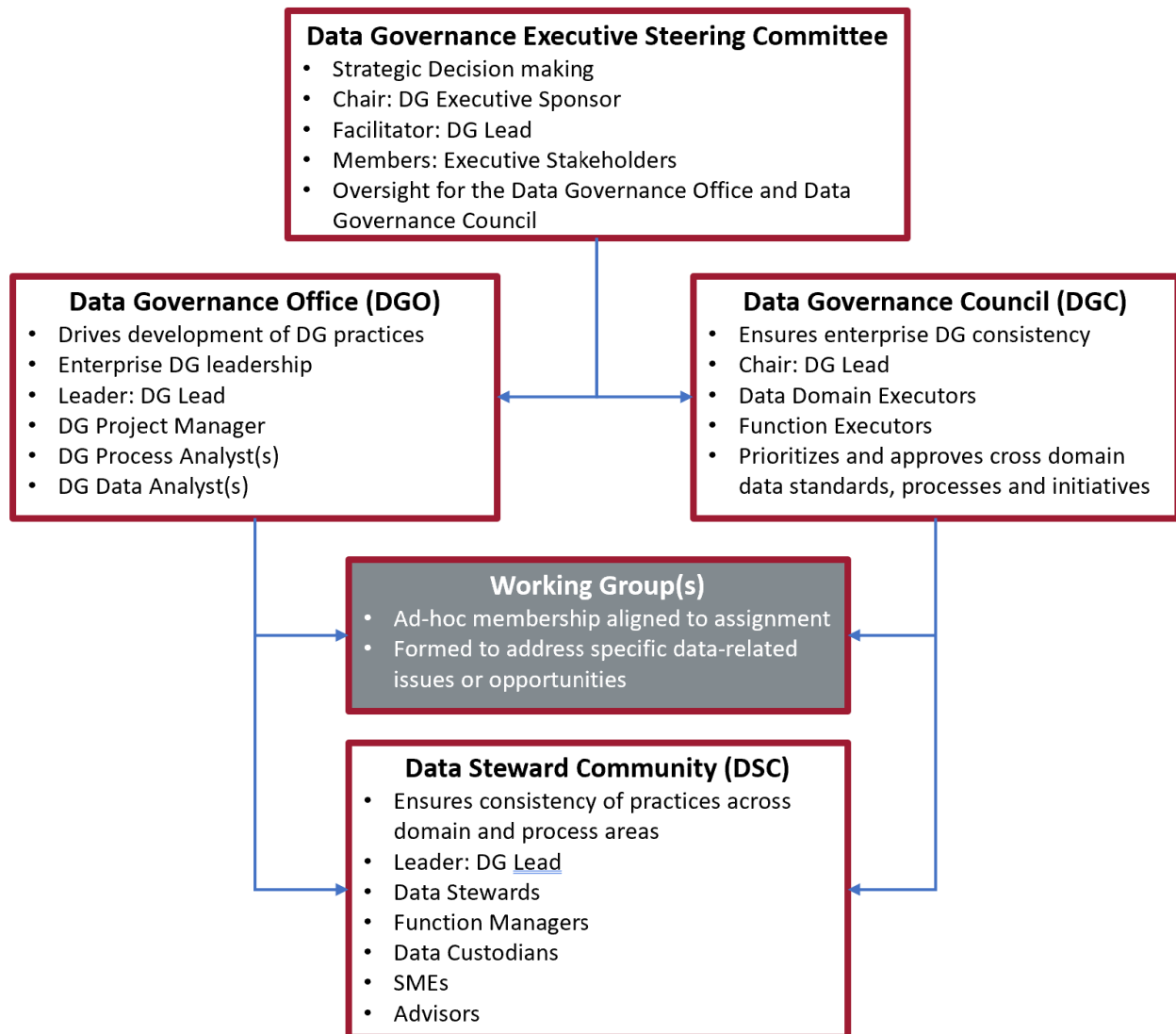
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# Introduction

## Structure

This document addresses the proposed data governance structures, their functions, their rosters, and the individual roles involved.

The following illustration places the above in context.



## Timeline

The introduction of a formal data governance program will have two phases. The first phase has a duration of one or two quarters focused on socialization of the program, rolling out the initial processes and procedures; the second phase will be transitioning to a consistent operational state and maturing the practices across the university.

# **Data Governance Executive Steering Committee (DG ESC)**

## **Responsibilities**

- Provides the data governance strategy
- Facilitates data governance funding, resources, and prioritization
- Resolves issues escalated from the Data Governance Council

## **Membership**

- Executive Sponsor (or Co-Sponsors) – Chair
- Typically, AVP or above
- DG Program Director
- DG Lead – Facilitator, non-voting
- Legal representative
- IT representative
- Other functional areas as appropriate

## **Typical Scenario**

Sets the annual agenda for data governance and aligns priorities and funding to it.

# **Data Governance Office (DGO)**

## **Responsibilities**

- Drives development of data governance practices
- Enterprise data governance leadership
- Facilitates development, deployment, and execution of data governance standards, processes, and practices.
- Develops, produces, and monitors data governance metrics.
- Develops, produces, and monitors data quality metrics.
- Professional development and training

## **Membership**

- DG Lead
- Other positions (e.g., data analyst) as appropriate

## **Typical Scenarios**

On-boarding new Data Stewards or Custodians, managing the metadata management workflow, and monitoring data quality metrics.

# Data Governance Council (DGC)

## Responsibilities

- Provides the data governance operational and tactical framework
- Ensures consistency in data governance standards, practices, and procedures
- Prioritizes and approves cross-domain data initiatives
- Resolves issues submitted for consideration

## Membership

- DG Lead – Chair
- Typically, Director or above
- Legal representative as needed.
- IT representative as needed
- Other functional areas as appropriate

## Council Roles

- Data Governance Lead (role described in a separate section in this document)
- Data Executor (role described in a separate section in this document)
- Function Executor
  - Business Leader in the organization who represents the Data needs of one or more major processes or applications.
    - Active Participant in the Data Governance Council
    - Represent their functional area during data strategy discussions.
- Advisor
  - Business or Technical Leaders in the organization who contribute insights and strategy to ensure strategic decisions are made in the interest of their area and the enterprise as a whole.
    - Participates in the Data Governance Council on an as-needed basis to represent their specialty.
    - Reviews Data Governance deliverables

## Typical Scenario

Resolving a university-wide issue with student data.

# **Data Steward Community**

## **Responsibilities**

- Provides the data governance operational and tactical framework
- Ensures consistency in data governance standards, practices, and procedures
- Prioritizes and approves cross-domain data initiatives
- Resolves issues submitted for consideration

## **Membership**

- DG Lead – Chair
- Data Stewards
- Functional managers
- Other functional areas and SMEs as appropriate

## **Typical Scenarios**

Collaborating to define university-wide definitions for the various stages of the prospect-student-graduate lifecycle.

# **Data Governance Working Group(s)**

## **Responsibilities**

- Address a specific issue, opportunity, or topic relating to data governance

## **Membership**

- DG Lead – Chair
- SMEs
- Other members as needed

## **Typical Scenarios**

Assessing data process readiness to comply with a hypothetical national data privacy regulation.



## **Executive Sponsor (or Co-Sponsor)**

Typical Level – AVP or above

### **Responsibilities**

- Reporting to the VP or President as appropriate, advocate executive peers for strategic data initiatives and a culture of “data as an asset”
- Responsible for the Data Governance (DG) Program and ongoing data-governance processes
- Obtain funding, support and political backing for data initiatives
- Connect with a broad network of relationships across the institution and with external stakeholders
- Help identify and overcome obstacles and resistance within the institution
- Support data project team(s) with communication and visibility
- Help to determine and report out measurable data success indicators
- Chair the Data Governance Executive Steering Committee

### **Qualities & Characteristics**

- Passion for data as an asset
- Understands direct connection between maximum data leverage and data governance
- Ability and willingness to champion data governance
- Ability to motivate and inspire teams and members
- Strong communication skills
- Strategic vision, but familiar with common tactical data challenges and data-governance principles

### **Commitment**

- Phase 1: 2-4 hours per week
- Phase 2: 4-6 hours per month thereafter

# **Data Governance Program Director**

Typical level – Executive Director or above

## **Responsibilities**

- Coordinate implementation of the Data Governance Program across the university
- Secure funding for the Data Governance Office
- Advise on operational and tactical plans for the Data Governance Office

## **Qualities & Characteristics**

- Passion for data as an asset
- Experience with organizational change management
- Strong communication skills
- Familiarity with the university's organizational dynamics

## **Commitment**

- Phase 1: 4-6 hours per week
- Phase 2: 6-8 hours per month thereafter

# Data Governance Lead

Typical Level – Director or above

## Responsibilities

- Chair the Data Governance Council
- Facilitate the Data Governance Executive Steering Committee
- Focus the work with guidance from the Executive Sponsor and input from Data Governance Executive Steering Committee and Council
- Manage the resources on the project team(s)
- Negotiate the tasks of the team members in conjunction with their managers.
- Facilitate team interactions.
- Professional development and training
- Monitor team participation and create reports to update the University on progress.
- Monitor project progress and provide feedback on project performance.
- Monitor and publish data governance metrics. Examples:
  - Number of areas / business units engaged in Data Governance program.
  - Percentage of data-related projects engaged in data governance.
  - Percentage of critical data elements / metrics within a domain that do not have identified stakeholders.
- Monitor and publish data quality (DQ) metrics. Examples:
  - Consistency
  - Completeness
  - Accuracy

## Qualities & Characteristics

- Literacy in core data topics including analytics, information security, privacy, and data management technologies.
- Project management skills
- Strong communication skills
- Strong organization skills
- Willingness to delegate
- Ability to negotiate to a win-win outcome

## Professional skills/traits

- Collaborative work style
- Facilitates productive conversations.
- Wields influence effectively.

## Commitment

- 1 FTE

# **Data Governance Executive Steering Committee Members**

Typical Level – AVP or above

## **Responsibilities**

- Advocate executive peers for strategic data initiatives and a culture of “data as an asset”.
- Responsible for the Data Governance (DG) Program and ongoing data-governance processes within their organization(s)
- Allocate funding, support and political backing for data initiatives within their organization
- Help identify and overcome obstacles and resistance within the institution
- Support data project team(s) with communication and visibility
- Help to determine and report out measurable data success indicators for their organization

## **Qualities & Characteristics**

- Understands direct connection between maximum data leverage and data governance
- Ability and willingness to champion data governance
- Ability to motivate and inspire teams and members
- Strong communication skills
- Strategic vision, but familiar with common tactical data challenges and data-governance principles

## **Commitment**

- Phase 1: 1-2 hours per week
- Phase 2: 2-4 hours per month thereafter

# **Data Governance Council Members**

Typical Level – Director or above

## **Responsibilities**

- Approve data standards and business rules.
- Specify which data must be shared organizationally or otherwise.
- Assure that legal and other compliance standards are followed.
- Set goals for future state of data-management capabilities.
- Advocate for governance and improved data management
- Identify and prioritize data-governance projects (e.g., data quality, data security, etc.)
- Resolve issues escalated by Data Stewards

## **Qualities & Characteristics**

- Commitment to Data Governance
- Willing to commit to team decisions/willing to compromise for the institution as a whole.

## **Commitment**

- 4-6 hours per month

# Data Executor

Typical Level – Senior Manager or above

## Responsibilities

- Identify & assign resources to ensure data quality (data cleansing/auditing)
- Approve changes to domain practices, processes and technology.
- Identify & assign Data Stewards
- Ensuring on-going maintenance of metadata for owned data, including lineage, usage, value, and classification
- Participate in access control and security audits relevant to the data to ensure appropriate levels confidentiality, integrity, and availability.
- Establishing controls for business use, including generation, collection, processing, access, dissemination, and disposal
- Reporting and escalating data issues and regulatory requirements or issues to the Data Governance Council, as appropriately determined by impact analysis.
- Establishing requirements and assessing the quality of the data (i.e., fitness for intended use) in a database or a portion of a database used to make any official decision.

## Qualities & Characteristics

- Director or AVP with direct authority regarding a specific data domain or subdomain

## Commitment

- 8-16 hours per month

# Data Stewards

## Responsibilities

- Create data standards and business rules.
- Create and monitor data lifecycle processes.
- Determine what new data will be captured and/or standardized.
- Produce key standard data reports and dashboards.
- Ensure data documentation is written and maintained.
- Track data quality by profiling/reviewing data and monitoring metrics on data quality.
- Individual caretaker and guide for the area(s) they represent
- Assure validity and consistency of data.
- Contribute to and help manage metadata.
- Assist with data quality and enrichment efforts.
- Match data to use cases.
- Contributor to Enterprise Business Glossary
- Escalate issues they cannot resolve to the Data Governance Council
- Implement changes to business process or other data management practice decided on Data Governance Executive Steering Committee and Council
- Creating data standards and business rules which follow a formal established process, i.e., responsibility to ensure classification and appropriate controls.

## Qualities & Characteristics

- Subject-matter experts (SMEs)
- Some technical skill or background desirable

## Commitment

- 8-16 hours per week

# Data Custodian

## Responsibilities

- Supporting the creation, use, modification, or deletion of data
- Implementing data quality rules
- Reviewing data models and architectures for alignment with organizational strategy and operations
- Analyzing and auditing systems for risk of data leakage and inappropriate access
- Partnering with Data Stewards and Data Owners in supporting data governance projects and operations

## Qualities & Characteristics

- Supervisor or manager
- Subject Matter Expert on data lifecycle standards, processes, and procedures

## Commitment

- 16-24 hours per week



## Responsible, Accountable, Consulted, and Informed (RACI) Responsibility Assignment Matrix

	ROLE NAMES							
	Executive Sponsor	Data Governance Program Director	Data Governance Lead	Data Executor	Steering Committee Member	Council Member	Data Steward	Data Custodian
DG Funding	AR	C			C			
DG Advocacy	A	R			R			
Alignment To Data Strategy	AR	C	I	C	R	C	I	I
DG Prioritization	AR	C			C			
Executive Leadership	AR	C			R			
DG Program Effectiveness	A	R	C	C	C	C	I	I
Chair Steering Committee	AR				I			
Facilitate Steering Committee	C	A	R					
Chair DG Council	C		AR	C		C	I	I
Lead DG Resources	I		AR	C		C	I	I
Publish DG Metrics	I	A	R	I		I	C	C
Publish DQ Metrics	I		AR	I		I	C	C
Produce DG Metrics			I				AR	C
Produce DQ Metrics			I				AR	C
Data Lifecycle Processes				A		I	R	C
Business Glossary Entries			I	C		I	A	R
Data Standards and Rules			C	C		I	AR	C

<b>Data Issue Resolution</b>			C	C		I	A	R
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