

Title of the Presentation: **Changing the Culture of Data Governance: Policy, Training and Leadership Decisions**

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Proposal

**Abstract (400 characters):**

High-Quality data is important at all institutional levels. MCC's previous culture involved difficult to access information, knowledge silos, and bottlenecks. Blackboard Analytics was a solution to our problems and changed our data culture. The session will provide an interactive discussion on policy decisions, quality, training, accessibility, performance measures and leadership.

**Proposal:**

High-Quality and accessible educational data is important at all levels of the institution, from front-line staff to the Board of Trustees. With increased demands of reporting and accountability, pressures of strategic enrollment management and needs to make institutional effectiveness decisions, data governance is required.

Metropolitan Community College (MCC) is a large, multi-campus institution with a complex culture. In the past, there was a reliance on a transactional database that produced numbers that differed depending on when they were acquired. Data was difficult to get and there was a reliance on experts to pull the data resulting in bottlenecks and delays. Some offices kept shadow databases of information that was not shared across the institution. There was also a distrust of the data because of the inconsistencies and multiple sources.

Many policy issues arise with this major change in data access. Data governance is critical in determining who has access to the data and FERPA issues, who "owns" the data, accountability for data quality, security issues, and establishing correct data definitions. Decisions about what the data can be used for are important and care needs to be taken to remind the campus that Institutional Research is the official source of college data especially for external communications. At MCC there were training needs not only on how to use the business intelligence program but also to assist in educating the college about interpreting data.

Some solutions that we utilized included the formation of a Data Quality Committee that consists of employees across the 5 campuses and from multi-offices. There was also an increased collaboration and team building with Institutional Research, Enrollment Services, Financial Aid and IT. Policies and procedures were developed that improved data quality, improved access to and protection of student-level data, and created seamless operations in which programs and data are aligned. A Data 101 class was created to establish basic data understanding as well as a training program that is required before using Blackboard Analytics.

Another culture change at MCC is the role of the IR staff. Instead of "dial a data" operators, the staff can now be brokers of the data. They assist supporting and training faculty and administrators. The staff can

spend more time encouraging others to consider ways to use the data. The IR staff can spend more time on higher analytic processes to determine institutional effectiveness and less time pulling basic demographics and requests.

These changes transformed the culture of data at MCC. The last portion of this presentation will involve an interactive discussion with the audience on similar policy decisions at the other community colleges and other solutions that are available.

## References

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