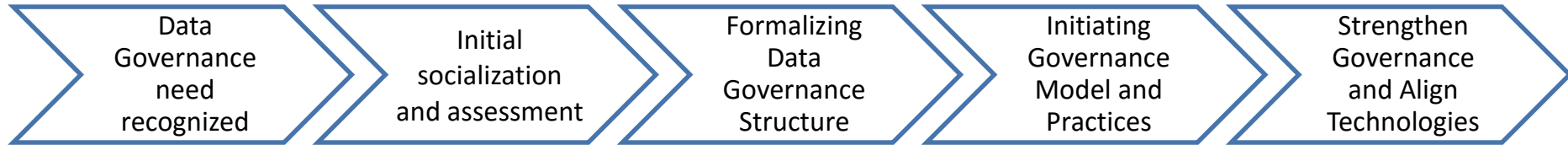


Data Governance Strategic Planning

January 2017

Background and Context



| 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|--|---|---|---|--|
| <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 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. | <ul style="list-style-type: none"> Partnered with VUIT and selected Master Data Management product to provide Golden Person Record data. Aligned data governance principles to SkyVU. Provided guidance for dashboard development and data visualizations to enhance decision making processes. Standardized technology products for reports and data visualizations. Supported system transitions and migrations according to the organizational goals for Vanderbilt University. | <ul style="list-style-type: none"> Implement Master Data Management (MDM) Phase I for university data systems. Replace Tableau dashboards with SkyVU Oracle products. Begin to transition from SAP Business Objects to Oracle reporting tools. Promote data governance principles and practices in the implementation of SkyVU. Align with SkyVU to develop reporting strategy. |

Strategic Planning Objective

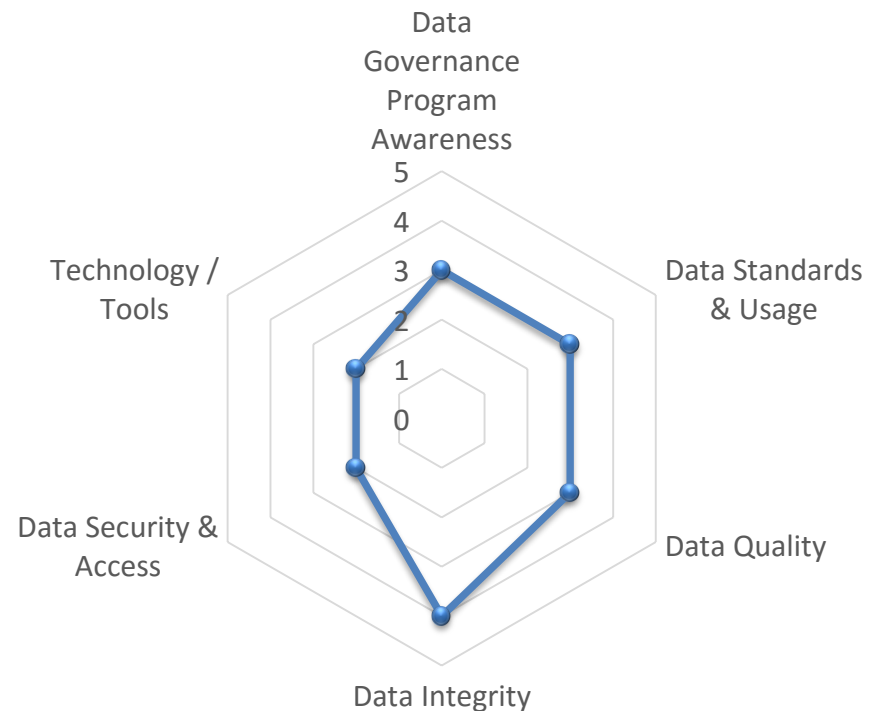
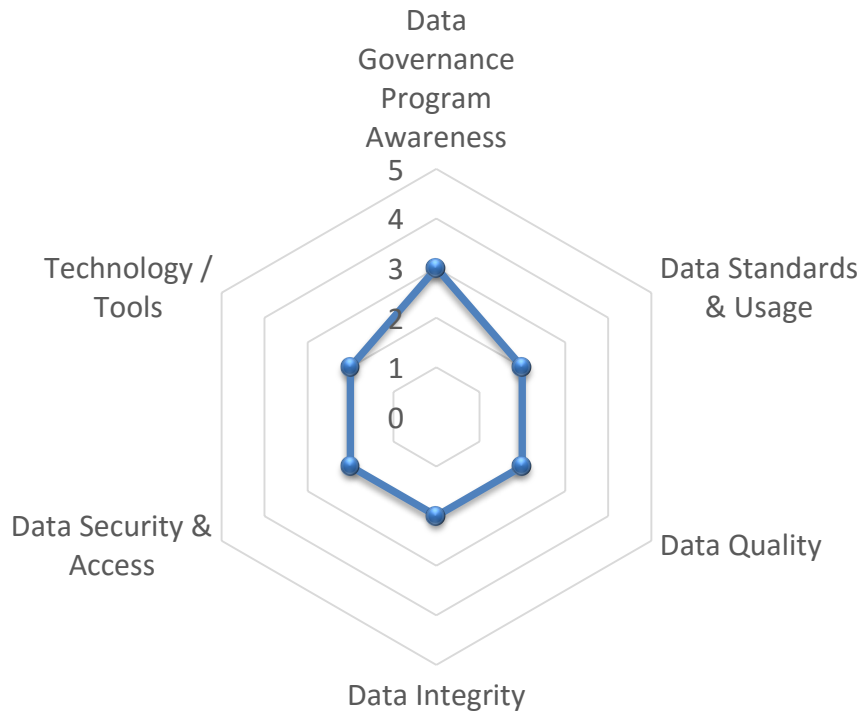
Obtain input from Data Governance Committee to the objectives and the associated action plans for advancing the Data Governance program.



Maturity Matrix Modifications

January 2016

January 2017



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

Maturity Matrix Assessment Approach

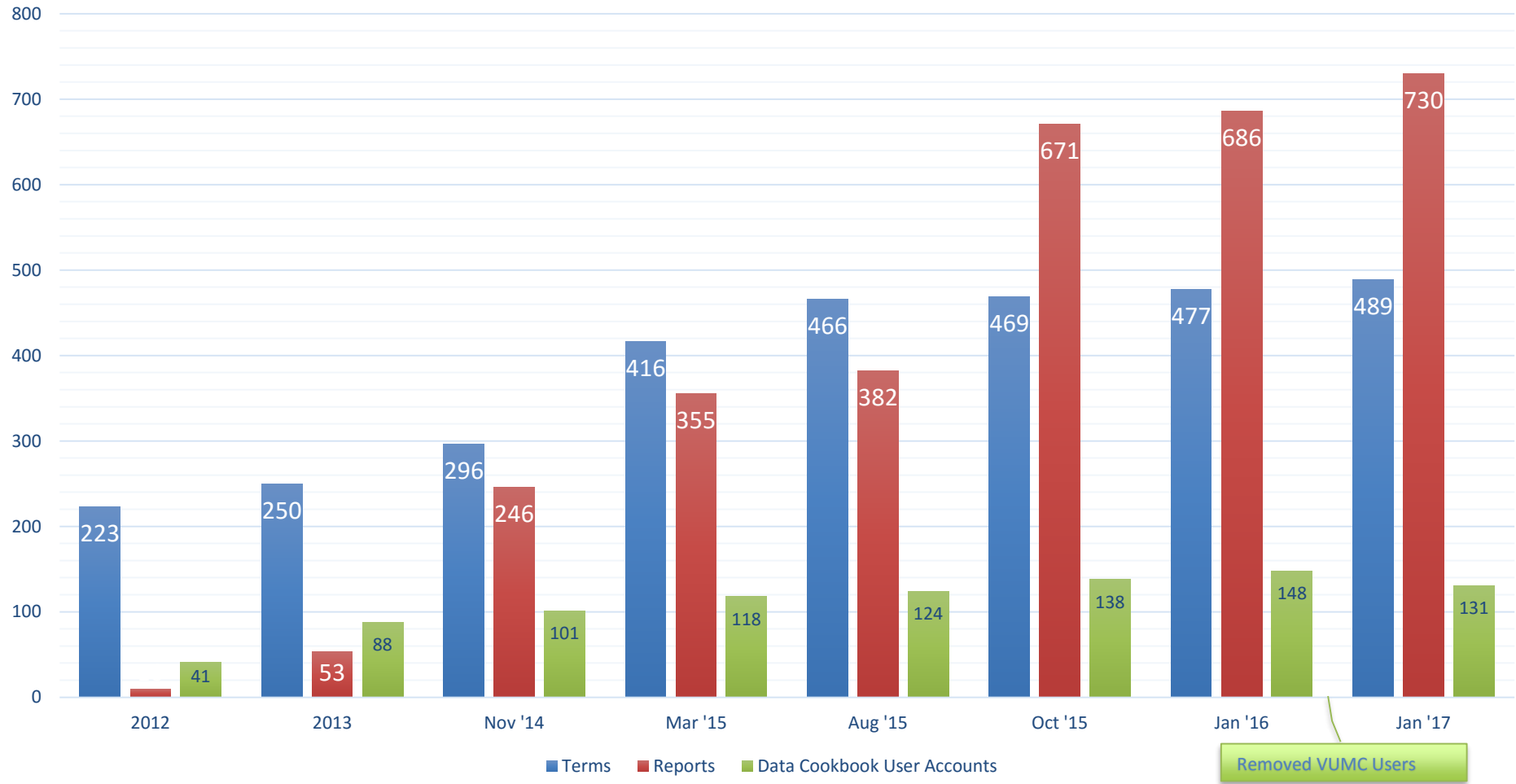
| Assessment Date January | (1) Not Assessed: | (2) Awareness: | (3) Developing: | (4) Practicing: | (5) Optimized | Numerical Score |
|-----------------------------------|----------------------|-----------------------|--------------------------|---------------------|-----------------------|-----------------|
| Data Governance Program Awareness | | | x | | | 3 |
| | Proposal Development | Framework Established | Roles & Responsibilities | Culturally Accepted | Program of Choice | |
| Data Standards & Usage | | | x | | | 3 |
| | Unknown | Informal | Documented | Culturally Accepted | Data Driven Decisions | |
| Data Quality | | | x | | | 3 |
| | Unknown | Informal | Documented | Process Driven | Self Service | |
| Data Integrity | | | | x | | 4 |
| | Unknown | Informal | Reactive | Systematic Tools | Proactive | |
| Data Security & Access | | | x | | | 2 |
| | Unknown | Informal | Documented | Process Driven | Institutional | |
| Technology / Tools | | x | | | | 2 |
| | Unknown | Inconsistent | Common Toolkit | Roadmap Funded | Measurable ROI / VOI | |



4

Standardizing Key Terms and Reports

Documented Terms & Reports in Data Cookbook



Foundation: Data Governance Program Awareness

Objectives

- 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

- 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

- 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

- Document key terms and reports in the Data Cookbook system.
- Align Data Cookbook inventory of reports and term definitions to new data systems and reporting technologies.

Foundation: Data Quality

Objectives

- 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

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

Foundation: Data Integrity

Objectives

- 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

- 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

- 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

- VUIT provides user access reports to data stewards upon request.
- 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.
- Develop data steward procedures for reviewing levels of access are appropriate.

Foundation: Technology & Tools

Objectives

- 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

- 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.