

CDE Data Governance Program - CDE-Specific and SLDS (P20+) Programs

On September 27th and 28th, State Support Team (SST) Members Corey Chatis and Jeff Sellers visited Colorado to help CDE begin a Data Governance program. The scope of their discussions included a CDE-specific Data Governance approach, as well as a recommended approach for developing a P20+, or SLDS, Data Governance program. As a result of those meetings, please see below a high level summary of key “take-aways” by the senior IMS team who coordinated the visit.

- Identifying who the P20+ system will serve and what it will inform (in terms of policy changes, who are all the P20 customers, what will the new system bring to them in value terms, etc).
- Specifying the questions we are trying to answer. If we do that both internally and across state agencies, it will guide the priorities and the work load. We’re much further ahead internally. Especially interesting is how states have identified the critical questions. Would like to use those as a catalyst for Colorado agency administrators to define our own state P-20+ priorities. Want to harness the excitement and energy that was in the room during the P-20+ presentation. Don’t want to lose that.
- Importance of legislative linkage-Involving the legislators’ liaisons early and often so they can help guide SLDS priorities
- Using our College and Career Placement program (ICAP) as an example for SESC to address.
- Possible Sources of Data – Department of Regulatory Agencies (DORA) for all of the professional licenses would be beneficial. They are not on our list of agencies for the first phase.
- Possible Sources of Data – Contacting vocational services to address those that don’t necessary go on to higher education.
- Sustainability – Forming a separate group to support and manage the “system” long term. Seems like a good fit for the GDAB and what they were originally intended to address.
- Involving the business units and getting buy in from the Executive Leadership team as being the most vital. We in IMS want them to be more involved and understand the importance of data governance. Would like to understand our business partners’ perceptions of data governance – and where they feel that data responsibility lies.

Obviously each audience member took away different points of interest, and we hope at least to have reached a common understanding of what Data Governance is and how critical it is for our everyday efforts here at CDE towards better data management and stewardship.

What follows is a summary document from Corey and Jeff, including their recommendations toward our next steps in developing data governance programs. At the conclusion of their document, we have included a visual timeline representing the key milestones and deliverable dates recommended by Corey and Jeff.

We (IMS) will develop a 30/60/90 day plan that includes more detail than the SST document, with a suggested method of how we can work towards and accomplish the goals laid out in Corey’s and Jeff’s recommendations.



STATE SUPPORT TEAM RECOMMENDATIONS

COLORADO DEPARTMENT OF EDUCATION

OCTOBER 6, 2011

BACKGROUND

State Support Team (SST) Members Corey Chatis and Jeff Sellers spent September 27-28, 2011 at the Colorado Department of Education, meeting with the CDE Cabinet, Executive Team, and IT staff, and members of the SLDS Executive Steering Committee (SESC) to discuss data governance. In preparation for the visit, they held two planning calls with CDE IT staff members and reviewed documentation regarding existing and planned data initiatives. The following recommendations—divided into CDE agency data governance and P-20 data governance—are based on these sources of information. This is an opportune time for CDE to implement data governance as the foundation for and means of successfully revamping its data collections from districts, and planning and implementing a P-20 longitudinal data system with its partner agencies.

NOTE: SST can provide additional detail on any of the recommendations, and technical assistance to help CDE and the SESC implement them, including templates, conference calls, and additional on-site visits to host planning, work, and training sessions.

CDE DATA GOVERNANCE RECOMMENDED ACTION ITEMS

1. Develop and ratify a CDE data governance policy

- The data governance policy establishes CDE leadership's commitment to implementing data governance and outlines the structures, processes, and roles that comprise it
- The policy should include the following sections:
 - Definitions of key terms
 - Procedures
 - Roles and responsibilities: including Data Policy Committee (DPC), Data Management Committee, Data Governance Coordinator, and Data Stewards
- Proposed timeline: Complete draft by 11/15/11; ratify final version by 12/1/11

2. Establish an agency-wide data governance coordinator

- The coordinator should have an understanding of how data use should support and inform education policies and programs, and an understanding of IT concepts and systems (but does not require an IT background)
- The coordinator should not be located within IT or in a particular program area, and he/she should report directly to either the Commissioner or the Chief of Staff
- The coordinator: (1) chairs and sets the agenda for the Data Management Committee (DMC); (2) serves as liaison between the Data Policy Committee and DMC; (3) ensures data managers/stewards are fulfilling their responsibilities; and (4) convenes working groups of data managers/stewards to address critical data issues spanning multiple program areas
- Proposed timeline: Appoint or hire by 1/1/12



3. Identify data stewards for all program areas

- Data stewards determine data definitions, collection frequency, and reporting requirements to meet internal and external data users' needs, and participate in monthly DMC meetings and relevant working groups to address data issues that cross multiple program areas
- Data stewards should have an understanding of the program area's policies, statutes, and required data collections and reporting
- Data stewards should all be program area staff – not IT staff
- Each data element CDE collects should have one responsible program area data steward
- Aim for between 10-20 data stewards, agency-wide
- Recommend a meeting of Program and Organizational Directors to discuss and agree on critical data elements for which data stewards are necessary.
- Program area directors should make initial recommendations, to be approved by CDE Cabinet/Data Policy Committee
- Proposed timeline: Proposed candidates nominated by each program area by 12/1/11; DPC approval of data stewards by 12/15/11

4. Identify other members of the Data Management Committee

- Representatives who should be members of the DMC (but who are not data stewards – that is, are not responsible for any data):
 - At least one IT representative
 - At least one LEA representative per district category (as defined in Celero's Technical Implementation Strategy Final Report); consider leveraging the Educational Data Advisory Committee (EDAC) members
 - Chief Communications Officer
 - Consider representation from Higher Education or Human Services
- Proposed timeline: Propose members by 12/1/11; DPC approval of members by 12/15/11

5. Convene Data Management Committee monthly

- The initial, primary focus of the DMC should be planning to implement the ADE Replacement Project, in concert with the vendor.
- The DMC should begin by reviewing the agency-wide data collection analysis conducted by the contractor (Insight Project), and identifying all areas of redundant or unnecessary data collections. Identified gaps from that study can help set future agendas.
- Proposed timeline: Convene first monthly meeting by 1/31/12 (depending on placement of Data Coordinator, who chairs this meeting)

P-20 DATA GOVERNANCE RECOMMENDED ACTION ITEMS

1. Identify Colorado's P20+ education policies

- These policies should:
 - Inform the design of the P20+ SLDS



- Prioritize the data to be included and the initial analyses it produces
- Help identify the stakeholder groups to be served by the P20+ SLDS
- Start with any P20+ educational legislation that the P20+ SLDS could support, such as the College and Career Readiness Program, which is a natural fit for P20+ and is already a legislative requirement
- To demonstrate capabilities and to gain buy-in, look for delivery of information that would resonate with:
 - State legislators
 - LEAs
 - State agency program areas
- Add a representative from the Governor's Policy Office and/or the Legislature to the SESC to ensure state policy priorities continue to influence the SLDS planning and implementation
- Proposed timeline: Define initial set of P20+ policy questions by 11/15/11

2. Develop a P20+ Data Governance Policy

- The policy should be adopted by the SLDS Executive Steering Committee (SESC)
- Define roles and responsibilities (including interdependencies) of the SESC and the P20+ Data Steward Workgroup to provide structure and direction
- Define decision-making process for the SESC (consensus vs. majority (or super-majority) vote)
- Identify potential executive sponsorship for the long-term sustainability and direction of the P20+ education policies and SLDS
 - This leadership team could include the Governor, Legislative representative(s), each participating agency head, or designee
- Decide which entity has programmatic responsibility for the P20+ SLDS
- Proposed timeline: Complete draft by 11/15/11; ratify final version by 12/1/11

3. Establish a P20+ Data Steward Workgroup

- The workgroup should be comprised of data stewards from each participating agency who have in-depth knowledge of their agency's data, and the policies and programs that it supports
- Participating members should:
 - Identify longitudinal data analysis of high priority to their agency
 - Bring back any identified data quality issues to their agency
 - Communicate source system changes and their potential impact upon the SLDS
 - Communicate SLDS changes and their potential impact upon the agency's source system
- Identify a workgroup to focus on the matching process for linking data across agencies (CUPID)
- Proposed timeline: Propose members by 12/1/11; SESC approval of members by 12/15/11; Convene first monthly meeting by 1/15/12



STATE SUPPORT TEAM

