Data Governance Charter

SEPTEMBER 2023-24

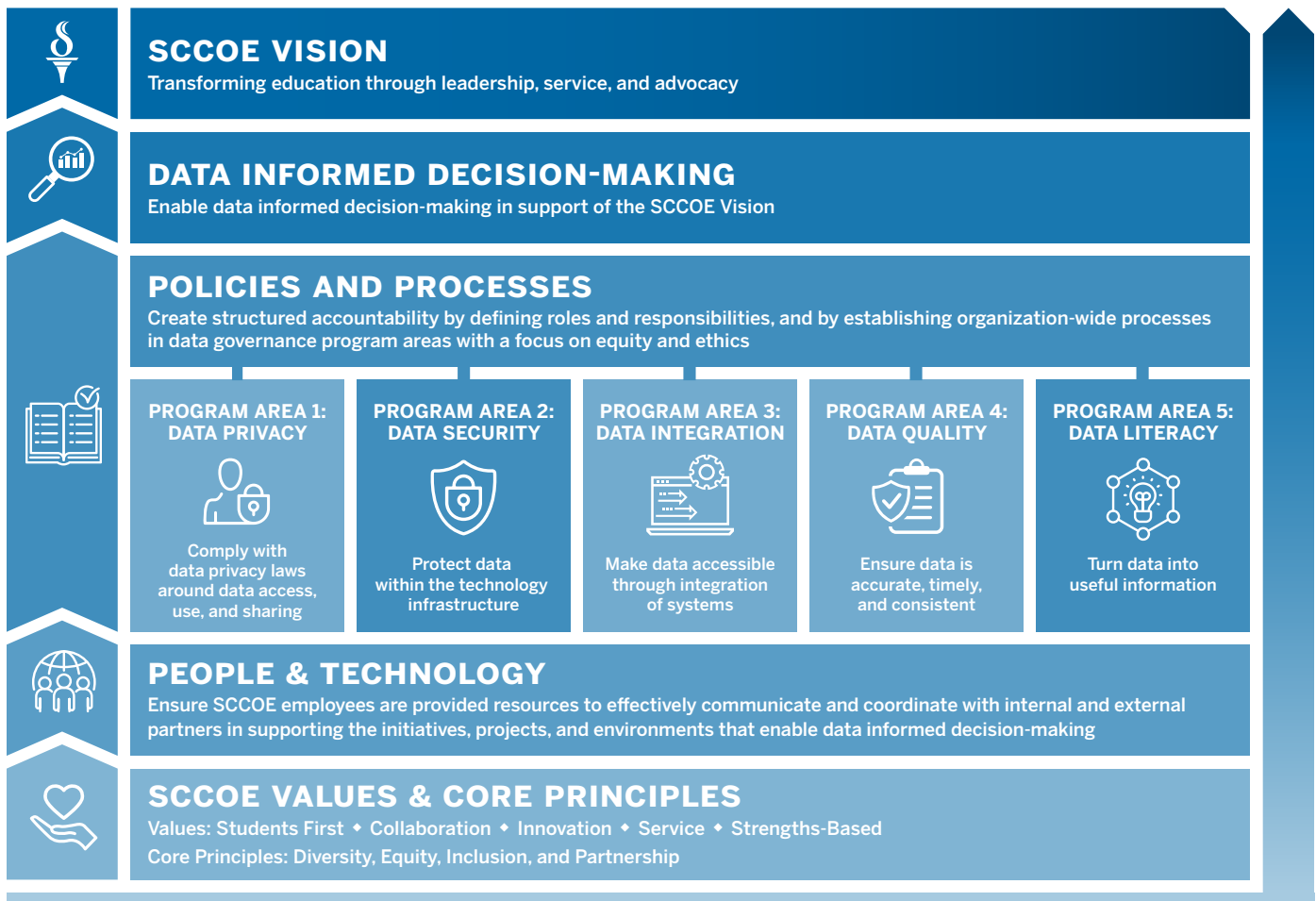Santa Clara County Office of Education

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INTRODUCTION

The Santa Clara County Office of Education (SCCOE) believes that the value of data as an institutional resource is increased through its widespread and appropriate use. The SCCOE strives to achieve the overall management of the integrity, availability, and security of data used in the organization through the design and implementation of a data governance program.

Data governance is the SCCOE's formal and comprehensive set of policies and practices designed to ensure the ethical management of data throughout its entire life cycle. Data governance establishes responsibility for data and enables staff to collaboratively and continuously make legal and ethical decisions about the organization's information assets. Through the systematic creation and enforcement of policies, roles, responsibilities, and procedures, data governance encourages robust data privacy, security, and quality.

SCCOE Data Governance Framework

SCCOE VISION
Transforming education through leadership, service, and advocacy

DATA INFORMED DECISION-MAKING
Enable data informed decision-making in support of the SCCOE Vision

POLICIES AND PROCESSES
Create structured accountability by defining roles and responsibilities, and by establishing organization-wide processes in data governance program areas with a focus on equity and ethics

PROGRAM AREA 1: DATA PRIVACY	PROGRAM AREA 2: DATA SECURITY	PROGRAM AREA 3: DATA INTEGRATION	PROGRAM AREA 4: DATA QUALITY	PROGRAM AREA 5: DATA LITERACY
Comply with data privacy laws around data access, use, and sharing	Protect data within the technology infrastructure	Make data accessible through integration of systems	Ensure data is accurate, timely, and consistent	Turn data into useful information

PEOPLE & TECHNOLOGY
Ensure SCCOE employees are provided resources to effectively communicate and coordinate with internal and external partners in supporting the initiatives, projects, and environments that enable data informed decision-making

SCCOE VALUES & CORE PRINCIPLES
Values: Students First ◆ Collaboration ◆ Innovation ◆ Service ◆ Strengths-Based
Core Principles: Diversity, Equity, Inclusion, and Partnership

DATA GOVERNANCE POLICY

PURPOSE

The purpose of the SCCOE Data Governance Program is to create a system of management and a culture of responsibility that ensures data is collected, used, and shared responsibly, securely, and ethically with internal and external educational partners. The Data Governance Program provides a common vision for data use that is aligned with the goals of the SCCOE with the creation of policies and processes in five program areas:

1. Data privacy and confidentiality – Compliance with relevant federal and state data privacy and confidentiality laws and regulations for data collection, data access, data use, and data sharing agreements.

2. Data security – Protect data within the technology infrastructure and provide guidance for users on using SCCOE applications and tools.

3. Architecture and integration – Standardize the collection, storage, transformation, distribution and use of data to allow for the integration of disparate data systems and data sets to make data accessible to authorized users.

4. Data quality – Follow data management best practices ensuring data is accurate, timely, consistent, and meets the needs of education partners.

5. Data literacy – Enable data consumers to turn data into useful information.

The Data Governance Program will:

1. Support security and compliance with state and federal laws, privacy, security, and record retention/ disposition policies. Security and privacy of data are understood, maintained, and enforced.

2. Ensure information quality by supporting data ownership and data management responsibilities of data owners and data managers for ensuring data integrity, data quality, and fitness for use.

3. Support people and technology to ensure that the SCCOE staff and customers are provided resources to support the initiatives, projects, and environments that support data-informed decision-making.
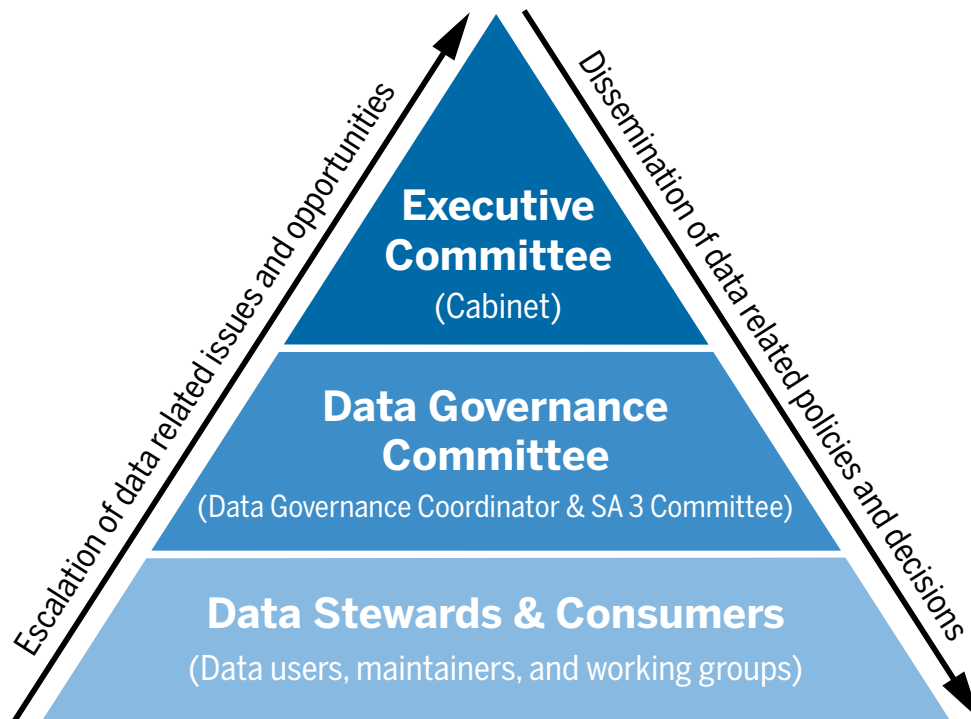
SCOPE

The Data Governance Program covers all institutional data including, but not limited to student data, employee data, and financial data.

Given the breadth of data, systems, and the diverse partnerships factors involved, the Data Governance Program will be implemented incrementally beginning with the development of policies and processes for student education data and systems for internal SCCOE staff; with a focus on Data Privacy and Data Security. Where appropriate, this guidance will apply to all types of institutional data.

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

Clearly defining the data governance structure—including roles, responsibilities, and relationships among groups—is important to ensure that data governance members understand their roles within the broader program and that the appropriate representation and decision-making authority exist to lead and execute the program.

DATA GOVERNANCE PROGRAM: KEY GROUPS AND ROLES

Escalation of data related issues and opportunities

Dissemination of data related policies and decisions

Executive Committee
(Cabinet)

Data Governance Committee
(Data Governance Coordinator & SA 3 Committee)

Data Stewards & Consumers
(Data users, maintainers, and working groups)

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

EXECUTIVE COMMITTEE (EC)

Membership

The involvement and support of executive leadership is essential to ensure that the Data Governance Program is an organizational priority. The EC will be composed of the Superintendent of Schools and Cabinet members. One member will represent the EC and serve on the Data Governance Committee*.

Executive Committee (EC) Members

Name	Title	Division
Dr. Mary Ann Dewan	County Superintendent of Schools	Executive Services
Stephanie Gomez	Assistant Superintendent	Business, Facilities, and Operations
Deborah Gorgulho	Assistant Superintendent	Educational Progress
Teresa Shipp	Assistant Superintendent	Educational Services
Larry Oshodi	Assistant Superintendent	Personnel Services
Dr. Jessica Bonduris	Associate Superintendent	Professional Learning & Support
David Wu*	Head of Technology	Technology & Data Services

Core Group Responsibilities

- Provide high-level project approval
- Prioritization of Data Governance Program implementation
- Approve policies recommended by Data Governance Committee
- Ensure sustainability of the program
- Remove barriers to the implementation and ongoing operations of the program

Individual Member Expectations

- Modeling and advocating data governance principles with internal and external educational partners
- Communicating with the Data Governance Committee members who report to them to prepare for any discussions and decisions
- Including data governance responsibilities in the performance expectations of their staff who are members of the Data Governance Committee and or a Data Steward
- Holding all their staff responsible for adhering to the data policies and processes established through the Data Governance Program

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

Meetings

- The Data Governance Coordinator will schedule any meetings required for any updates, information, or approval of data governance policies and processes (Program-specific)
- The Data Governance Coordinator will schedule any meetings, as needed, required to address critical issues (critical data issues, program needs, program buy-in)
- Annual updates from the Data Governance Committee (accomplishments, timelines for work on various program areas, inquiry for EC support)

DATA GOVERNANCE COMMITTEE (DGC)

Membership

Members are selected by the Data Governance Committee and approved by the Executive Committee; some members (based on their positions and involvement in key program areas) will serve as adjunct members and attend meetings only as necessary. All employees designated as a lead for any DG program area (Privacy, Security, Architecture & Integration, Quality, and Data Literacy) will be a member of the DGC. Other staff not listed may be asked to join ad hoc based on their job responsibilities and/or expertise. The Data Governance Committee will be the same working group established under SCCOE's Strategic Action #3: Sustain the Data Governance initiatives to promote effective and ethical use of education and related data.

Core Group Responsibilities

The DGC is led by the Data Governance Coordinator and is composed of directors and managers who are responsible for program areas that require data collection, management, and reporting, as well managing staff with key data-related responsibilities.

Data Governance Policy Development and Advocacy

- Developing and overseeing the creation and implementation of data governance policies and processes
- Identifying, prioritizing, and supporting the resolution of critical data issues that affect the quality, availability and use of data (e.g., new legislation requiring additional public reporting, replacement of a source system)
- Escalating to the DGC policy recommendations for approval as well as issues that are controversial, highly visible, or are at high risk
- Developing and implementing an organization-wide Data Governance communication plan
- Soliciting input from Data Stewards and Data Consumers on Data Governance policies and processes

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

2023-24 Data Governance Committee (DGC) Members

Name	Title	Team Membership	Program Area Lead
Nabil Shahin	Director, Integrated Data, Research & Evaluation (ESD)	Core Team	
Irina Shacter	Manager, Data Governance (ESD)	Core Team (Lead)	Data Privacy & Confidentiality
Veronica Garza	Dirctor, Early Care and Educaiton Initiatives (ESD)	Core Team	
David Wu	Head of Technology (TDSD)	Core Team (ES Rep)	
Narasimhan Ganesh	Director, Data & Analytics Development (TDSD)	Core Team	Architecture & Integration
Dharma Jayabal	Manager, Data Systems (TDSD)	Core Team	Data Quality
Vince Tran	Manager, Security, Network, Systems (TDSD)	Core Team	Data Security
John Sweeney	Sr. Legislative & Policy Analyst (ESD)	Core Team	
Karen Larson	Director, iSTEAM (PLSD)	Core Team	Data Literacy
Deann Walsh	Manager, Assessment & Accountability (EPD)	Core Team	
Dr. Tracy Rolfing	Administrator, State & Federal Programs (EPD)	Core Team	
David Hoffman	Coordinator, Workforce Development & Orgnaizational Culutre (PSD)	Core Team	
Lauren Nguyen	Assistant Director, Internal Business Services (BFOD)	Core Team	
Jasmine Leyva	Manager, Media & Marketing (ESD)	Core Team	

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

Data System Management & Data Quality

- Monitor the progress of Data Stewards' responsibilities in establishing, documenting, and enforcing agency-wide data standards
- Establish data and reporting standards that support approved data governance policies
- Oversee the collection, documentation, and management of data specifications and metadata related to the data and information under governance
- Assign stewards or other staff for resolution of data quality issues
- Review and recommend data policies, guidelines, and procedures

Program Area Leads

DGC members designated as program area leads will also have these additional responsibilities:

- Convene ad hoc working groups as needed; keep documentation in the form of meeting minutes
- Lead the completion of deliverables in own program area as defined in the annual work plan developed by the DGC
- Report progress of deliverables to the DGC
- Establish and monitor progress of measurable goals for own program area
- Identify tools and resources needed to sustain program area

Individual Member Expectations

- Modeling and advocating data governance principles with internal and external educational partners
- Attending DGC meetings and participating in the decision-making processes
- Including data governance responsibilities in the performance expectations of their staff
- Holding all their staff responsible for adhering to the data policies and processes established through the Data Governance Program
- Communicating DGC activities and decisions with their divisional colleagues
- Communicating with the DGC any data issues, regulations, plans, and policies from their division/department that could affect other programs or have an impact on technology
- Supporting reporting staff that have been designated as a Data Steward

Meetings

- Attend meetings to assist in the creation of policies policy, offer input on various Data Governance Program projects, and develop plans to implement data governance processes in ongoing DGC meetings
- Attend meetings including Data Stewards, the Executive Committee, and others as needed based on expertise, reporting staff, etc.

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

DATA STEWARDS

Membership

SCCOE Data Stewards are employees that are in positions that 1) review data before it is submitted or released for reporting, 2) own a particular data system (e.g., built or maintain it from a technical perspective), and/or 3) have deep knowledge of the data in the system (update frequency, data flows, definitions, and/or business rules).

The data systems housing student data maintained, managed, or frequently accessed by the SCCOE and their respective Data Stewards are listed below. The responsibilities ("Individual Member Expectations") of each Data Steward may differ depending on the system, the type of data within the system, and other factors. The table includes both a technical Data Steward who oversees the actual systems that allow the system to function (e.g., import, code for the application, server, authentication) and a business Data Steward who oversees the non-technical components of the system (e.g., the direction of the system, implementation of the system, collaboration within SCCOE and agencies/others (if applicable), and/or promotion); these two colleagues should determine who is best suited to fulfill the responsibilities outlined below ("Individual Member Expectations").

Individual Member Expectations

Data Governance Advocacy and Implementation

- Implementing the data governance policies and procedures approved by the DGC
- Design and implement procedures and standards as approved by the DGC to ensure conformance with the data governance policies
- Articulation and transparency around educational partner's engagement (e.g., soliciting insight and input)
- Recommending new data governance policies and procedures or modifications to existing data governance policies and procedures based on new or emerging business practices that impact the data and information under governance
- Reporting to the DGC incidents of non-compliance to approved data governance policies and procedures
- Actively promote and communicate data governance to all SCCOE staff
- Provide necessary data-related training
- Communicating program area needs for data privacy, security, archiving, tools, etc.
- Promote appropriate and secure access to managed information systems and reports

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

Data System Management & Data Quality

- Reporting to the DGC systematic errors and other data issues, especially data issues defined as critical, related to the data and information under governance
- Making corrections to data or data systems when directed to do so by the DGC
- Identifying root causes of recurring errors and reporting these to the DGC for potential remediation
- Tracking federal, state, and other pending legislation or regulations involving data elements in their domains and communicating the potential effects
- Articulation and transparency around technical processes for support, maintenance, and new features
- Perform annual audits- proposing process changes to improve data quality and/or agency efficiency
  - Data elements-ensure that all the elements collected are necessary.
  - Determine if there are missing key data elements that should be collected/added for data use needs (internal and external) or deleted (approval needed from DGC)
  - Ensure that the data used by the system they manage adheres to appropriate data quality
  - System access- delete users that should no longer have access to the system
  - Documentation review (listed below)/edits and submission/access to the DGC

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

Data Stewards

Data System	Data Steward (Technical)	Data Steward (Business)
Aeries - SCCOE Programs	Kevran Day & Sudha Devireddy	Dane Caldwell-Holden, Jennifer Ann, Jennifer Casel, Phil Morales
Assessment App	Dharma Jayabal	Nabil Shahin
CALPADS	Kevran Day & Sudha Devireddy	Vendor
Child Care Portal	Daniel Jin	Veronica Garza
ChildPlus* (transitioning)	Harry Tong	Antonio Fuentes
ContinuumCloud (Welligent)	Narasimhan Ganesh	Nabil Shahin
DataZone (DZ)	Dharma Jayabal* (Lead)	Nabil Shahin
DataZone SEL App	Dharma Jayabal* (Lead)	Irina Shacter
Document Tracking Services	Vendor	Laura Aguilar & Duong Ton
DRDP Online	Harry Tong	Antonio Fuentes
DZ DaaS	Kevran Day	Dharma Jayabal
FosterVision (FV)	Eric Sandoval	Nabil Shahin
HandsOn (ChildPlus Companion)	Eric Sandoval	John Gomez or Antonio Fuentes
Imagine Learning	Ilona Sparks	Eugene Santillan & Laura Aguilar
LaserFiche	Jim Carrillo	Jim Carrillo
Learning Genie	Harry Tong	Antonio Fuentes
Medical Billing Technologies	Medi-Cal Billing	Ruby Nevarez
Migrant Student Information Exchange (MSIX)	U.S. Department of Education	U.S. Department of Education
Migrant Student Information System (MSIN)	Karen Balderas, Israel Rivera, and Simi Pannu	U.S. Department of Education

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

Data Stewards (cont'd)

Data System	Data Steward (Technical)	Data Steward (Business)
Monday.com	Rodrick Ang	Rodrick Ang
Naviance	Vendor	Vendor
NoHo (Primarily for State PreSchool)	Harry Tong	Antonio Fuentes
Parentsquare	Vendor	Jennifer Casel & Duong Ton
Ready Rosie	Harry Tong	Antonio Fuentes
Renaissance Star (RenStar)	Tracy Rhofling, Phil Morales, Katherine Everett	Erika De Jesus, Phil Morales, Katherine Everett
Referral Information Management (RIM)	Donna Xia	Ruby Nevarez
School Messenger	Eric Sandoval	Michael Vallez, Mariaisabel Balandra, Media & Communications Dept.
Schoology	Vendor	Vendor
Special Education Information System (SEIS)	Kimberly Dang & Shelly Ota	
ServiceLink (SLS)	Eric Sandoval	Nabil Shahin
ServiceNow	Vendor	Jim Carrillo
SIRAS (Special Education)	Diana Franco, Catherine Mendoza & Brenda Brillantes	Catherine Mendoza & Jennifer Casel
Testing Operations Management System (TOMS)	Educational Testing Service	Dan Mason
Ultracamp	Tad Nakamura, Ron Lauder & Moriah Wright	Marie Bobias

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

Documentation

Each Data Steward is charged with collecting, organizing, and documenting the following for their data system; a plan to work on this documentation if it does not exist shall be developed and reviewed on an annual basis. All documentation should be kept in [TOOL-requirements document] for ease of access:

- Business glossary
- Data inventory (what data elements are collected and how)
- Data dictionaries
- Data quality rules
- Business rules including regulatory compliance
- Master data management (system of record)
- Reference data management
- Establish a data usage request process
- Issue tracking
- Metric definitions and calculations
- Role-based access – ensure users have access only to data they are authorized to access based on their roles

Meetings/Trainings

- Participate in Data Stewardship training as needed
- Provide trainings to data consumers as needed
- Meet quarterly with other Data Stewards to ensure that the data meet all agency data use needs and share best practices led by Data Governance
- Participate in biennial reporting (meetings and document submission) to the DGC or the Data Governance Coordinator on successes, issues/problems, areas for growth, and needs for tools/technology, guidance, etc.
- Attend DGC meetings or other DG working group meetings as needed to assist in the development of policies and processes, offer input, and other tasks to ensure the success and efficiency of the DG program

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

DATA CONSUMERS

Membership

Data Consumers are SCCOE employees who collect/input, use, and/or access student data, and/or support SCCOE data systems that hold student data.

Individual Member Expectations

Data Governance Policy and Advocacy

- Adhere to all Data Governance policies and processes
- Advocate for Data governance best practices with external educational partners
- Report any data quality issues to the appropriate Data Steward
- Recommend new data governance policies and procedures or modifications to existing data governance policies and procedures based on new or emerging business practices that impact the data and information under governance, new/changing needs, or insight/knowledge
  [contact: Irina Shacter]
- Reporting of non-compliance in relation to data governance policies and procedures
  [contact: Irina Shacter]

Meetings/Trainings

- Participate in training as needed
- Attend DGC meetings or other DG working group meetings to assist in the development of policies and processes, offer input, and other tasks to ensure the success and efficiency of the DG program

SCCOE DATA GOVERNANCE PROGRAM STRUCTURE

DATA GOVERNANCE COORDINATOR

The Data Governance Coordinator role will be filled by the Manager, Data Governance & Strategy.

Individual Expectations

- Ensure the communication, approval, and implementation of data governance policies and processes across data governance groups
- Ensure coordination between Data Governance and TDSD
- Lead the Data Governance Committee
- Lead the creation, updates, and dissemination of Data Governance documentation
- Lead the annual review of the Data Governance Program
  - Existing policies/processes; update as needed
  - Develop a yearly work plan for the Data Governance Program
  - Assist Data Stewards in the creation of documentation
  - Identify additional training needs and provide training
  - Perform audit/compliance functions

Santa Clara County Office of Education

Data Governance Charter

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