

Data Asset Management Plan (DAMP)

2021 Data Summit

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Chair, Data Asset Management Executive Advisory Committee
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“Given the shift in how organizations are working, consistent and reliable flow of data across people, teams and business functions is crucial to survival.”

— Gartner, 2020

Background

- December 2019 iData Assessment/Recommendations

	Priority: Immediate	Priority: High	Priority: Long Term
Process Focus: Management & Governance	<ul style="list-style-type: none">Establish a Data Governance CouncilDefine Data Management Process Ownership	<ul style="list-style-type: none">Create a Data Management Strategy ChecklistEstablish a Data Stewardship Program	<ul style="list-style-type: none">Establish a Data Quality ProgramProvide Data Management & Analysis ConsultingOrganize Data Analysis Support Services
Process Focus: Tools & Systems	<ul style="list-style-type: none">Create a Data Collection InventoryCreate a Calendar of Data Deliverables & Reports	<ul style="list-style-type: none">Create Data Warehouse Technical DocumentationCreate a Report RepositoryDevelop Data Request Tracking System	<ul style="list-style-type: none">Address Shadow DatabasesSelect & Transition to Official Data Analysis Tools

Background

- FY21 Institutional Goal
 - Protect the mission, outcomes, and sustainability of the College through the alignment, implementation, and communication of the Resilient MC Roadmap and MC2025 Strategic Plan
 - Data Governance Plan
 - Enterprise Risk Assessment and Plan
 - Roadmap for Equity and Inclusion
 - Strategic Enrollment Plan
 - Strategic Workforce and Staffing Plan
 - Technology Master Plan (employees, students, and infrastructure)

Background

- Interdisciplinary Executive Advisory and Data Stewards Committees created and launched
- Monthly Data Asset Executive Advisory meetings
 - Included various guests from the MC Community
- Data Stewards continue to gain understanding of MC and key stakeholder (internal/external) data and information needs
- Data Asset Management Plan (DAMP) submitted to the President on June 30, 2021, for review and approval

Initial Mission Accomplished...

Data Asset Management Ecosystem

Data Asset Management Committee: All-Levels Data Governance Group
Provide strategic direction for the program and identify appropriate data management requirements, effective use, and responses to business needs.

Data Integration Support
Provide support to ensure consistent access and delivery of quality and usable data from various sources.

Data Change Management
Establish expectations, with regular, formal review. Set requirements, assess performance, and advance continuous improvement.

Data Governance
Data change management and design data policies, training, education, and communications, including (as for audit) articles of an ongoing, iterative, multiple roles.

Data Privacy and Security
Empower collaborative, strategic, and tactical decision-making, enhance productivity, increase accountability, encourage widespread operational information.

Data Quality
Ensure strategic communications and stakeholder engagement (internal and external).

Data Stewardship
Review, write, create and/or implement policies, procedures, standards, and/or guidelines to guide improvements across the College.

Data Literacy
Manage the demand for changes to data processes, policies, and procedures; assist faculty and people in successful data asset conversations.

GOAL 1 BUILD INSTITUTIONAL CAPACITY FOR DATA ASSET MANAGEMENT

For our strategic plan, we set the goal to build institutional capacity for data asset management. This goal is supported by the following strategies:

- 1. Establish a Data Asset Management Committee
- 2. Develop a Data Asset Management Plan
- 3. Implement a Data Asset Management Program
- 4. Monitor and Evaluate the Program

Professional Development's Role in Supporting Institutional Growth and Change

Adapted from Prosci's ADKAR Change Management Model (Prosci, n.d.)

DATA ASSET MANAGEMENT PLAN DEVELOPMENT TIMELINE

Year	Key Milestones
Fall 2018	Approved by College Leadership Approved by Data Governance Committee Approved by Data Privacy and Security Committee Approved by Data Quality Committee Approved by Data Stewardship Committee
Spring 2019	Approved by Data Asset Management Committee Approved by Data Governance Committee Approved by Data Privacy and Security Committee Approved by Data Quality Committee Approved by Data Stewardship Committee
Fall 2019	Approved by Data Asset Management Committee Approved by Data Governance Committee Approved by Data Privacy and Security Committee Approved by Data Quality Committee Approved by Data Stewardship Committee
Spring 2021	Approved by Data Asset Management Committee Approved by Data Governance Committee Approved by Data Privacy and Security Committee Approved by Data Quality Committee Approved by Data Stewardship Committee

DATA ASSET MANAGEMENT PLAN SUMMARY

Area	Action Plan	Timeline
Leadership	Establish a Data Asset Management Committee	Fall 2018
Leadership	Develop a Data Asset Management Plan	Spring 2019
Leadership	Implement a Data Asset Management Program	Fall 2019
Leadership	Monitor and Evaluate the Program	Spring 2021
Leadership	Communicate the Program's Progress	Ongoing
Leadership	Engage Stakeholders	Ongoing
Leadership	Build Capacity	Ongoing
Leadership	Establish a Culture of Data	Ongoing
Leadership	Develop a Data Governance Framework	Ongoing
Leadership	Develop a Data Privacy and Security Framework	Ongoing
Leadership	Develop a Data Quality Framework	Ongoing
Leadership	Develop a Data Stewardship Framework	Ongoing
Leadership	Develop a Data Literacy Framework	Ongoing

Guiding Principles

- Integrity:** Ensure integrity when using data assets, including ensuring data accuracy, reliability, and security.
- Transparency:** Establish transparent processes that ensure data is used ethically and responsibly, and that data is shared in a secure and controlled manner.
- Accountability:** Establish accountability for data assets, including ensuring data is used for its intended purpose and that data is shared in a secure and controlled manner.
- Security:** Ensure data is protected from unauthorized access, use, or disclosure.
- Privacy:** Ensure data is used in a way that respects individual privacy and that data is shared in a secure and controlled manner.
- Accessibility:** Ensure data is accessible to those who need it, and that data is shared in a secure and controlled manner.
- Interoperability:** Ensure data is able to be shared and used across different systems and platforms.
- Flexibility:** Ensure data is able to be used in a variety of ways, and that data is shared in a secure and controlled manner.
- Scalability:** Ensure data is able to be used in a way that scales to meet the needs of the organization.
- Efficiency:** Ensure data is used in a way that is efficient and cost-effective.
- Compliance:** Ensure data is used in a way that complies with applicable laws and regulations.

DATA ASSET MANAGEMENT PLAN DECISION MAKING FRAMEWORK

The framework consists of four levels: Data, Information, Knowledge, and Wisdom. Each level is supported by specific processes and tools.

MONTGOMERY COLLEGE DATA ASSET MANAGEMENT PLAN

June 2021

MC's Website Leads to Completed Applications
Jan 2020 - Jan 2021
4,028,323
10,122,844

Harvard Strategic Data Project

Area	Challenge	Opportunity	Recommendation
Leadership	Lack of a clear vision and strategy for data	Ability to leverage data for strategic decision-making	Establish a Data Asset Management Committee
Leadership	Lack of a clear governance framework	Ability to ensure data is used ethically and responsibly	Develop a Data Governance Framework
Leadership	Lack of a clear privacy and security framework	Ability to protect data from unauthorized access, use, or disclosure	Develop a Data Privacy and Security Framework
Leadership	Lack of a clear quality framework	Ability to ensure data is accurate, reliable, and usable	Develop a Data Quality Framework
Leadership	Lack of a clear stewardship framework	Ability to ensure data is used for its intended purpose	Develop a Data Stewardship Framework
Leadership	Lack of a clear literacy framework	Ability to ensure data is used in a way that is efficient and cost-effective	Develop a Data Literacy Framework

Idata Top Recommendations

Process Focus	Priority: Immediate	Priority: High	Priority: Long Term
Management and Governance	Establish Data Governance Oversight Create a Data Management Process Ownership	Create a Data Management Strategy Roadmap Establish a Data Stewardship Program	Establish a Data Privacy Framework Provide Data Management Oversight
Tools and Systems	Create a Data Collection Strategy Create a Catalog of Data Sources and Types	Create Data Metadata Technical Data Standards Create a Data Privacy Policy	Develop a Data Privacy Framework Develop a Data Stewardship Program

MEASURABLE OUTCOMES

To work toward our shared vision of creating a culture of evidence and inquiry, it is important that we have clearly defined assessment strategies to evaluate the progress of the data asset management program. To that end, there are three metrics against which we will measure our progress.

1. **Supporting our progress against the strategic goal set in the GAAP:** At the end of each fiscal year, we will assess the progress of each of the strategic goals laid out in this plan. As technology and needs change, the data will be updated every two years with an updated timeline.
2. **Professional use of data at the institution:** As measured by the Achieving the Dream (ATD) All data citizens were allocated for under their through our partner released data sets to inform decisions and if the College uses that data to make informed decisions in the fall of 2021. This assessment instrument should be re-administered in fall of 2021 and every two years thereafter as a continuous measure of our progress on the College's journey toward creating a culture of evidence and inquiry.
3. **Use a free-level capability maturity model metrics to measure our work:** Actually, the ATD should be responsible for updating a capability maturity model metrics in the area of:
 - a. Personnel
 - b. Processes/process standard procedures
 - c. Data definitions
 - d. Data availability
 - e. Data usability
 - f. Reporting timeliness
 - g. Reporting format and structure

Data System Flow Map

The flow map illustrates the interconnectedness of data across the college's systems and departments, showing how data is collected, processed, and shared.

The Plan the MC Community Built

MC's Data Asset Management Plan (DAMP)

- Reflects active MC community feedback from various MC community members
- Updates with the President and progress reports quarterly
- Quotes from MC data citizens incorporated into the plan
- Updates to SALT by the Chief Analytics and Insights Officer
- Internal discussions with Marketing, OIT, and the Office of Compliance, Risk, and Ethics on website design, podcasts, blogs, etc.
- Working with WDCE and ELITE on training and educating the MC Community
- Audio version will be voiced by an MC community member

Content of DAMP (Synopsis)

- During the next 2 fiscal years, the plan focuses on 4 goals
 - Build institutional capacity for data asset management
 - Ensure data integration
 - Enhance data literacy
 - Improve priority setting and decision making
- Key strategies are outlined for each goal
- Overall, DAMP endeavors to foster optimal data quality, improved user confidence, timely and appropriate access to data, enhanced knowledge/understanding/insights, and improved decision making capability

Content of DAMP (Synopsis)

- DAMP is aligned with MC2025 and other important MC initiatives
- DAMP will be refreshed every two years due to the depth and breadth of the subject matter
- Ecosystem development and the need for a strong support system is heavily emphasized
- Principles from the Data Governance Institute have been adopted
- A high level action plan and a decision making framework are included
- Metrics will help MC to make informed decisions and the most of our data

*Initial Mission Accomplished...But There
Is Plenty Work To Do Moving Forward*

Immediate Next Steps

- Presidential review, approval and support
- Sunset the Executive Advisory Committee and establish a Data Trustees Group
- Develop and recommend necessary data policies and procedures
 - Data Asset Management Policy Development Group
 - Establish a new chapter for MC Policies and Procedures
- Develop and launch large scale training and data literacy effort
- Communicate, communicate, and communicate some more
- Evaluate, monitor, measure, and revise efforts

Where to Find the DAMP

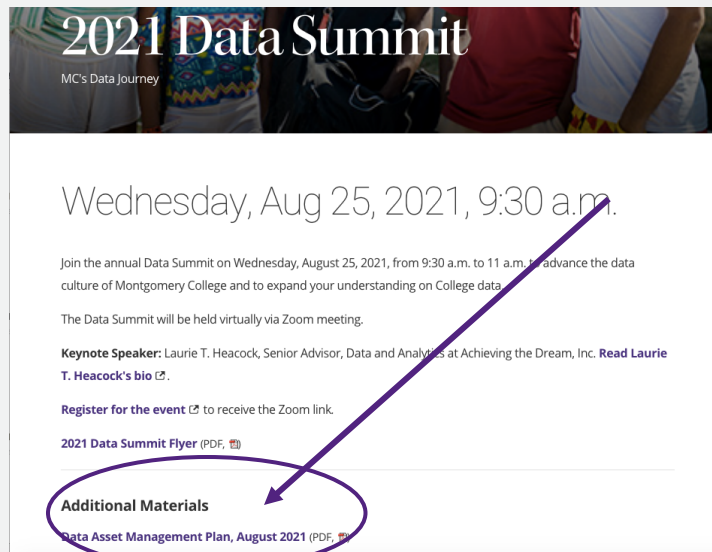
- Search “2021 Data Summit” on the MC Website homepage

- Click on the **1st link**

[2021 Data Summit | Montgomery College, Maryland](#)

- or -

- <https://www.montgomerycollege.edu/offices/institutional-research-and-effectiveness/2021-data-summit.html>



2021 Data Summit
MC's Data Journey


Wednesday, Aug 25, 2021, 9:30 a.m.

Join the annual Data Summit on Wednesday, August 25, 2021, from 9:30 a.m. to 11 a.m. to advance the data culture of Montgomery College and to expand your understanding on College data.


The Data Summit will be held virtually via Zoom meeting.

Keynote Speaker: Laurie T. Heacock, Senior Advisor, Data and Analytics at Achieving the Dream, Inc. [Read Laurie T. Heacock's bio](#).

[Register for the event](#) to receive the Zoom link.

[2021 Data Summit Flyer](#) (PDF, )

Additional Materials

[Data Asset Management Plan, August 2021](#) (PDF, )

MC

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