Public Schools of North Carolina
State Board of Education | Department of Public Instruction

Data Management Governance

Table of Contents

Section 1.0 Introduction

Data that are collected, stored, processed, and/or disseminated by the NC Department of Public Instruction (DPI) are an agency-wide resource that must be managed from an enterprise perspective. Accordingly, this manual establishes the definitive data management policy for the agency. This policy applies to all data used by the agency in the performance of its mission. This data includes any that are collected, stored, processed, and/or disseminated using DPI information systems. No DPI employee or contractor may exchange data with a Local Education Agency (LEA), charter school, school, higher education institution or other constituent outside the guidelines set forth in this manual.

DPI has an established data management governance structure. This structure consists of clearly articulated processes designed to ensure agency compliance with State statutes, NC State Board of Education (SBE) policy, and best practice standards for data management, data standardization, data certification, and data life cycle management. DPI Divisions and managers of agency data are responsible for the timeliness, accuracy, understandability, availability and security of data under their stewardship.

Section 2.0 Governance

2.1 Data Management Structure for DPI

2.1.1 Data Managers

"Data Manager" is not a job title; it is a responsibility within a position. The data manager should be a staff person who already has extensive knowledge of the data and uses the data on a regular basis. The role of a data user does not imply the role of a data manager. Everyone is a potential data user, but a data manager is responsible for the data within his or her program area.

2.1.2 Data Management Group

The Data Management Group (DMG) is the official oversight body, comprised of program area representatives, that is accountable for department data.

The DMG supports DPI's efforts to achieve the SBE's mission, by ensuring data quality, accountability, and timeliness, all of which are essential to enabling data-driven decision-making.

2.1.2.1 Purpose

The purpose of the DMG is to enable DPI to meet the responsibility of providing accurate and timely data to key stakeholders. Data management operational policy will:
• emphasize data management as an essential agency function with data being a resource of the department
• establish comprehensive, enterprise data management guidelines including data standardization

• establish standards and policies for data management to which each agency division and data manager must adhere

2.1.2.2 Authority

The DMG is a decision making body charged with the responsibility for and empowered with the authority to set agency policy and resolve issues concerning DPI data collection, management, and use. The DMG is responsible to the DPI Senior Management per section 2.1.3.

Collection

The DMG has authority to set agency policy regarding the addition, deletion, and modification of agency data collections and the elements these collections contain.

Management

The DMG has the authority to set agency policy regarding data security.

Use

The DMG has authority to set agency policy regarding data availability, access, and use for analysis and reporting.

2.1.2.3 Membership

Membership

An individual who is a member of DMG is approved by the Steering Committee to represent a business area or a major data collection system. Each member has one equal vote. A member's attendance may not be substituted with a non-member, but they may proxy their vote to another member of the DMG or a member of the Data, Research and Federal Policy (DRFP) staff.

The DMG members will review membership, as needed, to identify potential new members. The need for new members will be based on the need to replace a member or add representation from a new business unit or new major data collection system. A three-fourths majority vote will be required to recommend a new member. All current members must vote directly for new members; no proxies will be allowed. The DMG will make the approved recommendation to the Chief Officer of the potential new member's area and the Chief Officer can then assign the person to the DMG (subject to approval by the Steering Committee).

Contributor

An individual who is a contributor to the DMG provides support and advice on specific topics. They may be regular attendees to a meeting or be invited based on their expert knowledge of a specific topic. A contributor does not have any voting rights.

Facilitator

Staff from the DPI Data, Research and Federal Policy Division facilitate the DMG. DRFP staff do not have voting rights unless serving as a proxy, but are responsible for facilitating meetings and discussion, providing agendas prior to meetings, distributing minutes after meetings, collecting and compiling the work of the DMG, and providing other support and management as needed.

Stakeholder

The DMG may also be expanded to include representatives from stakeholders external to the agency. The DMG may invite other contributors to meetings as necessary, but only the official members approved by the Steering Committee have voting rights.

2.1.2.4 Meetings

Cadence

DMG meetings are held as needed, or at least once per month, to address agency issues related to data collection, management, and use.

Materials

Agendas, minutes from the previous meeting, and any information to be reviewed for the upcoming meeting are sent out to group members at least 48 hours in advance of each meeting. Agenda items and associated materials for a prospective meeting must be submitted to the DMG staff facilitator no later than 72 hours prior to the meeting.

Attendance

DMG members are expected to attend every DMG meeting. A dial-in number will be made available for each meeting to enable members to participate remotely, as needed. The minutes for each meeting will indicate those in attendance.

Voting

Voting is conducted during each meeting or via e-mail within 24 hours of the conclusion of the meeting at which the initial vote was held. To be eligible for a vote, an item must be on the meeting agenda and the DMG must have raised the item for discussion prior to the vote. For each item put to vote, all DMG members must vote either yes, no, or abstain, and the votes are entered into the official meetings minutes.

Unless otherwise noted, voting outcome is determined by simple majority of voting membership present, including proxies (see *Proxies* below). In the event of a tie, the group may engage in further discussion and vote again, or may escalate the issue for decision by the Steering Committee.

A vote to delete or modify any existing collection characteristics requires an agreement of 100% of the membership in order to set policy. Anything short of 100% is escalated to the Steering Committee.

All DMG decisions regarding data management policy and procedures are to be communicated to the Steering Committee at its next meeting and posted on the DMG website.

Proxies
In the event that a voting member is unable to attend a DMG meeting, the member may appoint a DRFP staff person or other voting member of the DMG to serve as proxy for the absent member for discussion and voting purposes. The member who grants proxy is responsible for having reviewed the agenda and provided to the proxy any information the member would like to the proxy to present at the meeting. If a DMG member is scheduled to be out for an extended amount of time (or is out because of an emergency for an extended amount of time) the member's organizational unit may name a representative to attend in the member's place, as necessary.

Subcommittees
The DMG may organize subcommittees to work on specific issues on a standing or ad hoc basis.

2.1.3 DPI Senior Management

Per Section 2.1.2.1 (DMG Authority) the DMG has authority to set data management policy for DPI. This authority is granted by the DPI Senior Management, and assumes that only a select few issues that meet predetermined criteria are voted on by Senior Management rather than the DMG. If any one of the following criteria is met, the issue is escalated to Senior Management:

1. Budget or Resource Implications: Any issue that has a significant impact on the budget or requires allocation of resources must be approved by the Senior Management (this includes budget and resources at both DPI and within the LEAs).

2. New Collection: A decision to add a new or delete an existing data collection must be approved by Senior Management.

3. Lack of Consensus: For any decision requiring consensus on which the DMG cannot reach a consensus, the decision must be put to Senior Management.