



DATA GOVERNANCE AND MASTER DATA MANAGEMENT CONFERENCE EUROPE

11 - 14 March 2024 | London, UK

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**University of
Nottingham**

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Making Data Everyone's Business: A Collaborative Approach to Data Governance

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and Data Governance**

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Background: We are UoN



THE UNIVERSITY OF NOTTINGHAM BELONGS TO THE RESEARCH INTENSIVE 'RUSSELL GROUP' AND IS A TOP 30 UNIVERSITY IN THE UK AND A TOP 100 UNIVERSITY INTERNATIONALLY.



TOTAL STUDENT POPULATION OF APPROXIMATELY 37,000 AND A STAFF POPULATION OF APPROXIMATELY 5,000.

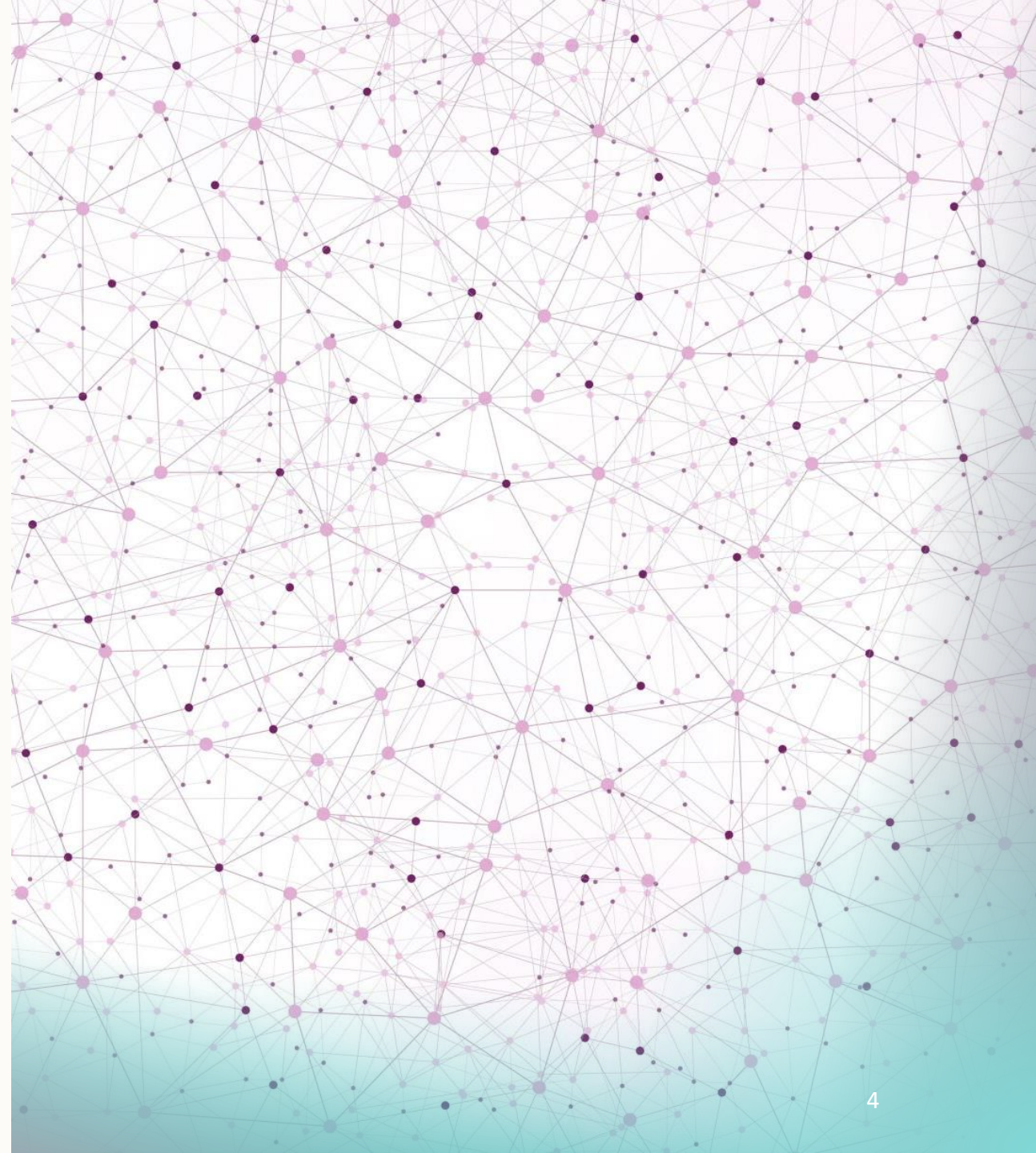


CAMPUSES IN THE UK AS WELL AS CHINA AND MALAYSIA.



Data Landscape

- Data is valued and in demand
- Multiple sources of data and data repositories
- Multiple versions of 'the truth'
- Multiple ways in which the same data is defined and described

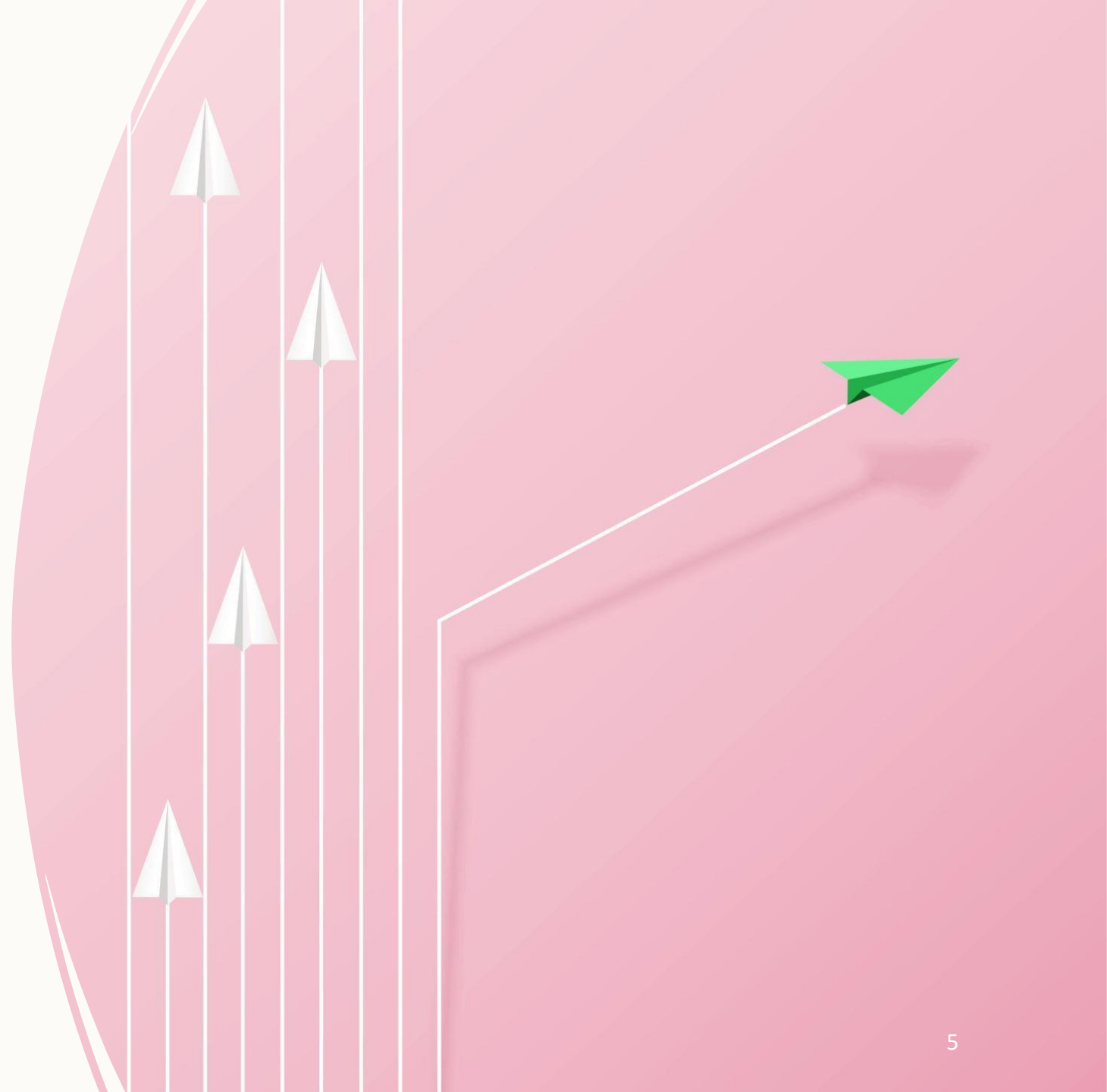


Previous attempts at establishing a governance framework

8 years ago – dedicated software – no mandate for anyone other than us to use it.

5 years ago - one person with no real buy in from the organisation.

Can lead to a fatigue or 'seen it all before' stance from the organisation.





First Steps in establishing a Data Governance Framework

- Consult the experts in the field – we don't know what we don't know.
- Consult the organisation – what are the key issues, captured 'data horror stories' as well as key aims and aspirations.
- Articulate the benefits – the 'why' needs to be clear and definable. Statutory reporting requirements as an initial case study.
- Consult, collaborate and engage – the framework and operating model has to be owned and developed by the organisation as a whole and not a single team.

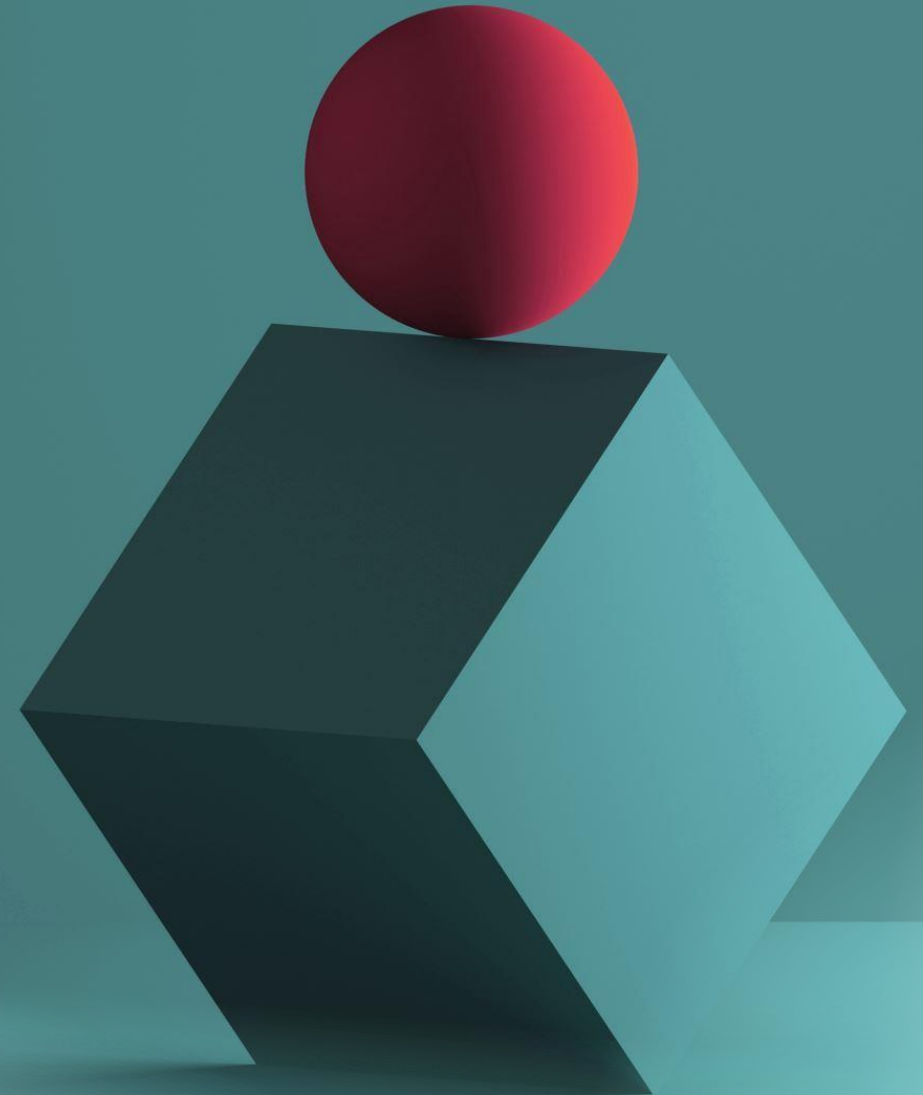




First Steps in Establishing a Data Governance Framework

Train and **enable** data owners and data stewards – people can't own data if they don't understand the purpose, benefits and expectations of this.

Training is a careful **balance** between informing people but not patronising – data owners are often likely to have significant background knowledge of organisational data and how it is currently used.





Developing Key Artefacts via Collaboration

Data Governance Operating Model

Data Governance Principles

Data Domains

Data Roles

Data Landscape Maps

Data Glossary

Data Criticality Matrix

Data Quality Issues Log

Data Quality Reports

Snowflake Data Dictionary

E-learning

Networks and Forums



'Non-invasive' approach – using existing forums and team meetings to deliver key messages and updates.



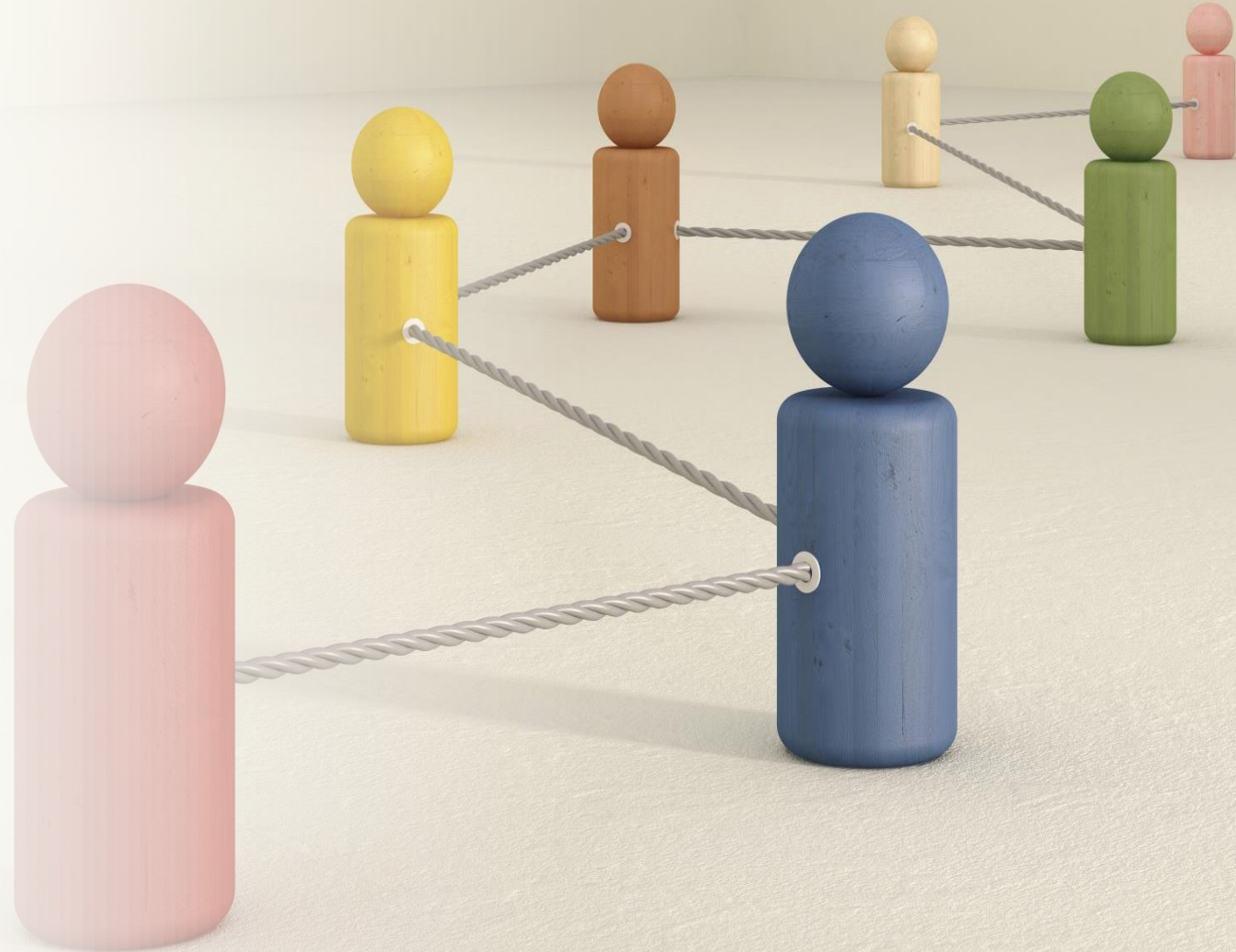
Community of Practice – empowering those who work with data from across the organisation to gather to share best practice as well as key issues.



Data Quality and Standards Group – a new forum at UoN designed to bring key data owners and stewards together to form a holistic overview of data improve and develop the key University processes and reporting which rely upon data. The group agenda and actions are driven by an emphasis on enhancing data quality through effective governance, accountability and collaborative working.

Feedback Loops: "You said, We did".

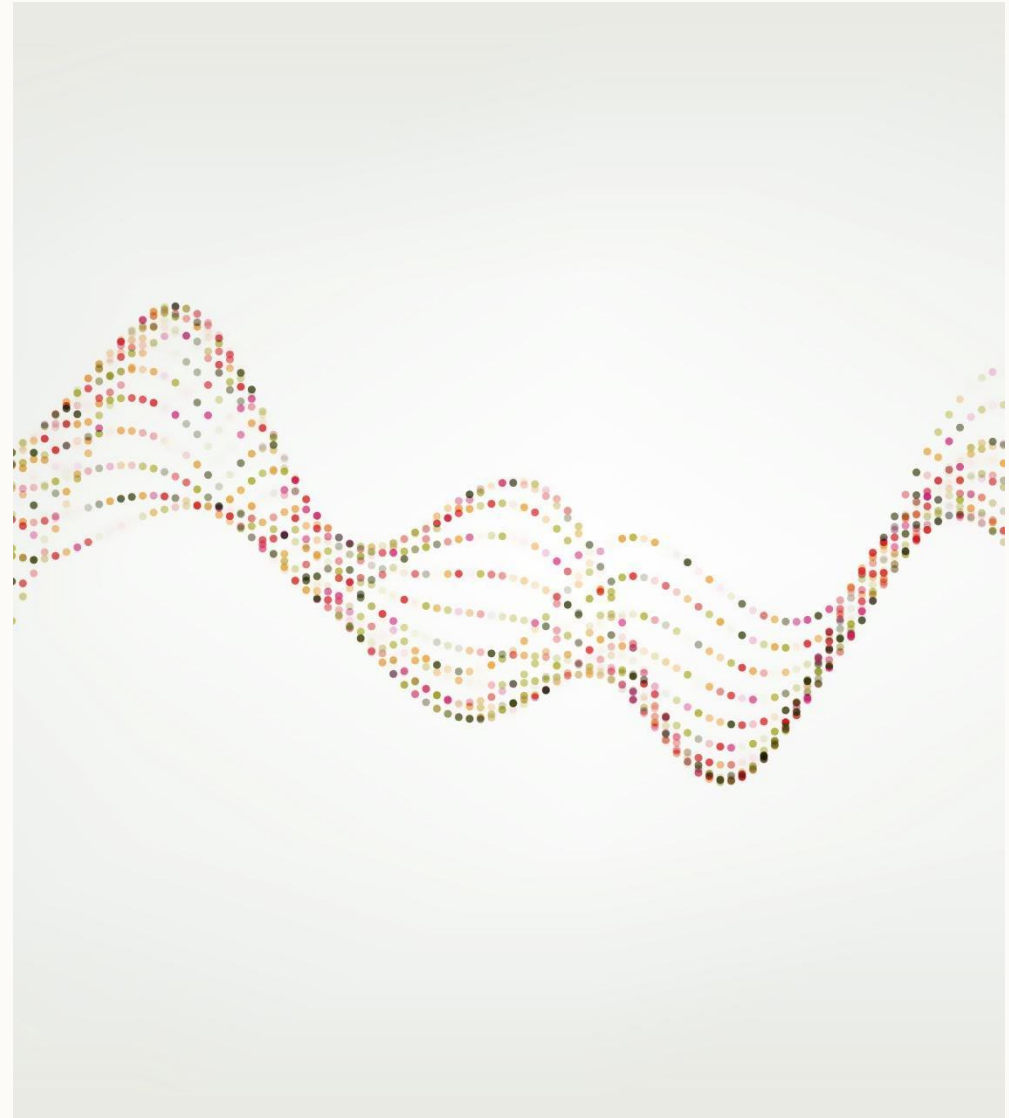
- If colleagues have invested time and resource in collaborating and developing key assets, a feedback loop is critical.
- Engagement and buy-in are driven by feedback loops showing that the team are continuously listening and proactively acting upon the inputs and information shared by the organisation.
- Effective feedback loops can also help address 'change fatigue' amongst colleagues.





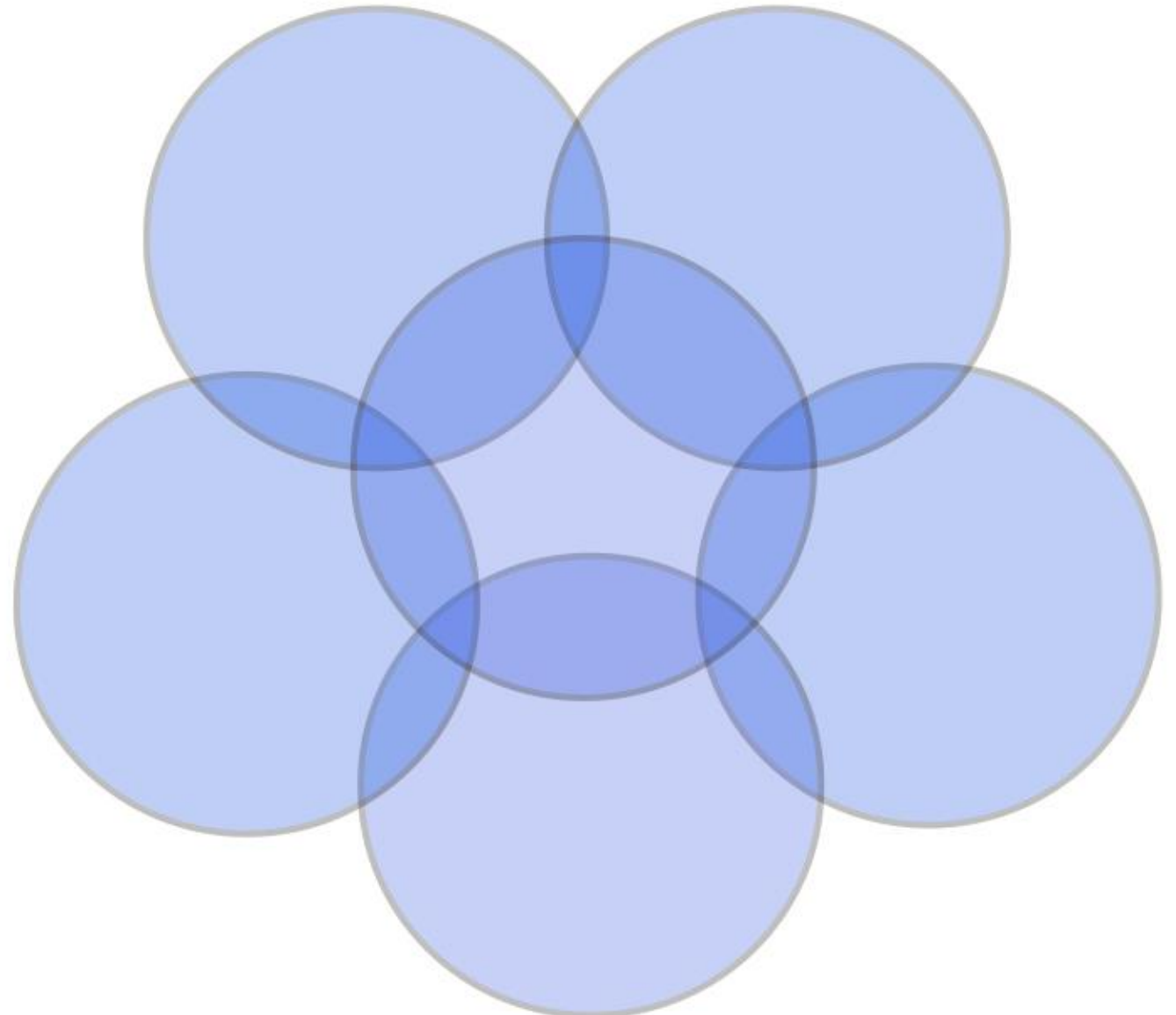
Challenges and Pitfalls

- Artificial deadlines can demotivate. Lack of any deadlines can cause slippage.
- Gaining traction amongst a backdrop of other challenging and competing priorities.
- Must constantly align and link back to the data strategy as well as the pace of strategy development.
- Danger of alienating colleagues or making them feel that it is 'not for them' if engagement work is not balanced appropriately.





**Organisation
Wide
Collaboration**





Student Definitions

- Data Glossary: collaborative resource - terminology, definitions, data purpose, ownership



Data Glossary process

What is a Student?

- Mode of study? Home/International? Counting method?
- Workshops to identify cohorts, prioritise important definitions
- Collaboration with Data Domains, Faculties, Key Stakeholders, School Analysts



Student Definitions

Student Attributes / What kind of students are we interested in?							
Registration status 	Enrolment status (e.g. suspension, resits, thesis pending) 	Fee status - Home / International (at what point did EU become legacy?) 	New or returning 	Year of study 	Year of programme 	EDI Equality, Diversity and Inclusion characteristics 	Carers
Funding arrangements (e.g. SLC, Research councils)	Sponsor status	Lifelong learning	Under 18s	Mature students 	Staff who are also students	Student Sabbatical Officers	Qualification awarded
Nottingham Advantage Award	Course Group	Student engagement 	WP Widening Participation 	Agent status	Attainment and progress e.g. module results, credits 	Care experienced and estranged	Military role
Support plans	Progression pipeline e.g. UG to PG	Tariff 	Domicile - countries 	Financial Aid 	Funding eligibility 	Sports Elite	DSA Disabled Students Allowance
Classification	Fitness to Practice	Criminal convictions (DBS)	Occupational Health	Visa status 	Clearing	Entry qualifications	Entry offer type



Student Engagement

Nottingham context

- Data is a valuable asset
- “Wild West”

Insight and Analytics (I&A) team

- Student statutory returns, analytics (internal and external), business intelligence development, performance insight, data governance

Snowflake

- Single source of truth, lineage, data quality rules
- Collaboration with Data Owners, I&A Operations Group



Student Engagement

- Monitoring individual student learning engagement
- Tableau dashboard

Impact

- Trusted data sources
- Reduced support hours investigating discrepancies
- Clear definitions e.g. “Mature Student”



Data Quality and Standards Group (DQSG)

- Data governance forum
- Attended by Data Owners/representatives
- Promoting and embedding data governance principles
- Regular feedback and check-ins to avoid presenteeism

DQSG Working Group

- Attended by Data Stewards
- Collaboration with Information Security
- United approach to good overall data management, supportive relationship, reducing duplication



Data groups model



Summary

- Collaboration is an important aspect of embedding the framework
- The staff in the business are the data experts
- Creating tangible benefits
- Champions across the University of Nottingham

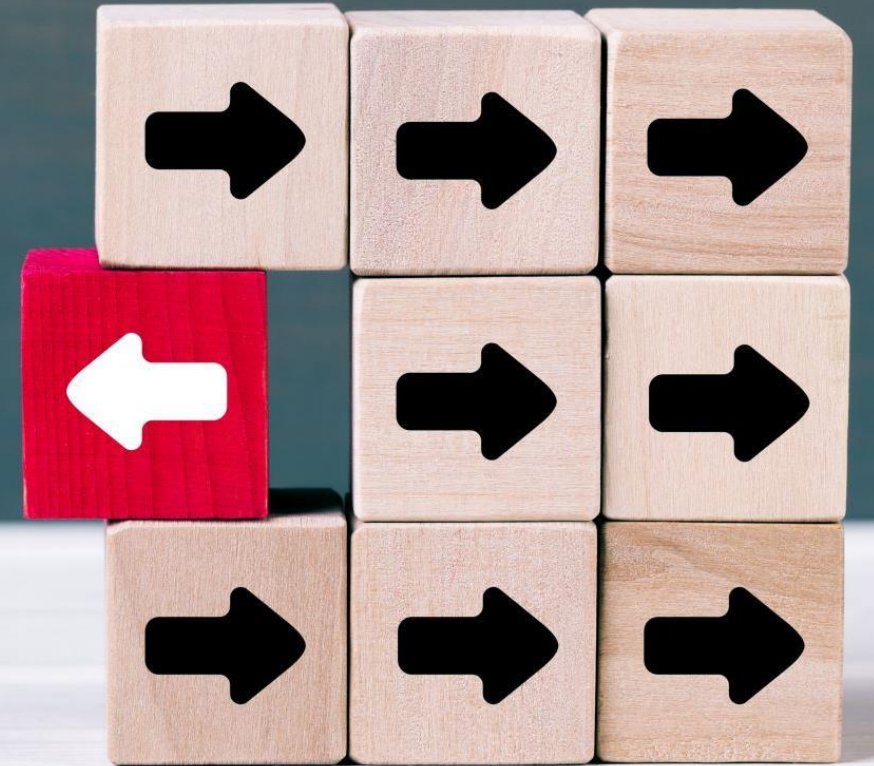


- Define a difficult term
- Create a single source of truth
- Set up a data forum
- Anything else

Collaboration is key!

Next Steps

- Further development and socialisation of key artefacts. Proving the benefits of these in practice to the University.
- Launch of Data Governance and Quality Policy.
- Commencing engagement with new data domains to extend reach, awareness and upscaling of Data Governance activities.
- Launch of Data Governance induction training.
- Engaging with core projects across the University to ensure that key Governance principles are incorporated at set up.





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Thank you



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