



UNIVERSITY of
SOUTH FLORIDA

DATA GOVERNANCE PROGRAM CHARTER

University of South Florida

Abstract

Institutional data are a strategic asset. For too long, Data governance efforts have been siloed. A holistic approach via a consistent, repeatable and sustainable Data governance program is vital in order to protect and improve the institution's security posture, brand and reputation. This charter is a living document aimed at providing a framework for improved transparency and accountability in the use, quality, storage and security of institutional data.

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Document History/Revisions

Table with 4 columns: Version, Date, Summary of Changes, Author/Editor. Rows include versions 1.0 through 1.6 with corresponding dates and change descriptions.

Key Points

- Data are foundational for digital business and analytics programs. Data governance is designed to consolidate processes, accountability and technology for improved data literacy, quality, compliance, security, and use of institutional data.
- Data governance is a long-term program and involves organizational behavior change. It is a team sport that requires the building of partnerships and recruitment of team members from across the enterprise who will be appropriately dedicated.
- This document specifies the context, objectives, scope, and recommended organization of the Data Governance Program.
- This is a living document that will be developed and maintained in a graduated approach. Initial focuses will be on enterprise-wide data, followed by regional data. Mechanisms, tools, processes, and policies required to support the program will be developed, refined, and approved on an on-going basis.

Intake of projects or products that are a consequence of Data Governance efforts are out of the scope of this program and will be managed via already established protocols, such as the Information Technology Management Council (ITMC) for technology projects.

Context

Institutional data are a strategic asset of the University of South Florida (USF) and the appropriate management and use of data is critical to the University's operations and data-driven decision-making. Inappropriate use of data due to lack of standards, inconsistent taxonomies and definitions, data silos, lack of quality and ownership, can result in inefficiencies, mistrust and exposes the University to unwanted risk. A consistent, repeatable, and sustainable approach to data governance is therefore necessary in order to protect the security and integrity of the University's data assets, as well as the University's brand and reputation. In 2018, recognizing the need for a formalized data governance structure and policy, USF's then Provost & Executive Vice President, Dr. Ralph Wilcox and USF's Chief Operating Officer & Vice President John Long charged the Data Governance Planning Group, led by Chief Information Officer, Sidney Fernandes and Vice Provost, Dr. Theresa Chisolm, to develop and operate an institution-wide Data Governance Program. This program is aimed at improving consistency in the use of institutional data, increasing transparency with regards to sources and definitions, and establishing decision rights and accountability for data quality, reporting, access, storage, and security. In 2024, USF's

Provost & Executive Vice President Prasant Mohapatra and USF's Chief Information Officer & Vice President for Digital Experiences, Sidney Fernandes, reaffirmed the criticality of the Data Governance program.

Purpose of this Document

The Data Governance Charter serves to establish the Data Governance Program for the University of South Florida, and outlines the program's goals, scope, requirements, and standards. It is recognized that data governance is not a one-time effort; but rather it requires ongoing operation and monitoring to support continuous improvement. It is also recognized that all data is not equal, and that USF needs to identify what data needs to be governed, shared, and managed. Therefore, USF will approach the Data Governance Program in a graduated and adaptive fashion (described in the [Graduated and Adaptive Approach](#) section).

Related Regulations and Policies

The following University of South Florida regulations and policies are related to Data Governance. These regulations and policies are essential for maintaining data security, privacy, and effective data management.

- USF Regulation 2.0021 Student Records
- USF Regulation 10.017 Limited-Access Personnel Records
- USF Policy 0-019: Confidentiality and Disclosures of Protected Health Information (PHI)
- USF Policy 0-507: Data Management
- USF Policy 0-508: University Information Security Structure
- USF Policy 0-512: Information Technology Governance Structure
- USF Policy 0-515: Protection of Electronic Personal Information
- USF Policy 11-007: Data Submission to External Entities

Scope

Data Governance is an organization-wide effort geared towards defining policies, standards, processes, roles, and metrics that ensure the effective and efficient use of data within the enterprise. It also encompasses *Data Governance* which is the overall administration of the confidentiality, integrity, availability, and usability of the data.

The initial scope of Data Governance at USF is the establishment and operation of a decision rights and an accountability framework that enhances transparency, ownership, security, speed, and accuracy of data-driven decision making.

In the development of this framework, the following needs, how they are currently being addressed, and opportunities for improvement, will be considered:

- (a) A culture of data literacy across the enterprise that allows constituents to identify, locate, evaluate, and effectively use data
- (b) Policies and standards regarding data access, privacy, compliance, and security
- (c) Formal and professional data stewardship necessary to ensure data quality
- (d) Policies around Data Life Cycle Management
- (e) Practices, processes and success metrics by which to operate data governance at USF

The University of South Florida deals with many different types of data. The Data Governance Program encompasses the following types of data:

- Student (Applicant, Undergraduate, Graduate/Professional, Alumni, Non-Degree Seeking, Athletics)
- Curricular
- Faculty & Employee
- Financial
- Space & Facilities
- Human Resources
- Operational Technical
- Research Financial & Commercialization
- Athletics

Data currently Out-of-scope include:

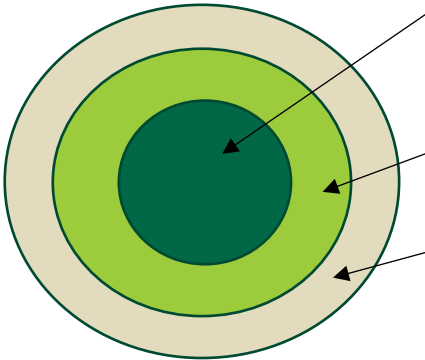
- USF Clinical Data
- IRB requests - Data generated and/or accessed for research purposes
- Research Computing
- Direct Support Organizations
- Donor Information

Graduated and Adaptive Approach

The Data Governance Program will be developed with a graduated and adaptive approach. All data is not equal, and some data is more important than others. Data at USF will need to be classified into the following categories to determine the appropriate Data Governance model for each and to explore which data artifacts are most critical/risky to most important business outcomes, processes or divisions.

1. **Master data** — The small amount of mostly structured data that is shared between most business applications and used day to day by business users tends to qualify as master data. Master data helps keep all data current between applications and so links critical business processes. Common types of master data are those describing customers, products and employees.
2. **Application suite data** — Data that describes products and customers (or other entities) but is used only within related applications or a suite of applications, and by business processes supported by those suites of applications. This is not master data as it is not shared across critical business processes or between applications.
3. **Single-application or single-use data** — This is similar to application suite data but is used only within a single business application and by very few end users.

The Data Governance Program will be developed in a graduated fashion starting with the inner-most of the following 3 rings and progressing outwards:



1. Most critical content - “master data”; commonly referenced; centrally governed
2. Second most critical content – “application suite data”; regionally governed
3. Least critical content – “single application or single-use data”; locally governed

The Data Governance Charter will be continuously updated through an adaptive process, involving input from the Executive Sponsors and Data Governance bodies described below.

Goals and Objectives

The Data Governance Program aims to support USF’s goals via the following objectives and associated strategies:

- Maintaining an intense focus on student success through providing timely data that enhances and accelerates collaboration, outreach and interaction across the USF community

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- Providing timely data that helps measure and monitor performance towards metrics that promote USF as the best education destination in Florida thus attracting students to actualize their goals, while improving rankings of members and entities, satisfaction of member leadership and the performance of the institutions against the goals they have set for themselves

These can be achieved through:

- Improving transparency, responsibility and accountability for data confidentiality, integrity, and availability
 - Improving data culture and literacy at USF through consistent, reliable and effective use of data at USF, thus reducing the risk of improper/illegitimate, incorrect, insufficient application of data, analytics and reporting used for decision-making by university leadership, internal data consumers, and external bodies
- Continuously organizing and adapting shared data resources to provide cost effective solutions for the institution. This can be achieved through:
 - Improving alignment amongst appropriate stakeholders in the development of data policies and practices
 - Creating best-practice change management processes to ensure consistency and stability
 - Reducing institutional cost by reducing redundancies in the creation and maintenance of enterprise datasets
 - Establishing and sustaining a robust, agile Data Governance program and strategy that anticipates and adapts to changes in higher education and technology

Guiding Principles

The Data Governance Program is driven by the following principles:

- **Transparency**
 - Accountable parties should provide clarity regarding how and when decisions are made, and processes are created
 - Decisions and processes need to be audited to support compliance-based requirements
 - Data sources need to be certified or carry 'confidence/quality' ratings that provide users transparency into suitability of the data for their reporting needs

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- **Accountability**
 - Formal roles should be defined and all members of the USF community, including data consumers, data owners, data stewards and data custodians, need to be accountable for their roles in supporting data governance standards, policies and processes around data accuracy, quality, access, etc.
 - **Agility**
 - Strategy and processes should be periodically reviewed and modified when appropriate, to adapt the changing higher education and technical landscape
 - **Change Management**
 - Accountable parties should initiate and communicate a concerted effort to manage changes regarding data management, policies and definitions
 - **Business Value Driven**
 - Establish a clear line of sight between business value drivers, the data required to support them and key business process areas that are under the jurisdiction of the data governance forum
 - **Metrics Driven**
 - Metrics that reflect process and behavioral improvements should be monitored and reported

Executive Sponsors

The Data Governance Program has the following executive sponsors:

- Prasant Mohapatra – Provost & Executive Vice President
- Sidney Fernandes - Chief Information Officer & Vice President for Digital Experiences

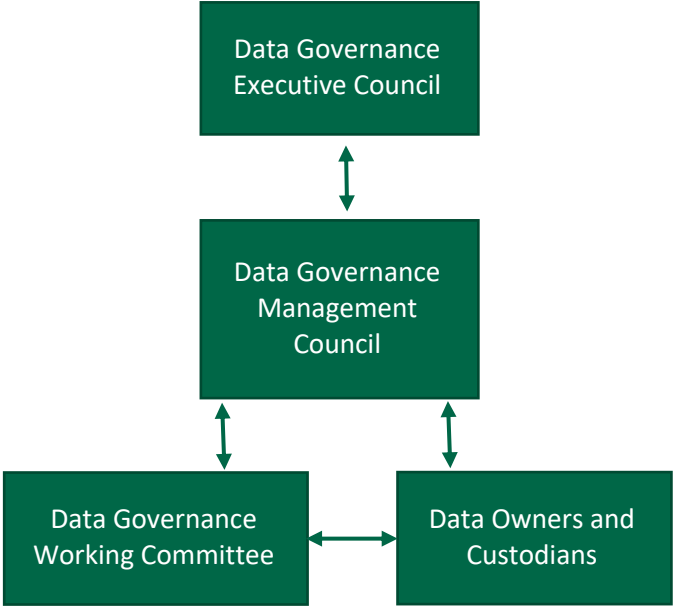
Initial Charter Working Committee Membership

The initial working committee charged with drafting the Data Governance charter comprised the following members:

- USF Chief Information Technology Officer – Sidney Fernandes
- USF Vice Provost, Strategic Planning Performance & Accountability – Theresa Chisolm
- USF Deputy Chief Information Technology Officer – Jenny Paulsen
- USF Associate Vice President, Office of Decision Support – Valeria Garcia
- USF Assistant Vice President, Information Technology - Swapna Chackravarthy
- USF Associate Vice President, Information Technology – Patrick Gall
- USF Chief Information Security Office, Information Technology – Alex Campoe
- USF Data Administrator – Mariya Galchenko
- USF ERP Analyst – Kenneth Rodriguez

Governing Bodies

The Data Governance Program is overseen by four distinct governing bodies: The Data Governance Executive Council, the Data Governance Management Council, the Data Governance Working Committee, and the Data Owners Group. These groups are generally responsible for creating, modifying, and approving policies and procedures and in promoting environments that support data-driven decision-making.



Data Governance Executive Council

The Data Governance Executive Council’s standing members are the Provost & Executive Vice President for Academic Affairs and the Chief Information Officer & Vice President for Digital Experiences. The standing members will determine the need for ad hoc members from the university’s senior leadership, as determined through appointment to the President’s Cabinet, to serve on the Data Governance Executive Council as needed.

The responsibilities of the Data Governance Executive Council include:

- Final approval of policies and recommendation of regulations to the USF Board of Trustees.
- Prioritize and approve high-level data-related projects, including those related to risk mitigation.
- Advocate for resources needed to support the Data Governance Program.

The Data Governance Executive Council will also include the following as ex-officio:

- Vice Provost Strategic Planning, Performance & Accountability
- Associate Vice President for the Office of Decision Support & University Data Administrator
- Senior Associate VP, Data Analytics, ERP Solutions and Deputy CIO

The Data Governance Executive Council's operations are as follows:

- Decisions will be made per the Decision Matrix ([Addendum B](#)) and the associated working mechanisms.
- The Council will meet at least annually.
- Formal decisions on policy will be communicated to the Data Owner Groups, the Data Governance Management Council and the Data Governance Working Committee.
- Meeting Records: With the exception of confidential topics, meetings will be recorded in audio-visual format solely for the convenience of Council members to enable those who were unable to attend a particular meeting to hear the discussion. Recordings will be retained for no more than 45 days after the meeting date. Meeting minutes detailing the attendance record, topics, presenters, decisions, recommendations made, and action items will be retained as official historical meeting records in accordance with the university's general record retention requirements.

Data Governance Management Council

The Data Governance Management Council comprises campus leaders who provide guidance and recommendations to the Data Governance Executive Council.

The Data Governance Management Council responsibilities include:

- Recommendations of policies and regulations to the Data Governance Executive Council.
- Recommend approval and prioritization of high-level data-related projects, including those related to risk mitigation.
- Advocate for resources needed to support the Data Governance Program.

The co-chairs of this Council are the Chief Information Officer & Vice President for Digital Experiences and the Vice Provost for Strategic Planning, Performance and Accountability. The Data Governance Management Council's membership is comprised of representatives from various university units. For details on the areas represented by the Data Governance Management Council, please refer to Addendum D.

The Data Governance Management Council operations are as follows:

- Decisions will be made per the Decision Matrix ([Addendum B](#)) and the associated working mechanisms.
- The group will meet monthly as needed.
- Formal recommendations on policies will be communicated to the Data Owner Groups, the Data Governance Executive Council and the Data Governance Working Committee.

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- Meeting Records: With the exception of confidential topics, meetings will be recorded in audio-visual format solely for the convenience of Council members to enable those who were unable to attend a particular meeting to hear the discussion. Recordings will be retained for no more than 45 days after the meeting date. Meeting minutes detailing the attendance record, topics, presenters, decisions, recommendations made, and action items will be retained as official historical meeting records in accordance with the university's general record retention requirements.

Data Governance Working Committee

The Data Governance Working Committee comprises select data managers, data owners, data stewards and data consumers who can speak to critical campus data/reporting needs as well as create plans to meet those needs. The primary focus is on enabling data-driven decision-making within the scope of the Data Governance Program.

The Data Governance Working Committee responsibilities include:

- Draft and recommend standards, practices, and policies to the Data Governance Management Council.
- Define, create, maintain, and communicate information metadata.
- Recommend appropriate levels of resources (staff, technical infrastructure, etc.) and ensure that proper planning protocols are in place to support the data needs of the entire university.
- Prioritize the implementation of major elements of the new data warehouse and reporting environments, including storage, access/security, new reports/analytics that can answer campus data questions, and/or support for institutional agreements and data requests.
- Promote appropriate data quality and data integrity, including consistent data definitions and their application throughout connected systems.
- Promote, communicate, and educate about Data Governance across the University
- Contribute and advise around the development of a campus data, standards, and technology training program.

The Data Governance Working Committee's membership is comprised of representatives from various university units. For details on the areas represented by the Data Governance Management Council, please refer to Addendum E. The co-chairs of this Council are the Associate Vice President for the Office of Decision Support & University Data Administrator and the Senior Associate VP, Data Analytics, ERP Solutions and Deputy CIO.

The Data Governance Working Committee operations are as follows:

- Decisions will be made per the Decision Matrix ([Addendum B](#)) and the associated working mechanisms.

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- The group will meet monthly.
 - Meeting Records: With the exception of confidential topics, meetings will be recorded in audio-visual format solely for the convenience of the working committee members to enable those who were unable to attend a particular meeting to hear the discussion. Recordings will be retained for no more than 45 days after the meeting date. Meeting minutes detailing the attendance record, topics, presenters, decisions, recommendations made, and action items will be retained as official historical meeting records in accordance with the university's general record retention requirements.

Data Owners

Data Owners are formally identified university officers who have ultimate policy-level responsibility and accountability for the data within their functional areas. They are charged with complete control over that data and can authorize or deny access to it as they deem appropriate.

The Data Owners responsibilities include:

- Following the University's regulations and policies which outline the methods by which the Data Owner may use, collect, share, and store data that they own.
- Data Classification – determining the appropriate levels of classification for their data (Restricted, Sensitive, Public) and the appropriate access based on those classifications.
- Working with the Chief Information Security Officer (CISO) to develop access criteria and guidelines for each data classification.
- Ensuring that individuals with access to restricted data have completed required training and agreed to all statements of confidentiality
- Developing processes, procedures, tools and training to ensure that data is being used appropriately and all confidential data is being treated according to policy
- Assuring compliance with all legal and regulatory requirements for data in their areas.
- Authorizing user access to institutional data
- Periodically revalidating that user access to their data is appropriate.

The membership of the Data Owner Group(s) is determined by the types of data being governed. These are broadly classified in the "[data types \(within scope\)](#)" section of this document. Recommended membership for each of these data types is provided in [Addendum C](#) of this document.

The Data Owner Group(s) operations are as follows:

- Decisions will be made per the Decision Matrix ([Addendum B](#)) and the associated working mechanisms.
- The group will meet as needed.
- Minutes will be taken for each meeting and will be approved at the next meeting.

Data Custodians

Data Custodians are Information Technology professionals focused on the technologies used in data management and the tools that assist data users with the secure use of the data. Data Custodians are responsible for implementing data protection policies as defined by the institution's security policies and senior leadership. Data custodians perform all activities necessary to ensure the confidentiality, integrity, and availability of institutional data, and to fulfill the requirements and responsibilities delegated by Data Owners.

The Data Custodians responsibilities include:

- Implementing all data management and protection policies established by Data Owners.
- Administering access to data as directed by Data Owners.
- Managing data storage based on classification.
- Maintaining a secure physical environment for the safe handling of data in compliance with regulatory requirements.
- Ensuring that the Disaster Recovery requirements for data are met.
- Facilitating the periodic performance of access entitlement reviews by Data Owners.

The Data Custodians operations are as follows:

- Decisions will be made per the Decision Matrix ([Addendum B](#)) and the associated working mechanisms.
- The group will meet as needed.
- Minutes will be taken for each meeting and will be approved at the next meeting.

ADDENDUM A: Milestones

1. Complete Data Governance Charter, communicate and distribute the same for discussion and the requisite approvals for the following:
 - i. Goals and scope
 - ii. Initial working committee membership
 - iii. Governing bodies
 - iv. Stakeholder list
2. Identify high-level business drivers and associated business metrics that can be impacted by Data Governance. Identify the relationships between business outcomes -> performance metrics -> business process metrics -> data metrics
3. Build the business case for data quality through documenting the effects of poor data quality on business KPIs and then targeting improvement on the same.
4. Establish mechanisms to measure program success using the metrics identified
5. Assign Authority and Resources
6. Identify a pilot project
 - i. Establish a Data Dictionary/Taxonomy
 - Create a searchable data catalog
 - Create one clearly defined data dictionary and make it accessible (in access, navigation, process)
 - Establish definitions for various data elements
 - ii. Establish an Accountability Framework
 - Identify roles and associated accountability
 - Identify governance domains
 - Create processes and mechanisms to enable and enforce accountability (create RACI model, communication model, decisions model and rules or order)
 - Establish mechanisms for version control
 - iii. Create mechanisms for certification or data quality, integrity and accuracy
 - iv. Establish polices around data access, privacy, compliance and security
 - v. Establish polices around data life cycle management – data capture, maintenance, usage, publication, archival and purging
 - vi. Identify and measure business metrics (baseline and ongoing)

ADDENDUM B: Decision Matrix

The governance structure is included below and shows those involved in decision making and their roles and responsibilities in each of the decision categories (domains).

The roles include:

- Input Required (blue) – required to provide input into the decision by sharing their thoughts and ideas and may be required to provide a recommendation to the decision maker
- Decision maker (red) – makes the final decision, taking into account any recommendations shared by those providing input
- Synthesizer (purple) – responsible for collating and sharing information relevant for the decision maker to make the final decision
- Override (*) – reviews the decision made by the decision maker and has the authority to override the final decision

Data Governance Program Charter Decision Matrix																							
Domain	Data Needs						Data Policies & Procedures						Data Access & Security										
	Student	Curricular	Faculty	Research	Finance	HR	Multi-Domain	Student	Curricular	Faculty	Research	Finance	HR	Multi-Domain	Student	Curricular	Faculty	Research	Finance	HR	Multi-Domain		
Decision Makers																							
DG Executive Council	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
DG Management Council																							
DG Working Committee																							
Student Data Owner																							
Curricular Data Owner																							
Faculty Data Owner																							
Research Data Owner																							
Finance Data Owner																							
HR Data Owner																							
Student Data Custodian																							
Curricular Data Custodian																							
Faculty Data Custodian																							
Research Data Custodian																							
Finance Data Custodian																							
HR Data Custodian																							
CISO															*	*	*	*	*	*	*	*	*
Legend																							
Responsible for synthesizing input for the decision makers																							
Decision Maker																							
Provides input for decision																							
* Can override Decision Maker																							

ADDENDUM C: Data Owners Membership by Data Type

Student (Applicant, Undergraduate, Graduate/Professional, Alumni, Non-Degree Seeking)

- Registrar
- Undergraduate Studies
- Graduate Studies
- Decision Support
- Data Administration
- Financial Aid
- Admissions
- Innovative Education
- USF World
- Student Affairs
- Athletics
- Alumni

Ex officio: General Counsel, Audit, Information Technology, USF Health, Branch Campuses, etc., as needed.

Curricular

- Data Administration
- Academic Affairs (Provost's Office)
- Registrar
- Undergraduate Council
- Graduate Council
- College Deans
- Decision Support
- Intuitional Effectiveness Representative
- Innovative Education
- USF World

Ex officio: General Counsel, Audit, Information Technology, USF Health, Branch Campuses, etc., as needed.

Faculty

- Provost Office
- Decision Support
- Decision Support - Institutional Effectiveness
- Administrative Services
- Research & Innovation -Faculty Honors, Prizes and Awards
- Library
- USF Health
- Data Administration
- USF World

Ex officio: General Counsel, Audit, Information Technology, USF Health, Branch Campuses, etc., as needed.

Additional Work Groups to consider as the Data Governance Program develops:

- Public Data Communication
- Financial
- Space & Facilities
- Human Resources
- Operational Technical
- Research Financial & Commercialization
- Athletics

ADDENDUM D: Data Governance Management Council - Areas of Representation

The Data Governance Management Council's membership is comprised of representatives from the following university units:

- Administrative Services
- Communications & Marketing
- Compliance & Ethics
- Business and Finance
- Controller's Office
- Data Administration
- Dean/Faculty
- Decision Support
- General Counsel
- Graduate Studies
- Human Resources
- Information Technology
- Innovative Education
- Internal Audit
- Provost Office
- Sponsored Research
- Student Success
- Undergraduate Studies
- USF Foundation and Alumni Association
- USF Health

ADDENDUM E: Data Governance Working Committee - Areas of Representation

The Data Governance Working Committee's membership is comprised of representatives from the following university units:

- Administrative Services
- Admissions
- Athletics
- Budget and Financial Analysis
- Communications & Marketing
- Compliance & Ethics
- Controller's Office
- Data Administration
- Dean/Faculty
- Decision Support - Academic Planning
- Decision Support - Faculty Data
- Decision Support - Student Data
- Decision Support - Survey & Benchmarking
- Financial Aid
- General Counsel
- Graduate Studies
- Human Resources
- Information Technology - BI Analytics
- Information Technology - Security
- Innovative Education
- Internal Audit
- Registrar's Office
- Sponsored Research
- Student Success
- Undergraduate Studies
- USF Foundation and Alumni Association
- USF Health - Academic Affairs
- USF Health - Faculty
- USF Health - Finance
- USF Health - Research