

FINISHED FILE

ATLAS RESEARCH
SAMI COUTURE/NELS R. BENSON
JULY 19, 2019

PDG B-5 DATA SERIES
COMMUNITY OF CONVERSATION - DATA GOVERNANCE
2:30 PM CT

Services provided by:
Caption First, Inc.
P.O. Box 3066
Monument, CO 80132
800-825-5234
www.captionfirst.com

This text, document, or file is based on live transcription. Communication Access Realtime Translation (CART), captioning, and/or live transcription are provided in order to facilitate communication accessibility and may not be a totally verbatim record of the proceedings. This text, document, or file is not to be distributed or used in any way that may violate copyright law.

>> Hi, folks. Thank you for joining. If you didn't hear my last announcement, we'll get started in just a moment. We do have silence until the webinar starts. So you didn't miss anything. We're just sitting here on hold just to give other folks a chance to join. So thanks for logging on today.

All right. Hi, everybody. Thanks for joining us today. We are at 3:30. We have a great presentation for you all today. So I'm just going to do a quick housekeeping item that everyone has been muted. If you do want to talk, need to talk, if you press star 6 to unmute yourself and then star 6 again to re-mute. So I will pass it over to the presenters to get us started.

>> JIM LESKO: Thanks Sami, so that would be me. My name is Jim Lesko. I'm the Director of the technical assistance for the Preschool Development Grant TA project. I'm with Atlas. It is my pleasure to get us started this afternoon. This is the first of a series of four webinar slash communities of conversation that we'll be having on behalf of the preschool development grant, birth to five TA project.

Our first conversation today focused data will be specifically on the topic of data governance. And it will be my pleasure to introduce Tony Ruggiero, he is a TA specialist with the AEM corporation and Tiffany Boyd who is also a TA specialist with the AEM Corporation working with the PDG birth to 5 TA effort. Today as I mentioned it will part of a four-part Communities of Conversation. We welcome all of the PDG grantees and their partners. We know that many of the PDG grantees have also included their consultants who have been assisting them with their data efforts. Welcome to everybody.

I'm also happy to have our PDG B to 5 on board and call them out. Sami Couture, Kesley Shaw, Maria Synodi, Evelyn Keating, Sue Mitchell and Gauri Gladish. Each are on the phone this afternoon.

We wanted to remind folks that these communities of conversation are voluntary, but yet we are very glad for those of you who have joined us, especially given a Friday afternoon. Of course, depending on what part of the country you're in at the moment, also quite steamy, wherever you happen to be.

Our communities of conversation that we'll be having across and through September will focus on a variety of topics. Today being our first on data communication.

We do want to remind you that if you do have a particular question that you would like to ask, either of the presenters or your state colleagues will be sharing on the call today, there is a chat box as a part of your Adobe window. We encourage you to put that information into your chat box, and we have capable team of people monitoring the chat box. We'll make sure that we call out your particular question.

We do want to remind everybody that we'll -- we are also recording the webinar today, and we will be posting the recording on the PDG TA page as a part of the office of child care technical

assistance website.

So today we'll have a conversation around data governance. We'll have an opportunity for participant questions and discussion. Again, we'll remind you to put them into the chat box. We have the fortunate opportunity that Tony and Tiffany have arranged for several PDG grantees to share some of their experiences around data governance. And we'll be giving them an opportunity to join the conversation over the next hour.

Tiffany and Tony will be talking about best practices. And then we'll have some reminders at the close of the conversation today.

So I'm going to turn this over to Tony and Tiffany, if you would both like to do an introduction or are ready to go, it's on you.

>> TONY RUGGIERO: Great, thank you very much, Jim. This is Tony Ruggiero, hello everyone, and thank you for joining us today. So to start us off, we have a question for you, and that is, what do you think of when you hear the phrase or these words, data governance? Please take a moment and enter one or two words into the chat box that come to mind when you think of data governance. Wow. I see data sharing agreements, privacy, security, collaboration, coordination, common understanding and permissions for use of data shared across organizations, teams and policies. Outstanding.

And data governance encompasses all of that. Great answers, everyone. Thank you for responding.

So we know that data governance and as you're writing into the chat can answer many questions. It can help us to keep organized and structured and have a way of operating in a routine fashion and also a way for everyone to understand exactly what we need to do.

So questions, such as who is responsible for providing data definitions for the data sets that we oversee. Questions such as what do we do when someone who has been here for a while leaves? What does our current staff do? And then also, what is the new person supposed to do? How can they then come in and pick up where that person has left off? Data governance also helps us to answer or consider sharing our data with our partner organizations? How do we do this? What is the method? What kind of privacy do we -- what kind of privacy controls do we need to have in place in order to work on our integrated efforts?

What do we do when there appears to be the same version of a report? This report -- these two different versions may be using the same exact data, but there could be calculations that are different. And these reports are meant for something entirely different and truly they do not overlap. So how do we determine which reports we should be using?

Then also data governance can help us to identify how do we fulfill a request or a data request that comes from the governor's office or from the public in terms of questions they would like to have answered with the data that we have?

So data governance can help us answer all these questions as

we move on our integrated data efforts.

The definition of data governance, as you see here, comes from the state longitudinal programs. Data governance, it's two things. It's an organizational process, and it's also a structure. And data governance establishes responsibility for data. Again, you're going to see everything that you just put into chat. That is good. We're all on the same page here. It helps to organize staff across partner organizations to work collaboratively. It also helps us to work on improvement or improving data quality efforts through the creation or the systematic creation of policies, roles, responsibilities, and procedures.

Also I want to note here that data governance exists in two ways. It can be formal, or it can be informal. This is important to note. Tiffany will talk about this in a few moments.

There are central principles of data governance. They include having an agency-wide approach to manage information all the way from collecting high quality data through using our data to answer program and policy questions, ensuring that all programs or partners involved in this effort are represented. They're at the table. Making sure that each data element or data system has an identified owner, that is we know where the data is coming from. We know who oversees it. We know the databases. And we know the offices that are responsible for the data. It helps to establish common processes, definitions, and business rules. You can see business rules here at the end of data quality, ensuring that the business rules were edit checked and exist in our data systems as data is coming in.

It's important to note that data governance is not an IT initiative. This is something that needs to be owned by all the programs who are contributing to the effort. Because the data is a reflection or should be a reflection of what is happening in the program. It also helps to identify clear and distinct roles of relationships of many parties that are involved. And also it is important to note that in order to keep organization and everything very transparent to have somebody who is responsible for organizing everybody and bringing people together, so having one person or point of contact, such as a coordinator that oversees the data governance activities. And then also data governance can help support efforts as it comes to those interagency agreements and also helping to establish the collaboration that is needed as we work on our integrated data work.

So with that we are going to turn it over to our panelists. And I will call them by state and they will introduce themselves and we'll have a few questions for them and we'll go in order for them to answer question. Georgia, would you like to introduce yourself.

>> I want to remind the state partners joining the conversation, you have to hit star 6 in order for us to hear you.

>> Hi, this is Bentley ponder, thank you for that reminder. I am the deputy commissioner for quality innovations and partnerships and the Georgia department of early care and learning. One of the

projects underneath my division is our cross-agency child level data system.

>> TONY RUGGIERO: Wonderful. Thank you, Bentley. And Jessie?

>> It's just me representing Georgia.

>> TONY RUGGIERO: Thank you, Bentley. Pennsylvania?

>> Good afternoon, everyone. My name is Emily Hackleman. I'm from Pennsylvania and office of child development and early learning. I work with many teams regarding our early childhood data and specifically helping with a lot of our data reporting and data sharing across our internal and external partners.

>> TONY RUGGIERO: Great. Thank you, Emily. And Maryland?

>> Hi, everyone. Can you hear me?

>> TONY RUGGIERO: Yes.

>> Okay, great. This is Rachel. De ma, I'm work at the Maryland state Department of Education. Within that project scope we have our data modernization initiative which I'll talk more about.

>> TONY RUGGIERO: Wonderful. Thank you, Rachel. To start, we'll have Bentley go first and our questions are, how did data governance get started in your state, who is responsible now? What has been the role of data governance for the integrated early childhood data?

>> For us in Georgia, I'm really going to speak about our system that I mentioned a second ago. There are other data governance things we've done, but I think for the purposes of this call I'll focus on that.

So our Cactus system was actually created as a result of our early learning challenge grant, but a lot of the work for that had begun before that grant. I would say for us data governance really started in between the years of 2010 and 2013.

We were very lucky because Georgia was a -- I guess P20 race to the top state. So they had created what's called Georgia Awards which is a longitudinal research data system related to race to the top. So we were able to take their governance structure they had for that, and then apply it to Cactus. In terms of our model, Cactus brings together stakeholders from the Georgia department of early care and learning and the Georgia department of public health and child and family services and education. We're fortunate that we have all of our Head Start grantees as part of Cactus. The infrastructure -- I would say too, in terms of our infrastructure, we're much further ahead in terms of the technology than we are in the policy.

So while I think we've made strides in data governance, I think that we still have a little bit of a ways to go. But internally all of the technology piece is decal. In the governance it spread across the different data contributors. We call them participating data contributors. Those are the departments I just mentioned. Then also Head Start. In terms of what it does, our data governance is essentially the framework for all the decision making around Cactus. This way no decision is made by any one stakeholder alone. It helps

everyone feel ownership of the project.

We've been working on the data governance structure for awhile. We're in the final stages of developing a policy manual. That will really lay that out. Again, I think we're about 85% done with that.

>> TONY RUGGIERO: Wow, thank you, Bentley. A lot of excellent work happening there in your state. Thank you for sharing.

Emily?

>> Hi. So for Pennsylvania we certainly have also similarly had a system that we've been -- we've had in place since the probably 2007 to 10 which was when a lot of the work was really being developed. In that structure it really allowed us to start making connections of data across our early childhood programs as well. When we did that, however, it did require us to really stretch our thoughts around data governance and really thinking about data sharing agreements as we were crossing different programs that were funded in different ways.

So we were taking department of human service programs and Department of Education funded programs and linking that data together. That allowed us to take advantage of those resources over the years to start making those connections, creating data agreements, and allowing us to establish that sort of longitudinal look for what's happening for children across their experiences from early childhood here into the school system.

>> TONY RUGGIERO: Great. Thank you, Emily. Rachel?

>> Sure. So echo Bentley and Emily, Maryland also has a long history of progressing in their strategic management of early childhood data integration and there have been a number of turning points along the way. One of those was when Maryland was awarded a first round Race To The Top early childhood challenge grant and that built on a long background in that in the state.

However, to focus on what we're currently pursuing in terms of our data integration strategy, I can provide a quick interview of some of the key functions that we're thinking about that speak to many of the principles to data governance that you just mentioned.

So our data modernization initiative, which is really focused on supporting our collaborative mix delivery system for programs and services that touch all children, birth through five, in the state and their families. Here in the division of early childhood, the role of data governance has centered around five key areas, which I'll run through quickly. The first is data quality and integrity, ensuring the accuracy of data which is really important as we move as a state to assigning unique identifiers for children across the various programs in which they might be participating from birth until school entry, and then moving into school.

Efficiencies, so increasing efficiencies in terms of data entry and data access and use and trying to reduce the number of steps and redundancies around all the business processes that involve our data. The third area is around data sharing which is really focused on collaboration and coordination with partners and stakeholders

which I'll talk more about. And the fourth area is improving customer service and client experience and what we really think of that in terms of internal and external use, so how our staff and agencies are experiencing data systems and how our clients and consumers, families and children themselves are experiencing them.

Then the fifth area is communications and reporting which is providing database narrative really to stakeholders and the public. Just to mention that all of that work is housed within the division of early childhood and that has a number of different branches that encompass our child care subsidy program what we call childhood scholarship program. We have a program coordination and improvement branch. We have a branch focused on what we call early learning which is where we house our kindergarten readiness assessment and also work -- that speaks to those processes and data in the state.

So we also have our Head Start collaboration office as well in this branch -- or division, excuse me.

>> TONY RUGGIERO: Wow, great. Thank you, Rachel. So a lot of great work happening as you can see in Georgia, Pennsylvania, and Maryland. And just a reminder, if you have any questions, you can use the chat if you would like.

We can take a pause and see if there's any questions if anyone wants to unmute themselves. Hearing none, we'll turn it over to Tiffany.

>> TIFFANY BOYD: Thank you, Tony. And thank you, Bentley, Emily, and Rachel. I think all three of you gave some really great examples of some of the benefits of data governance. Tony had mentioned earlier that data governance is in operation, whether it's formal or it's informal. Some of the things that we've heard just even from our three speakers just now is really how that formal data governance can be really strategic. And it has that big picture and long-term view. I thought it was interesting how all three of them some of the processes in place right now started back as far as 2007, 2010, 2011. So it really is a long-term effort. It really is a strategic effort.

And one of the things that differentiate formal data governance from informal is that the formal data governance, it really is, as Bentley said, creating a framework for some of the decision making. And it really -- once you've created the structure and the framework, it's really independent of specific people or specific personalities. There's a lot more stability. If people come and go, there is some stability because we have the formal structures in place.

Also, because it can be agency-wide or in the cases of some of the projects we just heard about, really even cross-agency. If you're thinking of a whole program that's a cross-agency program, when you're really looking across that whole breadth, it really -- it engages all of the relevant stakeholders, and it requires a lot of communication, a lot of collaboration. In doing so, it helps break down some of those bylaws and even strengthens those communication and collaboration.

One other thing I noticed as folks, when we asked initially what your thoughts were, what words came to mind with the words data governance, I did see a lot in terms of processes and documentation and standards, that certainly is part of data governance. One of the benefits of that is it really helps provide more transparency as well as more consistency in your data if you're doing processes the same way, you know what the steps are. If those steps are made known to a number of people, you have more transparency there. You have more consistency and that fosters more trust in the data.

Both Emily and Rachel spoke a little bit about data sharing agreements. So formal data governance can really help provide some of those safeguards to protect personally identifiable information particularly when you're sharing data across agencies and throughout different aspects of your program.

Then that documentation we talked about, having those consistent processes, having documented processes, it really does help support sustainability because that work -- this goes back to one of the questions that data governance can answer, what do I do? Cindy's been working here for ten years. Now she left. Having some of those documented processes in place can really help ensure that that work works seamlessly because you've been able to capture the knowledge and you've documented that.

With informal data governance, on the other hand, can be much more person dependent. Can also be much more compartmentalized and segmented. So sometimes decisions might be made without getting input from all of the appropriate stakeholders. It could mean that the decisions might conflict, particularly if you're working across agencies. You may have different decisions and different agencies that may be conflicting, which can add to some confusion. All of this can lead to some of the data quality issue. I noted that Rachel had mentioned how one of their principles is really around data quality and data integrity. That's one of the risks of not having a formal structure in place is that it can lead to some of those data quality issues and can lead to some inconsistency in the data. It may be you have business rules or process, but they might be applied over time from person to person or from year to year.

And the more inconsistency you're having, then that brings up questions about reliability and validity of your data. So there can be some confusion as well, particularly on some of these broad projects where you are working the different agencies. Around roles and responsibilities and some of the -- I think I heard Rachel said as well, one of the things they're trying to do is be more efficient in terms of being able to grant access to the folks who actually need access to the data. So some of that can be hard and cumbersome, if there aren't good processes in place.

And probably one of the biggest risks of having an informal data governance is around some of that data sharing. If you don't have proper safeguards around that, there's a possibility that some of that data could be shared inappropriately. If there's personally identifiable data about children, that's something none of us really

want to see happen.

So Rachel started to talk a little bit about some of the different principles that they're doing in Maryland. One of the things in terms of assessing where you are in terms of your own data governance, the next few slides will have a few different components of data governance. These can be some things -- these can be places where you can look internally to see how are we doing this, and where can we improve in some of these areas.

So first, do you have some sort of system of data stewardship or data ownership so that each piece of data that is collected or stored or recorded that there's one person who's responsible. In some cases you may have co-stewards, but someone who is an expert on that and who is responsible for assuring that data element, is that in place? Are your documented so that steps aren't being left out? Do you have a record of some of the requirements and the business rule that could help even facilitate your data quality review?

Have you clearly defined some of your roles and responsibilities? How do folks on your project know who's responsible for specific tasks? Have you run into situations where you maybe have multiple people doing the same task or maybe some tasks that are falling through the cracks because no one is responsible. These are all components of data governance.

How are you managing changes? Do you use versioning of documentation to ensure everybody is working from the same version? How are you tracking changes to the data or changes to the data definitions or the data elements? Do you have established processes for that for determining when data may be changed and how? Do you know by whom it was changed and for what reason? And how do you manage all of that? How do you keep track of that?

What kinds of policies around data do you have in place? Do you have policies governing the collection of data or data requests? Do you have like a process for data requests to come in, a process for determining what data can be shared? What types of redaction may be needed? What types of security may be needed around the sharing of data, policies around access to data, things like that.

I noticed in the chat box that we were going through, there's a number of people that talked about standards. So have you developed standards? That can be standard processes which documentation really helps, because then if I leave, whoever comes in my place can do that process in the same way. But it can also be things like naming conventions so that you have like the data elements are named using the similar conventions so that it's easier to understand and to know what those data elements may be. Creating common languages could be everything from documentation templates so that if you have documentation, it looks similar and easy to follow.

And then what are some of your communication protocols? How are you keeping various stakeholders? How are you keeping leadership in some of your various agencies that are part of your

project? How are you keeping them informed? How do you know who knee needs to be informed about what aspects about the project? Is there a communication protocol in place? Are you capturing minutes from the meetings and sharing them to a shared location. What kind of safeguards do you have around controlling access to your data? We talked quite a bit about that. Do you have some clear criteria to determine different levels of access, to determine what's the appropriate level of access for a particular staff person or a partner that you may be sharing data with?

Do you have processes in place to remove users who are no longer need access or who may have left the agency? Those sorts of things could all fall underneath access control.

Finally, how are you managing your infrastructure? By infrastructure meaning some of the hardware, software, keeping all that up to date, patching servers and all of that sort of thing and disaster recovery processes. So all of those different things.

Data governance can look different from one agency to another, from one program to another depending on your situation, you may have emphasized one component over another. You may have additional components. These are some that are fairly common across a lot of different data governance environments.

So I want to go now back to our panelists and -- there are two questions that have come into the chat box. I think one of them we're going to here, what are some of the issues you've seen in implementing data governance. We'll get into that into our next one.

Then how are states gaining data on tribal population? I'll put that out for you, the panelists. If there is something that you can share during this next sharing piece, you can do that as well.

So Bentley in Georgia, I'll start with you first. The question that we have here are what were some of the challenges that we've had in implementing data governance? Or have you experienced some of these risks associated with informal data governance? And then how have any of these specific components that we just talked about helped in overcoming some of those challenges?

>> Sure. Thank you. I would say that we've had a couple of challenges. I would say more than a couple. You know, I mentioned in the earlier question that for us we try to do a governance structure where no one decision is made by any one stakeholder or data contributor alone. That's great but it also means that we may sometimes need some help, that there's no one leader of the project. It ends up taking more time for a decision to be made. It also means that with some of our other -- at DCAL here too, it's not any one job. It's just a portion or not a portion just another project or meeting that's from someone else's calendar. We've had a little challenge with data ownership and being able to make those decisions.

I would also say another challenge has been a misunderstanding about what the system is, and that it's -- it's to look at data in the aggregate. Its it's a research-based system. It's not something to be used for case management. We've had to do some education along with that.

Then I would say a really pleasant challenge that we are still figuring out how to manage is a surprise for us has been the way that the data system has been used at the community level. I think for many of us we envisioned this would be much more of a state level data system, but we're finding more and more communities are going in and using this for them. So one of the things that we've done to overcome that challenge is to develop some on site community trainings and some data visualization and data management work.

We've partnered with our family connection partnership which is in every county in the state. We're developing some training at that level. It's actually been a really pleasant challenge. I think it goes back to envisioning who exactly your system is used for and making sure you think broadly with that in thinking through not only unintended consequences but I would say unintended uses.

It's been a challenge to make sure we can be responsive at the community level. But I would say it's been a pleasant challenge.

>> TIFFANY BOYD: Okay. Thank you, Bentley. Emily, so what are some of the challenges that you have faced in Pennsylvania as you've been implementing data governance or some of the risks that you've faced and -- yeah, you want to share?

>> Absolutely. So there are a variety of different things when looking at the back at the slide that was presented around risk. I think the easiest things to say that you can take care of or the biggest risks people think about are things like security, things regarding the role or responsibilities and sometimes with the data. A lot of times the risks that we've found, and this is because we have a lot of systems that are using the same source of data but in different ways and making sure we have a reliability around the definitions of data. So how we create common identifiers for the children in Pennsylvania, for our providers in Pennsylvania. How do those children and those providers obtain that common identifier when other systems that also rely on those common identifiers are tapping into that database as well?

So kind of taking -- it's taken a lot of work and collaboration, and it's still difficult at times to determine who's right, who gets to be sort of the owner of an identifier for a child. So that's definitely something that's taking time. It's easy when developing a system to say I absolutely know the definition of what a particular data item is. How is it used? What are the rules around the use of that data? And creating those connections.

I think in -- Bentley mentioned it as well and also Rachel and some of the things she was talking about, there's also the awareness. So the other thing that comes with informal data governance is about the data sharing. I'm sure that many of those on the phone probably have a lot of relationships with stakeholders, with advocates, and others who are familiar with your data, familiar with your position and familiar with you professionally. It's creating that balance between partnership and protocol and making sure that folks understand, I can provide you with data, but I do need to follow a process in order to do that to make sure that when

we're answering the question, it's being answered consistently. It's using the same set of standards for data that's being pulled together out of a system in order to respond to that question.

So in Pennsylvania, we have made a lot of concerted efforts with communicating within our office writing things down and you stress that a lot in your conversation but writing protocols down. Who's going to do what when a request comes in? And really helping so that those consistencies can happen because the greatest consequence to those sorts of issues is really presenting to a stakeholder data that is not communicating the right message. Then we can't be a good partner together when using that data to help us move an initiative or an idea forward.

>> TIFFANY BOYD: Great. Thank you very much. That's some great advice as well. Rachel, how about in Maryland?

>> Yeah, I think I can echo a lot of what Bentley and Emily already shared. So in the interest of time I'll touch on one or two other points. I particularly appreciated Bentley discussing, you know, and Emily picking up on it too understanding the real use of a system and how that might vary across different programs in terms of how data are collected and then used by staff or presented in an outward public-facing way. I think that's been a challenge that we're working to address continually.

I really appreciated also Emily's comments on really getting common data definitions and understanding the reliability of different data elements across systems. I would add to that another wrinkle that Maryland is working through as part of that challenge is certainly we are moving to what we call lift and shift a lot of our existing systems into a shared platform, a cloud-based platform. We still have to grapple with longstanding program administrative systems that just really won't budge and will continue to operate much in the way that they have. In our state it's really about Head Start data and how that data just sits in its own system. And we have to think of creative ways to pull at the elements of that data that we need and get them into a shared system platform for all the users who need access to it, including Head Start to be able to benefit from the use of that data.

I'll just stop there in the interest of time.

>> TIFFANY BOYD: Right. Thank you very much. We have a couple questions that have come in. So one of the questions, and I'm wondering if there are others in the line in addition to our panelists, was how are states gaining data on tribal populations? So any of you on the line that have some tribal populations and have some experience in terms of how to collect some of that data? You can press star 6 and speak.

Okay. I'm not hearing anyone speaking there. That may be something we may have to come back to.

Another question came in, and I don't know if any of you on the panelists -- but has anyone had to restart a field data governance program? Or even anyone on the line, any of our participants, if you've had that experience and want to share a little bit about that.

You can do star 6 to unmute.

>> This is Bentley. I'll share a little bit on this. I wouldn't say we're restarting a failed data governance. I would say a lot of other states, we started with a new administration. So that means there's been a lot of turnover at different agencies. Then to be honest, I changed roles. So there's been a lot of change. So we're in the process now -- part of the reason the policy manual has been delayed is because of this turnover. So we are having to kind of go back to square one and having to reengage different agencies knowing we're going to have to bring people up to speed. That's why it's so important to have everything documented and have everything easily send and do webinars and bring everybody up to speed. I don't think I have an answer on how to do that but it's not an uncommon thing to have to take a couple steps back.

>> TIFFANY BOYD: That's where I think having sort of a road map and a plan -- it helps to restart something that may have faltered, having that bigger strategic picture in place and can help with that as well.

At this point I want to turn it back to Tony. Tony?

>> TONY RUGGIERO: Thank you, Tiffany. When it comes to organizational structures in terms of best practice, data governance includes establishing representative governing bodies responsible for developing and implementing data policies and processes. Most programs have either two or three groups, depending on the state's size, staff capacity, culture, that is data culture in terms of wanting to improve on the quality of data and using that data to inform decisions and also structure. The data governance structure must include at least two groups, one at the executive leadership level and at least one at the implementation level.

This ensures that the program has the leadership support that's required for sustainability, sustaining the efforts and the detailed knowledge required to make informed decisions. So there is a three-tier structure. To minimize the coordination burn, the groups start with the simplest structures that -- a three group structure is composed of an executive board. This is your policy level folks. A data governance committee that works with the a strategy. And also a data steward committee that's at the implementation level. However, there are instances where the two group structure is fine, acceptable. This would be where data stewards are members of the data governance committee and there's no designated data steward committee. They have their own programs, then the single agency and interagency data governance programs need to make sure they're communicating on a routine basis, to make sure that all the work in the state is being coordinated.

Just real quickly, I won't read through them all, but we did mention data sharing agreements earlier. Here are some elements that can be used that we often see in data sharing agreements, just identifying the specific data elements are variables that will be shared, what are the purposes, the program and policy questions you want to answer? How lock will you use the data before? We talked

about privacy, so having security guidelines in place. Reporting guidelines, which also include, not just formatting of reports but making sure everybody has an opportunity to see the reports so that he know what's in those reports and can be ready for any questions that may come their way. Of course, we've already discussed roles and responsibilities throughout this call.

And then the retention and destruction policies in terms of how long you'll use the data for. After the data has been used, then what happens to it, again going back to privacy and security.

So how can your agency benefit from data governance? Please enter one or two ways that your agency benefits or will benefit from having data governance. While you're doing that, we do have our final questions for our panelists. We'll start with Bentley. And what is the structure of data governance for your project, and what successes have you seen with your data governance efforts? I think we have started touching on that.

>> Sure. In the interest of time, I'll go real quick. Basically our governance structure has three tiers. We have a top tier that includes all the different agency heads. They're only engaged if needed which hasn't been too often. Then we have the executive committee, which are people that can speak on behalf of their agency. Then we have a leadership committee that is composed of people from different programs at different leadership levels and really just who are the people that are working with the data and most engaged.

We will have a research committee that will start this fall that will work on more of the research issues, but as of now, the governance is just those three, primarily the executive and leadership.

I would say our biggest successes have been signed data sharing agreements from all partners including Head Start in that governance structure has been really successful. I would say that just the process itself has increased our collaboration and understanding with different agencies.

One of the things that has been really successful for us is we've have been lucky and fortunate to have TA from different entities, primarily EC data works. We had a grant with them. That helped us in a lot of different ways. One thing it helped keep the work moving of the we were very fortunate to have that. Then just, you know, doing webinars like this and talking to other states and getting together with other states. A lot of that is a result of that TA that's also really been helpful.

>> TONY RUGGIERO: Thank you, Bentley. Emily?

>> Hi, and yeah, I think our structure is similar to what Georgia was describing. We also have some governance across program offices for specific elements of data. So that's been helpful to allow folks who are actively using the data and understand it well to work together. And that's been a particularly important around data definitions and data use. One of the things that we found to be successful in our data governance efforts was really to start

focusing on the way in which we are maintaining consistency in data sharing. So we developed a couple different processes and a project around some public dashboards that have been very effective for us in helping us answer common questions that consistently come up. We were able to use our program -- folks from our programs that are knowledgeable about the data and put together some common questions and information that allow folks to answer some very standard questions on different standard information. That's really helped us to develop some consistency in our state.

>> TONY RUGGIERO: Thank you, Emily. That's great to hear about the data use. Rachel?

>> As I mentioned here in Maryland, the data modernization initiative that is supported by our PDG B-5. The first is taking the core components of our existing data system and transferring them into a shared platform on the cloud which enables shared access and use across several agencies, including the Maryland state Department of Education, our department of health and our Department of Human Services, our whole visiting program is housed under the department of health. We have the asset of having almost of our other childhood programs directly serve kids in that anal group and their families under MSDE. So we have in the past year moved to have MOUs drafted and are in the process of being approved by those agencies so that we can begin to really enhance your data integration and our storage and our communication capacities across those agencies.

The pieces of our system that are moving over on to this cloud are child care administrative tracking system and our child care portal which is more of an internal staff facing tool where data are entered on kids entering our child care scholarship program.

We're excited because we've been coordinating with Pennsylvania to learn a little bit more about the architecture of their pelican system which mirrors our C cat system. So I believe we're working to learn more about that architecture and see if it can be transferred into our state and used as a more seamless architectural foundation for that system.

And then our unique child identifiers are also in the process of being developed and we're putting into place all of the data cleaning and integrity and reliability protocols and staffing support that we need for that process to begin to take shape in the state. So we're looking both across the various components of our own division of early childhood here as well as to our sister state agencies to really get this work under way.

>> TONY RUGGIERO: Wonderful. Thank you, Rachel. I'll turn it over to Tiffany.

>> TIFFANY BOYD: Great. Thanks, Tony. Just really quickly, one thing to remember is that data governance is dynamic and that some of the structures and policies that you have in place, they may change, and they continue to evolve as your programs and policies and the data systems around that all evolve. And just the important thing is to make sure you're engaging your partners or your representatives, making sure that everybody's there at the table as

that evolves.

We have a list of data governance resources here, many of which were referred to on some of the earlier slides. I'm sure you'll get a copy of the slide deck so you'll have links to some governance resources. Some are early childhood specific. Some are more general. But we wanted to provide those as well.

And then Jim, I guess I'll pass it over to you just for the very closing. I know there are some questions that came in. We've got about a minute or so left.

>> JIM LESKO: Sure. Thank you, Tony and Tiffany. Thank you to Emily, Rachel, and Bentley for your contributions today. It was a great conversation. I know for time reasons we had a few questions that came in. We will capture those questions and work with our panel today to provide you with some responses to those questions as a follow-up. So we'll make them available to everyone that was on the call today. I know we had one or two people offer some resources. Those that did, we will follow up with you so that we can capture those resources that you suggested.

Let's see. I did want to say thank you to everyone. Next, to remind you that we have our next series in the data webinar communities of conversation which will be about single ID processes. That will occur on July 30th. That one will begin at 3:00 this time. If you've not registered, please register. And if you need the registration information, let us know. We'll be happy to get that to you.

We are very curious about your feedback and suggestions for future communities of conversation. You can see the web link to the survey monkey. We'll follow up that up in an email. We would like your feedback. It helps us to make this a valuable process to all of you on the call.

And I see it's 4:31. Again, thank you, Tony and Tiffany. And also thank you to Sami and Tanishia and Evelyn who have been our Adobe managers behind the scenes. Thank you so much. And everybody have a wonderful weekend. For those of you in this heat, try and stay cool. Thank you.

(Webinar concluded at 3:31 PM CT)

Services provided by:

Caption First, Inc.
P.O. Box 3066
Monument, CO 80132
800-825-5234
www.captionfirst.com

This text, document, or file is based on live transcription. Communication Access Realtime Translation (CART), captioning, and/or live transcription are provided in order to facilitate communication accessibility and may not be a totally verbatim record of the proceedings. This text, document, or file is not to be

distributed or used in any way that may violate copyright law.
