



BUILDING DATA GOVERNANCE

From Theory to Practice at the UNC System Office

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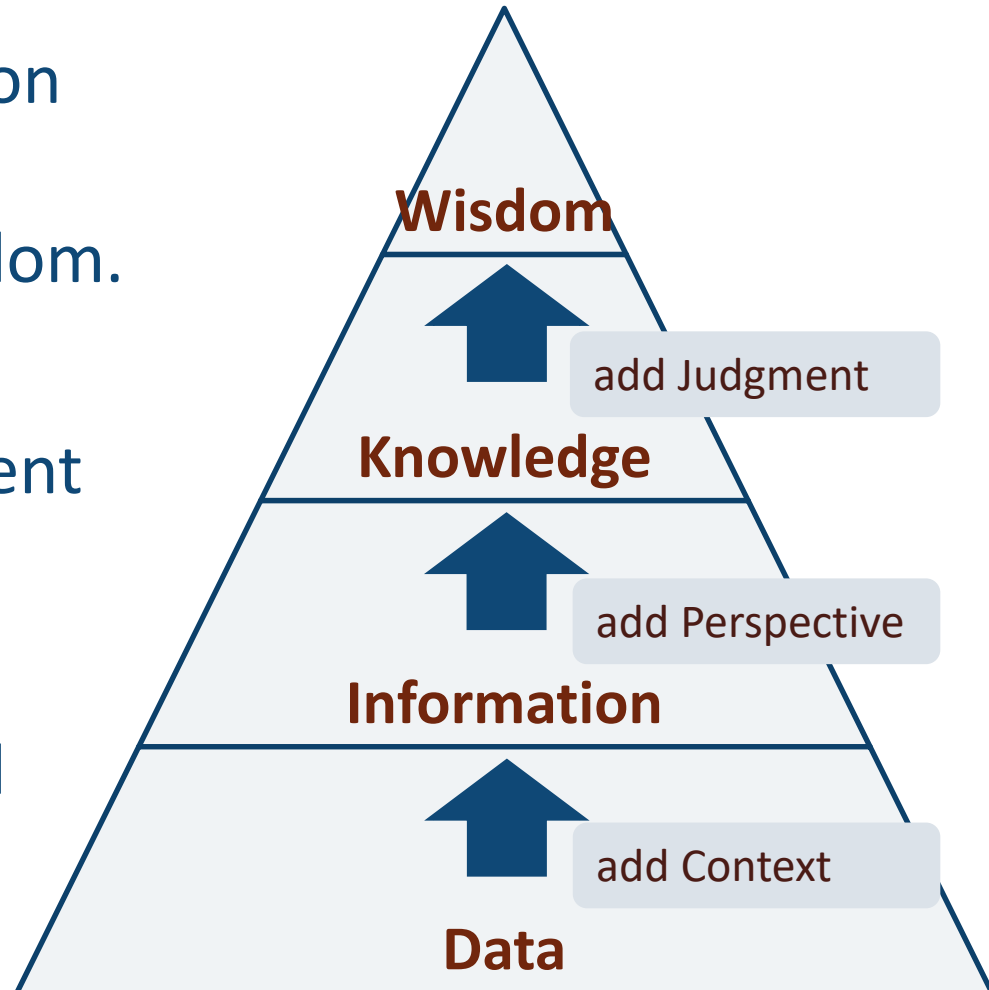
Welcome



- Data Governance Foundations
- UNC System Office Implementation Model
- Real World Application
- Questions & Discussion

Data As An Asset

- Data is the foundation of organizational knowledge and wisdom.
- Data is an asset requiring management and protection.
- Data Governance ensures institutional data integrity.



What is Data Governance

A FRAMEWORK

To coordinate and oversee the management of data

AN INITIATIVE

In support of the organizational access and use of data

A DISCIPLINE

For data quality control

A STRUCTURE

For effective and efficient decision making



Key Components of Data Governance



**METADATA
MANAGEMENT**



**DATA SECURITY &
PRIVACY**



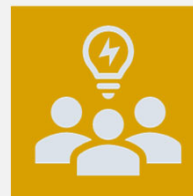
DATA FLUENCY



**DATA POLICIES,
STANDARDS, &
PROCEDURES**



DATA QUALITY



**GOVERNANCE
COMMITTEES**

Governing Data Through Stewardship



STEWARD: *n*

1. a person who manages another's property or financial affairs; one who administers anything as the agent of another or others.

STEWARDSHIP: *n*

2. the responsible overseeing and protection of something considered worth caring for and preserving



How Are We Already Doing Data Governance?



**Data
Dictionarie
s**



**Routine
Data
Quality
Reviews**



**Role-based
Access
Controls**

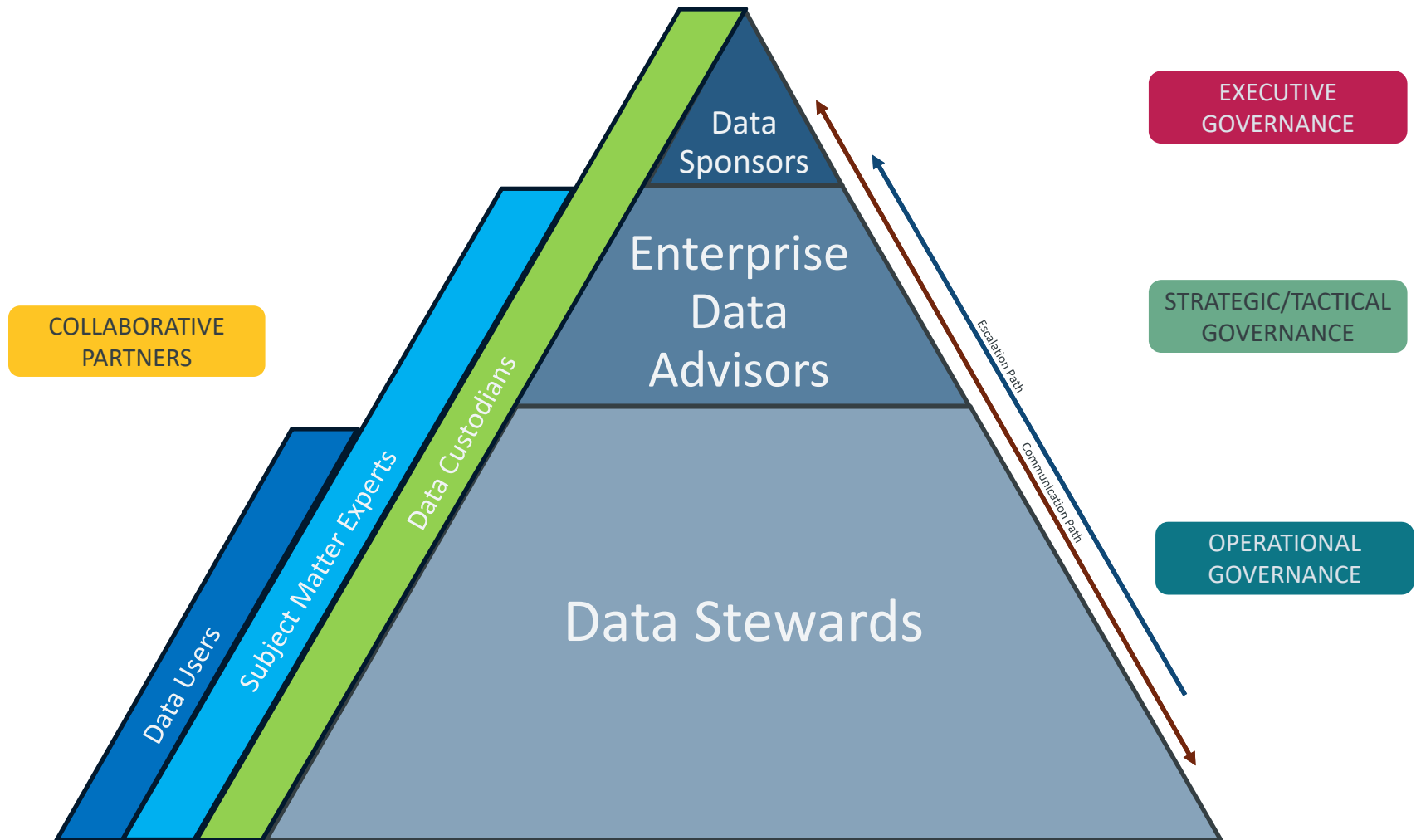


**Regulatory
Complianc
e**



**Business &
IT
Collaboratio
n**

Overview of Operating Model



Data Sponsors: Executive Governance



Primary Focus

- Exec-level authorization & oversight
- Approve & facilitate strategic data gov priorities, policies, resources
- Resolve escalations that are organization-wide or regulatory



Key Responsibilities

- Champion data governance
- Align governance activities with strategic goals & risk management
- Ensure compliance with laws and regs
- Final authority on issues unresolved at lower levels



Engagement & Decisions

- Informed of data governance activities
- Provide feedback and receive recommendations
- Serve as formal accountability layer for governance decisions
- Meet as needed for escalations and/or approvals



Enterprise Data Advisors: Strategic & Tactical Governance



Primary Focus

- Cross-divisional decision-making on data policies, standards, & priorities
- Strategic planning & coordination to ensure governance supports organizational goals
- Guide enterprise-level data initiatives & priorities



Key Responsibilities

- Evaluate & approve data policies, standards, and cross-divisional definitions
- Approve and communicate data classification changes
- Coordinate cross-divisional systemic issues
- Recommend policy or resource changes to Data Sponsors
- Support data governance adoption & communication



Engagement & Decisions

- Coordinate with divisional Data Steward(s) as needed
- Bi-monthly meetings, may participate in working groups
- Review escalations from Data Stewards
- Approve cross-divisional recommendations

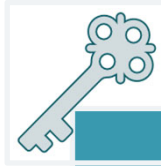


Data Stewards: Operational Governance



Primary Focus

- Operational-level management of data definitions, quality, and processes
- Ensure data within their domain meets enterprise standards



Key Responsibilities

- Define, document, maintain data definitions & business rules
- Identify and address data quality issues
- Collaborate to align shared data elements
- Recommend policies, standards, or changes for organizational consistency
- Develop or revise data management processes when needed



Engagement & Decisions

- Meet monthly
- Participate in working groups as needed
- Coordinate with Enterprise Data Advisors as needed
- Escalate unresolved or enterprise-impact topics/issues to Enterprise Data Advisors
- Communicate governance decisions and expectations within their divisions

Committee Coordination

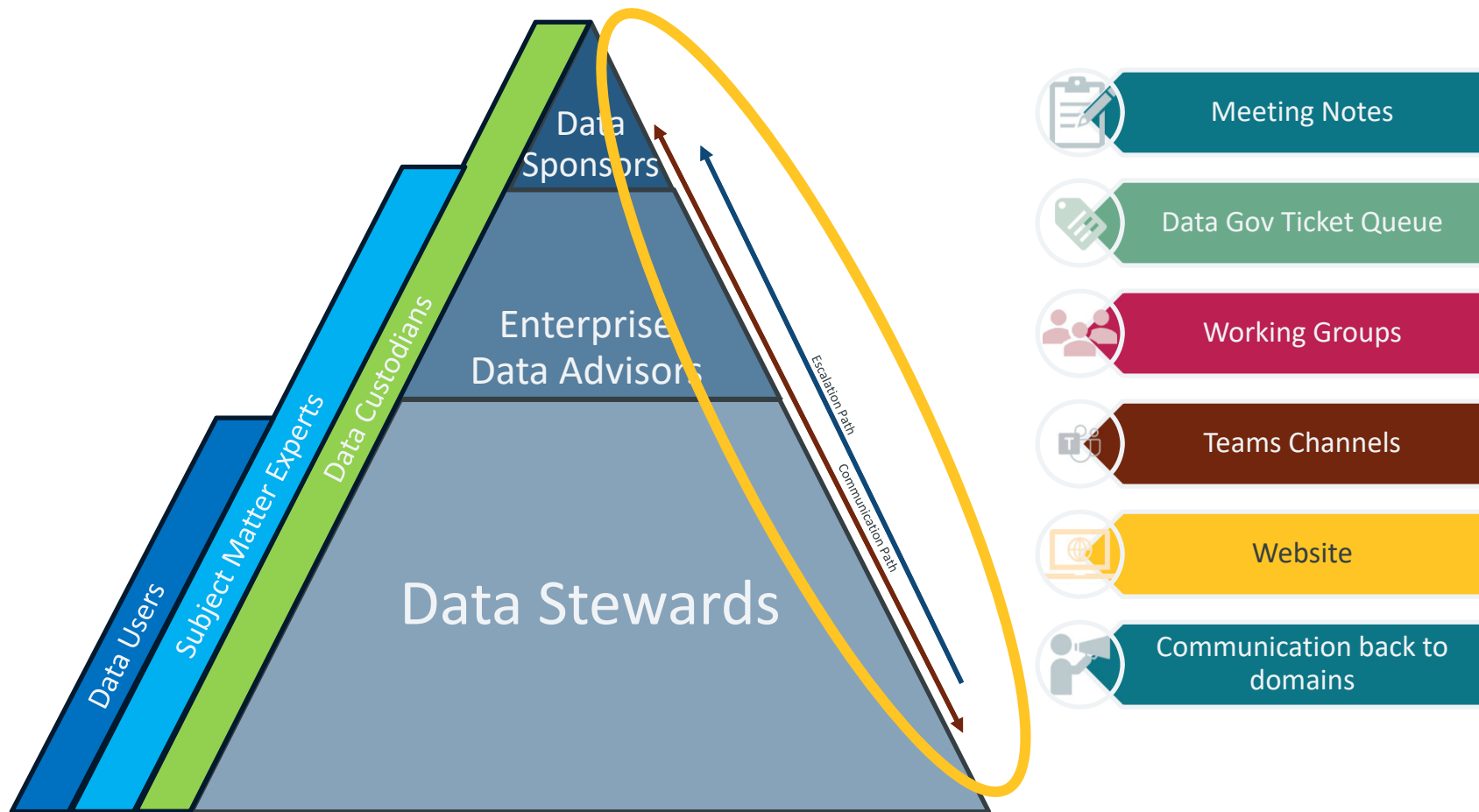
Committees keep the governance system turning.

They align:

- Operational Needs
- Technical Standards
- Enterprise Priorities

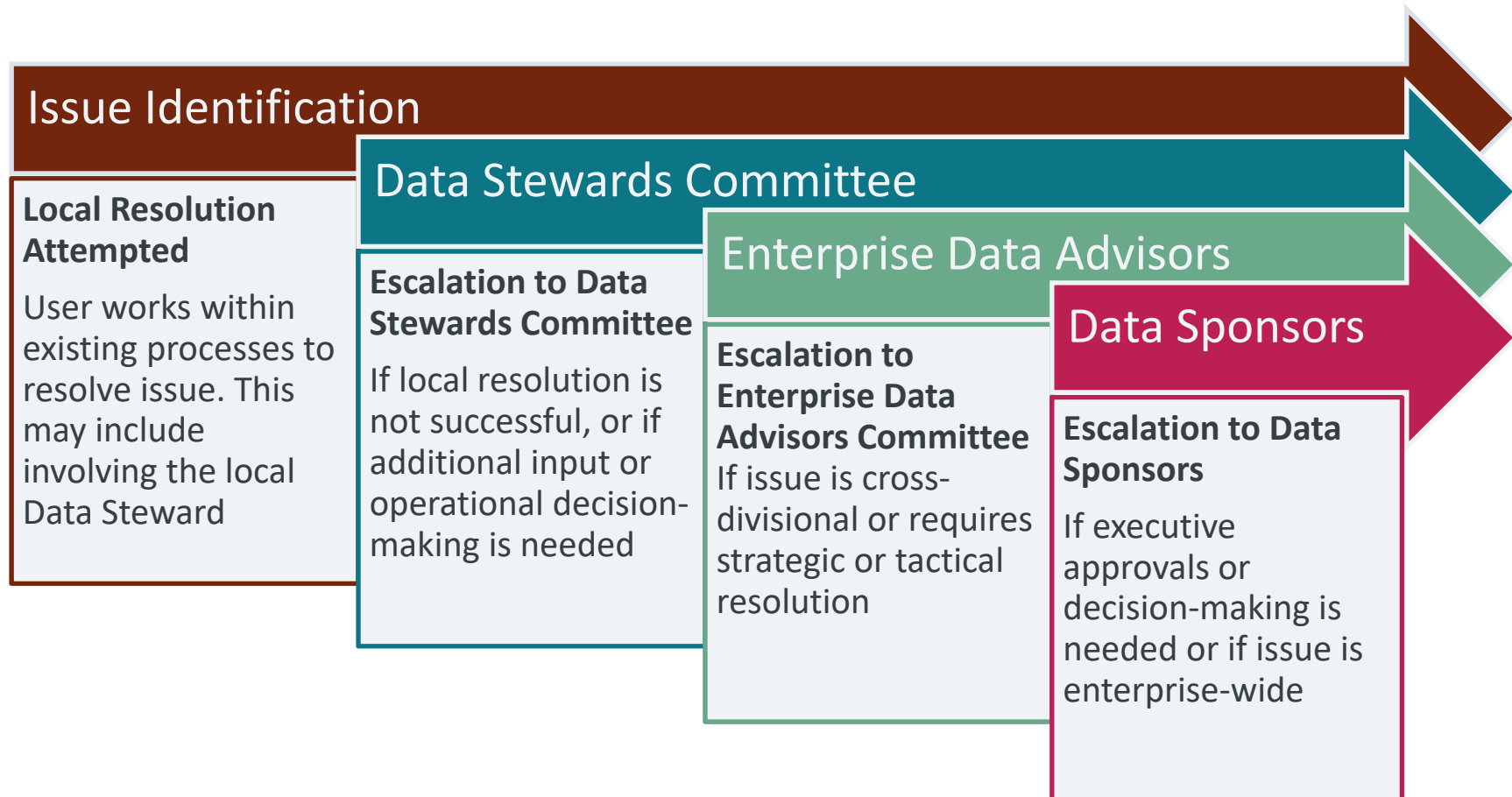


Committee Communication



Escalation Process: Leveraging the Model

Resolve at the lowest level possible – Ensure higher level visibility when needed





Partner Roles: Support & Enablement

Data Custodians
Manage Environment &
Data



Product Leads
Business-side Leadership for
Data Products

**Data Custodian -
Technology**
Infrastructure, Access,
Security



Subject Matter Experts
Provide Business Context &
Domain Insight

**Data Custodian -
Governance**
Facilitate Governance
Operations



Data Users
Apply Governed Data
Responsibly in Analysis &
Reporting



Data Custodians: Safeguarding & Enabling



Primary Focus

- Manage the systems, tools, and processes that store, protect, & deliver data
- Manage and maintain the data products & collections
- Implement governance rules within technical & operational environments
- Ensure compliance with regulations, policies, and rules
- Facilitate data management decisions



Key Responsibilities

- Ensure data is secure, backed up, & accessible per classification policy
- Maintain & update data systems, products, collections, & documentation
- Support data integration & reporting needs
- Partner with Stewards & Advisors to align governance & technology



Engagement & Decisions

- May or may not hold a committee role
- Participate in working groups as needed
- Decisions based on job role and responsibilities
- Collaborate across the organization
- Communicate relative to the product or service for which they are responsible



Data Custodians: Technology



Infrastructure & Security Stewardship



Primary Focus

- Maintain & secure the technical environment for data storage & access
- Manage & maintain data collections
- Have responsibility for a system or platform



Key Responsibilities

- Manage servers, databases, and applications that house enterprise data
- Implement & monitor access controls based on classification
- Provide backup, recovery, and system integrity processes
- Support audit and compliance requirements related to data systems and collections
- Ensure performance, availability, and security standards are met



Engagement & Decisions

- Management of Vendor contracts for IT software, hardware, & services
- Implementation of security processes and safeguards
- Infrastructure & Architecture decisions
- Data collection development, management, troubleshooting of data sets and reporting tools
- Data integration & interoperability
- Participate in working groups when needed



Data Custodians: Governance

Facilitating Governance Operations



Primary Focus

- Oversee and facilitate the governance program itself
- Provide administrative support for governing bodies
- Manage governance-related communication & resource hubs



Key Responsibilities

- Manage meeting logistics, agendas, documentation & follow-up
- Support policy development, workflow documentation, & issue tracking
- Monitor compliance with governance processes
- Serve as the communication hub between committees
- Provide best practices and guidance for governance activities



Engagement & Decisions

- Development & revisions of data governance specific policies & standards
- Oversight of organizational metadata & data quality management programs
- Enforcement of data policies & standards
- Support data integration & interoperability
- Management of governance models and frameworks



Data Custodians: Product Leads



Business Custodians for Data Products



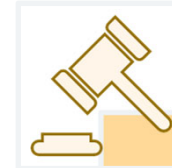
Primary Focus

- Business-side leadership and operational direction for specific data products (i.e., Data Marts), services, or platforms



Key Responsibilities

- Define scope, requirements, and use cases for their data product or platform
- Implement and adhere to governance policies and processes for the product they manage
- Serve as the primary point of contact for product stakeholders
- Coordinate enhancement requests and issue resolutions with users and governance bodies
- Manage user documentation, onboarding, and training
- Contribute to metadata, validation rules, and classification logic with Data Stewards



Engagement & Decisions

- Lead overall direction and configuration for the data product they manage in alignment with organizational goals
- Provide business domain expertise
- Manage contact lists
- Approve and oversee user access & audit based on data sensitivity and classification
- Manage the content and structure of the product's documentation repository
- Participate in working groups when needed



Subject Matter Experts & Data Users

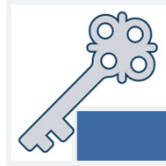


Context & Application



Primary Focus

- Provide business context
- Validate definitions
- Be aware of data policies, standards, and processes
- Apply governed data responsibly



Key Responsibilities

- SMEs contribute domain knowledge to define and interpret data correctly
- Data Users apply data in analytics, reports, and decision-making applicable to their role
- Identify & report data quality or access issues
- Adhere to governance policies & use data responsibly
- Participate in working groups and feedback loops as needed



Engagement & Decisions

- Decisions are limited to their area of job responsibility
- Participate in working groups when needed
- Raise issues to governance channels when local resolution is not sufficient
- Maintain communication with their respective governance representatives

Collaboration in Action: Scenario 1

We need to develop a data strategy for the UNC System Office



Who Provides Input?

Enterprise Data Advisors with Data Stewards, Data Custodians, and SMEs



Who Drafts It?

Governance Custodians with Enterprise Data Advisors



Who Approves It?

Data Sponsors



Who is Guided By It?

Everyone

Collaboration in Action: Scenario 2

We've been asked by campuses to develop a System Office definition for "first-generation college students"



Who Provides Input?

*Data Stewards
and Subject
Matter Experts*



Who Drafts It?

*Governance
Custodians
with Data
Stewards*



Who Approves It?

*Enterprise
Data Advisors*



Who is Guided By It?

Everyone

Collaboration in Action: Scenario 3

We need to apply classification levels to the data elements in the UNC Data Marts



Who Provides Input?

*Security Advisor,
Product Leads,
Data Stewards*



Who Drafts It?

*Enterprise
Data Advisors*



Who Applies It?

*Data
Custodians -
Technology*



Who is Guided By It?

Everyone

System Office Data Governance Priorities

Enterprise Data Advisors

Review & Approve Data Sharing Policy

Review & Approve Stewardship Policy

Revise Storage & Classification Policy

Develop Data Strategy

Data Stewards

Rule development: small cells suppression, P1 dim table use

Process development: Data use approval/auth, UNCDM and Insight Campus Provisioning,

Definitions: dimension table, first generation

Documentation: requirements DAVE vs SDM, Intern Training Confidentiality, Merging data across Data Marts

Examples of Committee Resources

- Data Governance Website
- Data Governance Roadmap
- UNC System Office Data Governance Team Files:
 - Data Governance Committee Roster
 - Data Governance Charter
 - Roles & Responsibilities Description Documents
 - Data Governance Framework
 - Data Governance Operating Model
 - Committee Procedures

Wrap Up

Finding Success

3-Tier Structure

Provides clear decision authority while keeping most decisions at the operational level



Communication Framework

Ensures transparency across the organization



Building on Existing Practices

Familiarity improves adoption



Still Navigating

Finding Balance

Need for standardization vs. divisional flexibility



Managing Change

To avoid overwhelm



Iteration

Continuous process refinement based on experience



Your Resource for Data Governance

- Email:
aehfleck@northcarolina.edu
- **Director for Data Governance,
UNC System Office**
 - 20+ years in higher education (UNC Greensboro & UNC System Office)
 - Experience in Institutional Research, Metadata Management, and Data Governance
 - *Master's Degree in Library & Information Science*
 - *Certified Data Management Professional (CDMP)*



Questions?

Thank You

Additional Resources

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