Academic Affairs Data Integrity Advisory Council

Project Charter

Description/Charge:

Data is an institutional asset requiring cooperative partnerships at George Mason University. However, while Mason is rich in data, the use of that data to contribute to planning, assessment and, subsequently, decision-making, is challenged due to disparate (sometimes undocumented) data sources and methods of collection, lack of consistency in definition and understanding of common use, and multiple translations sources and "warehouse" developments to meet idiosyncratic need. The results include challenges in data integrity, use and understanding. The Academic Affairs Data Integrity Advisory Council (AADIAC) is a multi-year project that will address these issues through the identification of solutions for data integrity, documentation and best practice for collection, and the creation of a common well that combines operational, strategic, and official information into an easy to use and well-defined singular data warehouse.

The AADIAC will be comprised of members from across campus including both data producers and users from functional offices, schools/colleges, and strategic partners in the production of institutional information including ITS and OIEP. Additionally, there will be working groups established to collect data sources, ensure valid/reliable data, and create a common well/stat master.

Scope:

The scope of this project is to:

- Create a common understanding of how institutional data is used and managed
- Classify and protect private and sensitive data while ensuring critical information for data-informed decision-making is available
- Enhance accountability and creation/refinement of processes related to the collection, analyses and use of academic data
- Create/improve existing efficiencies through coordinated action
- Prioritize functional office resources (staff, time, SOPs) to address and implement successful data initiatives

There will be 3 working groups tasked with supporting the project's end goals including:

1. Identifying Data Sources
2. Ensuing Valid/Reliable Data
3. Developing a Common Well

Goals:

Identifying Data Sources - Enhance framework integrating large to small data sources and comprehensively identify critical campus databases

Ensuring Valid/Reliable Data – Enhance accountability and creation/refinement of processes related to the collection, analyses and use of academic data through coordinated action

Developing a Common Well – Curate core institutional data related to the academic experience

Key Deliverables:

Identifying Data Sources:
- Survey distribution, collection, collation
- Build out source framework integrating large (Banner) to small (Excel spreadsheets) to inform what is/is not collected

Ensuring Valid/Reliable Data:
- Create catalog of data quality issues (e.g., multiple PIDMs)
- Engage stakeholders in process for regularly updating catalog as new data quality issues are discovered
- Offer recommendations to the appropriate stakeholder(s) to ensure data integrity

Developing a Common Well
- Curate core data for dissemination across the campus for operational and official purposes with definitional clarity to guide end-users towards appropriate data element selection
- Prepare documentation for ITS to create a specified data mart combining elements across sources and collection efforts, collated, and defined based on reporting and analytic needs

High Level Milestones:

Working Group	Objective	Milestone	Anticipated Completion Date
Ensuring Valid/Reliable Data	Create and review data quality inventory on a quarterly basis where data quality challenges are prioritized by risk and impact.	VR WG will review and update data quality inventory on a quarterly basis	30-Sep-21
		VR WG will score each data quality challenge (by risk/impact).	15-Oct-21
	Resolve identified data quality issues	Members of VR WG have identified appropriate stakeholder office(s) for top 20 data quality inventory and	30-Nov-21

		agreed upon standard operating procedure(s) to resolve issues.	
		Quarterly review of data quality inventory with 30% of issues resolved	17-Dec-21
		Quarterly review of data quality inventory with 60% of issues resolved	31-Mar-22
		Quarterly review of data quality inventory with 90% of issues resolved	30-Jun-22
	Implement routinized audit functions for all known data quality issues affecting the creation OIEP census files	Implement 3 MicroStrategy audit reports for OIEP student census file (STS)	30-Nov-22
		Implement 3 MicroStrategy audit reports for OEIP course census file (CSCT)	30-Nov-22
		Implement 3 MicroStrategy audit reports for SCHEV Course Enrollment (CE)	30-Nov-22
	Reduce the number of annual multiple-PIDMs by 50%	Implement recommendations regarding SOPs and common matching algorithms from ITS Data Governance Specialist's multiple PIDM report	31-Dec-22
Identifying Data Sources	Identify critical student success data elements currently not residing in Banner/DataMart's, and prioritize plan for integration	IDS WG, in collaboration with ITS, complete database inventory project	31-Oct-21
	Integrate critical undergraduate student success data elements not in Banner/DataMart's into a Common Well	IDS and CW WG identify a minimum of 7 data element gaps in current institutional data	15-Nov-21
		IDS and CW WG identify the data elements outside of Banner/Datamart that address the student success metric gaps identified in prior gap analysis	30-Nov-21
	Integrate critical graduate student success data elements	IDS and CW WG identify a minimum of 7 data element gaps in current institutional data	31-Oct-22

	not in Banner/DataMart's into a Common Well	IDS and CW WG identify the data elements outside of Banner/Datamart that address the student success metric gaps identified in prior gap analysis	15-Nov-22
Developing a Common Well	Integrate critical undergraduate student success data elements not in Banner/DataMart's into a Common Well	CW WG develops a student success metrics model.	15-Oct-21
		IDS and CW WG identify a minimum of 7 data element gaps in current institutional data	15-Nov-21
		CW WG adds critical student success elements not in Banner/DataMart's to the data dictionary, working closely with ITS to identify source of record	30-Nov-21
		IDS and CW WG identify the data elements outside of Banner/Datamart that address the student success metric gaps identified in prior gap analysis	30-Nov-21
		If not currently collected, develop plan outlining what would need to be engineered to collect (preferably using tools currently available.	17-Dec-21
		Integrate student success data in single space for campus use with definitional clarity and source of record	31-May-22
	Integrate critical graduate student success data elements not in Banner/DataMart's into a Common Well	CW WG develops a student success metrics model.	15-Oct-22
		IDS and CW WG identify a minimum of 7 data element gaps in current institutional data	31-Oct-22
		IDS and CW WG identify the data elements outside of Banner/Datamart that address the student success metric gaps identified in prior gap analysis	15-Nov-22
		CW WG adds critical student success elements not in Banner/DataMart's to the data dictionary, working closely with ITS to identify source of record	15-Nov-22
		If not currently collected, develop plan outlining what would need to	17-Dec-22

| | | be engineered to collect (preferably using tools currently available. | |
| | | Integrate student success data in single space for campus use with definitional clarity and source of record | 31-May-23 |

Project Team:

Roles	Point of Contact, Title	Responsibility
Project Sponsor(s):	Gesele Durham, *Vice Provost for Institutional Effectiveness & Planning (OIEP)*	• Provides context, expertise, and guidance to the project manager and the team • Champions the project, including "selling" and marketing it throughout the university to ensure capacity, funding, and priority for the project • Acts as an escalation point for decisions and issues that are beyond the authority of the project manager and project leaders • Acts as an additional line of communication and observation with WG members, departments, and other stakeholders • Acts as the link between the project, the Mason community, and strategic level decision-making groups • Monitors progress towards key milestones • Approves changes to scope
Project Lead(s):	John Dooris, *Director of Research and Analysis (OIEP)* Lisa Anh Nguyen, *Associate Director of Data Analytics (OIEP)*	• Manages project/workstream-level activities • Provides guidance and direction to the project team
Project Manager	Alvaro J. Muñiz, *Project Manager/Business Analyst (Office of the Provost)*	• Develops project plan • Manages project in accordance with the project plan

		• Receives guidance from Project Sponsor and Project Leads • Provides overall project direction • Direct/lead team members toward project objectives • Handles problem resolution
Working Group Members		
Ensuring Valid/Reliable Data	Gesele Durham, *Vice Provost for Institutional Effectiveness & Planning (OIEP)*	• Provide subject matter expertise towards planning and execution of objectives • Support planning and execution of objectives • Work collaboratively to create deliverables • Liaises and coordinates with other members within their organization as necessary for input/feedback on project activities • Actively participate in committee meetings and assigned tasks
	John Dooris, *Director of Research and Analysis (OIEP)*	
	Lisa Anh Nguyen, *Associate Director of Data Analytics (OIEP)*	
	Annie Green, *Data Governance Specialist (ITS)*	
	Doug McKenna, *University Registrar (Registrar)*	
	Darren Troxler, *Associate Dean of Admissions and Strategic Initiatives (Admissions)*	
	Michael Laskofski, *Assoc. VP of Research Services*	
	Jennifer Chism, *Director of Admissions Operations (Admissions)*	
Data Sources	Gesele Durham, *Vice Provost for Institutional Effectiveness & Planning (OIEP)*	
	John Dooris, *Director of Research and Analysis (OIEP)*	
	Lisa Anh Nguyen, *Associate Director of Data Analytics (OIEP)*	
	Andrew Bunting, *Executive Director of Enrollment Services (Office of the Provost)*	
	Christopher Gay, *Director, Enterprise Data Integration Services and Reporting (ITS)*	
	Marguerite Rippy, *Associate Dean of Graduate Academic Affairs (CHSS)*	
	Kirk Vandebrooke, *Assistant Vice President (University Life)*	
Common Well/Stat Master	Gesele Durham, *Vice Provost for Institutional Effectiveness & Planning (OIEP)*	
	John Dooris, *Director of Research and Analysis (OIEP)*	
	Lisa Anh Nguyen, *Associate Director of Data Analytics (OIEP)*	
	Alan Byrd, *Dean of Admissions (Admissions)*	
	Judy Fortin, *Manager, Business Intelligence Services (ITS)*	

Kim Holmes, *Associate Dean for Student Affairs (CHHS)*	
Kimberly Goodwin-Slater, *Director of Finance (CEC)*	
Renate Guilford, *Associate Provost, Academic Administration (Office of the Provost)*	
Jennifer Chism, *Director of Admissions Operations (Admissions)*	
Sandra Tarbox, *Director of Financial Aid (Financial Aid)*	
Marvin Powell, *Assistant Professor, Graduate School of Education (CEHD)*	
Ron Mahabir, *Assistant Professor, Computational and Data Sciences (COS)*	
Angela Detlev, *Assistant Provost, Institutional Research (OIEP)*	