

Data Governance and Standards Committee Charter

Purpose

Lehigh University's Strategic Plan, Inspiring the Future Makers, launched June 2023, draws attention to the foundational initiatives of "Decision making informed by qualitative and quantitative data and analysis" and an "Organization of the future". In aligning with the priorities established in these foundational initiatives, the mission of the Data Governance and Standards Committee (DGSC) is to promote appropriate data use through planning, policy, and protocols at Lehigh to ensure data integrity and quality and to facilitate data-informed decision-making. The DGSC is composed of Data Stewards, the Chief Information Security Officer, the Data Governance Officer, and representatives from additional units who have a vested interest in the Data Governance Program. The members of the DGSC provide university-level knowledge and understanding of a specific data area (e.g., student data, financial data, HR data, alumni/development data, etc.).

Guided by the [Data Governance Executive Committee](#), members of the DGSC are responsible for data quality and data integrity, including consistent data definitions and their application throughout connected systems. They collaborate with other data stewards and data managers to ensure that overlapping areas work across the University. DGSC members work with security, privacy, and compliance staff to ensure that data are classified appropriately and appropriate training is provided to users who will be entering the data. Working with the Data Governance Executive Committee, the DGSC will support the use of data and information resources to promote organizational decision-making.

Responsibilities

The University has vested the authority in this committee to create policies and procedures to carry out the responsibilities listed below:

Operational Oversight, Data Retention, and Archiving: The Data Governance and Standards committee members are responsible for defining and implementing policies and procedures for the day-to-day operational and administrative management of systems and data, including the intake, [storage](#), [retention](#), processing, and transmittal of data to internal and external systems.

- To ensure compliance with data policies and procedures, DGSC members provide or facilitate training oversight and documentation for employees in their functional area with data-entry and maintenance responsibilities in order to ensure consistent information is provided to all users in that area. Data policies and procedures should be made available to other University employees who use/have access to the data.
- DGSC members are accountable to define and document data and terminology in the Institutional Data Dictionary. This includes ensuring that each critical data element has a clear definition and is still being used—or retiring those that are not—and that adequate documentation is developed, maintained, and distributed appropriately.
- Data Stewardship assumes the responsibility for the oversight of the data life cycle, including the creation, [retention](#), archival, and disposal of data, ensuring compliance with institutional policy and external regulations.

Data Quality and Consistency: Collectively, DGSC members are ultimately responsible for establishing data-quality metrics and requirements, including defining the values, ranges, and parameters that are acceptable for data elements.

- DGSC members work with other stakeholders and departments to establish procedures for detection and correction of data-quality issues and collaborate with process owners to establish policies, procedures, and internal controls affecting the quality of data.
- DGSC members engage in the ongoing and detailed evaluation of data quality, the identification of discrepancies, and the contribution of expertise to understand the root cause and implement corrective measures. This task will be done in conjunction with data managers and appropriate LTS staff.
- DGSC members facilitate communication regarding business process changes that may affect downstream systems or analytics relating to specific data elements. The Data Governance Officer will also share this information on the Data Governance website.

Privacy, Security, and Risk Management: Under the guidance of the Chief Information Security Officer, DGSC members support the coordination of data privacy and security.

- In conjunction with the Chief Information Security Officer and data managers, the Data Governance and Standards Committee must establish University guidelines and protocols that govern the proliferation of data to ensure that privacy controls are enforced in downstream applications. Guidelines and protocols must align with already established policies, such as the [Data Administration Policy](#).
- DGSC members must be knowledgeable in regulatory and compliance requirements (as communicated by the Chief Information Security Officer) relevant to their data domain(s) to evaluate risks to the confidentiality, integrity, or availability of the data based on an in-depth understanding of processes and the likelihood and impact of adverse outcomes.
- In pursuit of using data effectively and strategically consideration must be made for data security and privacy.

Policies, Procedures, and Standards: DGSC members define policies and procedures for access to data, including the criteria for authorization based on role and/or the individual. Functional areas accessing University data must comply with the policies and procedures set forth by the Data Steward of that domain.

- Working closely with the Chief Information Security Officer, Data Stewards, and Data Managers, the Data Governance & Standards Committee ensures the [Acceptable Use of Computer Systems and Facilities Policy](#) is being followed. This includes evaluating any suspected or actual breaches or vulnerabilities in confidentiality, integrity, or availability and reporting them to the appropriate department and/or agency.

Agenda Procedures

- Proposals: Proposals must be submitted via the [Data Governance Proposal Submission Form](#) at least 3 weeks prior to the upcoming meeting in order to be discussed at that meeting. Following the [Proposal Procedures](#), when a proposal has been submitted for review, there will be a first and second reading conducted before the vote is finalized. Once a proposal has been accepted for implementation, the partnership of the Data Governance Officer and the Enterprise Systems Representative will ensure that the agreed upon proposal is carried to completion. In the event that Banner General is not affected by a proposal, the Data Governance and Standards Committee should appoint someone else to assist the Data Governance Officer.
- Agenda Items: All agenda topics must be submitted 2 weeks prior to any given meeting if they are to be considered for review.
- The Chair of the Data Governance Committee (Data Governance Officer) and the Enterprise Systems Representative are responsible for the creation and distribution of the DGSC agenda. The agenda will be emailed to committee members 1 week prior to the upcoming meeting.

Meetings

- The Data Governance and Standards Committee will meet monthly.
- In the event that a committee member cannot attend the meeting, it is strongly suggested that they send a representative from their area in their place to take notes and communicate any relevant information in order for all functional units to be represented at the meeting.
- The following areas will have 1 representative responsible for voting on proposals or other items: Development & Alumni Relations, Finance & Payroll, Human Resources, Institutional Data, Student, and the Chief Information Security Officer. These areas may be redefined as needed. It is the responsibility of the voting member to hold regular meetings with their functional area or other interested/invested individuals to discuss both overall data governance issues and issues specific to their area. The expectation is that this representative will then bring any concerns to the Data Governance & Standards Committee. If a resolution is not obtained, the topic will be elevated to the Data Governance Executive Committee.

Minutes

- The Data Governance and Standards Committee will be required to take and post minutes. Summary of meeting notes will be taken and posted by the Data Governance Officer in the Data Governance & Standards Committee Team Google Drive under "Meeting Agendas & Minutes".

Members

- The Data Governance and Standards Committee is composed of Data Stewards, the Chief Information Security Officer, and selected representatives from additional units who have a vested interest in the Data Governance Program. The Data Governance Executive Committee determines which areas will have representation in the DGSC.
- The Data Governance Officer is responsible for chairing this committee.

- The Data Governance Officer and the Enterprise Systems Representative will work together in a partnership to facilitate the successful implementation of Data Governance proposals.

Members of the DGSC as of 1/6/2025 (Voting Members in gray)

Functional Area	Title	Name	Department
Academic Systems	Vice Provost	Jennifer O'Brien-Knotts	Academic Services & Systems
Accounts Receivable	Information Systems Manager	Ingrid Green	Bursar's Office
Accounts Receivable	Bursar	Gina McCormick	Bursar's Office
Admissions - Undergraduate	Director of Admissions	Bruce Bunnick	Admissions and Financial Aid
Advancement	Director, Information Access, Knowledge Management, and Training	Elias Makhoul	Development & Alumni Relations
Athletics	Associate Director	Taryn Gall	Athletics
Banner General	Assistant Director	Erica Gluszynski	LTS, Enterprise Systems
Enrollment Management Services	Systems Specialist	Dennis Bennatte	Enrollment Management Services
Faculty Affairs	Director of Faculty Affairs	Janele Krzywicki	Provost Office
Finance	Assistant Director, Financial Systems	Cindy Hickman	Budget Office
Finance	Controller	Steven Crouch	Controller's Office
Finance	AIS Programmer/Analyst	Michelle Zhao	Controller's Office
Financial Aid	Assistant Vice Provost/Director	Jennifer Mertz	Financial Services/Financial Aid
Human Resources	HRIS Manager	Chris Samuel-Maynard	Human Resources
Human Resources	Information Specialist	Charlene Kelly	Human Resources

Information Security	Information Security Architect	Forest Crowley	Library & Technology Services
Information Security	Information Security Risk Analyst	Trevor Kanhoye	Library & Technology Services
Information Security	Analyst, Identity and Access	Michele Moyer	Library & Technology Services
Information Security	Chief Information Security Officer	Eric Zematis	Library & Technology Services
Institutional Research	Associate Vice President	Yenny Anderson	Institutional Data
International Affairs	Administrative Director	Jessica Kingston	Office of International Affairs
Library & Technology Services	Data Strategist	Aaron Karp	Enterprise Systems
Library & Technology Services	Chief Technology Officer	Ilena Key	Library & Technology Services
Library & Technology Services	Director, Enterprise Systems	Kurt Weber	Enterprise Systems
Provost Office	Director of Administration	Lucy Bowen	Provost Office
Purchasing	Program Manager	Nick Rose	Purchasing
Sponsored Project Proposals & Awards	Senior Project Specialist	Sarah Riccaboni	Enterprise Systems
Student	Registrar	Michael Dills-Allen	Office of the Registrar
Student Affairs	Director, Student Affairs Research and Assessment	Meg Munley Stone	Student Affairs

The Data Governance and Standards Committee will conduct an annual review of this charter and make appropriate updates as needed.

Version: February 13, 2025

Reviewed and approved: April 26, 2024