

UNIVERSITY OF NORTH DAKOTA DATA GOVERNANCE CHARTER

Vision: "Bridging the gap from data to decisions."

Mission: "To empower the university's decision-making through the responsible use of trustworthy, unified, and accessible data."

Executive Sponsors:

Dr. Andy Armacost	President
Dr. Eric C. Link	Vice President of Academic Affairs and Provost
Karla Mongeon-Stewart	Vice President for Finance and Operations and COO
Meloney Linder	Vice President for Marketing & Communications
Dr. Art Malloy	Vice President Student Affairs
Dr. Marjorie Jenkins	VP and Dean of School of Medicine and Health Sciences
Dr. Scott Snyder	VP for Research and Economic Development

Institutional Sponsors:

Dr. Matthew Berosik	Chief Data Officer	matthew.berosik@UND.edu
Madhavi Marasinghe	Associate Vice President and Chief Information Officer	madhavi.marasinghe@UND.edu

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Background

As data is becoming increasingly valuable to the success of the university and leveraged within data-informed decision making, the need to ensure that data is of high quality, properly secured, and available to those that need it has become a top priority. Student records, faculty and staff, financial, and research data all play an important role in the function of the university and are critical for operational success and compliance. As these data sources grow in both their size and complexity, an appropriate framework needs to be established to ensure data are being used properly as well as to address inconsistencies, data silos, data integrity, and other risks associated with disconnected data.

In response to these challenges, in 2023 the Vice President for Academic Affairs tasked the Chief Data Officer and Associate Vice President and Chief Information Officer with exploring the development of a formal data governance framework. This initiative includes the creation of policies and standards governing the collection, storage, management, and use of institutional and research data, with the goal of fostering a culture of data stewardship, transparency, and collaboration across the university.

Mission, Purpose, and Guiding Principles

The mission of data governance at UND is to ensure the institution's collective data are protected, validated, and available.

The purpose of a data governance process at UND is to:

- Ensure institutional and/or research data (*from here on referred to as "data"*) are stored, secured, and available to entities that require it for the success and support of UND's mission and strategic plan.
- Create a system of accountability with roles and responsibilities defined related to the creation, usage, storage, and security of data.
- Coordinate with IT Governance and other shared governance structures to ensure policies and procedures are developed collaboratively for the benefit of the university.

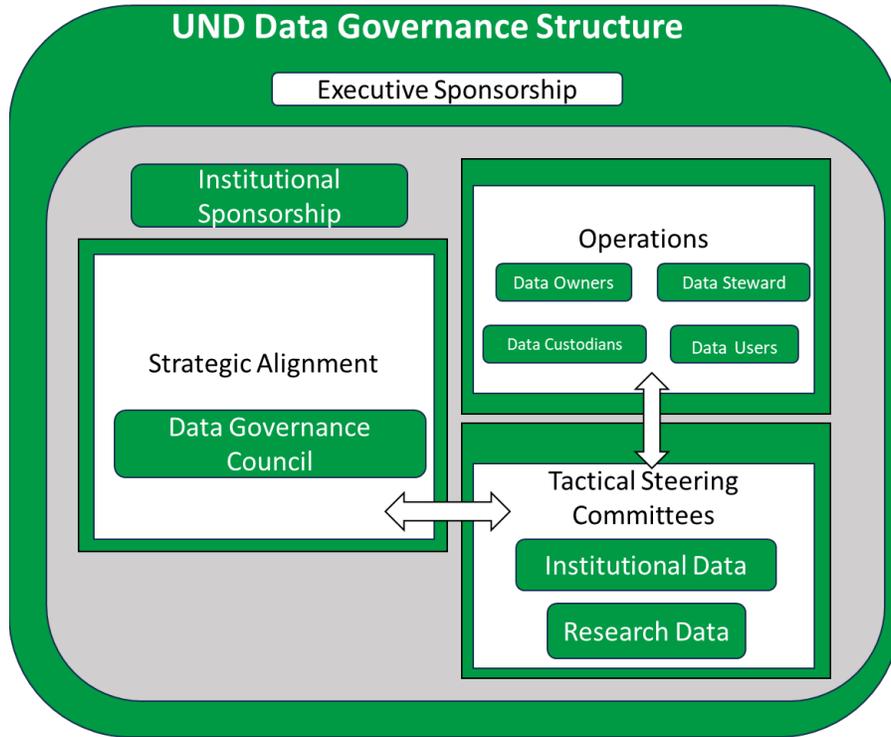
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- Facilitate training opportunities for campus members in the responsible creation, use, and storage/security of data as well as the policies and procedures developed by this process.
- Facilitate the creation and enforcement of standards related to ethical use of data, including those developed by external agencies (e.g., AIR)

Guiding Principles are designed to guide the overall process and focus of the data governance plan and serve as a framework from which to work and are defined as such:

- **Define Ownership & Stewardship:** Organizations should clearly appoint data owners and data stewards and ensure all team members understand their role in the university's data management system.
- **Single Source of Truth:** Designated authoritative system or repository where a specific dataset originates and from which all downstream data assets inherit their lineage, ensuring that the provenance, accuracy, and consistency of the data can be traced and validated across the entire data ecosystem.
- **Ensure Data Quality:** Ensure integrity throughout the life cycle of data by establishing a Data Quality Management program.
- **Data is Secured:** Define the severity, sensitivity, and availability of the data by classifying and maintaining records in accordance with current and future record retention policies.
- **Consistent Data Definitions:** Establish a Data Glossary that defines consistent definitions and usage of the data.

Structure and Roles



The governance structure is organized around communication among the various entities; this ensures that decisions and information will be in the hands of those who can affect change, and all are included in the process. In detail, the structure is as follows (see Appendix A for details):

- **Executive Sponsorship** is responsible for ensuring data governance aligns with UND's strategic goals by providing direction and removing barriers.
- **Institutional Sponsorship** is responsible for the overall program oversight and determines direction of data governance initiatives on campus.
- **Data Governance Council** consists of individuals across campus who have decision-making capabilities and are responsible for managing data across their domains. The council also directs the steering committees
- **Steering Committees** are composed of senior stakeholders who provide direction, oversight, and decision-making authority over data governance initiatives.

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- **Institutional Data Steering Committee** focuses on academic, financial, HR, and other associated data involved in the day-to-day operation of the university.
- **Research Data Steering Committee** focuses on 1) data generated as part of faculty scholarly pursuits; 2) data generated as part of work done on grants and contracts; and 3) the use of institutional data when used for the purpose of generalized research (as distinct from analyses done for internal continuous improvement purposes).
- **Operations:**
 - **Data Owners** are university members who have the authority over institutional or research data and are accountable for ensuring data integrity is maintained and data is protected appropriately.
 - **Data Stewards** are appointed by Data Owners and are responsible for implementation of policies and procedures and participate in the data security and use processes.
 - **Data Custodians** are responsible for the technical management and safeguarding of data. They work with data stewards and data owners to maintain data within each domain.

Data Users: are all university members who access, process, store, or use institutional data. All users have a responsibility to protect UND data.

What is in-scope/out-of-scope?

This section determines what data would be considered under the purview of the data governance group vs data that would exist outside of the developed governance framework and policies.

In-scope: These are data elements that are actively managed, monitored, and governed according to the policies and framework established by data governance council, with input from the steering committees and operational units. In-scope data would include, but are not limited to, the following:

- Academic data, including, but not limited to, students, courses, faculty, and physical space data.

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- Financial and Facility data, including data related to the overall finances of the university, and the maintenance oversight of physical buildings owned by the university.
- Human resources data, including but not limited to pre/post-employment data, current employee and affiliate data.
- Student demographic data, including, but not limited to, housing, dining, athletics, student involvement and any other non-academic data related to student and faculty/staff interaction within the university.
- Survey data.
- Research data, including data related to the conducting of research (grants, proposals, funding, human resources...) and the data generated by the research in accordance with the contract/sponsor agreement.

Out-of-scope: These are data elements that exist and/or are maintained outside of UND's control and/or have additional, external control or governance.

- NDUS data created, stored, and maintained by other institutions and/or NDUS that is unrelated to UND.
- Any data under the purview of an external agency with conditions.

Approved By: Data Governance Council (2/19/26)

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APPENDIX A: DETAILED ROLES AND RESPONSIBILITIES

1. Executive Sponsorship (President and VPs)

Role: Strategic champions & institutional authority

Responsibilities:

- Set the **vision and tone** for data governance as an institutional priority.
- Endorse and approve the **charter, policies, and strategic goals**.
- Secure resources and hold the institution accountable for progress.
- Remove barriers at the highest levels (e.g., cross-divisional conflicts, funding gaps).
- Act as public advocates for the value of governance in institutional decision-making.

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Dr. Scott Snyder	VP for Research and Development

2. Institutional Sponsorship (AVP/CIO and CDO)

Role: Institutional leads & program drivers

Responsibilities:

- Serve as the **primary owners** of the data governance program.
- Translate executive vision into a sustainable **program structure**.

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- Provide ongoing leadership for governance council and steering committees.
- Oversee **policy development, compliance alignment, and technology enablement.**
- Manage cross-functional communication and change management.
- Report regularly to the executive sponsors on progress, risks, and outcomes.

Dr. Matthew Berosik	Chief Data Officer
Madhavi Marasinghe	Associate Vice President and Chief Information Officer

3. Governance Council (Leadership from Academic Affairs, HR, Research, Finance, etc.)

Role: Cross-domain policy and standards body

Responsibilities:

- Define **institution-wide data policies, principles, and standards.**
- Identify and endorse **data domains** and assign data stewards.
- Approve shared definitions (e.g., “What is an enrolled student?”).
- Ensure decisions balance **academic, research, administrative, and compliance needs.**
- Prioritize governance initiatives and escalate issues to institutional sponsors as needed.
- Champion adoption of governance practices in their respective domains.
- Commit to serving the council for at least two years.
- Attend and participate in the conversations to support the mission and vision

Dr. Matthew Berosik	Chief Data Officer
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Madhavi Marasinghe	Associate VP & Chief Information Officer
Odella Fuqua	Associate VP for Finance
Andy Palmiscno	EERC Chief Information Officer
Peggy Varberg	Associate VP for Human Resources
Dr. Judy Solberg	Chief of Staff – President’s Office
Dr. Colin Combs	Sr Assoc Dean & Associate VP for Research Affairs
Nasser Hammami	SMHS Chief Information Officer
Dr. Ryan Zerr	Associate VP for Strategic Planning
Dr. Tanis Walch	University Senate Executive Committee
Tim Sargent	Staff Senate

4. Steering Committees

a. Research Data Governance Steering Committee

Responsibilities:

- Research Data Domain Governance - Govern research-related data, including data generated through scholarly activity, grants and contracts, and institutional data used for generalized research.
- Research Data Policy, Standards, and Ethics - Define policies and standards for research data sharing, storage, retention, security, and ethical use, promoting transparency and responsible research practices.

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- Compliance and Sponsor Alignment - Ensure institutional research data management aligns with sponsor requirements and applicable federal, state, and institutional regulations.
- Data Management Planning and Researcher Support - Support researchers in creating, maintaining, and complying with data management plans (DMPs) and open science mandates.
- Secure Infrastructure and Cross-Functional Coordination - Liaise with researchers, research administration, and IT to enable secure and ethical use of research data.
- Research Data Lifecycle and Access Governance - Provide oversight of the full research data lifecycle and govern access to research data, including secondary use of institutional data for research purposes.
- Issue Resolution, Risk Management, and Accountability - Resolve research data governance and compliance issues, manage institutional risk related to research data, and ensure accountability for adherence to approved policies and standards.

b. Operational Data Governance Steering Committee

Responsibilities:

- Operational Data Domain Governance - Govern the university's core administrative data domains to ensure clear ownership, consistency, and accountability.
- Data Quality, Access, and Usage Standards - Establish and enforce standards that ensure operational data is accurate, secure, compliant, and appropriately used.
- Data Ownership and Stewardship - Define and resolve data ownership and stewardship roles across functional units.

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- Operational Reporting and Analytics Oversight - Ensure operational data support consistent, reliable reporting and analytics for day-to-day management and decision-making.
- Systems, Integrations, and Data Lifecycle Management - Provide oversight of systems of record, data integrations, and the full lifecycle of operational data.
- Cross-Functional Coordination and Alignment - Align functional offices, systems, and processes to support shared operational data needs.
- Issue Resolution, Prioritization, and Accountability - Resolve cross-unit data issues, prioritize operational data work, and hold stakeholders accountable for outcomes.

Steering Committees will consist of individuals from the following offices/roles:

Research Data Steering Committee	Operational Data Steering Committee
Sr Assoc Dean/Assoc AVP Research Affairs (Chair)	Chief Data Officer (Chair)
AVP/CIO	Deputy CIO
Chief Data Officer	Director Institutional Effectiveness & Accreditation
Chester Fritz Library Digital Initiatives Librarian	Director Resource Planning & Allocation
SMHS NE/SE Clinical Campus Librarian	Sr. AVP for Student Affairs - Involvement
Director Research and Sponsored Program Development	TTaDA - Academic Applications Administrator

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Human Resources Compensation Manager	Human Resources Compensation Manager
EERC Assistant Director for Cloud Security	Director Auxiliary Services
Director of Resource Planning & Allocation	UAP – Senior Data Scientist
SMHS Senior Research Analyst	Dean of Students
UIT Security Officer	Registrar
UIT Systems Administrator Manager	Assoc Dean for Health Sciences
Research Representative(s)	Athletics - Sr Assoc AD
	College Data Fellow
	UIT Security Officer
	AD for Research