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WELCOME

to the 2024 Network Meeting!

Cross-agency governance

Process examples from the field

Della Jenkins

Executive Director

Moderator

AISP

Penn Social Policy & Practice
University of Pennsylvania

Agenda

AISP welcome & framing

Three site presentations

- **Katie Breslin,** CT Office of Policy and Management
- **Sydney Idzikowski,** Charlotte Regional Data Trust
- **Heather Rouse,** Iowa State University, I2D2

Q&A

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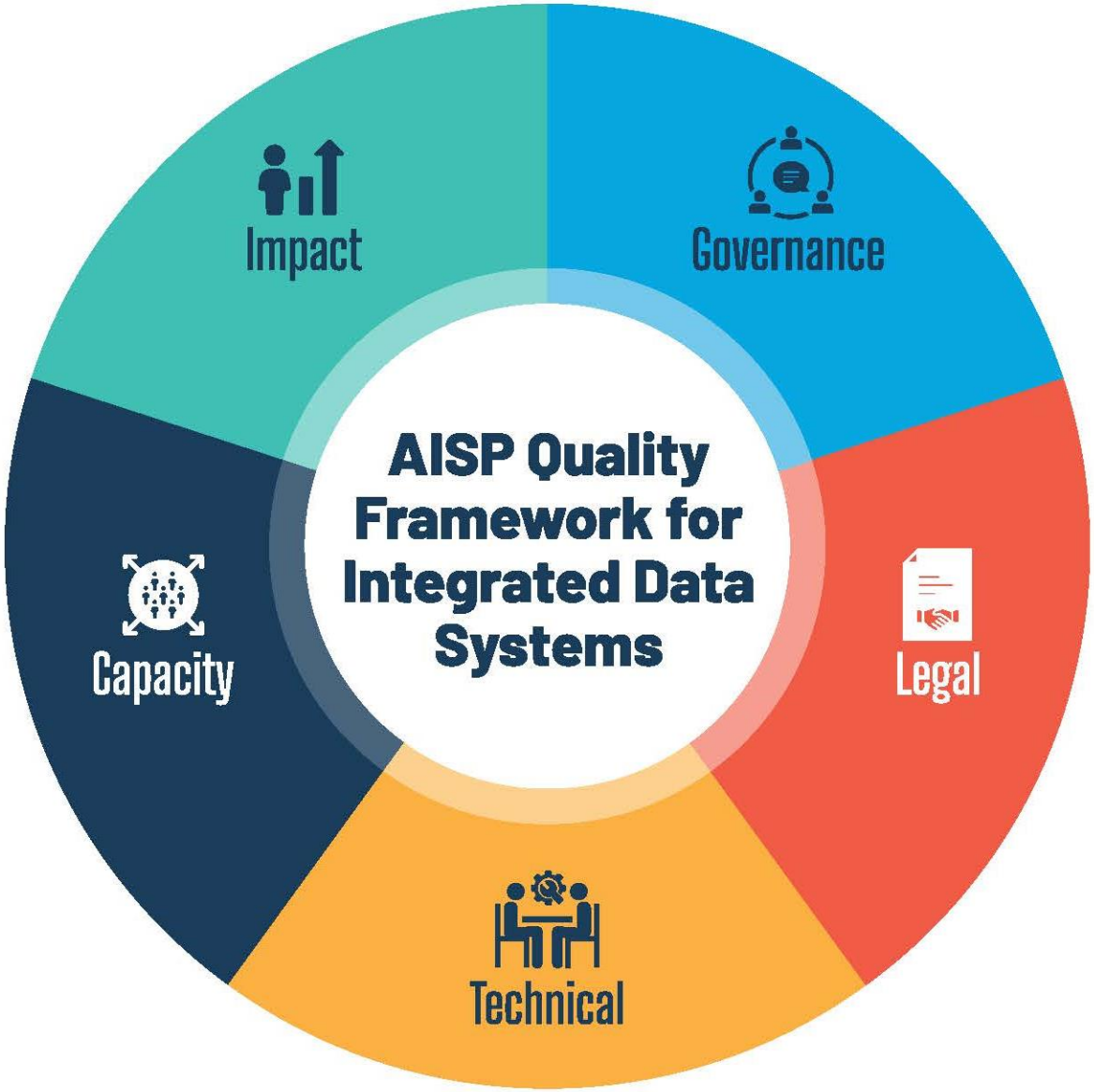
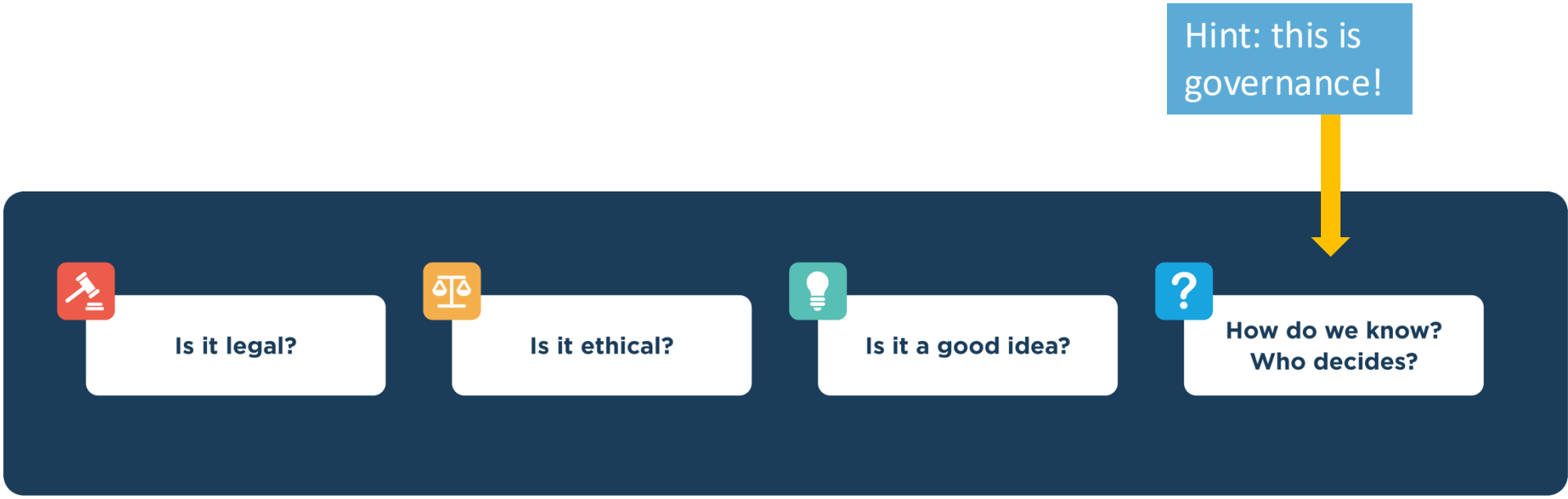

Impact
Governance
AISP Quality Framework for Integrated Data Systems
Capacity
Legal
Technical

Data governance is the foundation.

The people, policies, and procedures that support how data are managed, used, and protected.



AISP (2022), Finding a Way Forward: How to create a strong legal framework for data integration, https://aisp.upenn.edu/resource-article/finding-a-way-forward-how-to-create-a-strong-legal-framework-for-data-integration/

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Governance should be:

- **Purpose, mission, + vision driven**
- **Practical and strategic**
- **Collaborative**
- **Transparent**
- **Iterative**

Some ex. guiding questions:

- How were governance policies and procedures developed?
- Who is currently involved in the governance process? Who decides?
- What governance documents and protocols are publicly available?

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Katie Breslin

Outreach and Engagement Coordinator

CT Office of Policy and Management

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Data & Policy Analytics
CT Office of Policy and Management

P20·WIN

CT P20 WIN Data Governance

2024 AISP National Meeting/Convening

June 5, 2024

Overview

P20 WIN

P20 WIN (The Preschool through 20 Workforce Information Network) is Connecticut's state longitudinal data system and is the mechanism by which data from multiple agencies are matched to address critical policy questions.

P20 WIN informs sound policies and practice through secure sharing of longitudinal data across participating agencies to ensure that individuals successfully navigate supportive services and educational pathways into the workforce.

P20·WIN

Codified in statute

- The system that has been operational since 2014 and is codified Sec. 10a-57g of the Connecticut General Statutes, which establishes the governance structure.
- P20 WIN data resides with the agency that collects that data until a data request has been approved.
- P20 WIN is used to answer policy questions, fulfill federal and state reporting requirements; support program review; inform school districts of postsecondary outcomes; provide employment and wage outcome data; and support research and analysis on a variety of topics.

P20·WIN

Administration

Operating Group

P20 WIN is administered by the Office of Policy and Management (OPM). As the Operating Group, OPM provides program management to support the continued operation and improvement of P20 WIN as a resource for the participating agencies and the State.

Data Integration Hub

The Data Integration Hub for P20 WIN is based at the Department of Labor, where all matching for approved requests happens.

P20·WIN

P20 WIN
Membership

- Department of Labor (DOL) – Also the Data Integration Hub
- CT State Department of Education (CSDE)
- CT Technical Education and Career System (CTECS)
- Department of Correction (DOC)
- Department of Children and Families (DCF)
- Department of Mental Health and Addiction Services (DMHAS)
- Department of Social Services (DSS)
- Office of Early Childhood (OEC)
- Office of Higher Education (OHE)
- Office of Workforce Strategy (OWS)
- CT Conference of Independent Colleges (CCIC)
- CT State Colleges and Universities (CSCU)
- University of Connecticut (UConn)
- CT Coalition to End Homelessness (CCEH)
- Judicial Branch Court Support Services (JBCSSD)

Governance

Executive Board

Executive Board member responsibilities include:

- Advance the vision and support policies that promote Data Sharing,
- Attend and participate in the Executive Board meetings,
- Assist the Data Sharing process to ensure that the work always promotes equity and that research and data sharing efforts to do not disparately impact consumers or families,
- Identify resources to sustain P20 WIN,
- Champion P20 WIN by advocating through policy, legislation, and securing resources,
- Add, suspend, and readmit Participating Agencies to P20 WIN,
- Identify and elevate agency priority issues to inform the Learning Agenda.

Data Governing Board

Data Governing Board members are appointed by agency leadership who has policy and subject-matter expertise related to their administrative data.

Data Governing Board responsibilities include:

- Establish and approve policies related to cross-agency data management, including but not limited to, data privacy, confidentiality and security in conformance with applicable law.,
- Develop policy recommendations to improve implementation of P20 WIN data sharing,
- Provide oversight for the technical implementation of the Data Sharing process,
- Responsible for ensuring the availability, privacy, confidentiality, security and quality of data shared through the Data Integration Hub and with Data Recipient(s).,
- Attend monthly Data Governing Board meetings.
- Review and approve all data requests that include a Participating Agency's data

Data Stewards

Data Stewards are identified by each Participating Agency and are responsible for maintaining and creating datasets for approved data requests.

Data Steward responsibilities include:

- Expert in data collected and maintained by agency,
- Create datasets for approved data requests,
- Addressing data quality issues and other questions related to agency data,
- Make recommendations to Data Governing Board on creation and improvement of policies and processes, including data security recommendations,
- Attend quarterly Data Governing Board meetings.

P20·WIN

Resident Advisory Board

Resident Advisory Board is included in the governance structure in the Enterprise MOU.

The RAB is in development and will be operational by the fall of 2024.

Legal Agreements

P20 WIN uses a series of enterprise agreements to facilitate the data sharing process across Participating Agencies. The agreements include an Enterprise Memorandum of Understanding and Data Sharing Agreements.

Enterprise Memorandum of Understanding (eMOU)

Signed by executive leadership from all Participating Agencies of P20 WIN

Facilitates the operation of the system

Establishes the governance structure and request management process

Sets security and privacy standards

Data Sharing Agreements (DSA)

- A formal document signed by the Participating Agencies, Data Integration Hub and the data recipient for an approved data request.

  Clearly details what data are being shared and how the data can be used.
- Includes provisions concerning access and dissemination, including:
  - Requirements to access specific data
  - Confidentiality and disclaimers
  - Data destruction
  - Time limits

P20·WIN

Evolution

History of P20 WIN

The system that has been operational since 2014 and is codified Sec. 10a-57g of the Connecticut General Statutes, which establishes the governance structure.

2014-2021

- Started with six agencies
- Initially focused on education and workforce data
- Data governance processes not public

2021-present

- Fifteen agencies as of 2024
- Expanded focus to include social services and health and human services
- Meetings and governance documents are publicly available
- Developing Resident Advisory Board

Onboarding

Onboarding process

- Focus on **relationship building**
  - One-on-on virtual meetings with agency representatives and Engagement and Outreach Coordinator
  - In-person team meetings
- Meeting with new staff to:
  - **Strengthen engagement** with participating agencies
  - Focus on **policy development and strategic planning**
- Onboarding processes differ by board (e.g. data steward vs executive board member)

Onboarding materials

- **P20 WIN one-pager**: High-level overview of the system
- **Data Governance Manual**: Covers structure, processes, policies, etc.
- **Data Dictionary**: Includes all approved data elements from each agency that can be made available
- **Learning Agenda**: Highlights priority topics for participating P20 WIN agencies
- **Github Knowledge Base**: Data dictionaries and code repository for completed data requests

Use cases

Learning Agenda

The P20 WIN Learning Agenda reflects the priority issues and burning questions of the State of Connecticut and P20 WIN Participating Agencies. The topics and questions in the Learning Agenda are used to prioritize and inform data requests to P20 WIN.

College and Career Success

- What are the pre-college indicators, including student need, that correlate with the level of preparation required for a high school student to succeed in a core, credit-level course of study at a post-secondary institution?

Student Readiness

- How do academic trajectories change for those who receive supports compared to those who do not, especially at the times of transition (e.g. PK to K, Grade 8 to 9, and HS graduation to postsecondary)?

Financial Aid

- What percentage of state financial aid recipients are found employed in Connecticut after graduation?

Workforce Training

- What is the impact of short-term training programs on earnings?

Overcoming Barriers to Success

- What factors in the life of a child in foster care have the greatest impact on school achievement, and other outcomes?

Questions?

Contact:
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UNC CHARLOTTE

CHARLOTTE REGIONAL DATA TRUST

URBAN INSTITUTE
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DATA TRUST &
DATA SERVICES

COMMUNITY
RESEARCH
SERVICES

POLICY &
ISSUE
ANALYSIS

RESEARCH
TRANSLATION &
ENGAGEMENT

The UNC Charlotte Urban Institute

The Institute is the non-partisan, applied research and public service arm of the University of North Carolina at Charlotte. We work in and across the arenas that create or hinder quality of life in the greater Charlotte Region, including arts and culture, the economy, education, the environment, health and mental health, housing, justice and safety, civic engagement and belonging, and transportation. We engage expertise across diverse disciplines and life experiences to curate data and conduct actionable research and policy analysis that helps equip change agents with the information and tools they need to drive equitable and sustainable outcomes for our Charlotte region.

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Data Partners

Criminal Justice
Early Childhood Education
Employment
Food/Nutrition
Health
Homelessness
Housing
Mental Health

- *Alliance Health* | Cardinal Innovations
- Atrium Health
- Bethlehem Center
- Brookstone Schools
- Cabarrus County Schools
- *Cabarrus Health Alliance*
- Central Piedmont Community College
- Charlotte Community Health Clinic
- Charlotte Family Housing
- Charlotte-Mecklenburg Police Department
- Charlotte Mecklenburg Schools
- Child Care Resources, Inc.
- City of Charlotte Neighborhood Services
- *Cleveland County Schools*
- Communities in Schools
- Crisis Assistance Ministry
- CW Williams Community Health Clinic
- *DreamKey Partners*
- Freedom School Partners
- Goodwill Industries
- Habitat for Humanity
- Heal Charlotte
- Homeless Management Information Systems (30+ Agencies)
- *Housing Collaborative (Social Serve)*
- Inlivian
- Kannapolis City Schools
- Lakeview Neighborhood Alliance
- *Mecklenburg County Administrative Office of the Courts*
- Mecklenburg County CSS
- Mecklenburg County DSS
- Mecklenburg County Sheriff's Office
- Mecklenburg Partnership for Children
- *Mecklenburg County Health Department*
- Mecklenburg County Medic
- Novant Health
- SchermCo Foundation
- The Relatives
- *Thompson's Child and Family Focus (A Child's Place)*
- UNC Charlotte
- YMCA

Current Data Sharing Partners
Partners in Process

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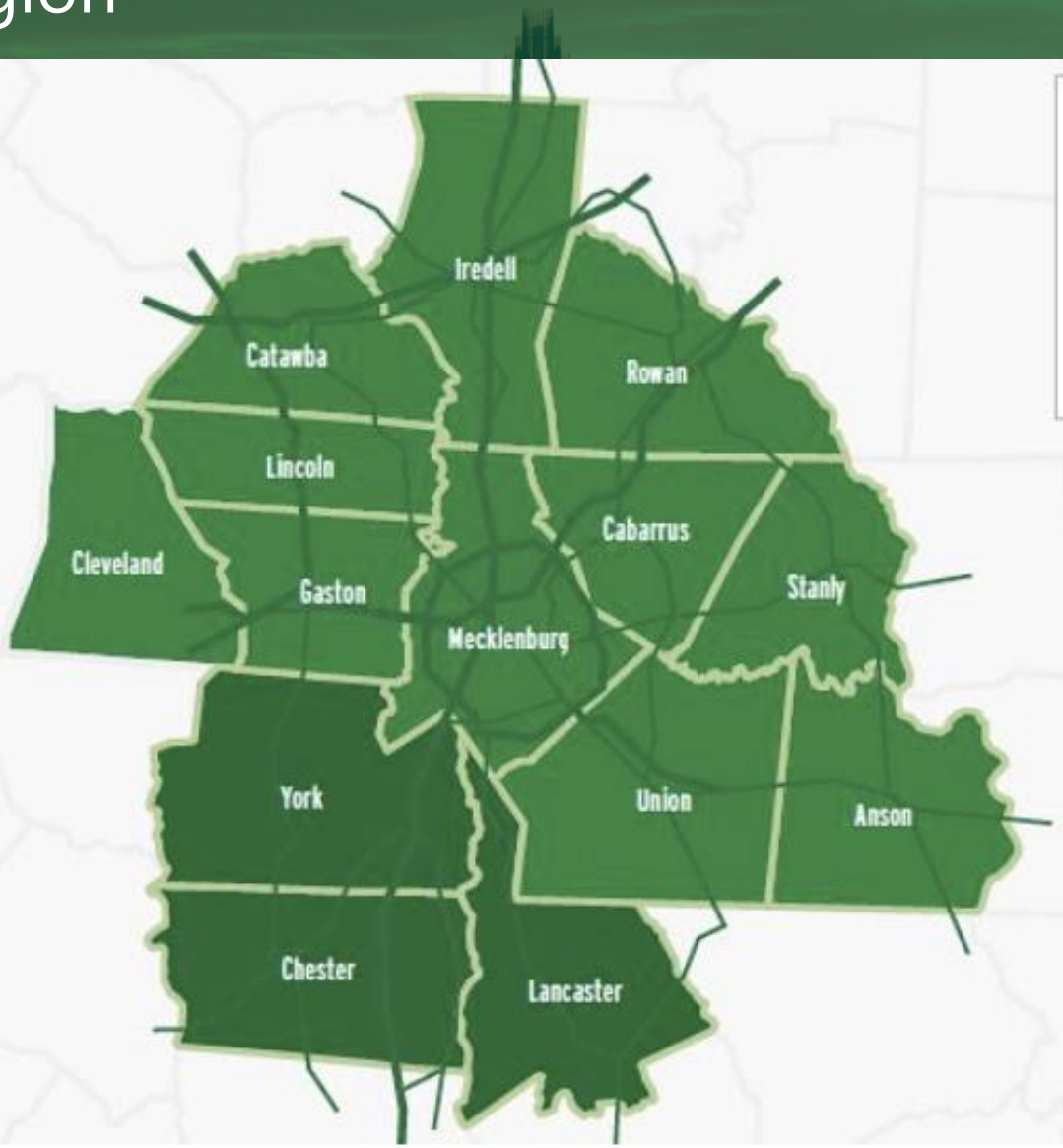
Our Region



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Between 2016 and 2022:

725,871

unique people were represented across all Data Trust partners.

269,307

were represented in more than one data partner.

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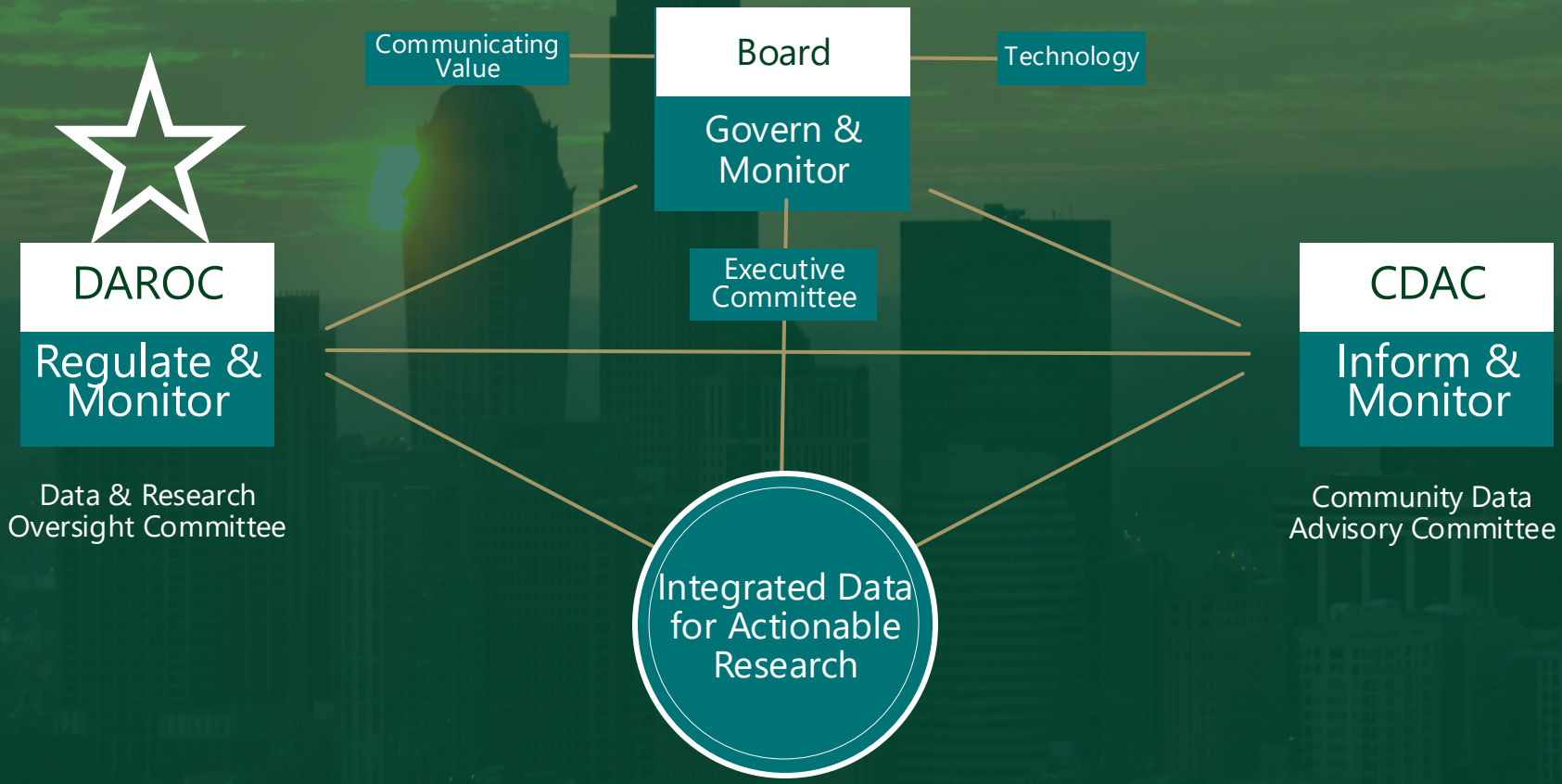
Data Trust **Leadership & Governance**



Data & Research Oversight Committee

Community Data Advisory Committee

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DAROC Membership & Leadership

Previous Set Up

- DAROC Chair on Board
- Data Partner representatives
- Subject matter experts
- Representatives from other major organizations who support data sharing (e.g., United Way)

Current Set Up

- DAROC Chair on Board and Executive Committee
- Data Partner representatives
- Subject matter experts
- Representatives from other major organizations who support data sharing (e.g., United Way)
- Inclusion of alternates

Future Set Up

- Implement DAROC Vice Chair for leadership development
- Engagement with CDAC
- Encourage & support internal approval processes at data partner agencies
- Inclusion of alternates

Balancing

Communication with other committees, not having too big a committee, encouraging engagement.

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DAROC Meetings

Previous Set Up

- Quarterly meetings alternate virtual and in-person
- Working meetings to review and vote on DLRs
- Facilitated by Chair

Current Set Up

- Quarterly meetings alternate virtual and in-person
- Facilitated by Chair
- Meetings focused on Data Trust updates, strategy, and engagement among members.

Future Set Up

- Quarterly meetings alternate virtual and in-person
- Meetings focused on Data Trust updates, strategy, and engagement among members, in addition to skill and knowledge building

Balancing

Making the DAROC experience worthwhile to members, providing updates, involving members in decisions.

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DAROC Data License Requests

Previous Set Up

- Short word doc form
- Did not need to list data elements
- Requests mostly from UNC Charlotte internal researchers

Current Set Up

- Word doc form that mirrors an IRB request
- List data elements and provide justification
- Risk and benefits
- Research & dissemination plan
- Data security
- Requests from UNC Charlotte researchers and external groups.

Future Set Up

- Submit requests via web portal
- Reorder some sections for greater clarity
- Inclusion of racial equity components
- Inclusion of risk assessment to guide specific reviews
- DLR Guide

Balancing

Strong and thoughtful requests with ease and reduction of burden for everyone.

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DAROC Data License Reviews

Previous Set Up

- DLRs were reviewed and voted on during committee meetings.
- Initial round of review & completion of reviewer's checklist.
- Final vote by all DAROC membership

Current Set Up

- Reviews done via email
- Review schedule
- Votes done via email and voting link
- Introduction of Dropbox
- Initial round of review & completion of reviewer's checklist.
- Final vote by all DAROC membership

Future Set Up

- Reviews done via web portal
- Commenting function to support collaboration in review process

Balancing

Clear expectations for revisions, collaboration in reviews, anonymity to research teams

Data Partner Onboarding

Once the paperwork is all said and done

General presentation about the Data Trust to executives and other staff as necessary.

Quality time with new data partner to learn about the program/agency, how data is collected, and what data they will share.

Data loading, preparation of preliminary data documentation, and co-complete with data partner.

Link to data documentation examples

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Data Partner Onboarding Questions

1. Review of data – current and/or new
2. Who is served and not served by your agency (due to eligibility, geographic service area, type of service provided, or other reasons).
3. What programs/services exist and what do these programs/services do?
4. Goals for the program? Outcomes you are hoping for?
5. How is race and ethnicity collected? Is it self reported? How do you account for multiple selections of racial identity?
6. What system do you use to collect and store data?
7. How is information collected? Who is asked the questions? At what point/points in the process
8. Are there any known errors in the data?
9. What are the important contextual pieces of information Data Trust and researchers need to be aware of in order to use these data appropriately and accurately contextualize the data?
10. What do researchers need to pay attention to? What nuances exist in the data?
11. How might the data be influenced by policies and procedures, either internally or externally?

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THANK YOU!

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Heather Rouse

Director

Iowa State University, Iowa's Integrated Data System for Decision-Making (I2D2)

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I2D2 Governance: Highlights from Learning the Meaning of "flexible"

Heather Rouse

AISP Network Meeting June 5th, 2024

i2d2 Iowa's Integrated Data System for Decision-Making

I2D2 Vision

Our system of early childhood policies and programs across the state will be informed by rigorous analysis of timely, comprehensive, and integrated data from health, human services, and education systems. Implications of policy and program analysis will be considered in collaboration to direct services and resource allocation.

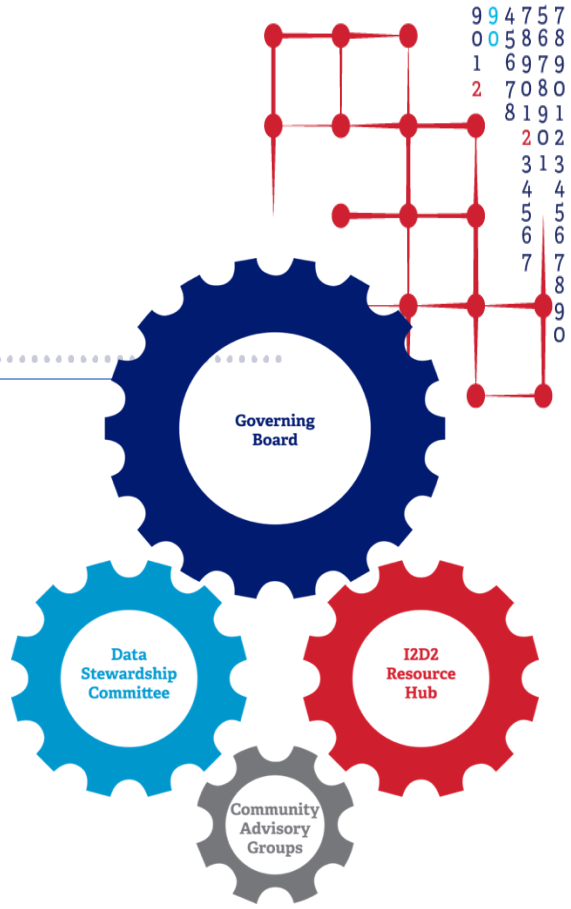
i2d2 Iowa's Integrated Data System for Decision-Making

PLAN . . . .
to be flexible

State IT Investments
• Where do we fit?
• Who will sit at the table?
"In Practice"
• Evolving vs. replicated projects
• Communications needs
Leadership Changes
• Consistent Communications?
• Prioritizing membership in governance groups
• Aligning with realignments
Demonstration Projects
What worked? What did not?
Processes
• Governance
• Project Prioritizing
• Legal
Technology & Security
• Where
• What
• How
Mission & Vision
Use Cases, Boundaries, Model
?
?
?
?
3
2
1

State-University Partnership Model

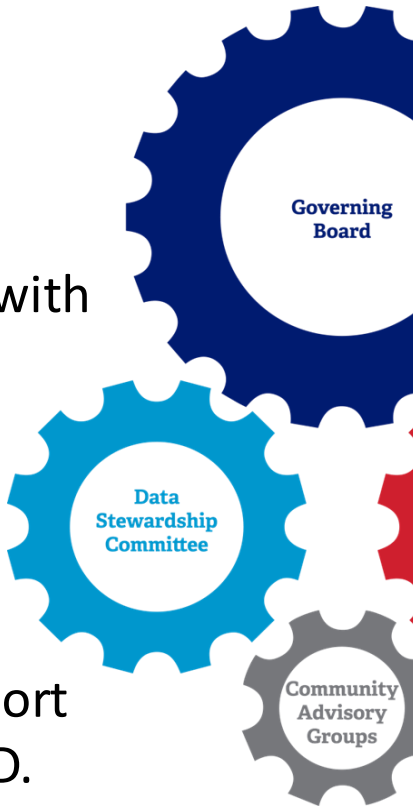
- State maintains control of all data use
- University staffs the infrastructure with a flexible capacity to expand or contract to address priorities
- Capitalizes on ISU's land-grant mission and expertise in data management, analytics, security
- 3rd Party approach for data integration that meets federal and state legal requirements
- Political & economic sustainability
- "build it once, use it multiple ways" model



Governing Board Role

- Identify Cross-System Priorities
- Provide appointees with direction and support to implement priorities
  - Ongoing communication
  - Rules for decision-making
  - Authority to act
- Facilitate data sharing agreements for data systems that align with priorities

Data Stewardship Committee Role

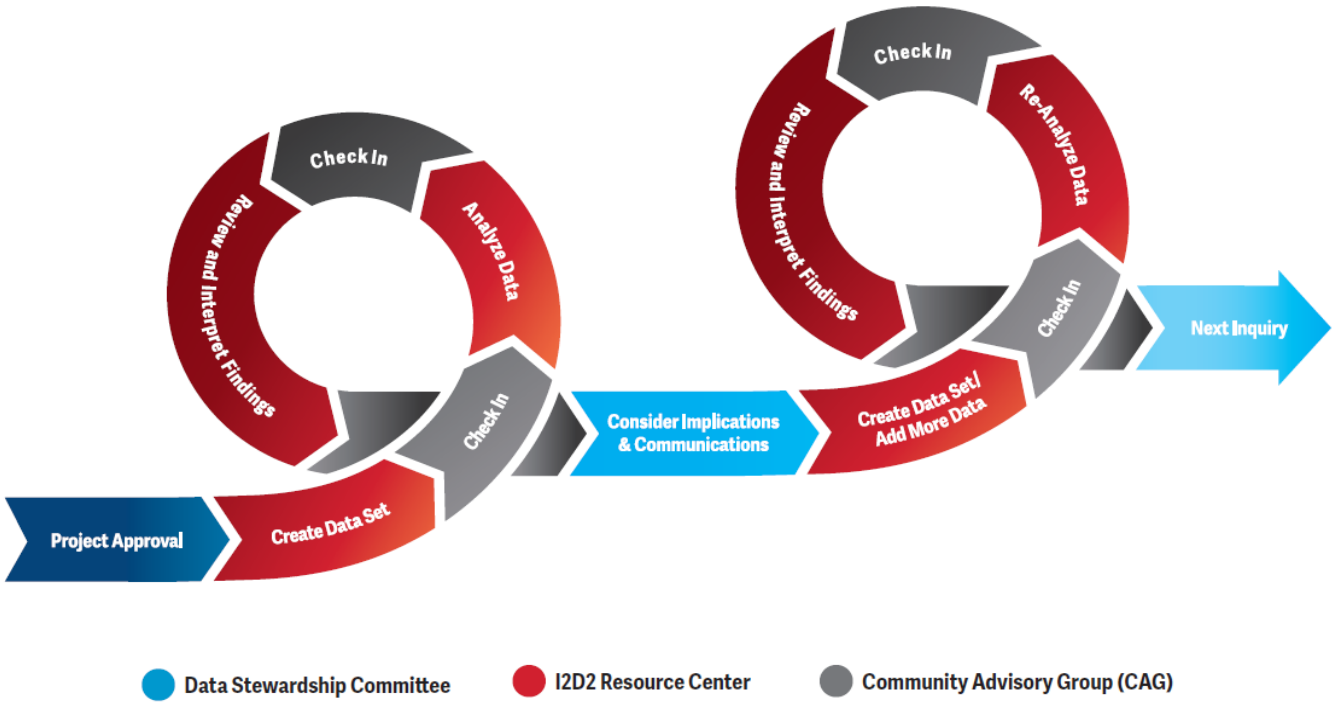


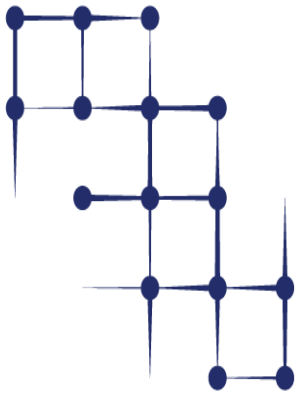
- Review, approve, and monitor projects to ensure they align with Governing Board Priorities (i.e., represent their agency)
  - *Solicit additional supports or approvals as needed*
  - *Identify needed data sources to support priorities*

- Recommend Community Advisory Group members (i.e., program and data experts) uniquely positioned to support the project and ensure communications so findings are USED.

- Advance a “data culture” of use - review and recommend adjustments to governance procedures, share messages outside the group with other system stakeholders

Cyclical Project Process





Pivot Moments

Development-to-Operations (less meetings, less tasks, same people?)

Role Changes for Data Stewardship & Community Advisory Groups

State Appropriations

Regular seat at the table for Annual priorities, indicators for dashboards, data sharing requests

Ongoing Projects & Contracts (vs. “endings”)

Complete overhaul of project approval process & alignment with funded vs. unfunded contracts

Revolving Door of Leadership

Move our home-base, adjust communications, formalize orientation processes

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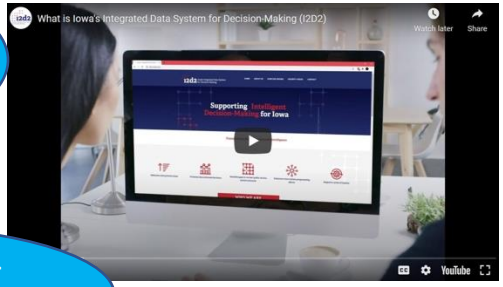
Check out our website



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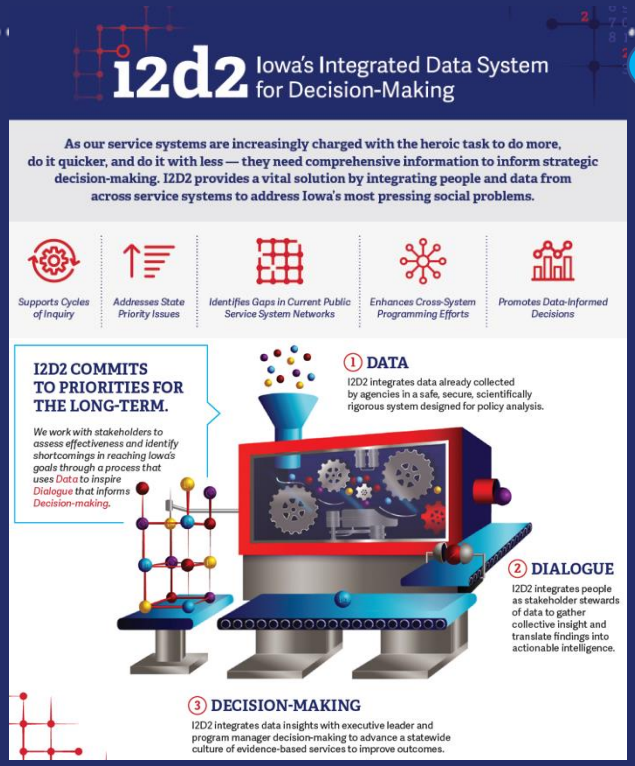

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Iowa's Integrated Data System for Decision-Making

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