



**Better data.
Better schools.™**

Operationalizing **Data Governance** at Scale

A Roadmap *for* Education Leaders

California School Information Services

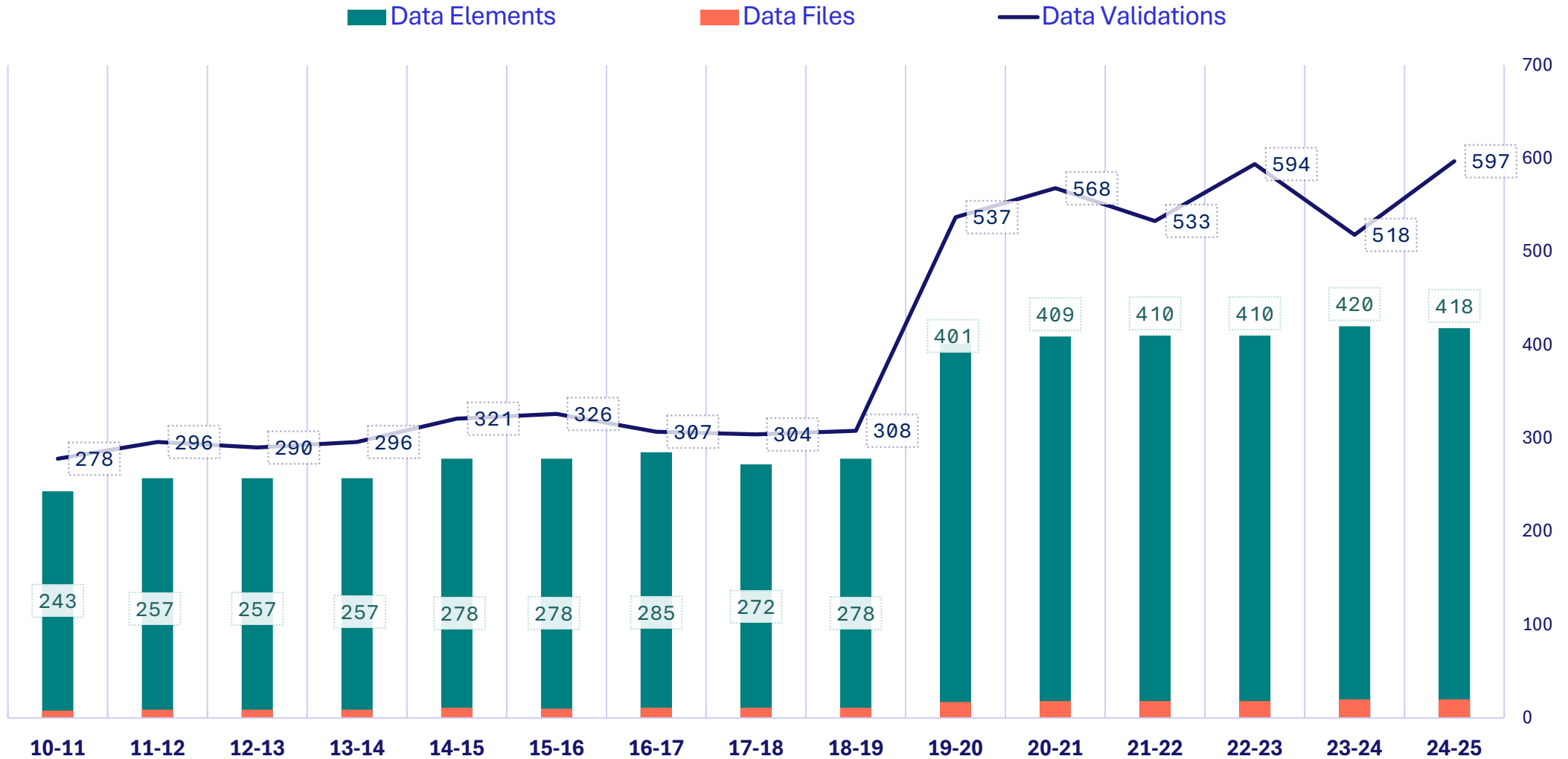


Session Agenda

- **Current state of Data Management – Challenges and Insights**
- **Review of Data Management & Data Governance – key Concepts**
- **Overview of the CSIS Data Governance Academy – Review**
- **Data Initiatives as Systems of Change**
 - **3 Types of data initiatives and their roles**
- **Data Tools / Resources**
 - Data Initiatives Charter Template
 - CSIS - Universal Supports Toolkit
 - **CSIS Data Management Assessment (CDMA)**

The **Current State** of **Data Management** in California Education Agencies

Growth in CALPADS Data



Education Data Systems



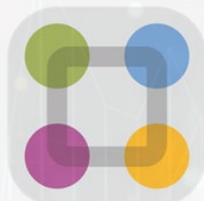
Consolidated
Application &
Reporting
System



Principal Apportionment Data Collection (PADC)

CNIPS

Child Nutrition Information & Payment System



ParentSquare



Education Data Collection System (EDCS)



External Data Systems

- **Student & Staff Accountability**
- **State Testing & Reporting**
- **Finance & Apportionment**
- **Compliance & Monitoring**
- **Nutrition & Health**
- **Federal Reporting & Funding**

CALPADS / California School Dashboard
DataQuest
CAASPP/ELPAC
TOMS
CERS
SACS Web System
PADC Web
ConApp / CARS
CDE Monitoring Tool (CMT) – (FPM)
CalSAAS (CTC)
SARC Web Application (on myCDEconnect)
CBEDS-ORA
OPUS-CDS / CDS Administration
CNIPS
CAIR Hub / CAIR2 + SCRL tool (CDPH)
CRDC Submission System
USAC E-Rate EPC portal
Cal-PASS Plus / LaunchBoard
Cradle-to-Career (C2C)

Internal Data Systems

Student Information & Enrollment
Assessment & Instruction
Analytics & Data Warehousing
Special Education & Related
HR / Credentialing / Absence
Finance / Procurement
Food Services
Transportation
Facilities / Work Orders / Asset Mgmt.
Security & Operations
Communications & Family Engagement
College & Career / Pathways
Local Surveys & Climate

SIS/Online enrollment/registration
Classroom/interim Assessment
Curriculum/LMS
Benchmarking
K-12 analytics/Data Warehouse
Early warning & MTSS
SPED/IEP
Related services & Medicaid claiming
HR/Payroll/Position control
Absence/assignment
ERP/Finance
Budget modeling
eProcurement
POS & nutrition
Transportation Routing
Maintenance/Facilities
Asset Management/1:1
Visitor/volunteer mgmt.
Help desk/ITSM
Identity & SSO
SIS-integrated messaging/attendance
Work-based learning & pathways

Local Data Management Challenges

- **Broken Data Ownership and Accountability**
- Inconsistent **Data Quality** and Definitions
- **Missing Unified Data Governance Framework**
- Disjointed Systems and **Limited Interoperability**
- **Reactive vs. Strategic** Data Culture
- **Insufficient** Data Literacy/**Capacity Building**
- **Disconnected** Compliance and Improvement Data Streams
- Privacy, Security, and **Risk Mgmt. Gaps**
- No Centralized **Data Catalog** or Key Metrics
- **Inefficient** and **Manual Business Processes**
- Data **Timeliness** and **Synchronization** Issues
- **Limited Use** of Analytics and Visualization
- Data Architecture and **Integration Strategy**
- **Data ROT** (Redundant, Obsolete, Trivial)

Room for Local Data Improvements

“If you’re not monitoring and not adjusting what you’re doing to get better results, then you can’t be surprised when you don’t get good results,” ... “Program implementation varied across campuses, **with only some schools aligning resources with data-driven practices**”

Erratic results, high costs doomed this districtwide student improvement program – [EdSource](#) July 11, 2025

“At this point, the state’s enrollment data for ethnic and racial groups is incomplete because Los Angeles Unified failed to record the data for 70,000 students – about 1 in 7 students in the district. That’s **a big enough number to affect statewide percentages.**” – [EdSource](#) April 4, 2023

“California Department of Education sent letters to nearly 250 schools last month — including more than half of the schools in San Francisco Unified — asking them to re-check their attendance records after they submitted data to the state **showing every one of their students had perfect attendance** during the 2016-17 school year” – [EdSource](#) April 1, 2018

Differentiated Assistance (DA)

25-26

Final CALPADS Deadlines

- “Any district that fails to submit data according to the **processes and timelines** as specified in *EC 60900(f)* and established by the CDE.” –SB114

26-27

Data Quality Criteria

- “This includes submitting and certifying **accurate, correct, and complete data** by each certification deadline.” –SB114

Table Discussion

Data Management Challenges

7 minutes

**What challenges is your organization facing
in data management?**

Formal Data Management

Knowledge Areas of Data Management

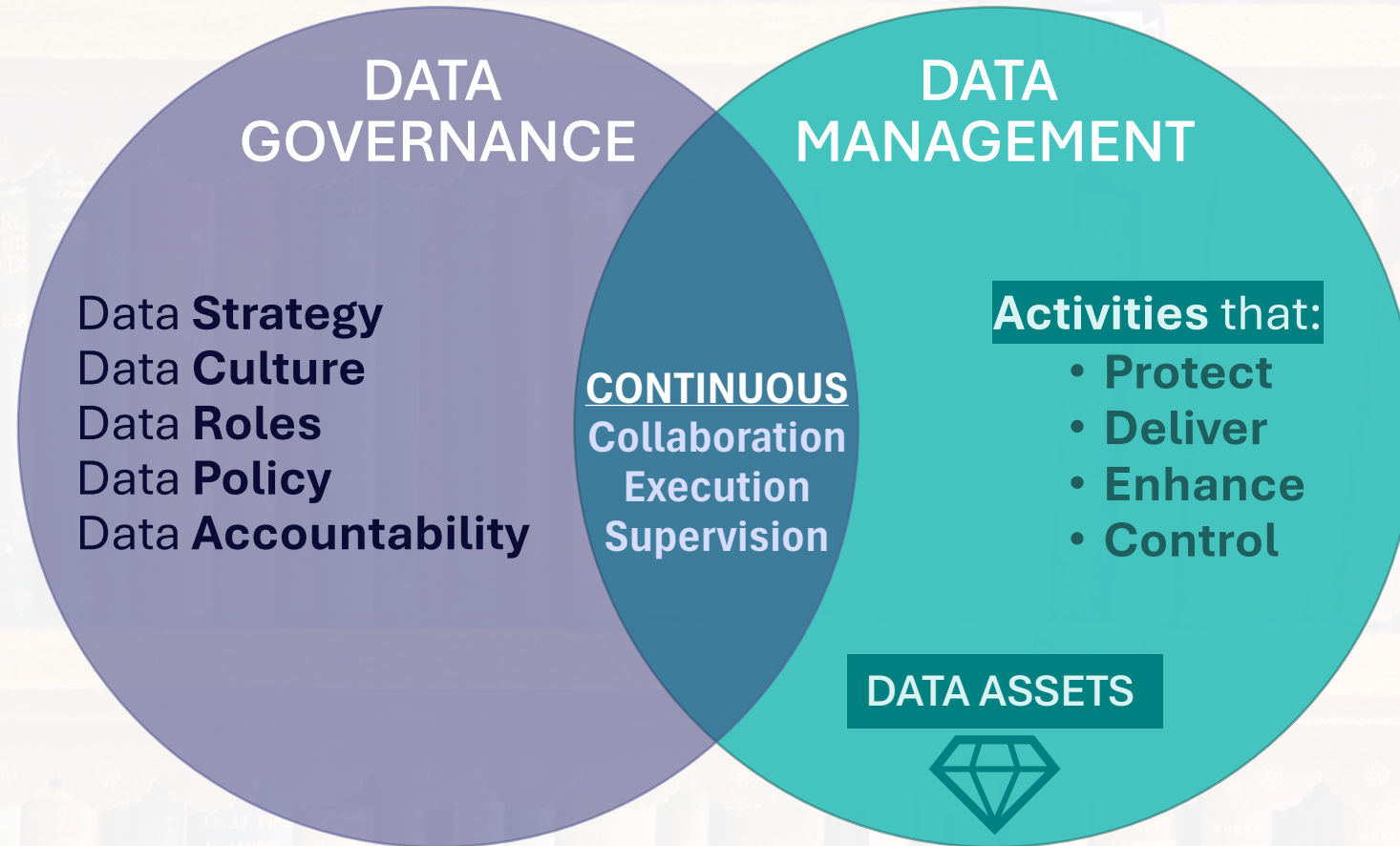
Data Management Body of Knowledge (DMBOK) — <i>Formal Knowledge Areas</i>		Governance Purpose
Data Governance Program		Enterprise-wide...
Data Architecture	Data Integration & Interoperability	▪ Authority
Data Modeling & Design	Data Warehousing & Business Intelligence	▪ Decision Making
Data Storage & Operations	Reference & Master Data Management	▪ Oversight
Data Security	Metadata Management	
Data Quality Management	Document & Content Management	

New Local Capabilities!

Data Governance vs Data Management

Enterprise Oversight

Operational Execution



Data Management Activities

- Security + Privacy
- Access + Sharing
- Creation + Capture
- Backup + Recovery
- Storage + Organization
- Ingestion + Acquisition
- Analysis + Visualization
- Auditing + Compliance
- Processing + Transformation
- Record Archival + Disposition

Data Governance

Because **good** data drives growth, and **bad** data drives you crazy.

CSIS Data Governance Academy – Session 1

Data Governance *for* LEA Executives



**Roles
&
Responsibilities**



**Policies
&
Procedures**



**Audits
&
Accountability**

Organizational Data Governance Roles

Data Steward Roles	Primary Focus	Responsibilities
Data Owner	<ul style="list-style-type: none"> • Staff accountability • Process authority • Policy enforcement 	Decision-making authority , defining data access rights , ensuring regulatory compliance
Data Steward	<ul style="list-style-type: none"> • Operational data management • Data integrity & quality 	Ensures data accuracy, consistency, and policy adherence
Data Custodian	<ul style="list-style-type: none"> • Technical systems management • Data Privacy & Security 	Manages IT infrastructure , ensures secure storage and access controls
Data Consumer	<ul style="list-style-type: none"> • Generalized data use • Informed constituents & public • Business & operational needs 	Uses data according to policies, reports issues , adheres to security guidelines

Working Groups



Internal

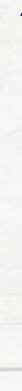
- Cabinet
- Data Owners
- Data Custodians
- Domain Experts + Stewards
- Cross-departmental Groups

External

- Regional Groups
- Statewide Networks
- Technology Professionals
- System Vendors

Data Policy

[Relevant Party] will ensure [New Requirement] in order to [Strategic Justification].



Statement of Scope

Groups or individuals to whom the data policy applies or impacts.

Interpretable Control
Able to be implemented with one or more processes or methods.

Tied to Strategic Goals
The connection between *mission, vision, strategic goals, LCAP initiatives,* and Data Management.

Data Policy

[Relevant Party] will ensure [New Requirement] in order to [Strategic Justification].

Local Example

Department Directors will ensure that data reports in Aeries, SEIS, and CALPADS are audited for quality and accuracy quarterly, including a wet ink or digital signature process from expert staff, in order to strengthen reliability, ensure accountability across systems, and support regulatory compliance.

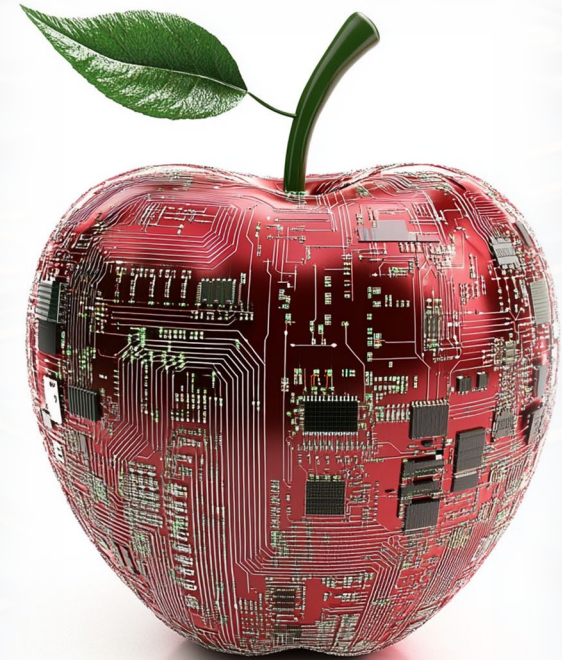
Metrics & KPIs

Category (Examples)	Governance Metric	Management Metric
Data Quality	Percentage of Users Trained in Reports Review	Percentage of reports reviewed for accuracy, verified, and signed
Timeliness	Time requested vs. delivered (turnaround time)	Percentage of records entered within a defined acceptable window
Privacy	Number of privacy and security incidents	Number of requests for access modifications
Interoperability	Data elements defined consistently across systems	Percentage of successful data exchanges between systems
Decision-Impact	Number or percentage of decisions made using dashboards and reports	Y/N Percentage: data is available when needed for decision-making

Data Governance

As it relates to our internal data initiatives...

- Executive Sponsorship & Supports
- Enterprise-wide Oversight of Data Assets
- Capacity for Data Management Efforts
- **A Vehicle *for* Change**



Data Initiatives *as* Systems of Change!

Building a solid foundation

Initiatives: Operationalizing Data Governance

“An engine is built one gear at a time.”



Data Governance Programs



Data Governance Initiatives

Initiatives: The Gears of Change



Data Governance: Initiatives vs Programs

Initiatives

- **Finite & Time-Bound**
Defined start/end dates with a specific deliverable or change objective.
- **Outcome / Artifact Focused**
Success measured by milestones, deliverables, or remediation targets.
- **Project-Based Resourcing**
Temporary structures, dedicated funding, change management overlays.

Programs

- **Ongoing & Sustained**
Continuous operational capability embedded into routine practice.
- **Performance & Maturity Focused**
Success measured through KPIs, SLAs, compliance, and continuous improvement.
- **Operational Resourcing**
Durable roles, recurring funding, policy alignment, embedded accountability.

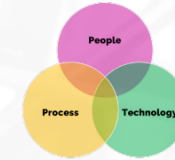
Change Management



OCM Strategies for Your Project: Cheat Sheet

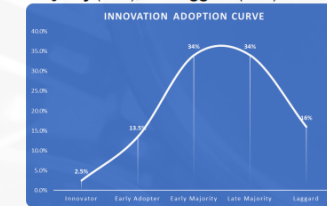
OCM

Organizational Change Management, or OCM for short, is a framework for managing the *people* side of change, to ensure that the impacted employees embrace, adopt, and use the solution.



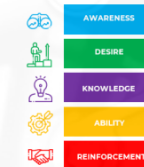
Types of Adopters

In Everett Rogers' book *Diffusion of Innovations 5th Edition* (Free Press, 2005), Rogers places adopters of innovations into five different categories: **Innovator** (2.5%), **Early Adopter** (13.5%), **Early Majority** (34%), **Late Majority** (34%), and **Laggard** (16%).



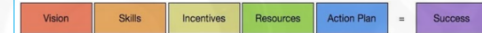
The ADKAR Model

Prosci is an organization that specializes in change. Its *ADKAR Model* outlines what's required to bring individuals along on the change journey.



The Lippitt-Knoster Model

The *Lippitt-Knoster Model for Managing Complex Change* shows what is needed for change to occur successfully.



Reasons Change Doesn't Happen

The obstacles to technology adoption can be many and various, covering a broad spectrum of areas including:

- Poor communication
- Fear
- Training
- Lack of executive support
- Conflicting views of change
- Lack of confidence
- Budgetary constraints

Adoption Techniques

When planning and executing your project, the following techniques can be selected and applied with the intention of being impactful on all the different types of adopters. (Source: [InfoTech](#))

	CATEGORY 1 Innovator	CATEGORY 2 Early Adopter	CATEGORY 3 Early Majority	CATEGORY 4 Late Majority	CATEGORY 5 Laggard
Proof of Concepts	★	★	—	↓	↓
Train the Trainer	★	★	—	↓	↓
Contests	★	★	—	↓	↓
Marketing	—	★	★	—	↓
Incentives	↓	★	★	—	↓
Herd Mentality	↓	—	★	★	↓
Group Training	↓	—	★	★	↓
Champions	↓	★	★	★	—
One-on-One	↓	↓	—	★	★
Force	↓	↓	—	★	★

Example Initiatives

Data Quality Improvement & Assurance Initiative

Purpose: Improve the accuracy, completeness, and consistency of high-value data (e.g., in CALPADS and SIS).

Typical Focus Areas:

- Define data quality review processes, recruit expert staff for data quality review
- Assign data owners and data stewards
- Establish data review and correction cycles
- Define validation rules

Outcome: Fewer reporting errors, higher trust in data, smoother state and federal reporting.

Enterprise Data Catalogue & Documentation Initiative

Purpose: Create a shared understanding of existing organization data, the systems in which it resides, and how should be maintained and used.

Typical Focus Areas:

- Inventory critical data sets and data systems
- Document data definitions, business rules, and data owners
- Codify standards for naming, access, and usage

Outcome: Consistent reporting across departments, faster onboarding, reduced confusion.

Example Initiatives

Privacy, Security, and Data Sharing Compliance Initiative

Purpose: Strengthen compliance with privacy laws and responsible data use practices.

Typical Focus Areas:

- Perform risk assessments and determine areas of risk
- Standardize data sharing agreements and approval processes
- Clarify roles for data access, FERPA reviews, and incident responses
- Monitor ongoing compliance rather than one-time reviews

Outcome: Lower risk, clearer accountability, safer data sharing with partners (e.g., LEAs, COEs, vendors).

Early Warning/Student Support Analytics Initiative

Purpose: Use integrated data to proactively identify and support at-risk students.

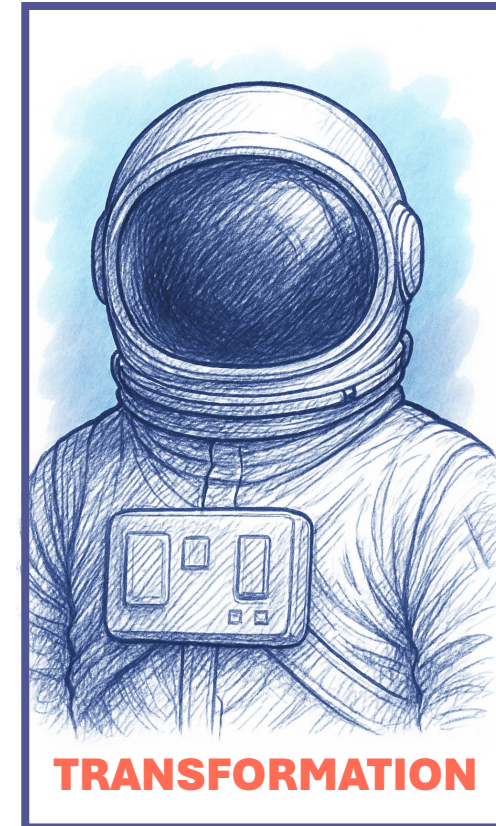
Typical Focus Areas:

- Combine attendance, behavior, and academic indicators
- Define intervention thresholds and escalation processes
- Clarify how data informs action for cultural shift towards data

Outcome: Timelier interventions and stronger student outcomes.

Choose Your Data Initiative

3 Types of Education **Data Initiatives**



Compliance Initiatives



Purpose: To meet mandated requirements or external standards (e.g., state, federal, or funding compliance).

Drivers:

External – Regulations, audits, timelines, and mandates.

Outcomes:

- Form a baseline of trust and ensure compliance that allows your agency to operate legally and ethically – *not necessarily intended to improve efficiency or insight.*

Compliance Initiatives



Pros:

- Establish a baseline of trust
- Enable lawful and regulated operations
- Creates a foundation for future work

Paradigms:

- Privacy and Security Initiatives
- Data Retention and Records Management Initiatives
- State and Federal Reporting Adherence Initiatives

Cons:

- Primarily reaction – triggered by laws, regulations
- Narrow in scope
- Risk of “check the box” behaviors

Example Compliance Initiatives

	Focus	Typical Activities	Tools/Systems
CALPADS Data Quality & Governance	Student information accuracy for state reporting	Data validation routines, certification cycles, training site staff, local data governance committees	CALPADS, SIS integrations
Mandated State & Federal Reporting Automation	Streamline submissions (e.g., CARS, Civil Rights Data Collection, SARC)	Automate data pulls, implement validation dashboards	Ed-Fi, Power BI, DataHub
Student Privacy & Security Compliance	Compliance with CCPA, FERPA, and SOPIPA	Data sharing agreements, access audits, privacy impact assessments	OneTrust, Secure FTPs, Data Access logs
Special Education Data Integrity Initiative	Alignment between SIS and SEIS data	Automated sync checks, exception reports	SEIS, CALPADS, local data warehouse
Attendance & Enrollment Audit Readiness	Accurate ADA reporting for LCFF funding	Automated attendance reconciliation, audit logs	SIS (Aeries, Infinite Campus, etc.)

Key Compliance Documentation

Key Compliance Documents by LEA Size	
Small LEAs	Annual Reporting Calendar A single-page visual calendar showing all state reporting deadlines (CALPADS, LCAP, Title programs) with 30/60/90-day preparation milestones. This prevents surprises and helps small teams with limited capacity plan their year.
Medium LEAs	Data Responsibility Matrix A simple one-page table showing what needs to get done, who does it, and by when. Rows are key compliance tasks (enrollment census, attendance reporting, discipline submissions, etc.), columns are roles (site secretaries, registrar, special ed coordinator, etc.), and cells show who's responsible vs. who supports.
Large LEAs	Data Quality Scorecard A dashboard showing error rates, submission timeliness, and audit findings by department/site. Creates accountability through transparency and allows leadership to identify which parts of the organization need support.

Table Discussion

Data Management Challenges

7 minutes

Where do we most often struggle to meet compliance requirements (timeliness, accuracy, completeness, documents)?

Improvement Initiatives



Purpose: To make existing processes more efficient, reliable, and ensure consistency – often by leveraging lessons learned from compliance work.

Drivers:

Internal – Increased quality, efficiency, or usability of Data.

Outcomes:

- Improved data quality and operational efficiency, freeing up time and resources. Developing a data-informed culture.

Improvement Initiatives



Pros:

- Tangible gains in services and efficiencies
- Stronger cross-functional collaboration
- Better data quality in source systems and throughout organization

Paradigms:

- Data Quality Process Improvement Initiatives
- Documentation and Workflow Standardization Initiatives
- Systems Integration and Process Alignment Initiatives

Cons:

- Requires sustained commitment
- Benefits may be incremental, harder to measure for “quick wins” up front
- Benefits may become incremental rather than dramatic

Example **Improvement** Initiatives

	Focus	Typical Activities	Tools/Systems
Local Data Warehouse / Analytics Platform	Integrated data views across systems	Build dashboards for LCAP metrics, early warning indicators, and intervention tracking	Power BI, Tableau, Google Looker, Snowflake
Data Literacy & Culture Building	Improve staff capacity to use data for decision-making	Train principals and PLCs on inquiry cycles, equity gap analysis	Data teams, PD sessions
Formative Assessment & Early Warning Analytics	Identify learning gaps and student risks early	Integrate academic, attendance, and SEL data into unified dashboards	Panorama, i-Ready, Renaissance, Illuminate
Equity Data Review Cycles	Analyze disaggregated data by student group	Build regular review protocols, equity scorecards	Custom dashboards, Google Data Studio
Continuous Improvement Data System Alignment	Connect LCAP, MTSS, and community school data	Create cross-department data sharing contracts and logic models	Smartsheets, Airtable, data hubs

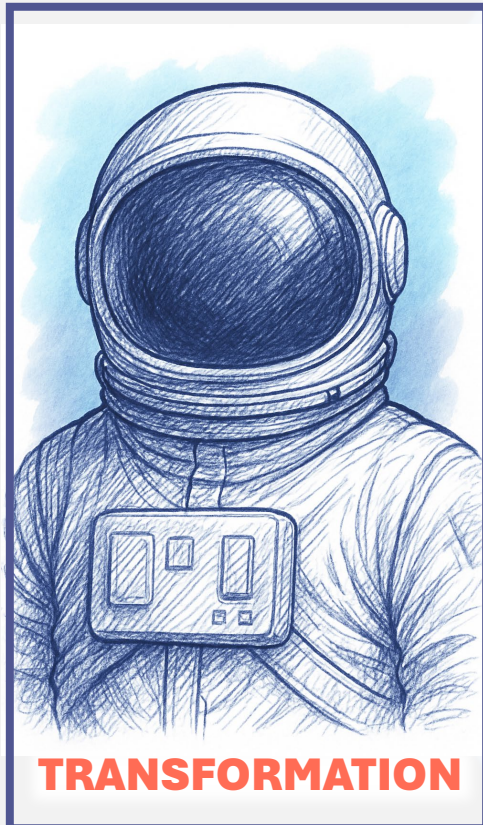
Key Improvement Documentation

Key Improvement Documents by LEA Size	
Small LEAs	<p>Early Warning Indicator Definitions & Thresholds</p> <p>A simple document defining exactly what triggers concern (e.g., "3+ absences in 2 weeks" or "D/F in core class") and what action follows. Turns good intentions into systematic practice.</p>
Medium LEAs	<p>Data Analysis Playbook</p> <p>Step-by-step guides for the 5-7 most common analyses the district needs (e.g., "How to identify students not on track to graduate" or "How to evaluate intervention effectiveness"). Democratizes analytical capability beyond individual data persons.</p>
Large LEAs	<p>Program Evaluation Template</p> <p>A standardized template for evaluating any initiative that includes baseline data, target outcomes, cost-per-student, and equity analysis. Ensures all improvement efforts are evidence-based and comparable.</p>

Activity – Early Warning Indicators

Participant Guide Page 46-47

Transformation Initiatives



Purpose: To fundamentally change how data is governed, accessed, and used across the organization – aligning data strategy with mission and vision.

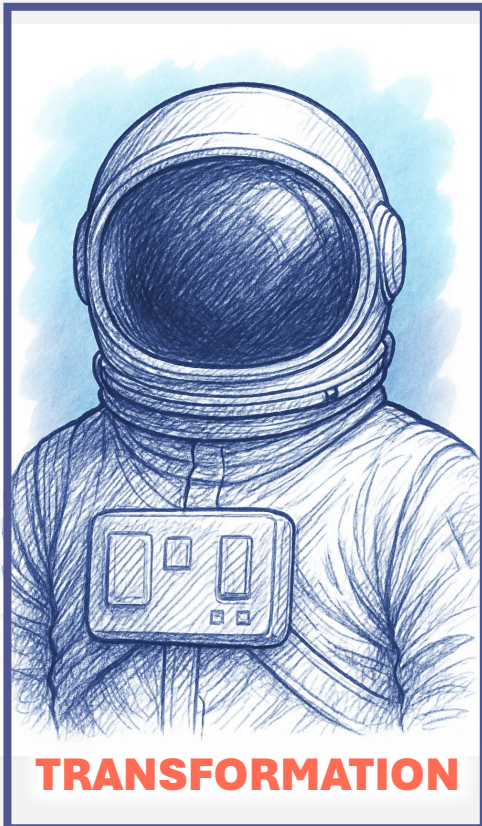
Motivation:

Strategic – Leadership commitment to data-driven decision-making and organizational innovation.

Outcomes:

- Data becomes a strategic asset, with efforts guided by a shared vision and ingrained data-driven culture.

Transformation Initiatives



Pros:

- Data becomes a strategic asset
- Enterprise-wide alignment
- Advanced decision-making
- Long term ROI
- Durable culture change

Cons:

- High complexity and risk
- Requires sustained executive sponsorship
- Significant time and resource investment
- Cultural resistance present

Paradigms:

- Data Governance Program Implementation Initiatives
- Data Standards and Warehousing, Predictive Analytics Initiatives
- Process Modernization Initiatives

Example Transformation Initiatives

	Focus	Typical Activities	Tools/Systems
Interoperability & Data Architecture Modernization	Streamlined data flow between systems	Adopt Ed-Fi or CEDS standards, build APIs for SIS > LMS > Assessment > ERP integration	Ed-Fi, Azure Data Factory, AWS Glue
Predictive Analytics for Student Success	Move from descriptive to predictive insights	Use ML models for attendance, course performance, or graduation likelihood	Power BI Premium, Python models, Azure ML
Longitudinal Data System Development	Track student outcomes PK–12–college–career	Partner with county offices and/or state agencies for data pipelines	Data Sharing and custom API integrations
AI-Augmented Decision Support Tools	Use AI for personalized interventions and resource allocation	Develop recommendation engines for intervention matching	Custom AI copilots, LLM integrations
Data-Driven Strategic Planning & Scenario Modeling	Use simulations to inform resource and staffing decisions	Integrate enrollment projections, fiscal modeling, and outcome data	Frontline (Forecast5), Tableau Scenario Analytics

Key Transformation Documentation

Key Transformation Documents by LEA Size	
Small LEAs	<p>Pilot Program Design Document</p> <p>A template for testing transformational ideas on a small scale (one grade, one school) including success metrics, resource requirements, and go/no-go decision criteria. Allows small districts to innovate without betting the farm.</p>
Medium LEAs	<p>Change Management Strategy</p> <p>A stakeholder map identifying personnel types: Champions, resisters, and fence-sitters with specific tactics for building buy-in at each level. Transformation fails not from bad ideas but from poor change management.</p>
Large LEAs	<p>Data Platform Architecture Diagram</p> <p>A visual map showing how all critical systems connect (SIS to assessment platform to EWS to case management) with data flow directions and integration points. Essential for ensuring the technical infrastructure can support the transformation vision.</p>

Data Initiatives Compared

	Compliance	Improvement	Transformation
Primary Driver	<i>External</i> Laws – Policies	<i>Internal</i> Efficiency – Accuracy	<i>Strategic</i> Vision – Innovation
Focus	Meeting Standards	Process Enhancements	Culture and Capabilities
Scope	Narrow, Tactical	Moderate, Cross-functional	Broad, Enterprise-wide
Change Type	Reactive	Incremental	Strategic and Structural
Outcome	Regulatory Compliance	Reliable, High-quality Data	Data-driven Organization
Leadership Role	Oversight and Accountability	Sponsorship and Resource Support	Vision and Cultural Leadership

Scenario-Based Activity

Participant Guide Page 54

A Framework for Data Initiatives or Data Initiative **Charter**

An All-initiatives Checklist

- Executive Sponsorship
- Iterative Delivery Process
- Clear Business Objectives
- Cross-Functional Project Team
- Technical Infrastructure & Tools
- High-Quality, Easily Accessible Data
- Change Management Focus on User Adoption
- Data Governance Framework Established or In-progress

Data Initiatives – Roadmap

Why you're doing it

Problem/Opportunity

- Reasons
- Motivations
- Risks of Inaction

What gets you there

People

- Needs
- Behaviors
- Experiences
- Expertise

Resources

- Time
- Money
- Space

Data Management Activities

What you'll need to figure out

Constraints

- Costs
- Capabilities
- Timelines
- Reality

Solutions

- People
- Impact
- Purpose Fit
- Maintenance

Frame The Problem

Why you're doing it

Problem / Opportunity

- Reasons
- Motivations
- Risks of Inaction

Data Challenge / Improvement Opportunity

- Compliance drivers (LCAP, LCFF, CALPADS)
- Student equity and achievement gaps
- Operational inefficiencies and data silos
- Risks of inaccurate or untimely data
- CALPADS Differentiated Assistance
- Data-informed decision-making
- Improved data practices
- Data governance roles

Sample Problem Statements

Data Challenge / Improvement Opportunity

Compliance drivers (LCAP, LCFF, CALPADS)

Fictitious LEA is experiencing recurring challenges meeting LCAP, LCFF, and CALPADS compliance requirements as evidenced by late submissions, data certification corrections, audit findings, and rework across reporting cycles. These issues increase staff workload, elevate compliance risk, and reduce confidence in the accuracy and alignment of data used for funding, accountability, and planning. Despite multiple reporting cycles and corrective efforts, similar compliance issues continue to occur, indicating the underlying root causes have not been fully identified or addressed.

Sample Problem Statements

Data Challenge / Improvement Opportunity

CALPADS Differentiated Assistance

Sacramento Kings Unified has become eligible for CALPADS Differentiated Assistance due to an inability to certify the Fall 1 data submission by final deadlines. This reflects challenges such as unresolved fatal errors, data quality issues, missed milestones, and reliance on last-minute corrective actions. These challenges have persisted in successive reporting cycles, suggesting that the issue is not isolated but instead driven by underlying gaps in roles, processes, accountability, and operational readiness needed to ensure timely and accurate CALPADS data certifications.

Sample Problem Statements

Data Challenge / Improvement Opportunity

Data-Informed Decision-Making

Key operational, fiscal, and strategic decisions at Fictitious LEA are not consistently guided by reliable, timely, and trusted data. Decision-makers report limited confidence in available reports and dashboards, inconsistent data definitions across systems, and difficulty accessing information at the point decisions are made. As a result, decisions are frequently driven by anecdotal information, urgency, or historical practice rather than shared evidence. These challenges indicate systemic issues related to data governance, data quality, data accessibility, and organizational data literacy rather than a lack of data itself.

Data Initiatives Charter

Data Initiative Charter Template

A Framework for Defining Purpose, Scope, Sponsors, and Deliverables

1. Initiative Overview

Initiative Title			
Date Initiated		Version/Revision	
Primary Author / Owner			
Sponsoring Department(s)			
Primary Stakeholders			

2. Problem Statement / Opportunity

Describe the problem or opportunity this initiative addresses. Use concrete examples or data evidence.

3. Vision and Desired Outcomes

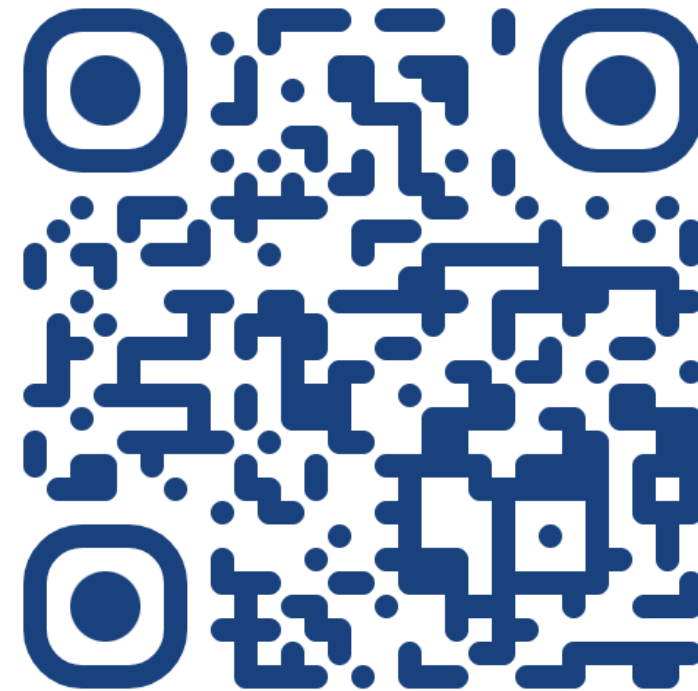
Vision Statement: _____

Primary Objectives:

-

Alignment with Strategic Priorities / LCAP Goals: _____

<https://bit.ly/4oROMfW>



Activity: Draft Your Initiative

Participant Guide Page 65-69

CSIS Universal Supports Toolkit

CSIS Data Management Assessment

How mature are your
data management
practices?



Thank you!

Matthew Clark

Certified Data Management Professional (CDMP)

CSIS – Data Governance Administrator

mclark@fcmat.org

Rob Canales

Certified Data Management Professional (CDMP)

CSIS – Implementation Specialist

rcanales@fcmat.org