



**Better data.
Better schools.™**

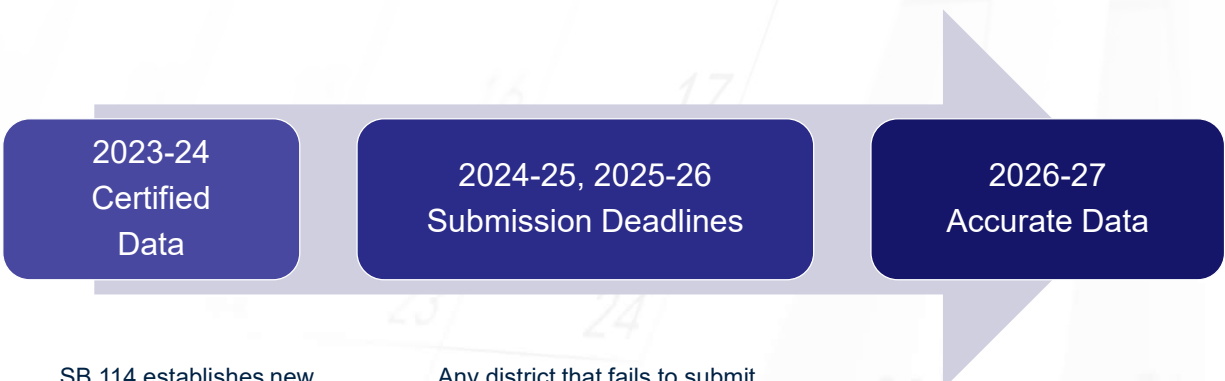
**Data Governance
Clarified**

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November 2025

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SB 114 established new **DA eligibility criteria** for Districts and COEs:



2023-24 Certified Data	2024-25, 2025-26 Submission Deadlines	2026-27 Accurate Data
SB 114 establishes new CALPADS pathway to DA for School Districts and COEs centered around	Any district that fails to submit data according to the processes and timelines as specified in <i>EC 60900(f)</i> and established by the CDE.	*This includes submitting and certifying accurate, correct, and complete data by each certification deadline.

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Why Data Matters to the Cabinet

Funding & Accountability

- State Apportionments
- Federal Title Funds / Program Grants
- Accurate attendance reporting (LCFF)
- CA School Dashboard, Dataquest, Ed-Data, SARC, CARS



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Policy & Decision-Making

- Resource allocation
- Budget planning
- Policy development
- Empowering stakeholders with actionable insights



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Education Data Systems



**Consolidated
Application &
Reporting
System**



Principal Apportionment Data Collection (PADC)



Child Nutrition Information & Payment System



ParentSquare



Education Data Collection System (EDCS)



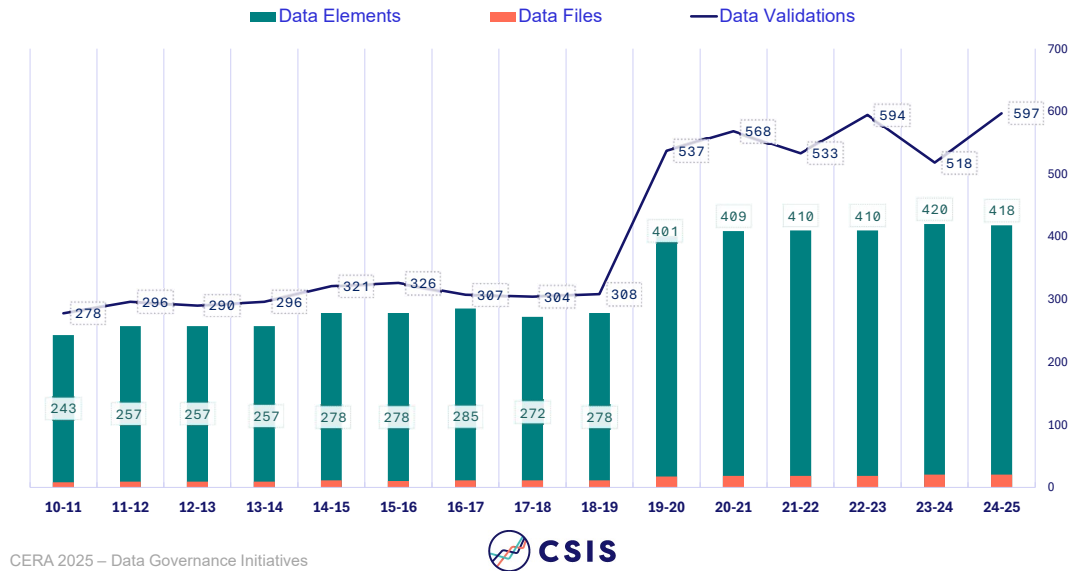
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Growth in CALPADS Data



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From the news

- “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
- “incorrect enrollment data distorts Dublin High School’s cohort graduation rates for 2009-10 and 2010-11 ... **making the currently published analysis unreliable.**” – [OneDublin](#) October 15, 2012

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The Solution

Data Governance

But what is Data Governance, exactly?



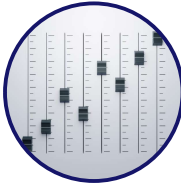
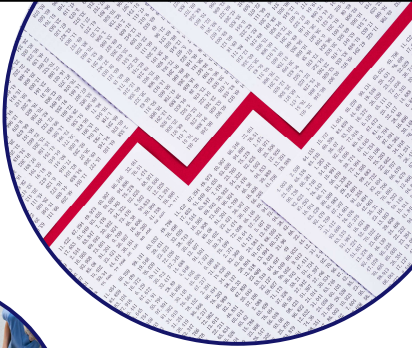

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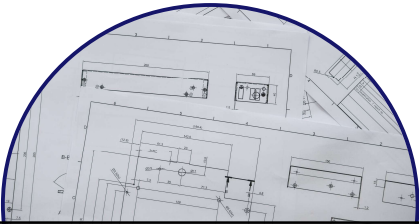
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Common Themes Emerge

- Frameworks
- Organizational and Group Structures
- Access and Control
- Policy Development
- Standard Operating Procedures
- Glossaries and Catalogues
- Readiness and Maturity


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Data Governance: The Fundamentals



Roles and Responsibilities

- Coordinators, Experts, Leaders
- Owners, Stewards, Custodians
- Frameworks and Structures



Policies and Procedures

- Creating Data Governance and Data Management Policies
- Codifying Data Procedures in Desk Manuals



Audits and Accountability

- Data Governance Metrics, Data Management Metrics
- Data audits
- Universal Supports

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Roles and Responsibilities

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From the CALPADS World...



Data Coordinator

- Responsible for submission and maintenance
- Skilled in working with data systems
- Works with department experts and leaders



Department Experts

- Responsible for review and verification
- Knowledgeable of department data
- Works with data coordinator



Leadership

- Responsible for planning and strategy
- Data governance
- Enterprise-wide scope

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From the Data Governance World...



Data Owner

- Accountable for state of data in systems
- Skilled in oversight, strategy, planning
- Works with data stewards, custodians, execs



Data Stewards

- Responsible for data quality maintenance
- Skilled in business rules, some data processes
- Works with custodians, owners



Data Custodians

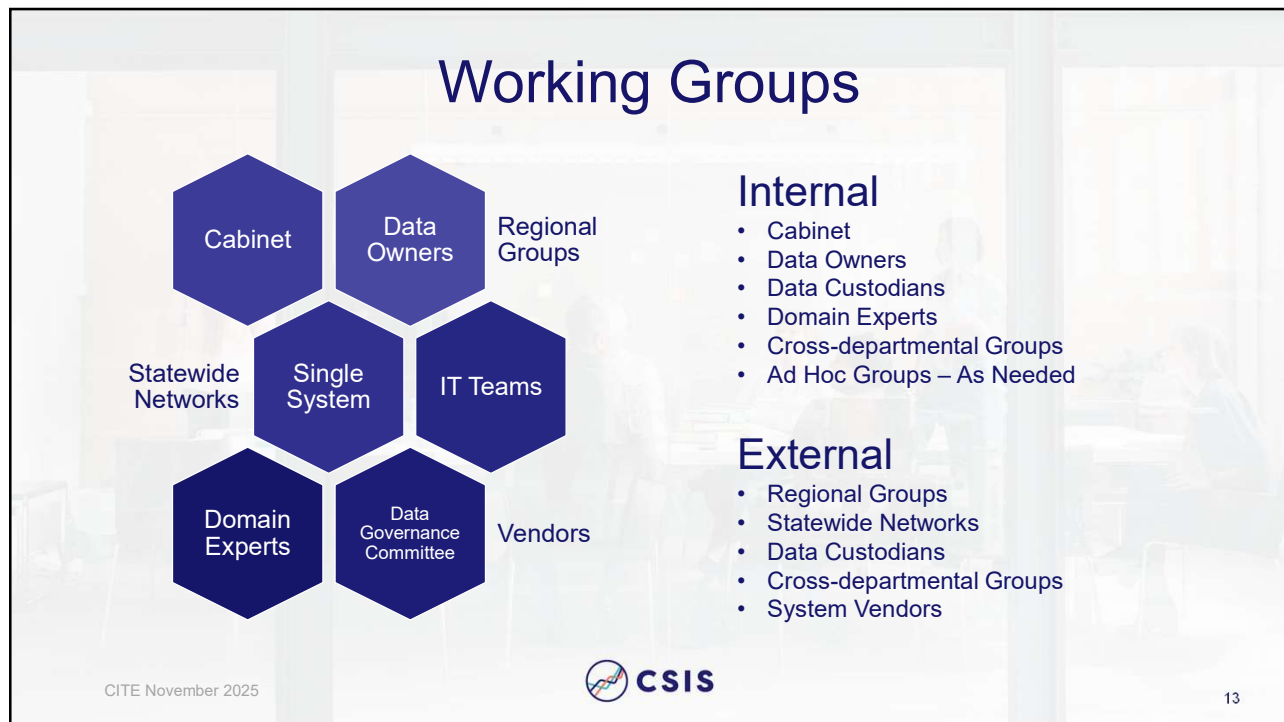
- Responsible for IT systems infrastructure
- Skilled in IT systems, security, lifecycles
- Works with stewards, owners

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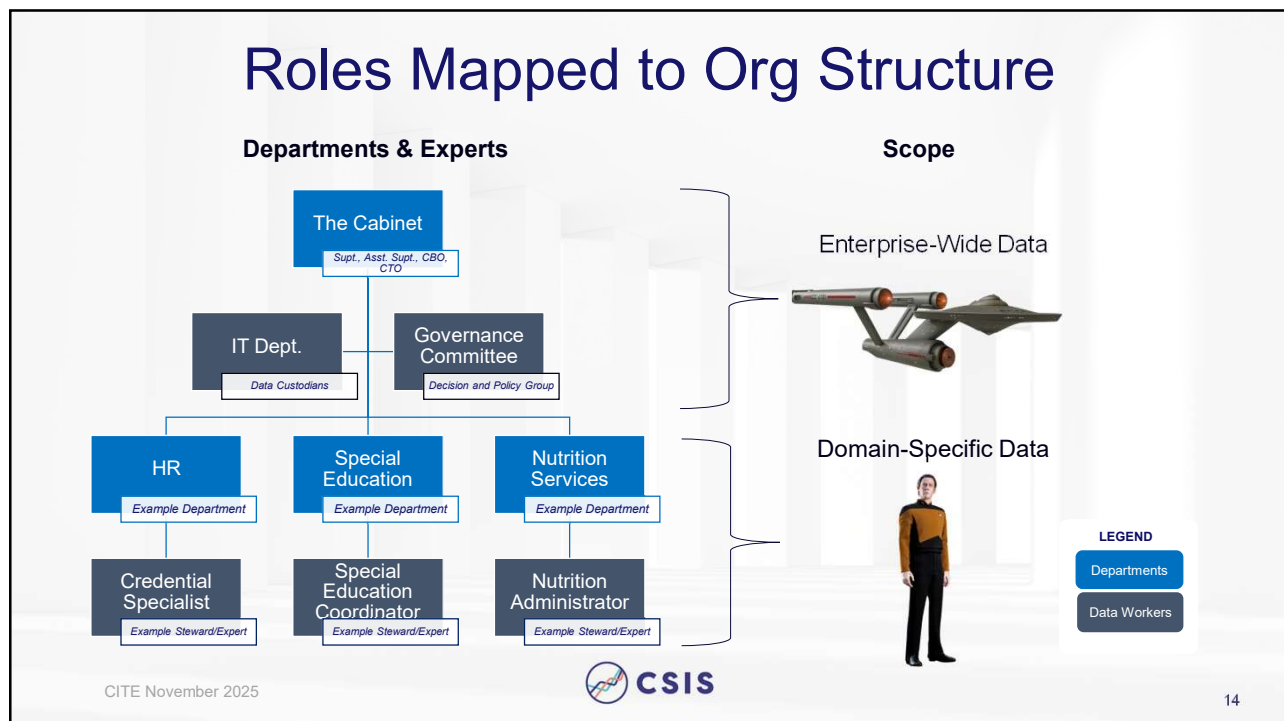


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Policies and Procedures

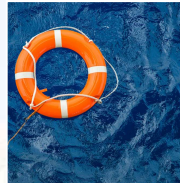
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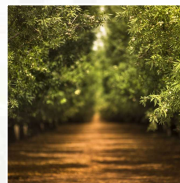
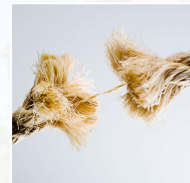
Current State

Triggers for data policy



Adverse Data
Events

Unreliable Data



Growth in LEA
Data

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Strategic Plans

A Typical Mission Statement:

To provide every student with an excellent, equitable, and culturally responsive education that nurtures their intellect, motivation, and leadership—preparing them to thrive as lifelong learners, ready for college, career, and meaningful participation in a global society.

A Typical Vision Statement:

Fictitious Unified will ensure that every student graduates empowered with the knowledge, skills, and character to thrive in college, career, and life—ready to lead, contribute to society, and pursue their fullest potential before and after graduation.

Typical Strategic Goals:

- Ensure equitable access to high-quality instruction.
- Support college, career, and life readiness.
- Foster collaborative partnership with families and communities.
- *Build organizational capacity and fiscal sustainability.*



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Data Policy

- Tied to strategic goals - illustrate the connection between mission, vision, and data management work
- Implementable – staff must be able to comply with the policy by following a clear process
- Specifies guardrails – what are the controls that the policy is putting in place?

Example ESB2071

Establishing CALPADS DA

(a) After 46, Section 44 of the school district requires that the county superintendent of schools provide technical assistance consistent with paragraph (1) of this section to each school district that has been identified for technical assistance by the department, pursuant to division (b) and (c) of Section 5207.2 and if necessary, the requested input is an essential part of the program cost burden for the county superintendent of schools, the county superintendent of schools may assess the school district a fee not to exceed the cost of the service.

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Data Policy

[Party] will ensure **[new requirement]** in order to **[strategic justification]**.

Local Examples

Align Online and Offline Sales and Marketing Data: Integrating information from both online and offline sales, marketing, and customer interaction data is crucial for a holistic view of the customer journey. This involves implementing data integration tools and processes that can connect disparate data sources, such as CRM systems, marketing automation platforms, and e-commerce analytics, to create a unified customer profile.

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Audits and Accountability

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Data Management Metrics

Measuring the performance and quality of operations related to data – how data is collected, stored, accessed, shared, and used.

- **Data Completeness Rate** – Percentage of null or missing values for critical data elements.
- **Timeliness Compliance Rate** – Percentage of records entered within a defined acceptable window.
- **Decision-Ready Timeliness** – Analysis of aggregate Y/N responses on whether data is available, accurate, and complete at the moment needed for informed decision-making.
- **Initial Submission Error Rate** – Frequency of validation errors on first file upload.
- **Accuracy Verification Rate** – Percentage of reports reviewed, verified for accuracy, and signed.
- **Redundancy Index** – Number of duplicate records across all systems.
- **Access Request Frequency** – Number of requests for access modifications.
- **Data Request Fulfillment Time** – Average time to fulfill internal or external data requests.
- **Interoperability Success Rate** – Percentage of successful data exchanges between systems.

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Data Governance Metrics

Measuring the effectiveness of role structures; policies, standards, procedures and audit processes.

- Number or percentage of users trained in reports review
- Issues Raised vs. Issues Resolved
- Data elements defined consistently across systems
- Critical Data Elements identified, defined, and have a system of truth
- Presence of data inventory or catalogue
- Time requested vs. time delivered (turnaround times)
- Rule of thumb metric: Data Quality levels
- Data visuals, including charts and graphs, are used for decision making by department directors and executive leadership
- Number of privacy and security incidents
- Number of repeated or duplicated access requests
- Decision Impact Rate – Number of decisions made using dashboards and reports.

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Metrics Mapped

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

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Data Management Audits

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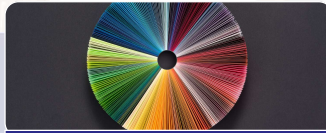
Intra-System Audits

- **Goal:** Ensure consistency across all data systems
- **Goal:** Establish a single System of Truth for each critical data set



Data Catalogue

Identify critical data sets at the LEA
Document systems with access to data set
Designate authoritative system for each data set



Data Standards

Define consistent formats, codes, and validation rules across systems
Align data definitions with state and federal reporting requirements



Data Sampling

Periodically sample records across systems to verify consistency
Ensure no conflicting values for the same data elements in different systems
Flag Discrepancies for resolution and audit trail

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Data Governance Audits

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Universal Supports Toolkit



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Data Management Maturity Model



Determine Your Baseline
The CSIS Data Management Maturity Assessment Tool can be used by any LEA to determine their baseline data management performance and practices, and set targets for growth.

Root Cause Analysis Guidebook



Data Management Assessment



View the Data Performance Landscape
The CSIS Data Management Maturity Model (CDM3) can be used in combination with the CSIS Data Management Maturity Assessment (CDMA) to evaluate and set growth targets for data management processes. The CDM3 can also be used as a standalone tool for a perspective on performance levels of data management programs at education agencies across California.

Perform a Root Cause Analysis
A facilitation guide for root cause analysis to address reasons for any district or COE that becomes eligible for CALPADS DA, or has determined a need for data management improvement. The root cause analysis guidebook is most appropriate for small school districts, and contains a more limited scope than the CSIS Data Management Maturity Assessment (CDMA) that is more appropriate for medium to large districts and county offices.

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Thank You!

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