

# CNMI PSS Data Governance Manual



Prepared by  
CNMI Public School System  
Published: June 1, 2022  
Version 1.0

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## **1) Data Governance (Purpose, Scope, Value, Users & Priorities)**

Effective data governance depends on well-developed, documented, and fully implemented policies and processes. Data policies and processes direct all aspects of information asset management throughout the information lifecycle, from data collection and storage to access, use, and security. Effective policies and processes are understood and used by the organization's staff members and data users, and they help sustain data systems by preserving essential rules and procedures through leadership and staff transitions.

### **1.1 Purpose of the Data Governance Program**

Data governance supports decision-making in data-related matters, such as the availability, usability, integrity, and security of data. An effective data governance program includes a defined set of procedures and policies, and a plan for executing those procedures and policies. In order for its data governance program to be effective and to accomplish the System's mission, the CNMI Public School System will put the necessary personnel, policies, procedures, and organizational structures in place to make data accurate, consistent, and secure.

Effective data governance can make the agency more efficient by reducing costs, establishing accountability and ensuring transparency, and building standard, repeatable processes regarding data activities and communication. To do so, however, the data governance program requires active and ongoing participation and commitment of executive leadership, and Information Technology, as well as consultation with external education stakeholders.

### **1.2 Scope of the Data Governance Program**

The CNMI State Longitudinal Data System (SLDS) centralizes data from over 10 sources over the last five years, currently linking early childhood through high school graduation data. Integrated, longitudinal data systems are needed to ensure that informed decisions routinely occur throughout the education system with the speed and flexibility required for real-time decision making. The scope of the Data Governance Program is based on the SLDS' intended users and uses.

### **1.3 Value of the Data Governance Program**

The CNMI PSS Data Governance will:

- Promote Data Quality;
- Promote effective use of data to inform and improve education in the CNMI;
- Eliminate Redundancy in Data Collection;
- Establish data security;
- Protect confidentiality and Privacy, and;
- Define the Protocols and Procedures for the CNMI PSS to Ensure that Governance is Enforced

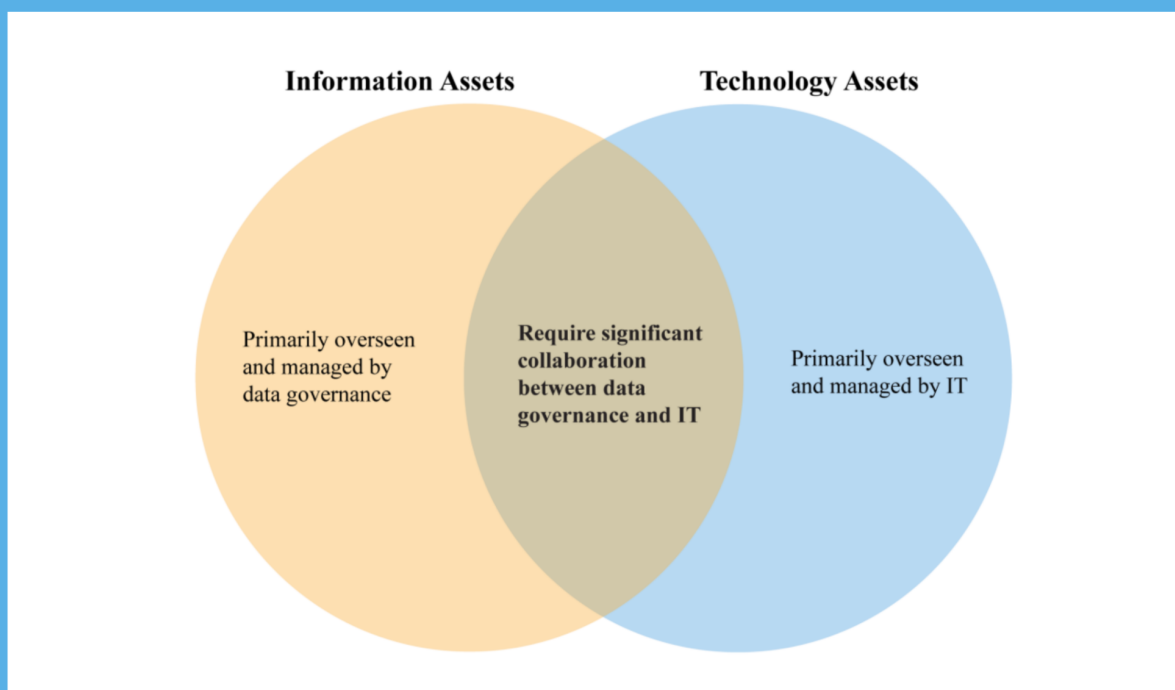
## 1.4 Data Users and Use Priorities

Data Governance supports the use of data to inform decisions throughout the SLDS lifecycle. These priorities include easing the burden of federal reporting by automating the reporting process (i.e., EdFacts, School Accountability Report Card, Facts & Figures). The district also prioritizes the development of an Early Warning System in Reading dashboard to identify struggling students in reading and provide individual student interventions based on those indicators.

## 1.5 Intersection of Data Governance (DG) and Information Technology (IT)

Because Data Governance oversees an organization's information assets and Information Technology oversees an organization's technology assets, the interests and activities of both groups are closely aligned (FIGURE 1).

FIGURE 1. The relationship between data governance and IT



Information assets rely on technical infrastructure and staffing support for every phase of the information cycle. Numerous organizational policies and processes, including project management and procurement, also require the involvement of and collaboration between data governance and IT to be implemented effectively.

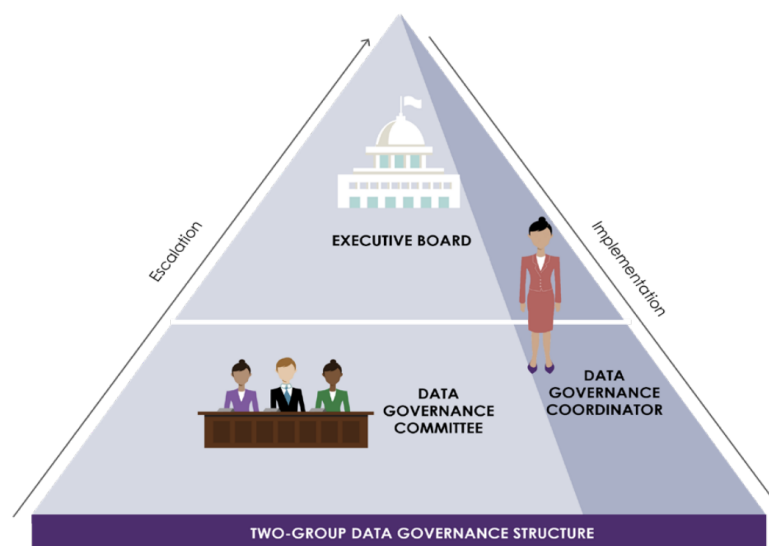
## 1.6 Structure of Data Governance Two-Tiered

The Data Governance Program is planned, managed and implemented through a two-tiered structure under the leadership of the Commissioner of Education who has ultimate review and decision-making authority.

Each tier consists of individuals and processes that address student privacy, data quality, data management, data policies, business process management and risk management surrounding the handling of data.

Each tier has clearly outlined responsibilities for implementing and enforcing policies and guidance involving data (see figure below).

Overview of Current Two-Tiered Data Governance Structure.



## 2.1 Data Governance Program: Key Groups and Roles

PSS's Data Governance Program includes specific relationships among the components of the program, and requires that Data Governance participants follow the defined escalation and implementation process for effective communication (seen in the Data Governance structure above).

## 2.2 Data Governance Coordinator

The Data Governance Coordinator, which is synonymous with the Data Governance Manager, is responsible for leading the overall direction and implementation of the data governance program.

### Core Responsibilities

The Data Governance Coordinator:

- Manages the establishment, documentation, monitoring, improvement, and training on the data governance program, policies, and processes

- Liaison among data governance groups and members to ensure that data are defined, stored, linked, protected, reported, and used in a manner consistent with the needs of the state or agency and in compliance with the data governance policy
- Identifies program, process, and technological improvements that will improve data quality and data use and eliminate redundancies of effort
- Oversee the escalation and resolution of issues among the data governance groups
- Chairs the Data Governance Committee
- Convenes working groups of data stewards to address critical data issues that span multiple program areas or agencies
- The Data Governance Coordinator has a state- or agency-wide perspective on data quality and use
- Understands how data use should support and inform the state's or agency's
- policies and programs
- Ability to balance agency- or state-wide goals and strategy with making and implementing specific decisions in alignment with the broader goals/strategy
- Ideally not located in IT or in a specific program area

## **2.3 Executive Leadership**

### **2.3.1 Purpose**

The Data Governance Executive Leadership is responsible for the oversight of the overall data framework, governance, and management.

### **2.3.2 Membership**

The Data Governance Executive Leadership include the CNMI PSS Commissioner of Education, Senior Directors, State Director for Infrastructure Technology Program, Director of Finance, Federal Programs Officer, Data Governance Manager.

### **2.3.3 Core responsibilities**

The Data Governance Executive Leadership is tasked with the following core responsibilities in order to ensure that Data Governance is implemented and to provide program and policy direction and priorities.

- Dedicate adequate resources to data governance
- Create and appoint members to the Data Governance Committee
- Resolve issues escalated by the Data Governance Committee
- Approve data policies and major data-related decisions proposed by the Data Governance Committee
- Hold program areas or participating agencies accountable for adhering to the Data Governance Policy.
- Serve as the Data Governance Policy Committee on a regular basis
- Resolve issues escalated by the Data Governance Committee
- Approve data policies/decisions proposed by the Data Governance Committee



### **2.3.4 Decision Making authority and model**

CNMI PSS [Executive Data Governance Policy](#) as approved by the CNMI State Board of Education on October 3, 2018

### **2.3.5 Expectations of Data Governance Executive Leadership Members**

#### **Commitment Letter of Data Governance Executive Leadership Members:**

As a member of Data Governance Executive Leadership, I understand that I have an ethical responsibility to support the oversight of the data framework, governance, and management in relation to the CNMI Public School System.

I believe in the purpose and mission of data governance and will support the lead of the Data Governance Committee.

#### **1. Involvement**

- Ensure data governance is implemented
- Support programs and policy priorities

#### **2. Oversight**

- Appoint members to the Data Governance Committee
- Approve or support data policies and major data-related decisions proposed by the Data Governance Committee
- Hold program areas or participating agencies accountable for adhering to data governance policies
- Encourage Data Governance Committee members to attend required meetings and workshops
- Allow time for Data Governance Committee members to complete tasks related to data governance

### **2.3.6 Meetings of Data Governance Executive Leadership**

Meetings are held on an as-needed basis. In addition, briefings and updates of the workings of the DG Committee are provided to the COE, DG Executive Leadership and Key Management by the Sr. Director of ARE during meetings with KM and COE.

## **2.4 Data Governance Committee (DGC)**

### **2.4.1 Purpose**

The Data Governance Committee is responsible for: 1) revising, recommending, and endorsing the policies and standards that govern data and information management practices; 2) defining clear and consistent structures and models, and establishing definitions to support systemwide coordination and collaboration, effective decision-support, and efficient operations; and, 3)

providing guidance and recommendations related to expanding access, improving quality, assuring security, and improving performance.

The DGC also recommends solutions to the Data Governance Executive Leadership regarding the definition or usage of Data, and promotes the knowledge and awareness of the existence of data governance policies, standards, guidelines, and procedures.

## **2.4.2 Membership**

## **2.4.3 Core Responsibilities to Identify, Prioritize, and Resolve Critical Data issues**

The role of the Data Governance Committee is to:

- Identify, prioritize, and resolve critical data issues affecting the quality, availability, or use of data
- Establish, document, and enforce agency-wide or inter-agency data standards, policies, and processes (e.g., data request policy and process)

Refer to Section 3.1.1a. for further details on Identify, Prioritize and Resolve for Critical Data Issues

## **2.4.4 DGC Decision Making Authority and Model**

CNMI PSS [Executive Data Governance Policy](#) as approved by the CNMI State Board of Education on October 3, 2018

## **2.4.5 DGC Member Expectations - [DGC Member Commitment Letter](#):**

As a member of the Data Governance Committee, I have an ethical responsibility to ensure that the Data Governance Committee does the best work possible in pursuit of the following stated goals.

I believe in the purpose and mission of data governance and will act responsibly and cautiously as a committee member.

## **Responsibilities of Data Governance Committee Members:**

### **1. Involvement and Active Participation**

- a) Attend 75./0 or more of the monthly data governance committee meetings
- b) Participate in/or lead one or more subcommittees
- c) Attend one or more annual conferences/meetings such as the SLDS Best Practices Conference, SLDS Pacific Entities Meeting, or Common Education Data Standards (CEDs)
- d) Successfully complete FERPA training every year:
- e) FERPA 101 -Local Education Agencies, a
- f) FERPA 201 -Data Sharing Under FERPA
- g) Advocate on behalf of your department/office/program
- h) Advocate on behalf of the data governance committee publicly

- i) Vote in decision making efforts on behalf of your department/office/ program
- j) Notify key leadership in your department on any changes or upcoming events related to data governance

## 2. Planning Oversight and Operation

- a) Provide input into strategic plans and monitor progress toward goals
- b) Participate in the review of SIDS monthly/annual financial statements and audit reports
- c) Ensure CNMI PSS compliance with all data-related policies
- d) Stay informed, read minutes, and provide input at monthly meetings

## 3. Compliance

Compliance of DGC Members as to commitment letters and FERPA Training is tracked by the SLDS Project Specialist through the [DGC Tracker Spreadsheet](#), through emails and in-person follow-up during DGC meetings.

### 2.4.6 Meetings of Data Governance Committee

DGC Standing Meetings are held monthly on the second Wednesday of each month.

## 2.5 Data Stewards

### 2.5.1 Purpose

Data Stewards are the authorized Data Governance program administrators of the data elements and data programs inputted into the SLDS Data Warehouse that are essential to make policy and program decisions.

Data stewards are senior program administrators responsible for functional data operations such as Student Information Systems, Assessments, Finance, Head Start, Special Education and other data programs.

### 2.5.2 Membership

Data Stewards are appointed by their respective Supervisors who are members of the Data Governance Executive Leadership.

### 2.5.3 Core responsibilities

Data Stewards shall, within their respective areas of expertise:

- 1) Ensure the data quality of the records and the appropriate use among program area staff.
- 2) Be knowledgeable about the policies governing the programs.
- 3) Be knowledgeable about the records and data required and needed to support the program area.
- 4) Ensure the data needs of their program area are met.
- 5) Be responsible for the maintenance of a given domain of records and data throughout the information lifecycle, from collection through to use.

- 6) Determine how data are defined, collected, quality assured, and reported.
- 7) Ensure metadata is documented and kept current.
- 8) Identify and serve on working groups to resolve critical data issues,
- 9) Propose process and procedural improvements to improve data quality and/or agency efficiency,
- 10) Communicate Data Governance policies, processes, and decisions within school/office.
- 11) Serve as a point of contact for their designated Data Governance program.

Data Stewards ensure applicable federal and local policies, standards, regulations and laws are met with regard to data in their respective areas. Data Stewards are also responsible for minimizing the use, storage and exposure of sensitive information in compliance with FERPA , i.e., PII. Data Stewards have responsibility to restrict the use and exposure of such information to those specific situations where it is essential and appropriate.

#### **2.5.4 Decision Making authority and model**

CNMI PSS [Executive Data Governance Policy](#) as approved by the CNMI State Board of Education on October 3, 2018

#### **2.5.5 Member Expectations**

As members of the Data Governance Committee, Data Stewards are expected to comply with the terms and conditions of the [DGC Member Commitment Letter](#) as set forth in Section 2.4.5.

#### **2.5.6 Meetings**

Data Stewards attend the DGC Standing Meetings that are held monthly on the second Wednesday of each month.

### **2.6 IT Support - Infrastructure Technology (IT) Support**

#### **2.6.1 Purpose**

IT Support are the authorized program administrators of the Network IT Infrastructure System and the System's Technological Assets and who provide technical IT input to the DGC.

#### **2.6.2 Membership**

Data Stewards are appointed by their respective Supervisors who are members of the Data Governance Executive Leadership.

#### **2.6.3 Core responsibilities**

IT Support shall maintain the Network IT Infrastructure System and the System's Technological Assets and provide technical IT input to the DGC.

IT Support shall, within their respective areas of expertise:

- 1) Ensure the data quality of the records and the appropriate use among program area staff.
- 2) Be knowledgeable about the policies governing the programs.
- 3) Be knowledgeable about the records and data required and needed to support the program area.
- 4) Ensure the data needs of their program area are met.
- 5) Be responsible for the maintenance of a given domain of records and data throughout the information lifecycle, from collection through to use.
- 6) Determine how data are defined, collected, quality assured, and reported.
- 7) Ensure metadata is documented and kept current.
- 8) Identify and serve on working groups to resolve critical data issues,
- 9) Propose process and procedural improvements to improve data quality and/or agency efficiency,
- 10) Communicate Data Governance policies, processes, and decisions within school/office.
- 11) Serve as a point of contact for their designated Data Governance program.

IT Support ensures applicable federal and local policies, standards, regulations and laws are met with regard to data in their respective areas. IT Support are also responsible for minimizing the use, storage and exposure of sensitive information in compliance with FERPA , i.e., PII. IT Support has the responsibility to restrict the use and exposure of such information to those specific situations where it is essential and appropriate.

#### **2.6.4 Decision Making authority and model**

CNMI PSS [Executive Data Governance Policy](#) as approved by the CNMI State Board of Education on October 3, 2018

#### **2.6.5 Member Expectations**

As members of the Data Governance Committee, IT Support are expected to comply with the terms and conditions of the [DGC Member Commitment Letter](#) as set forth in Section 2.4.5.

#### **2.6.6 Meetings**

IT Support attends the DGC Standing Meetings that are held monthly on the second Wednesday of each month.

### **2.7 Report Stakeholders**

#### **2.7.1 Purpose**

Report Stakeholders are the authorized program administrators of the program data reports, datasets, and other products generated by the SLDS Data Warehouse that are essential to make policy and program decisions.

### **2.7.2 Membership**

Report Stakeholders are appointed by their respective Supervisors who are members of the Data Governance Executive Leadership.

### **2.7.3 Core responsibilities**

Report Stakeholders shall, within their respective areas of expertise:

- 1) Ensure the data quality of the records and the appropriate use among program area staff.
- 2) Be knowledgeable about the policies governing the programs.
- 3) Be knowledgeable about the records and data required and needed to support the program area.
- 4) Ensure the data needs of their program area are met.
- 5) Be responsible for the maintenance of a given domain of records and data throughout the information lifecycle, from collection through to use.
- 6) Determine how data are defined, collected, quality assured, and reported.
- 7) Ensure metadata is documented and kept current.
- 8) Identify and serve on working groups to resolve critical data issues,
- 9) Propose process and procedural improvements to improve data quality and/or agency efficiency,
- 10) Communicate Data Governance policies, processes, and decisions within school/office.
- 11) Serve as a point of contact for their designated Data Governance program.

Report Stakeholders ensure that applicable federal and local policies, standards, regulations and laws are met with regard to data in their respective areas. Report Stakeholders are also responsible for minimizing the use, storage and exposure of sensitive information in compliance with FERPA , i.e., PII. Report Stakeholders have the responsibility to restrict the use and exposure of such information to those specific situations where it is essential and appropriate.

### **2.7.4 Decision Making authority and model**

CNMI PSS [Executive Data Governance Policy](#) as approved by the CNMI State Board of Education on October 3, 2018

### **2.7.5 Member Expectations**

As members of the Data Governance Committee, Report Stakeholders are expected to comply with the terms and conditions of the [DGC Member Commitment Letter](#) as set forth in Section 2.4.5.

### **2.7.6 Meetings**

Report Stakeholders attend the DGC Standing Meetings that are held monthly on the second Wednesday of each month.

## **2.8 CDI Work Groups**

### **2.8.1 Purpose**

The purpose of CDI Work Groups is for participants to identify and address critical data issues in a strategic, consistent way that produces permanent, agency-wide resolutions.

### **2.8.2 Membership**

Active Voting DGC Members (as designated in the DGC Member Roster) are designated as Members in CDI Work Groups

### **2.8.3 Core responsibilities**

Each CDI Work Group must be accountable for:

- Timely resolution of the agency's critical data issues
- Identify, describe, assign responsibility,
- Track progress towards resolving high priority issues using the CDI 8-Step Resolution Process
- Provide a Critical Data Issues Monthly Summary Report at each monthly DGC meeting for its assigned Critical Data Issue.

### **2.8.4 Decision Making Authority and model**

Decision Making Authority by the CDI Work Groups is provided by the CNMI PSS [Executive Data Governance Policy](#) as approved by the CNMI State Board of Education on October 3, 2018

The Model for the Decision Making Authority by the CDI Work Groups is provided by the USDE SLDS Grant Technical Consultant. Training on CDIs was provided via online virtual training session using via [PowerPoint](#) and [Video](#) at DGC meetings held on October 20, 2021 and January 5, 2022

The following CDI 8-Step and Guiding Questions for the CDI Problem Resolution Process is the Model as provided by the USDE SLDS Grant Technical Consultant.

### **2.8.5 Critical Data Issue using 8-Step Process and Guiding Questions for Each Step**

- 1) Define the Issue
- 2) Form CDI Work Group
- 3) Detail Current State
- 4) Define Desired Future State
- 5) Develop Proposed Solution
- 6) Bring Solution to Full Data Governance Committee

- 7) Implement Solution
- 8) Assess Efficacy of Solution and Adjust

Details and Guiding Questions for each of the CDI 8-Steps Problem Resolution Process is provided in Section 3.1.1 Critical Data Issues

### **2.8.6 Member Expectations**

Data Governance Work Group Members are responsible for attending and complying with the CDI 8-Step and Guiding Questions for the CDI Problem Resolution Process at each monthly Work Session at each monthly Data Governance meeting.

Data Governance Work Group Members must provide a Critical Data Issues Monthly Summary Report as a standing agenda item at each monthly meeting for each Critical Data Governance Committee Workgroup for its assigned Critical Data Issue.

### **2.8.7 Meetings of DGC Work Groups**

Data Governance Work Group Members attend the DGC Standing Meetings that are held monthly on the second Wednesday of each month.

## **2.9 Data Governance Sub-Committees**

### **2.9.1 Purpose**

#### **Data and Research Requests Sub-Committee**

The purpose of this Data and Research Requests Sub-Committee is to protect and enforce student privacy and ensure data security and confidentiality.

#### **Network and Internet Usage Sub-Committee**

The purpose of this Network and Internet Usage Sub-Committee is to establish and enforce policies and guidelines for access and use of the CNMI-PSS computer systems and network.

#### **Student Records/FERPA Sub-Committee**

The purpose of this Student Records/FERPA Sub-Committee is to safeguard and protect student privacy to ensure confidentiality of their educational records.

### **2.9.2 Membership**

Active Voting DGC Members (as designated in the DGC Member Roster) are to be assigned as Members for the DGC Sub-Committees.



### **2.9.3 Core responsibilities**

#### **Data and Research Requests Sub-Committee**

The Data and Research Requests Sub-Committee is responsible for protecting the data use in improving student achievement and system performance in the CNMI. This agency-wide infrastructure is the mechanism for ensuring appropriate data use, managing change, and supporting the implementation of security and privacy protocols. As we build and change the system, we need to update our policies to address these developments.

#### **Network and Internet Usage Sub-Committee**

The Network and Internet Usage Sub-Committee is responsible for providing acceptable and safe use of its technology resources by its faculty, staff, students, and other approved non-PSS staff (collectively known as “users”) for educational and business purposes. Due to the need to secure data as we update the district's systems, it is important that we abide by federal and state regulations of privacy. Therefore, a need to revisit the policy and its language to generally secure the current system with precautions measures moving forward with student reliance with technology and its use.

#### **Student Records/FERPA Sub-Committee**

The Student Records/FERPA Sub-Committee is responsible for the records obtained during the length of the students’ official active enrollment of all students who attend or have attended schools in this district for a designated period and may vary by school level. Student records covers aspects of Records Retention either physical or electronic, Records Destruction and archiving, Disclosure of records for those who opted out in cases of emergencies, and consequences for violating policies.

### **2.9.4 Decision Making Authority and Model**

Decision Making Authority by the CDI Work Groups is provided by the CNMI PSS [Executive Data Governance Policy](#) as approved by the CNMI State Board of Education on October 3, 2018

### **2.9.5 Member Expectations [DGC Member Commitment Letter](#)**

Members of the Data Governance Sub-Committees are expected to comply with the terms and conditions of the [DGC Member Commitment Letter](#) as set forth in Section 2.4.5.

### **2.9.6 Meetings of Data Governance Sub-Committees**

Meetings of the Data Governance Sub-Committees are to be scheduled at least quarterly and coincide with the dates of the monthly DGC Work Session Meetings.

## **2.10 Data Access Roles**

Roles and responsibilities for data access and governance are as follows. Each position description will require an approved role designation. Some positions may have multiple roles.

### **2.10.1 Executive Leadership Team**

The Commissioner is the official Data Custodian for all CNMI PSS data and has final responsibility for all data acquired, possessed, created or maintained by PSS, including data obtained from or provided by secondary sources. The Commissioner shall sign all data sharing agreements. Furthermore, the Commissioner's responsibilities include ensuring compliance with the terms of any data sharing agreement established between PSS and any other entity.

### **2.10.2 Data Stewards**

Data Stewards are the authorized Data Governance program administrators who can the data elements and data programs inputted into the SLDS Data Warehouse that are essential to make policy and program decisions.

### **2.10.3 Report Stakeholders**

Report Stakeholders are the authorized Data Governance program administrators who access the program data reports, datasets, and other products generated by the SLDS Data Warehouse that are essential to make policy and program decisions.

### **2.10.4 IT Support**

IT Support are the authorized Data Governance program administrators who can access the data maintained by the Network IT Infrastructure System and the System's Technological Assets.

### **2.10.5 DGC Advisors & Support**

DGC Advisors can access data within their area of responsibility through their respective Data Stewards or Report Stakeholders. DGC Support can access certain data, such as Finance or Grants information within their area of responsibility.

### **2.10.6 CNMI PSS Vendors and Contractors**

Establishing and maintaining successful vendor and contractor relationships are key in the cost effective creation of high quality products.

The CNMI Board of Education's [Title 60-40 Public School System Procurement Rules and Regulations](#) govern the process for any procurement of goods or services for the SLDS Data Program. The underlying purposes and policies of the regulations are: (1) To provide for public confidence in the procedures followed in public procurement; (2) To insure the fair and equitable treatment of all persons who deal with the procurement system of the Public School System; (3)

To provide increased economy in Public School System procurement activities and to maximize to the fullest extent practicable the purchasing value of public funds; (4) To foster effective broad-based competition within the free enterprise system; and (5) To provide safeguards for the maintenance of a procurement system of quality and integrity.

#### **2.10.7 Stakeholder Representatives**

Stakeholders are individuals or groups directly or indirectly affected by the SLDS. Stakeholders are represented by DGC voting members for School Accountability Report Cards, Research & Evaluation and EdFacts Reports and Staff Demographics. As stated in the [CNMI PSS Stakeholder Engagement Plan](#), a stakeholder engagement plan provides a framework for identifying and working with key parties to garner feedback and inform these stakeholders of ongoing system and data use developments. Stakeholder engagement is essential to a successful statewide longitudinal data system (SLDS) because it is the means by which the program ensures that its goals, approach, and execution are responsive to the expectations and needs of those it intends to serve. By doing so, stakeholder engagement helps mitigate risks, increases the SLDS's perceived and actual value to the users, and subsequently drives the system's long-term sustainability.

### **3) Policies and Processes**

#### **3.1 Data Governance Operations**

##### **3.1.1 Role of the Data Governance Committee**

The role of the Data Governance Committee, as per the CNMI PSS [Executive Data Governance Policy](#), as approved by the CNMI State Board of Education on October 3, 2018, is to:

- Identify, prioritize, and resolve Critical Data Issues (CDI) affecting the quality, availability, or use of data
- Establish, document, and enforce agency-wide or inter-agency data standards, policies, and processes (e.g., data request policy and process)

##### **3.1.2 CDI Identification: Needs to meet Two Criteria:**

###### **CDI Criteria #1 Had a negative impact on one or more Critical PSS Program or Operation**

- Examples of programs are the Early Warning System, Student Information System, Accreditation, etc.
- Examples of Operations are Data Security & Privacy, PSS Strategic Planning, etc.

###### **CDI Criteria #2 Caused one or more Major Errors, Problems or Costs such as:**

- Reporting Errors or Delays
- Unbudgeted Operating Costs

- Inaccurate, Incomplete or Redundant data (i.e., “Dirty” Data)
- Issue is Time Sensitive (e.g. COVID-19 Compliance Protocols)
- Obsolete practices or policies or outdated language
- Disclosure of Confidential Data (e.g., PII)
- Non-compliance to laws, regulations and procedures
- Potential for Data Manipulation or Unauthorized Data Change
- Creates major burden to data providers
- Non-Existent Regulation, Policy or Process

### **3.1.3 CDI Prioritization**

Prioritization of CDIs is based on a score assigned by DGC Members to rank the CDIs submitted for DGC Review

- Top Score is 1
- Up to the Lowest Score which is the maximum number of the batch of CDIs submitted for DGC Approval.
- Scores will be tallied and Priority Ranked with CDI#1 being the Lowest Combined Score up through to the Highest Combined Score.

### **3.1.4 CDI Resolution 8-Step Process and Guiding Questions**

1. Define the Issue
2. Form CDI Work Group
3. Detail Current State
4. Define Desired Future State
5. Develop Proposed Solution
6. Bring Solution to Full Data Governance Committee
7. Implement Solution
8. Assess Efficacy of Solution and Adjust

Each Step has Guiding Questions as follows:

#### **Step 1 Define the issue**

- What is the barrier to data quality and/or data use?
- How does the issue meet the critical data issues criteria (i.e., why does it matter and why should it be a priority)?
- What program area data steward should be responsible for leading the resolution of the issue?
- Which program areas/data stewards are directly affected by the issue?

#### **Step 2 Form work group to address the issue**

- Include the data steward for each program directly affected by the issue
- Include an IT representative responsible for the portion of the technical infrastructure that collects/stores/reports the relevant data
- Consider including a district representative if the issue and/or likely proposed solution will have a significant impact on districts

- Establish a regular meeting and have a dedicated note taker to record decisions and next steps
- Provide regular progress updates to full data governance group

### **Step 3 Detail the current state**

- Consider three dimensions: people, process, and technology. How does each contribute to the issue?
- How are the data currently collected, stored, released, reported (including who is responsible)?
- What documentation, communications, and training/supports are currently in place – and for whom?
- Most important: What is the root cause of the issue? (The why)

### **Step 4 Define desired future state**

- Identify all data uses that must be addressed by the proposed resolution (including timing, granularity, specific metrics, etc.)
- Determine what changes in data quality, timeliness, etc. must be outcomes of the proposed solution

### **Step 5 Develop proposed solution**

- Identify and document the people, process, and technology changes necessary to provide a permanent solution
- If a permanent solution is not feasible in the short to medium term, identify changes that will improve the issue over the short to medium term, and move the agency towards a permanent solution
- Ensure that the solution addresses the root cause(s) of the issue
- Includes strategies to accomplish all aspects of the desired future state
- Aligns with the goals and principles of the data governance policy and data governance precedents (e.g., approaches for training, documentation, communications, etc.)
- Determine who will be responsible for each proposed change
- Develop a draft timeline for implementation, noting any interdependencies among steps and dependencies on other agency data-related work

### **Step 6 Bring proposed solution to Data Governance Committee**

- Summarize the proposed solution and describe how it addresses the root cause(s) of the issue and will address all aspects of the desired future state
- Describe the level of effort required by those responsible for implementing the changes
- Garner the group's feedback on:
  - Whether any aspect of the issue was overlooked
  - Unintended consequences of the proposed solution for either the agency or districts
  - Potential improvements to or expansion of the proposed solution
- Obtain full group approval

- If the proposed solution is particularly resource intensive and/or politically sensitive, escalate request for approval to the data policy group (executive leadership)

#### **Step 7 Implement the solution**

- Collaborate with the data governance coordinator and relevant data stewards to communicate and begin implementation of the solution
- If unforeseen issues arise during implementation, bring them to workgroup or full data governance group, depending on the severity
- Identify if any data governance precedents should be set by an aspect of the solution (e.g., approach for documentation, training, communications, etc.)

#### **Step 8 Assess the efficacy of the solution – adjust, if needed**

- At the conclusion of the solution implementation plan, evaluate whether the solution addressed the root cause(s) and achieved the desired future state, as originally identified
- If the issue was not fully resolved, or the solution caused unintended consequences, revise and execute the implementation plan accordingly

#### **3.1.6 Documentation**

Describe and link to the location where all data governance program decisions, issues, resolutions, and notes are documented and stored. This location should be accessible to all data governance members.

#### **3.1.7 Data Governance Manual Development and Maintenance**

Describe how frequently the data governance manual will be reviewed and updated, by whom, and how version control will be handled.

### **3.2 Voting Process**

#### **3.2.1 Voting Process**

Each Voting DGC member shall have one vote. Voting DGC members with one vote are those who are Data Stewards, Report Stakeholders and Infrastructure Technology (IT) Support as designated on the [DGC Member Voting Roster](#). DGC Advisors and Administration Staff do not vote.

#### **3.2.2 Voting Rules**

Voting Rule #1:

To convene a Meeting, at least 51% of ACTIVE Members is required to be present.

Voting Rule #2 (Revised):

Approval of a DGC Action requires at least 51% Yes votes of Active Members. (Revision approved by DGC Vote at 2/8/23 Work Session Meeting.)

Voting Rule #3:

Online Attendance for DC members on Official Travel. (Approved by DGC Vote at 2/8/23 Work Session Meeting.)

Voting Rule #4:

Online Voting for DGC members on Official Travel. (Approved by DGC Vote at 2/8/23 Work Session Meeting.)

Voting Rule #5:

Proxy Votes for within-CNMI DC members unable to attend DGC due to conflicting work schedules. (Approved by DGC Vote at 2/8/23 Work Session Meeting.)

### **3.2.3 Proxy Voting**

Proxy Voting approved by DGC in February 2018 and will be implemented upon DGC's approval of Proxy Voting Guidelines.

### **3.3 Adding New or Replacement DGC Members**

For new or replacement DGC members, the Data Governance Manager will submit a memo requesting the Supervisor overseeing the data program to appoint the member. Upon the appointment the new or replacement member will undergo an Onboarding process prior to attending DGC meetings.

### **3.4 Data Sharing Agreements (CNMI SLDS Program)**

The purpose of the [SLDS Data Sharing Agreement](#) is to acknowledge the conditions for which data will be linked and analyzed in the CNMI SLDS and discloses the data sources and authorities and data elements that each Data Provider provides to the CNMI SLDS Program. The CNMI SLDS and Data Providers agree to: SLDS Goal 1) to coordinate and share data to develop a longitudinal data system for the CNMI Public School System, and SLDS Goal 2) to support objective analysis and reliable conclusions based on longitudinal education data.

Terms and conditions within the SLDS Data Sharing Agreement set out the purpose of the data sharing, cover what happens to the data at each stage, set standards and help all the parties involved in sharing to be clear about their roles and responsibilities. Designated authorities and transfer requirements are outlined in Appendix A, and Appendix B contains the complete list of data categories/elements covered in this agreement.

To achieve the goals of the DSA, it is necessary for the Data Provider to share the specific data categories and elements to verify student status, evaluate and analyze students' respective educational and program information to improve student performance outcomes, and to enforce or comply with federal and local legal requirements that relate to federal and sState programs supported by CNMI SLDS. The Data Provider agrees that any shared data shall be used for evaluation purposes to assess the impact and improvement of instruction, programs, and educational and early intervention services.

The CNMI Public School System understands that the CNMI SLDS will rely on one or more subcontractors to perform services under this Agreement. The CNMI SLDS agrees to share the names of these subcontractors with User upon request. All subcontractors and successor entities of the CNMI SLDS will be subject to the terms of this Agreement.

Terms of service clauses as recommended by PTAC's Model Terms of Service that need to be included in the DSA are: Definition of Data, Data De-Identification, Marketing and Advertising, Modification of Terms of Service, Data Collection, Data Use, Data Mining, Data Sharing, Data Transfer or Destruction, Rights and License in and to Data, Access, and Security Controls. Additional terms of service clauses recommended by the CNMI SLDS are: Data Quality Measures, Breach and Default, and Annual DSA Review.

### **3.5 Metadata Maintenance**

Metadata is data collected, maintained, and used to describe and define the processes around the management of data. Management of metadata is handled by the SLDS Technical Manager in conjunction with the SLDS Data Warehouse Contractor.

The CNMI SLDS EdFi Data Dictionary: [SLDS DataDictionary EdFi-Sql Jan2023 .xlsx](#) provides the general public, educators, policy makers, and researchers with a description of the data elements that make up the data in the SLDS. The current version of the SLDS Data Dictionary provides a view of the Preschool and K-12 data being captured. Future versions will include the Postsecondary and Workforce domains.

Metadata uploaded to the SLDS Data Warehouse are managed through the documentation for Data Sharing Agreements such as the Data Elements [link](#), Designated Authorities and Data Transfer Requirements [link](#), Data Dictionary [link](#), SLDS Vendor Data Sharing Agreements [link](#) and the Data Transfer Refresh Schedule [link](#)

### **3.6 Master Data Management**

#### **Designated Authorities, Data Transfer and Data Refresh requirements**

The Designated Authorities, Data Transfer and Data Refresh Requirements document, as shown below, is designated into the [Internal Data Sharing Agreement](#) that is jointly signed by the Data Steward and their respective Supervisor for their designated data source program.



<b>"Data Program" - Designated Authorities and Data Transfer Requirements</b>	
<b>Data Source</b>	
<b>Data Steward</b>	
<b>Vendor Company Name</b>	
<b>Vendor POC Information</b>	
<b>Location of Data (on-prem, cloud)</b>	
<b>Earliest Year</b>	
<b>Last Year</b>	
<b>Target Refresh Rate for Data Source (e.g. daily, weekly, quarterly, etc)</b>	
<b>Data Acquisition Type (API, Portal Download, etc)</b>	
<b>Requirements Gathered</b>	
<b>File download/extract format (.csv)</b>	
<b>Is the system being replaced, if please provide ETA and new system if available</b>	
Updated by PSS SLDS on _____	

### **Data Transfer Refresh Schedule**

PSS data from programs such as Achieve 3000, Smarty Ants, Infinite Campus, Child Plus, Assessments, Head Start, and Finance, are uploaded to the SLDS Data Warehouse on either a daily, monthly or yearly [Data Transfer Refresh Schedule](#). The vendor communicates with the Point of Contact for the source data program or the CNMI SLDS when data is not received within the scheduled time frame.

Requesting, approving, and implementing additions or changes to the data included in the SLDS Data Warehouse is determined by the CNMI SLDS and the respective Data Stewards. Vendors for the PSS data programs are informed of the data collection requirements and scheduled for any necessary documentation and training prior to onboarding their data to the SLDS Data Warehouse .

### **3.7 Data Access**

The CNMI Public School System (PSS) provides access to data collected from its 20 schools and 11 Early Head Start/Head Start centers to help inform the schools, educators, and the community about the success of the CNMI's schools. (PSS website <https://slds.cnmipss.org/our-impact>.)

PSS collects student data to monitor and improve student learning and school progress and to provide services to students and staff. Student data is also used for federal and local reporting requirements. PSS collects data on demographics, enrollment, attendance, grades, special programs, assessment, course information, scheduling, graduation, and dropout rates.

## **Public Reports**

### **School Report Card**

The School Report Card is an accountability system built from an overall measure of school performance, the reporting of this overall measure and its components, and actions that are tied to a school's score on this overall measure. The School Report Card displays that school's performance on indicators recommended by the accountability task force. PSS combines indicators of academic achievement, academic growth, progress in achieving English language proficiency, attendance, and graduation (graduation for high schools only). Users can search to see the reports for any school.

### **Facts & Figures**

The annual Facts & Figures Report is prepared by PSS Accountability, Research and Evaluation office through the Office of Records & Data Management in collaboration with data stewards and records custodians from schools, programs and offices. Facts and figures are compiled to provide a snapshot of schools, programs and offices.

### **Academic Achievement**

The Academic Achievement Report is a collaboratively-authored report that includes the most densely detailed results for PSS, allowing individuals to quickly analyze the learning outcomes in the district at the highest level to ensure appropriate benchmarking and the ability to assess performance levels and trends over time, with the ability to segment that data by relevant grade levels, disciplines, and subgroups. Monitoring and measuring "learning results" within PSS is paramount to our learning cycles and improving of our educational approach through curriculum, instruction, and assessment efforts, as well as the differentiation and intervention necessary for learners of all abilities and varied backgrounds to succeed.

## **Role-based Access Internal Reports**

### **EdFacts**

PSS collects data for federal reporting purposes. EDFacts is a U.S. Department of Education (ED) initiative to collect, analyze, and promote the use of high-quality, pre-kindergarten through grade 12 data. The Generate tool aggregates PSS data and produces EDFacts submission files. These reports are accessed by our EdFacts Non-Fiscal Designee and Part B IDEA Data & Compliance Manager who generate mandated federal reports.

### **Administrative Dashboard**

The Administrative Dashboard was created for central program staff and school administrators. The Admin Dashboard provides a snapshot or real-time overview from all of PSS's data sources. Administrators can view various visualizations and analyses on students, staff, academic achievement, finances, and school health. Access to these internal reports include principals and vice-principals of each school and program directors and program managers at PSS central office to make data-driven decisions and policies.

To help improve early literacy achievement, PSS solicited support from the IES-funded Research Educational Laboratory (REL) Pacific to develop an early warning system (EWS) in reading to identify students at risk of not reading proficiently by grade 3. The EWS applies predictive analytics to student data to determine the level of student risk in relation to early warning indicators and thresholds. The early warning indicators are attendance, behavior, English Language Arts (ELA) coursework, Star Reading assessment performance, and school mobility. The EWS dashboard will be used by school administrators, school counselors, classroom teachers including Title 1, ELL and SPED teachers.

The EWS Solution will provide users access appropriate to the user's role and permissions. Upon authentication, staff accessing the report will be limited to viewing pages and data corresponding to their group access and Figure 5.1.

The landing page for each user is determined based on roles and permissions. For example: District users will land on the District page and have access to the School, Classroom and Student pages. School officials will land on the School page and will have access to the Classroom and Student pages but will not have access to the District page. Teachers will land on the Classroom page and have access to the Student page, but not the School or District pages. Title .1 ELL, and SpEd teachers will be able to view students flagged for the respective programs). Each page of the EWS provides CNMI PSS staff with analytics appropriate to the page as well as an ability to filter and analyze data.

Users	EWS Pages			
	District	School	Classroom	Student
District Administrators	X	X	X	X
School Administrators		X	X	X
Teachers			X	X
Counselors		X	X	X
Title I Teacher				X
SpEd Teacher				X
ELL Teacher				X

Figure 5.1

### 3.8 Data Scope

#### Data Warehouse Integration of Data Programs

Integration of over 13 separate software databases containing CNMI PSS information on student educational data, assessment tests and staff and finance data, into one centralized digital SLDS Data Warehouse safeguarded with the necessary security and authentication cloud infrastructure.

#### EWS, School Report Cards, Federal Reports

Provide Early Warning System (EWS) to assess students at risk of not reading proficiently by 3rd grade. Develop interactive and uniform CNMI School Accountability, Proficiency, and Analytics and School Report Cards with graphical representations across all schools in the district. Provide an Academic Achievement overview of all the assessments completed by

students annually. Configure the USDE GENERATE reporting tool to produce Facts & Figures and other required Federal reports to meet Federal reporting requirements and compliance.

### 3.9 Data Refresh

#### Active Data Refresh & Monitoring

All data uploaded to the K12 SLDS Data Warehouse is actively monitored and refreshed by our SLDS Data Warehouse vendor. Data uploaded daily originates from Achieve 3000, Smarty Ants, Infinite Campus and Child Plus. All other data sources are uploaded on a monthly, yearly, or on a predetermined schedule. The vendor communicates with the Point of Contact for the source data program or CNMI when data is not received within the scheduled time frame.

#### Data Refresh and Transfer Requirements

Designated authorities, data transfer and refresh requirements are designated in the [Internal Data Sharing Agreement](#) signed by the Data Steward and their respective Supervisor for their designated data source program. The Designated Authorities and Transfer Requirements document, as shown in the template sample below, is inserted into the Internal Data Sharing Agreement that is followed by the K12 SLDS Data Warehouse.

<b>"Data Program" - Designated Authorities and Data Transfer Requirements</b>	
<b>Data Source</b>	
<b>Data Steward</b>	
<b>Vendor Company Name</b>	
<b>Vendor POC Information</b>	
<b>Location of Data (on-prem, cloud)</b>	
<b>Earliest Year</b>	
<b>Last Year</b>	
<b>Target Refresh Rate for Data Source (e.g. daily, weekly, quarterly, etc)</b>	
<b>Data Acquisition Type (API, Portal Download, etc)</b>	
<b>Requirements Gathered</b>	
<b>File download/extract format (.csv)</b>	
<b>Is the system being replaced, if please provide ETA and new system if available</b>	
Updated by PSS SLDS on _____	

### 3.10 Data Matching

#### Data Matching

Data Matching involves the identification of common data elements such as first name, last name and date of birth to define the matching algorithms by using proven data matching profiles. Preprocessing the data ensures that the data is standardized and ready for matching.

### **Data Matching Compliance Process**

Data matching is conducted by the SLDS Data Warehouse vendor in compliance with industry best practices using an industry leading commercial software application. Data matching involves multiple processes, including defining match criteria, preprocessing the data, matching the data, and validating the matches. The vendor shares this data matching information with CNMI before using the match results in Production.

### **Data Over and Under Matching**

Data match results are manually reviewed to avoid over and under matching and an analysis of the match results is provided to CNMI SLDS prior to its use.

### **Data Validation**

Matched data validated to ensure the results are accurate and reliable and may involve reviewing the matches manually, comparing them against known values, and performing statistical tests. The matching process is documented for future reference and to ensure the process is repeatable and consistent. A statistical record of all match events is kept in order to compare match results and ensure match rates are not decreasing, as well as to look for statistical anomalies which may indicate an issue which requires further investigation.

## **3.11 Data Collection**

### **Data Collection Process**

The process of requesting, approving, and implementing additions or changes to the data included in the K12 SLDS Data Warehouse is determined by the CNMI SLDS and the respective Data Stewards who are responsible to define the data elements to be collected and to determine the specific data elements that are available for research. The vendor is informed of the approved data collection requirements and who then schedules any necessary documentation and training is scheduled prior to onboarding their data to the P20W solution.

### **Data Collection Methods**

Data that is collected and uploaded to the K12 SLDS Data Warehouse is conducted through a variety of methods, including electronic data exchanges, file transfers, or direct connections.

### **Data Completeness and Validation**

Data validation is done by the Data Stewards and the K12 SLDS Data Warehouse vendor to ensure that the data is accurate and complete. The vendor may compare the data provided by CNMI to other sources or by using data validation rules to identify errors or inconsistencies. The vendor reviews data for completeness and notifies CNMI of data that may be missing or inaccurate, e.g. missing codes or years. When necessary, the vendor transforms the data into a format that is suitable for storage in the K12 SLDS Data Warehouse. Data transformation may involve converting data to a standard format, applying business rules or mapping data to the appropriate data warehouse schema.

### **3.12 Data Quality**

Data quality ensures a unified approach to data entry to ensure greater validity of data at the source of the data lifecycle. Data is measured on a characteristic, aspect, or feature that provides a way to classify information and data quality needs.

#### **Data Quality Measures**

On the Internal Data Sharing Agreement, the Data Steward, and Supervisor, agree to provide data based on quality measures that are: accurate; complete; consistent, relevant, timely, trusted, secure, accessibility, and validity.

#### **Data Validation and Completeness**

The SLDS Data Warehouse vendor monitors the completeness and timeliness of the data. Data Validation is performed on new data as it is received by comparing it to the current schemas in the SLDS Data Warehouse. Any data outside the schema or missing from the schema is flagged and reported to CNMI.

### **3.13 Data Use Priorities**

As part of the SLDS Stakeholder Engagement Plan, stakeholders will inform the development, implementation, and use of the SLDS.

The SLDS Data Governance Committee has established steps in its Stakeholder Engagement Plan to develop the following committees:

- Data Architecture and Security Committee
- Research Review Committee
- Data Management Committee
- Data Visualization Committee

Through this plan, stakeholder representatives are expected to know their roles and responsibilities in decision-making, timelines for involvement, meeting process, and how they are to provide feedback to improve the project and practices. Training will be provided in using the data visualization tools, and will be critical partners in evaluating the effectiveness and sustainability of the Stakeholder Engagement Plan for future outreach efforts.

### **3.14 Data Requests**

Board of Education Regulation [§ 60-20-320 Research Requests page 20](#)

The researcher must take the following steps:

- (a) Obtain a copy of the PSS's policies statement on research requests.
- (b) Present a letter of introduction and authentication from the responsible official (i.e., department chairman or above) of an institution of higher education or a professional organization along with evidence of approval by the sponsoring institution's human subjects committee, institutional review board, or comparable committee.
- (c) Submit a copy of the research proposal to include an outline of the research design, copies of the instruments to be used, and an outline or summary of techniques and

procedures to be used in the study, including an anticipated date the PSS can expect a report of the findings.

(d) Obtain approval by the Commissioner/designee.

(e) If a survey is to be used, a copy of the survey questions with an estimated time to complete the survey must be provided to the Commissioner's office.

(f) When appropriate, the researcher must agree to provide the Commissioner with a copy of the results of the research.

The [CNMI PSS Research Request Guidebook](#) outlines the policy and process(es) for submitting, reviewing, approving or denying, fulfilling, and concluding internal (i.e., from participating agencies) and external data requests. The [MOA](#) Data-Sharing Agreement with Research Organization and the [Affidavit of Non-disclosure](#) and [Data Destruction Assurance Form](#).

### **3.15 Data Release and Reporting**

The [CNMI PSS Research Request Guidebook](#) outlines the policy and process(es) for submitting, reviewing, approving or denying, fulfilling, and concluding internal (i.e., from participating agencies) and external data requests. The [MOA](#) Data-Sharing Agreement with Research Organization and the [Affidavit of Non-disclosure](#) and [Data Destruction Assurance Form](#).

### **3.16 Data Privacy and Confidentiality**

*(Ferdy said he would handle*

*Include or link to the interagency policies, processes, and training ensuring that all relevant federal and state privacy and confidentiality laws are followed by the participating agencies and external data requesters. See PTAC's Data Governance Checklist (<https://studentprivacy.ed.gov/resources/checklist-data-governance>) for Data Transfer Refresh Schedule guidance.)*

### **3.17 Data Security**

Ferdy to handle

Include or link to the interagency policies and processes for ensuring that data are securely transmitted and stored, including procedures for responding to a data breach or other data incidents.

See PTAC's Security Best Practices (<https://studentprivacy.ed.gov/topic/security-best-practices>) for guidance.

CNMI PSS shall designate the Director of State Infrastructure Technology as Security Officer for purposes of reporting adverse events. Reference CNMI PSS Data Breach Policy and Plan.

### **3.18 Data Destruction**

The CNMI SLDS [Data Sharing Agreement](#) and the [Data Destruction Assurance Form](#) states that the CNMI SLDS will ensure that all data in its possession and in the possession of any subcontractors, or agents to which the CNMI SLDS may have transferred data, are destroyed or transferred to the CNMI Public School System under the direction of the CNMI Public School System when the Data are no longer needed for their specified purpose, at the request of the CNMI Public School System. In addition, The DGC has identified the need for a Data Destruction Policy as a Critical Data Issue and are developing a comprehensive listing of PSS school and central records and assigning the timeline for data destruction.



#### 4) Appendix

##### 4.1 Revision History\*

Name	Date	Reason For Changes	Version
Annette Pladevega-Sablan	5/19/2022	Initial draft version 1.0	1.0
George Palican	6/9/2023	Completed remaining sections	

\*Updates to the Appendices are not reflected in this revision history.

##### 4.2 Related Documentation

Name	Date	Document Title	Comments
Data Governance Policy	5/20/2022	<a href="#">CNMI PSS Executive Data Governance Policy</a>	Latest Version as of Oct 18, 2018
PSS Student Records	5/20/2022	<a href="#">§ 60-20-428 Student Educational Records</a>	Latest Version as of July 19, 2002
FERPA Regulations	5/20/2022	<a href="#">34 CFR PART 99—FAMILY EDUCATIONAL RIGHTS AND PRIVACY</a>	
PPRA Regulations	5/20/2022	<a href="#">34 CFR PART 98—PROTECTION OF PUPIL RIGHTS AMENDMENT</a>	
Data Governance Committee - Member Commitment Letter	1/15/21	<a href="#">DGC Member Commitment Letter</a>	

Data Governance Executive Leadership Member Commitment Letter	1/14/21	<a href="#">Data Governance Executive Leadership Member Commitment Letter</a>	
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### 4.3 Important Terms

Term	Definition
<b>Business Rule</b>	A statement expressing a policy or condition that governs business actions and establishes data integrity guidelines. Example: Grade level Business Rule – To be considered eligible for kindergarten the student must be five years old by a specific date that is determined by the State.
<b>Data Definition</b>	The description or meaning for a data field. Example: Grade level Definition – A level of academic development to which a particular student is assigned.
<b>Data Element Name</b>	Name of a distinct piece of data. Example: Grade level data Element name = GradeLevel.
<b>Data Management</b>	Data management comprises all the disciplines related to managing data as a valuable resource.
<b>Data Request</b>	A request from an internal or external customer for data to be supplied in a specified format for a specific reason such as a report, analysis, comparison, research, etc.

<b>EDFacts</b>	ED <i>Facts</i> is a U.S. Department of Education initiative to put performance data at the center of policy, management and budget decisions for all K-12 educational programs. ED <i>Facts</i> centralizes performance data supplied by K-12 state education agencies (SEAs) with other data assets, such as financial grant information, within the department to enable better analysis and use in policy development, planning and management.
<b>Enterprise Data System</b>	System for effective capture, cleansing, transformation, storage, definition, and use of data.
<b>Metadata</b>	A term used for data that describes a specific element or set of data. The term refers to all of the characteristics that need to be known about data in order to build databases and applications, and to effectively use data for policy and decision making.
<b>MOU/MOA</b>	A memorandum of understanding is an agreement between two parties in written form that outlines each party's responsibility when sharing data.
<b>Permitted Value</b>	Specific values that may be contained in a field. Example: Grade Level Permitted Values - K, 01, 02, 04, 05, 06, 07, 08, 09, 10, 11, 12.
<b>ED</b>	United States Department of Education

#### 4.4 CNMI PSS Data Governance Committee Members

[Link](#) to updated online listing

Data Governance Committee - Voting Members			(as of 6/09/23)
Data Stewards	Member Position Title	Department	Supervisor Name Position Title
1 Student Information (Demographics and Enrollment)	Ruth Calvo Records & Data Program Mgr	ARE	Dr. Rizalina Liwag Senior Director ARE
2 Student Information (Attendance, Graduation, Dropouts, Homeless)	LouieDean Bautista Data Specialist	ARE	Dr. Rizalina Liwag Senior Director ARE
3 State Assessments	Fasefulu Tigilau State Assessment Coordinator	ARE	Dr. Rizalina Liwag Senior Director ARE
4 Special Education	Nora Fujihira Prog Mgr- Data & Compliance	SpEd	Donna Flores Director SPED
5 Head Start and Early Head Start	Jolene Sablan Family Services Manager	HS/EHS	Lathania Angui Director HS/EHS
6 Finance	Michael Babauta Chief Procurement Officer	Finance	Arlene Liza Finance Director
7 Advance Placement	Riya Nathrani AP District Coordinator	IT&DE	Lorraine Catienza Interim Director of ITDE
8 English Learner	VACANT	OCI	
9 Mental Health	Josiah Kiyonka Mental Health Specialist	Mental Health	Dr. Yvonne R. Pangelinan Senior Director SSS
<b>Report Stakeholders</b>			
10 School Accountability Report Cards	Celine Orsini Accountability Program Mgr	ARE	Dr. Rizalina Liwag Senior Director ARE
11 Research & Evaluation	Trini Macduff Research & Evaluation Prog Mgr	ARE	Dr. Rizalina Liwag Senior Director ARE
12 EdFacts Reports and Staff Demographics	Probio Cabrera Statistical Analyst	ARE	Dr. Rizalina Liwag Senior Director ARE
<b>IT Support</b>			
13 SLDS Data Security & Privacy Officer	Ferdinand Ngirmekur SLDS Data Privacy Ofcr	SIT	Jesse Tenorio Director State IT
14 SLDS Technical Manager	Jeaniffer Cubangbang SLDS Technical Manager	ARE	Dr. Rizalina Liwag Senior Director ARE
15 IT Support (State IT Network)	Albert Camacho Network Specialist	SIT	Jesse Tenorio Director State IT
<b>DGC ADVISORS (Non-Voting)</b>			
1 ARE SLDS	George Borja Palican SLDS Data Governance Mgr	ARE	Dr. Rizalina Liwag Senior Director ARE
2 Data Governance Executive Leadership	Dr. Rizalina Liwag Sr Director ARE	COE	Dr. Alfred Ada Commissioner of Education
3 Data Governance Executive Leadership	Jesse Tenorio Director State IT	COE	Dr. Alfred Ada Commissioner of Education
4 ARE SLDS	Dr. Annette P Sablan SLDS Project Director	ARE	Dr. Rizalina Liwag Senior Director ARE
COE - Commissioner of Education		SPED - Special Education	
ARE - Accountability, Research & Evaluation Dept.		HS/EHS - Head Start/Early Head Start	
SIT - State Infrastructure Technology Dept		ITDE- Information Technology & Distance Ed	
SLDS - State Longitudinal Data System		SSS - Student Support Services	

## 4.5 References

CNMI PSS [Executive Data Governance Policy](#) as approved by the CNMI State Board of Education on October 3, 2018

TITLE 60: BOARD OF EDUCATION CHAPTER 60-20 PUBLIC SCHOOL SYSTEM RULES AND REGULATIONS <https://cnmilaw.org/pdf/admincode/T60/T60-20.pdf>

CNMI SLDS Data Sharing Agreement DSA TEMPLATE  
<https://docs.google.com/document/d/1VaJRz77vnG58egEUHlNe-vqg2SZmLZSL/edit>

CNMI PSS Stakeholder Engagement Plan  
[https://docs.google.com/document/d/1UHMYLTAgguDM9pHjCPzkEKTZm\\_8jbfSlvRIXyhwdi-g/edit](https://docs.google.com/document/d/1UHMYLTAgguDM9pHjCPzkEKTZm_8jbfSlvRIXyhwdi-g/edit)

State Support Team (2019). Data Governance Manual Template: Interagency (P-20W+) Version. Accessed here: <https://slds.ed.gov/#communities/data-governance/publications/18390>

SLDS Webinar: Leveraging Partnerships to Support and Sustain the SLDS  
<https://slds.grads360.org/#communities/pdc/documents/14672>

SLDS Spotlight: State Approaches to Engaging Postsecondary Stakeholders  
<https://slds.grads360.org/#communities/pdc/documents/2634>

SLDS Spotlight: State Approaches to Engaging Local K12 Stakeholders  
<https://slds.grads360.org/#communities/pdc/documents/2728>

Everyone on Board: How to Engage Reluctant Stakeholders and Stakeholders Experiencing Leadership Transitions: SLDS Issue Brief <https://slds.grads360.org/#communities/pdc/documents/5196>

Identifying SLDS Users and Their Information Needs: SLDS Issue Brief  
<https://slds.grads360.org/#communities/pdc/documents/2753>

Introduction to Stakeholder Engagement: SLDS Video  
[https://www.youtube.com/watch?v=l3\\_Hhe24W3g](https://www.youtube.com/watch?v=l3_Hhe24W3g)

SLDS Best Practices Brief Vendor Engagement: Tips from the States  
<https://nces.ed.gov/programs/slds/pdf/brief3.pdf>

Privacy Technical Assistance Center's (PTAC) Written Agreement Checklist  
(<https://studentprivacy.ed.gov/resources/written-agreement-checklist>)