MONTGOMERY COLLEGE

DATA ASSET MANAGEMENT PLAN

FY 2022 Progress Report

Deputy Chief Analytics and Insights Officer
Montgomery College | 9221 Corporate Boulevard | Rockville, MD 20850

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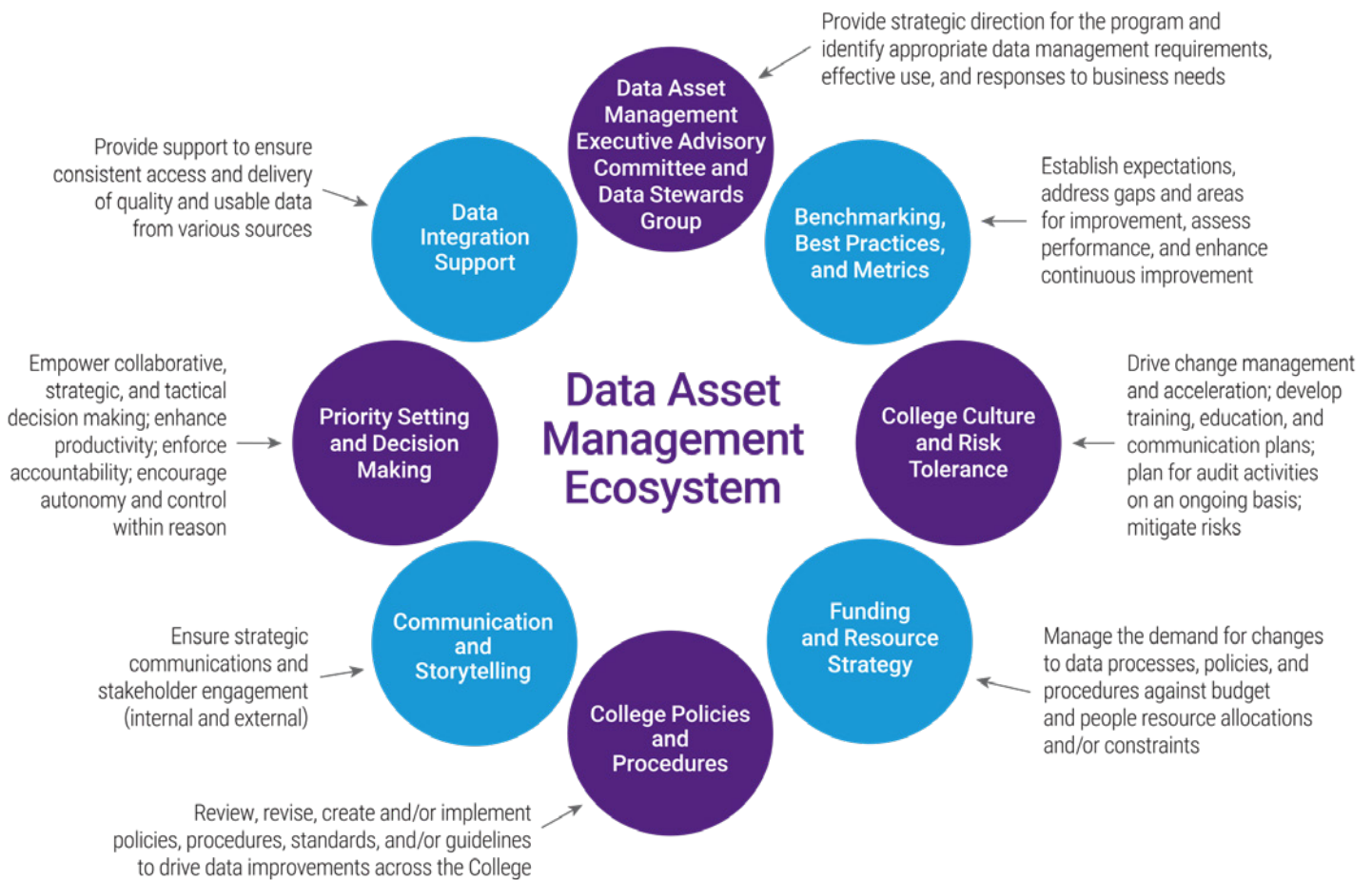# SUMMARY

Montgomery College launched its inaugural Data Asset Management Plan (DAMP) in early Fiscal Year 2022, which you can access and review here. The DAMP aims to foster optimal data quality, improve confidence in and satisfaction with institutional data, build capacity through training and education, strengthen the College's ability to make data-informed decisions, and more. It focuses on four goals: (1) build institutional capacity for data asset management, (2) ensure data integration support, (3) enhance data literacy, and (4) improve priority setting and decision making. The critical success factors for FY22 entailed foundation building and ecosystem development as outlined in the DAMP.

This included, but is not limited to:

- Following the sound strategy developed by the Data Asset Management Executive Advisory Committee (which was supported by the president)

- Establishing a data asset management framework with Data Trustees Council with work groups, and the intersecting Data Stewards and Data Security subcommittees

- Monitoring and tracking DAMP progress

- Enhancing data access and security controls

Summary (Continued)

Through ongoing dialogue and programmatic efforts, we have:

• Focused on data-informed decision making and the role of data therein.

• Gained clarity on gaps/direction.

• Started to address readiness for long-term culture change, including better understanding strengths, weaknesses, opportunities, and threats.

• Engaged community members and secured their involvement in moving the needle.

Analytics and Insights (A&I) and E-Learning, Innovation, and Teaching Excellence (ELITE) facilitated data asset management focus groups in October 2021. These focus groups demonstrated another way to learn from **you** and to keep the College community thoughtfully engaged while sharing their data experiences. A report was developed and released on November 16, 2021.

A&I established a partnership with Workforce Development and Continuing Education (WDCE), and ELITE to develop training programs in accordance with the newly designed training and education blueprint, in order to grow data asset management skills within the MC community. The first in-house-designed training program, Level 1 Basic Data Asset Management Training, which launched in March 2022, focuses on information privacy and compliance; explains rules and regulations for managing different types of data including information related to The Family Educational Rights and Privacy Act (FERPA), Children's Online Privacy Protection Act (COPPA), and General Data Protection Regulation (GDPR); and informed participants about existing Montgomery College Policies and Procedures pertaining to data asset management.

Additionally, a Data Asset Management Policy Development Group was established and charged with evaluating, developing, and making recommendations for revisions to policies and procedures as appropriate. Established processes for suggesting updates as outlined on MC's Policy and Procedure Website were followed. The Board of Trustees approved a new Policy 66005 (Data Asset Management and Security) and modified Policy 66002 (Confidential Data Management and Security) on February 21, 2022 (posted here).

This report provides insight into the various activities, programs, and/or efforts, that occurred throughout Fiscal Year 2022, and outlines progress made in the first year of DAMP implementation. A sincere "thank you" is extended to Dr. Jermaine F. Williams, president, for his support, for asking questions, being information-driven and a data champion, and relying on data to make decisions. Since his arrival, Dr. Williams has role-modeled the "culture of evidence and inquiry" that MC aspires to be as documented in the Data Asset Management Plan. Additionally, it is important to note that the many MC community members who have lent their talent, time, and effort to the data asset management plan and program—including the members of the Executive Advisory Committee, the Spring 2022 Data-Informed Decision-Making Speaker Series speakers, the Data Asset Management Policy Development Group, the Data Trustees Council, and numerous staff members who independently and voluntarily contributed to the cause—are very much appreciated. *(See Appendix A)*

DATA ASSET MANAGEMENT PLAN SUMMARY (PROGRESS)

PROGRESS PLAN LEGEND

Completed	In Progress	Not Started

Goal	X	Action Plan	Timeline		Notes
			FY22	**FY23**	
Build Institutional Capacity		Develop first drafts of Data Asset Management and Data Governance policies and procedures	X		Policy 66005 – Data Asset Management and Security (02/2022)
		Prioritize data warehouse acquisition	X	X	See Technology Solutions Section
		Conduct process mapping and acquire data warehouse and accompanying training		X	N/A
		Establish a data dictionary	X	X	Work in progress; Soliciting third-party support
		Engage OIT, OIRE, and data stewards to work through technology solutions	X	X	People identified and in place, methodology researched and selected
		Expand institutional data capacity via staffing, skill sets, and professional development in OIRE and elsewhere to meet the projected needs of the institution	X		1 FTE hired; access to professional conferences
		Streamline data requests	X		Improved OIRE website for data project and survey requests

Completed	In Progress	Not started

Goal	X	Action Plan	Timeline		Notes
			FY22	**FY23**	
Data Integration		Establish Montgomery College Divisional Data Asset Management Plans		X	N/A
		Embed data into MC master plans	X	X	Ongoing discussions and revised organizational vision to embed data into refreshed strategic plan
		Develop a robust data systems map to track data across the College	X	X	Comprehensive draft developed; partnership with OIT (searching for new software)
		Fully implement a data security protocol that clearly defines access		X	Work in progress; Soliciting third-party support
Data Literacy		Partner with ELITE and WDCE to design and facilitate training and education programs, including badging	X	X	Learning Stairways to Enhanced Data Literacy (blueprint); Level 1 Basic Training (privacy and compliance); currently designing next training
		Expand reporting calendar to include a broader range of published reports	X	X	Building a regulatory and compliance calendar for reports to MHEC
		Engage key stakeholders and data stewards to document and explain public data elements and how they are determined	X		Current pre- work with data stewards; shifted to FY23
Priority Setting and Decision Making		Analyze funding needs and secure budget and resources	X	X	Currently partnering with Administrative and Fiscal Services
		Develop and refine basic data processes to aid in executing data asset management, resource sharing, and collaboration	X	X	Developing guidelines
		Determine the impact of changes to the system(s) of record, the cost to make changes, and the level of effort required	X	X	Delayed due to Workday implementation

Data Asset Management Website

A&I launched its data asset management website in September 2021, which serves as a communication and education tool for the MC community. It promotes awareness and provides information. During Fiscal Year 2022, the website has received 276 visitors and 470 pageviews.

Data Trustees Council

The Data Trustees Council encompasses a cross functional decision-making body that has authority to make major data management decisions including, but not limited to, implementation and verification processes for data privacy, protection, access, and accountability. This group was launched in February 2022 and serves as the key driver to MC's approach to data asset management to ensure consistent management of data.

Role	Name	Title
Executive Sponsor	John Hamman	Chief Analytics and Insights Officer
Chair	Nadine Porter, J.D.	Deputy Chief Analytics and Insights Officer

MC Division Representatives (Role)

Division	Name	Title
Academic Affairs	Donna Kinerney, Ph.D.	Collegewide Dean of Adult ESOL and Literacy Programs *(Workforce Development and Continuing Education)*
	Richard (Rick) Penn	Professor/Mathematics Rockville Campus
	Michael Mills, Ed.D.	Vice President of E-Learning, Innovation, and Teaching Excellence
Administrative and Fiscal Services	Sherwin Collette	Senior Vice President for Administrative and Fiscal Services
	Jane-Ellen Miller	Interim Chief Information Officer
	Elizabeth (Liz) Greaney	Chief Business/Financial Strategy Officer
Advancement and Community Engagement	Rose Garvin Aquilino	Associate Senior Vice President for Advancement and Community Engagement
	Raymond (Ray) Gilmer	Associate Senior Vice President for Advancement and Community Engagement

"The Data Trustees Council will help to create a culture of evidence and use data to help inform our decisions. This is not just about having data and more numbers, but using it effectively. This creates a community that can really help us change the culture of data at Montgomery College, which is so important."

—John Hamman
   Chief Analytics and Insights Officer

Division	Name	Title
President's Office	Clevette Ridguard, Ed.D.	Governance and Presidential Projects Program Manager
Student Affairs	Judith (Judy) Taylor	Director of Student Financial Aid
	Marcus Peanort	Associate Dean of Student Access and Germantown Student Affairs
	Carmen Poston-Farmer Travis, Ed.D.	Director of Student Affairs and Initiatives

Liasons

Role	Name	Title
Data Stewards Sub-Committee Chair	Arlene Blaylock, Ph.D.	Director of Institutional Research and Effectiveness
Data Security Advisory Sub-Committee Chair	Nell Feldman	Chief Information Security Officer

"We've got some untapped ways of using and looking at data that we really haven't addressed yet. We have some powerful data that we should leverage, and we also have some gaps. We really haven't talked about qualitative data. What do we know and not know? How do we tell our story? I hope this group can think about this, make recommendations, and spur the conversation forward."

—Donna Kinerney, Ph.D.
   Collegewide Dean of Adult ESOL
   and Literacy Programs

"Excellent data asset management is critical for Montgomery College. Data is an anchor and the foundation of our success. It enables everything we do for students, faculty, and staff as an institution."

—Nadine Porter, J.D.
   Deputy Chief Analytics and Insights Officer

Data Trustees Working Groups

DASH Team	Training and Education	Communication
Advise the Chief Analytics and Insights Officer (as the president's designee) on urgent data analytics and data management matters **D**evelop quick data asset management solutions (d.a.m.s.) **A**dvise on unanticipated / unexpected data challenges and disruptions **S**upport the need for a rapid response on urgent data situations **H**elp to manage and mitigate intervening matters/risks/exposure	Partner with internal experts to develop and execute appropriate education and training programs (in accordance to the *Data Asset Management Learning Stairways to Enhanced Data Literacy*). This will help to address the iData finding of (1) inconsistent data knowledge and (2) that data expertise—including basic data literacy and analysis skills—is unevenly distributed at the College. This will also ensure that the College community members are engaged, empowered, and knowledgeable. All employees must recognize that proper and consistent data asset management is critical to the success of the College.	Develop, update, and monitor communication, marketing, and promotion efforts intended to provide relevant and important information to the collegewide community about data asset management. This includes website (which serves as a home for all substantive knowledge sharing), social media, developing a Listserv, appropriate outreach, electronic discussions (podcast, blog, etc.), DAMP updates, e- newsletters, talking points for data champions and data ambassadors, as well as recommending new ways for data trustees to communicate with the MC community and other interested parties.

GETTY IMAGES

Data Security Advisory Sub-Committee (DSAC)

The DSAC will meet once a semester with additional meetings as necessary to meet objectives.

- The DSAC charge includes:

  - Manage data risk in support of the Data Asset Management and Security policy.

  - Provide insight for administrative and technical controls to identify where data resides and establish priorities for protecting it, e.g., maintain a data classification matrix.

  - Serve as a liaison with the College community on data security project and initiatives.

- Members will serve two-year terms

DSAC members (will be capped at 7 members)

- Helen Dong (Administrative and Fiscal Services)

- Shamsah Hussein (Student Affairs)

- Robin Cook (Academic Affairs)

- Amy Ballard (Advancement and Community Engagement)

- Keven Waters (Advancement and Community Engagement)

Data Stewards Sub-Committee

Data stewards are staff members with oversight responsibility for a subset(s) of the College's data. Stewards are typically functional end users deemed experts about data managed by their respective operational unit.

- Situational (currently working on Admissions packet information and reports/working with Records and Admissions)

- Seeking a 3rd party vendor to assist with the overarching process in partnership with the Office of Information Technology

Data Asset Management Focus Groups

Participant Demographics:

Participation by Division

5% 2%
17%
48%
28%

- Academic Affairs (48%)
- Office of the President (28%)
- Advancement & Community Engagement (17%)
- Student Affairs (5%)
- Administrative & Fiscal Services (2%)
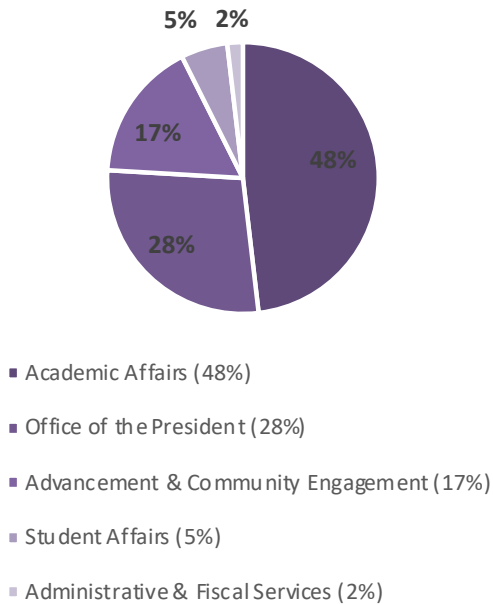
Participation by Employee Type

24%
39%
37%

- Staff (39%) - Administrators (37%) - Faculty (24%)
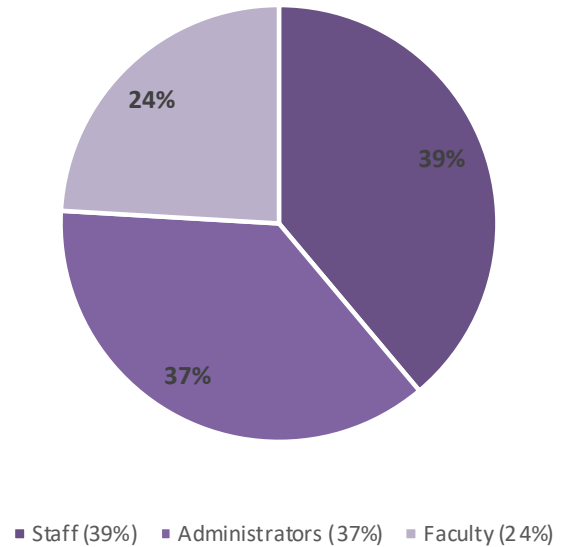
Outcomes

Close-ended Survey (Quantitative):

How often do you use data to support your daily job functions?

3%
10%
44%
43%

- Daily (43%) - Weekly (43%) - Monthly (10%) - Never (3%)
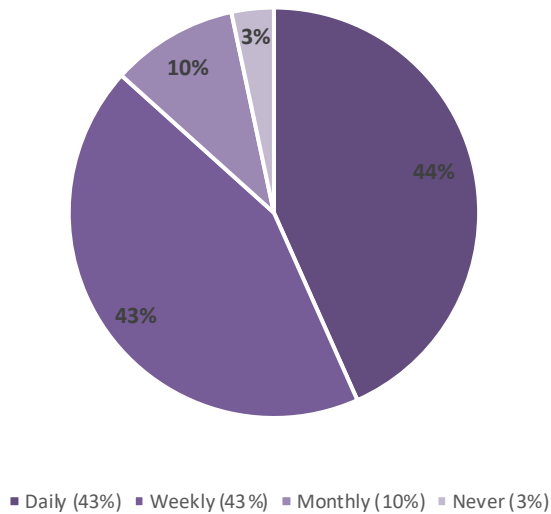
How confident are you in your ability to use data to make decisions?

10%
10%
33%
47%

- Extremely Confident (33%) - Somewhat Confident (47%)
- Neutral (10%) - Somewhat Not Confident (10%)
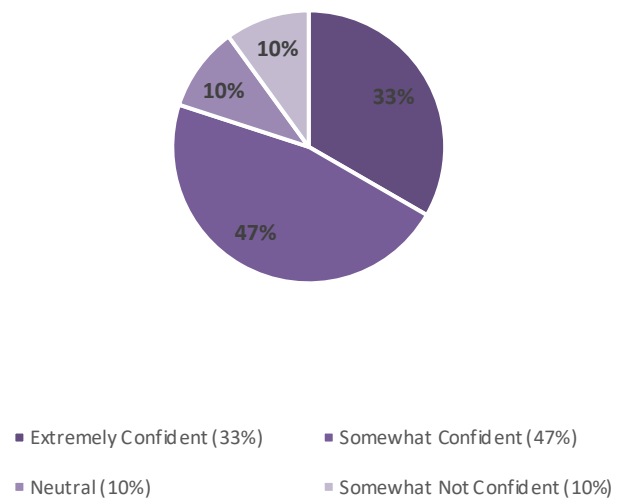
Outcomes (cont.)

How often do you particpate in training to help you use data to make decisions?

7%

18%

14%

61%
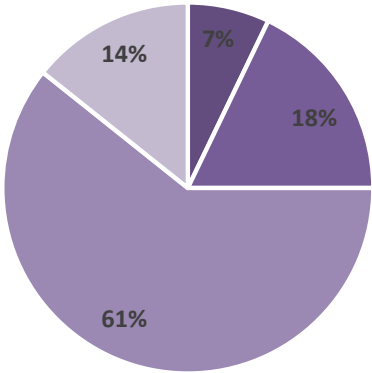
■ Weekly (7%) ■ Monthly (18%) ■ Yearly (61%) ■ Never (14%)

To what extent do you have access to the data you need to make decisions?

7%

13%

13%

27%

40%
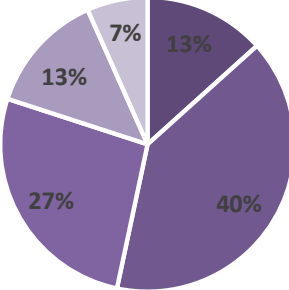
■ Almost Always (13%)   ■ Usually (40%)
■ Sometimes (27%)   ■ Rarely (13%)
■ Almost Never (7 %)

To what extent do you have access to the technology (or other resoureces) needed to analyze data effectively?

3%

13%

30%

37%

17%
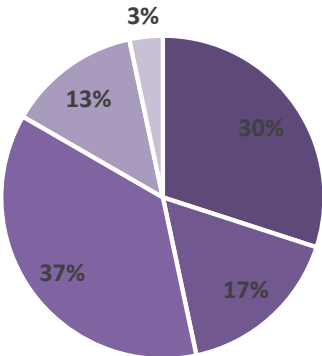
■ Almost Always (30%) ■ Usually (17%)   ■ Sometimes (37%)
■ Rarely (13%)   ■ Almost Never (1 %)

Open-ended Survey (Quantitative):

Strengths

- Curiosity about the data
- Experience/education/training with data analytics
- Knowing where to find appropriate data
- Desire to use data to influence decisions

Weaknesses

- Training/education on data-related technology
- Lack of time to evaluate data
- Integration of data between systems, reports and areas of the college
- Over-generalizing data

Opportunities

- Expand access to data
- Better use of data in decision-making
- Predictive analytics
- Using valid external data to better influence internal decision-making
- Collaboration across units looking at the same datasets

Threats

- Data doesn't seem to be a priority for all
- Not trusting the data
- "Dirty" or difficult to interpret data
- Data security
- Poor use/interpretation of data can negatively impact learning, retention, revenue, etc.

Participant Direct Quotes:

Strengths

- "I ask questions about data and try to involve others in the conversation about it"
- "I am adept at using data to make decisions, ask for resources, and adjust based on the data analysis."
- "Helping students to use data to improve their own academic and financial futures."

Weaknesses

- "I tend to extrapolate from limited amounts of data and try to spot trends that are not statistically valid."
- "Overwhelmed by too much data, without a useful set of tools for making it understandable or actionable."
- "Data analysis – I have it but unable to diagnose it"

Opportunities

- "I use the data to drive instruction."
- "I currently use data as a check or balance to ensure team decisions are not driven by anecdotal experience or unduly influenced by one person's emotions"
- "I thoroughly enjoy gathering student success data and treating it like an open-ended question. A lot of times the question I wind up researching is not the same as the one I started out asking, as insights gained along the way point me in newdirections."

Threats

- "Lack of appropriate data tools and skills to maximize the data I can obtain"
- "There is increasing emphasis on the use of data to support new initiatives at the department level and within the institution as a whole."
- "The college's weakness around data and technology pose a serious risk for student enrollment and success."

Data Asset Management Policy

The Data Asset Management Policy Development Group worked to provide clear guidance and clarification on data asset management processes and procedures as well as to ensure program consistency moving forward. Draft documents were reviewed by subject matter experts prior to submission to the President and Board of Trustees review and approval.

- **New Policy 66005** – **Data Asset Management and Security**

General Information

Policy Number	66005
Contained in Chapter:	Chapter VI
Policy Title:	Data Asset Management and Security
Policy Creation Date:	February 21, 2022

Reason for Policy

This proposed policy recognizes data as an institutional asset and articulates the processes that will be utilized by the Board of Trustees to ensure proper data asset management, which promotes strategic decision-making, student success, institutional sustainability, and good stewardship. It ensures that data assets are protected, managed, and used properly to provide a seamless user experience for internal and external audiences, while meeting security and regulatory requirements.

Purpose of Each Policy Element

Section	Purpose
I.	Affirms the College's recognition of data asset management as an essential part of fulfilling the College's mission.
II.	Articulates intent to adhere to practices and standards necessary to ensure the College manages data appropriately (with specific attention to confidentiality, integrity, availability, ethical use, and quality) as well as to drive evidence-based decision making.
III.	Identifies the importance of minimizing exposure to risk, ensuring that data assets are protected, and clarifies ownership of the data (no individual or unit owns any data elements as it is owned and managed by the College).
IV.	Reinforces the importance of integrity, ethics, legal compliance, and adherence to applicable laws and regulations.
V.	Creates a data governance framework to support the consistent and appropriate management of College information.
VI.	Emphasizes the importance of providing training and education to employees and students about data asset management.
VII.	Authorizes the president to establish procedures necessary to implement this policy.

- **Modified Policy 66002** - **Confidential Data Management and Security**

Data Classification definitions were updated to align with the new Policy 66005 – Data Asset Management and Security.

Training and Education Blueprint: Learning Stairways to Enhanced Data Literacy

GOALS: Build institutional capacity for data asset management + Enhance data literacy

Learning Outcomes

I want to learn the **FUNDAMENTALS** of data asset management

MANDATORY TRAINING

WDCE Level 1 Training: Privacy and Compliance — Cybersecurity and Risk management — Core Data Concepts, Data Information and Management — Data Ethics — Mentorship and Access to Dashboards

ASYNCHRONOUS SELF-PACED LEARNING

- Reinforcing data-driven decision making as MC reality
- Clarify data architecture, data quality, access, business insights, etc.
- Emphasize the importance of collaboration

I want to learn about **DATA INFORMED DECISION MAKING AT MC***

* Prerequisite: "Fundamentals" Certificate of Completion

Storytelling, Frameworks, Techniques, and Methodologies — Building Data Focused roadmaps — Understanding Data Cycles — Value/ROI/Competitive Advantage of Data Asset Management — Guided Project

FACE TO FACE INSTRUCTION

- Understand institutional data
- Identify key elements of an effective data governance framework and explore its application
- Reinforce impact of better evidence-based decision making on institutional viability

I want to learn about **DATA ANALYTICS & ANALYSIS**

Data Science Skills — Database Management — Data Mining — Quantitative Analysis — Role-Based Access to Raw Data/Data Analytics Simulation

FACE TO FACE INSTRUCTION

- Gain hands on experience
- Techniques to analyzing data
- Effectively communicating the results of analytics
- Impact on decision making

Level 1 Basic Data Asset Management Training – Privacy and Compliance

This offering was a collaboration and partnership between Analytics and Insights (A&I), Workforce Development and Continuing Education (WDCE), and E-Learning, Innovation, and Teaching Excellence (ELITE) and serves as the first training developed as a part of the Learning Stairways to Enhanced Data Literacy referenced above. The MC Community and Institution Divisions were engaged by a friendly training challenge to encourage participation. Advancement and Community Engagement (ACE) outdid its peers with over 18% of the division completing the training during the challenge timeframe (on or before April 29, 2022).

Division	No. of Participants	Division Headcount*	Percentage
Academic Affairs	82	1,648	4.97%
Administrative and Fiscal Services	8	538	1.4%
Advancement and Community Engagement	16	86	18.06%
Office of the President	4	43	9.3%
Student Affairs	12	404	2.9%

*Headcount per Human Resources and Strategic Talent Management

Spring 2022 Data-Informed Decision-Making Speaker Series

The large quantities of data that Montgomery College collects supports administrative operations, instructional delivery, and student success, which all serve as pillars to the College's mission and everything the College does. With the challenges of the coronavirus (COVID-19) pandemic, we have leveraged accurate and timely data more than ever. However, many MC colleagues have always used data to make informed decisions. The Data-Informed Decision-Making Speaker Series highlighted some of them and was a part of A&I's effort to inform the college-wide community about how departments within the College currently use data to make decisions.

The learning outcomes included:

• Understanding how Montgomery College uses data on a day to day basis to make decisions across the enterprise

• Recognizing the value and importance of data asset management to the College's ability to remain viable and achieve its mission

• Engaging in dialogue that helps the collegewide community become familiar with MC's Data Asset Management Plan (DAMP)

• Reflecting on their respective role in/responsibility to effectively manage data assets (all hands-on deck)

Date & Time	Speaker	Topics	#	Comments
February 1, 2022 3:00pm–4:00pm	**Arlene Blaylock, Ph.D.** Director of Institutional Research and Effectiveness	Successfully Navigating OIRE	46	Excellent presentation, very informative. Great presentation and the website is so helpful. Great overview of the OIRE team.
February 8, 2022 3:00pm–4:00pm	**Elizabeth "Liz" Greaney** MBA, CTP Chief Business/ Financial Strategy Officer	Financial Data Management	41	Terrific presentation. Very thorough & insightful! Great information.
February 15, 2022 3:00pm–4:00pm	**Terrence Evelyn** Director of Collegewide Facilities Operations	Facilities Data Management	31	This was very valuable. Thanks for this in-depth view of all that keeps us supported and safe where we work! Very informative!
February 22, 2022 3:00pm–4:00pm	**Goli Trump** MBA, CIA, CFE, CRMA Internal Audit and Advisory Services Director	Insights-Driven Internal Auditing	30	Excellent content and food for thought. Helpful presentation. Great information.
March 1, 2022 3:00pm–4:00pm	**Michael Mills, Ed.D.** Vice President, E-Learning, Innovation, and Teaching Excellence	Data as a Powerful Indicator of Teaching	21	Very informative. Great presentation! Great information!

Data Asset Management Presentations

Conference/Lecture/Meeting/ Panel and Date	Presenter/Panelist	Presentation
2021 Montgomery College Data Summit August 25, 2021	**Nadine Porter, J.D.** (Presenter) Deputy Chief Analytics and Insights Officer	Data Asset Management Plan Overview
ELITE / Pakistan community college project (National Examination and Evaluation Foundation in Punjab, Pakistan, under guidance from the United States Department of State) September 2021	**Nadine Porter, J.D.** (Presenter) Deputy Chief Analytics and Insights Officer	Data Asset Management and Community Colleges: A Broad View of Data Governance (Video Lecture)
Participatory Governance/ College Council October 12, 2021	**Nadine Porter, J.D.** (Presenter) Deputy Chief Analytics and Insights Officer	Data Asset Management Plan Update
Maryland Association for Institutional Research Fall Meeting October 29, 2021	**John Hamman** (Guest Panelist) Chief Analytics and Insights Officer	From Surviving to Thriving: Building Resilience
Participatory Governance/Staff Council February 3, 2022	**Nadine Porter, J.D.** (Presenter) Deputy Chief Analytics and Insights Officer	Data Asset Management Plan Update
League of Innovation in the Community College 2022 Virtual Innovations Conference February 28 – March 3, 2022	**Nadine Porter, J.D.** (Key Contact) Deputy Chief Analytics and Insights Officer **John Hamman** (Co-Presenter) Chief Analytics and Insights Officer	Moving from Data Governance to Comprehensive Data Asset
The EDUCAUSE Horizon Report, Data and Analytics Edition In Process/In Preparation Anticipated August 2022	**John Hamman** (Panel Expert) Chief Analytics and Insights Officer	

Reports Issued

- Data Asset Management Plan –
  Launched July 1, 2022

- Focus Group Reports –
  November 2021

- Data Asset Management
  Executive Summary –
  February 2022

External Recognition

In May 2022, EDUCAUSE selected the Data
Asset Management Plan (in the data
management and governance category) and
our training blueprint *Learning Stairways to
Enhanced Data Literacy* (in the data literacy
training category) as exemplars for inclusion in
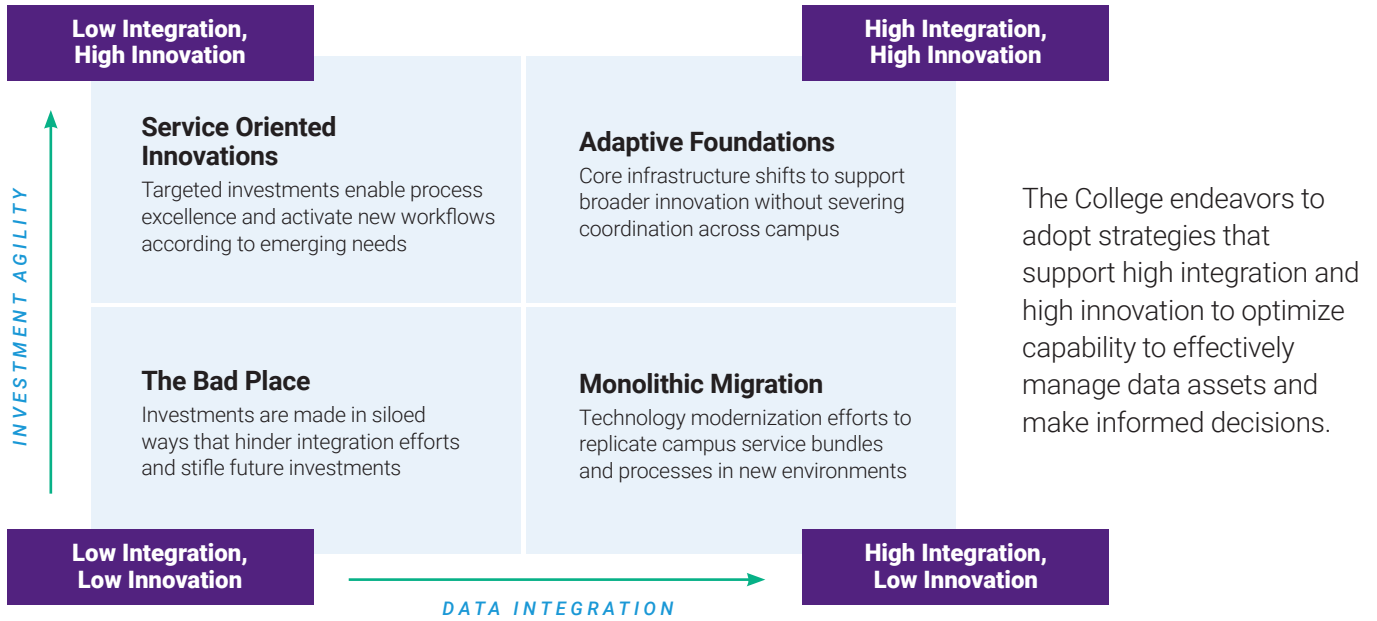the 2022 Data and Analytics Horizon Report.

TECHNOLOGY SOLUTIONS / DATA WAREHOUSE

As a foundation for data analytics, A&I in partnership with the Office of Information Technology (OIT) and senior leadership will continue to advocate for and explore selecting the appropriate data structure and platform to meet MC business needs for the future.

Decision Points for Design	• What is the ideal architecture for current and future needs? • What data sources as inputs? • What data migrates first? • How long do we have duplicate sources? • How specialized are the datamarts? • How do we determine who has access to which datamarts?
Action Plan	• Development of formal Data Governance Structure • Allow Data Trustees to advise on decision points • Work with OIT and OIRE staff to determine priorities • Collaboration and integration of data use across the institution • Roll out in conjunction with data literacy training and the Data Asset Management Plan
Tentative Timeline	FY22/FY23 • Develop data definitions and catalog essential elements of DMT1 • Determine staffing needs and available personnel • Develop RFP for data warehouse FY24 • Implement new system, start migration, run dual systems • Build datamarts and start training • Sunset DMT1 by end of FY24

Technology Investment Strategies for Digital Agility

Low Integration, High Innovation

Service Oriented Innovations
Targeted investments enable process excellence and activate new workflows according to emerging needs

Adaptive Foundations
Core infrastructure shifts to support broader innovation without severing coordination across campus

High Integration, High Innovation

INVESTMENT AGILITY

The Bad Place
Investments are made in siloed ways that hinder integration efforts and stifle future investments

Monolithic Migration
Technology modernization efforts to replicate campus service bundles and processes in new environments

Low Integration, Low Innovation

DATA INTEGRATION

High Integration, Low Innovation

The College endeavors to adopt strategies that support high integration and high innovation to optimize capability to effectively manage data assets and make informed decisions.

SOURCE: https://eab.com/insights/blogs/operations/invest-for-digital-transformation/?autosuggest-term=5%20technology%20investment

CONCLUSION

This Fiscal Year 2022 report serves to provide Montgomery College with transparency of the progress made with its inaugural Data Asset Management Plan. There has been significant progress with laying a strong foundation for effective data asset management and ensuring the readiness of the college culture. The College will continue to move forward with achieving the goals documented in the DAMP. The Data Trustees will continue to advocate for and promote data-informed decision making as well as drive the data asset management vision. As President Williams expressed in his First Impressions Next Steps, the College endeavors to have data-informed decisions grow. Dr. Williams states:

> "[U]sing data to direct choices about pathways allows it to have the most relevant impact. Working rigorously to standardize definitions of data and making it more accessible and transparent will improve processes and accuracy."

Montgomery College entered the Data Asset Management Plan & Program with the understanding that it will be a multi-year effort, with many changing parts, and an emphasis on making progress as opposed to ensuring perfection. The Data Trustees Council will revisit the DAMP and scope of work, periodically, to ensure continuous alignment with business need. One of the most important parts of making progress is the continued engagement of and partnership with the MC Community and their willingness to contribute with all hands-on deck to this effort. Continuous improvement is the hallmark of DAMP's success.

QUESTIONS?

Please contact Analytics and Insights with questions or comments:

- **John Hamman**
  (John.Hamman@montgomerycollege.edu), Chief Analytics and Insights Officer

- **Margaret Horton**
  (Margaret.Horton@montgomerycollege.edu), Executive Associate I

- **Nadine Porter, J.D.**
  (Nadine.Porter@montgomerycollege.edu), Deputy Chief Analytics and Insights Officer

At Montgomery College, data is the sweet spot!

APPENDIX A

Executive Advisory Committee

Arlene Blaylock, Ph.D.

Melissa Gregory, Ed.D.

Rose Garvin Aquilino

John Hamman

Kevin Long, Ph.D.

Jane-Ellen Miller

Michael Mills, Ed.D.

Nadine Porter, J.D.

Elena Saenz, Ed.D.

Michelle Scott, Ed.D.

Sharon Kauffman, Ed.D.

Ross Conover

Spring 2022 Data-Informed Decision-Making Speaker Series

Arlene Blaylock, Ph.D.

Terrence Evelyn

Liz Greaney

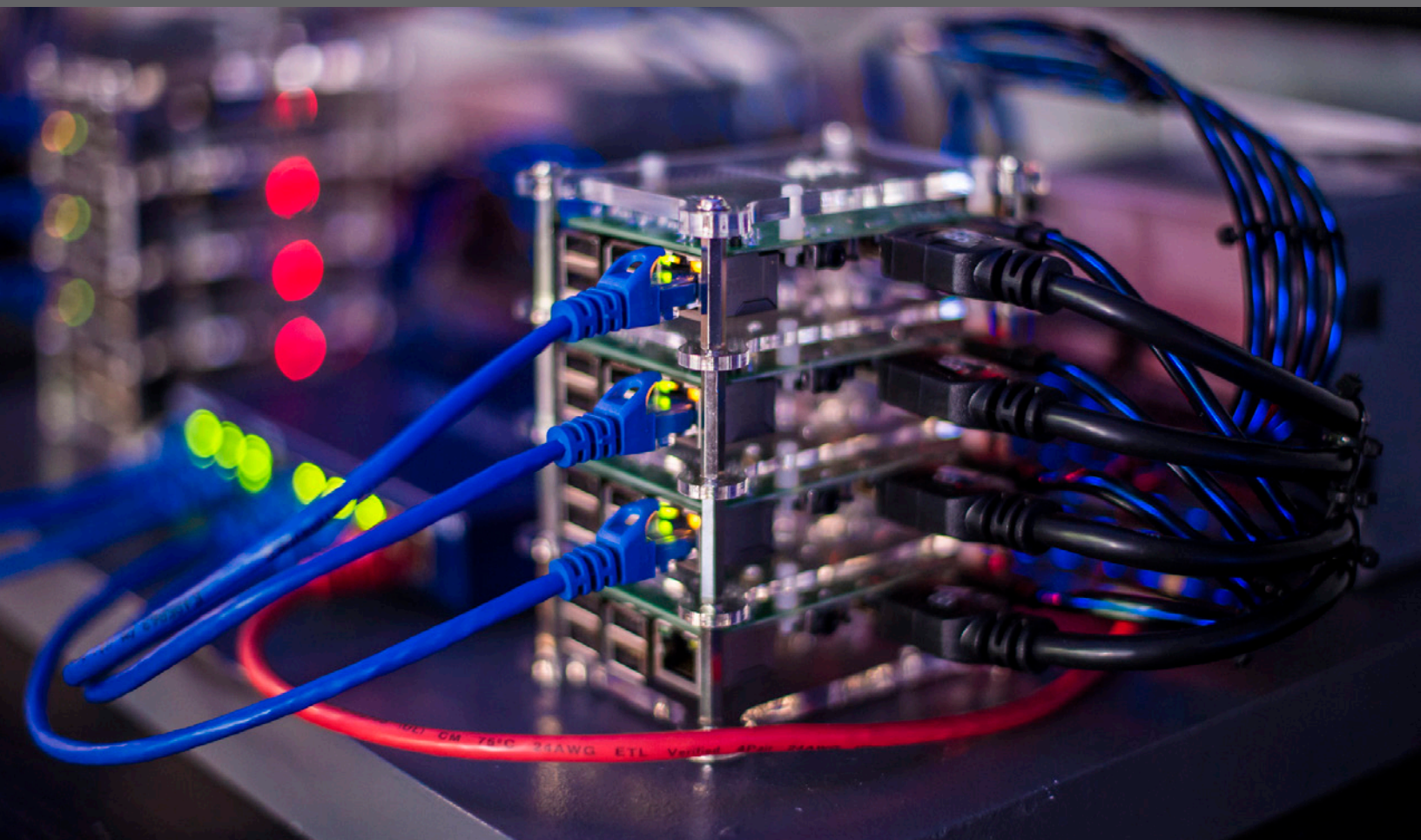Michael Mills, Ed.D.

Goli Trump

Data Trustees Council

Arlene Blaylock, Ph.D.

Sherwin Collette

Nell Feldman

Rose Garvin Aquilino

Raymond Gilmer

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