

Metadata Driven Statistical Data Management

Pascal Heus, Metadata Technology North America
pascal.heus@mtna.us | <http://www.mtna.us>
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About Pascal

- Metadata Technology North America (2009-Present)
 - Focus: Statistical Data & Metadata Management Solutions / Tools
 - Work with: NSOs (SNZ, ABS, StatCan), NORC (US federal / state agencies), Europe
 - R&D: Modern Technology, Metadata Standards, Data Quality
- Metadata Technology (UK) / Open Data Foundation (2007-2009)
- World Bank / International Household Survey Network (2000-2007)
 - Focus: Statistical Capacity Building, Metadata (DDI / SDMX), Tools development (IHSN toolkit)
 - Work with: NSOs (Africa), International Organizations (WB, UN, WHO, ...), DDI Alliance
- Early years (< 2000)
 - Embassy of Belgium (1990), Ministry of Foreign Affairs
- Education:
 - MS in Computational Science from GMU (HPC / Quantum Computing)
 - Graduate in IT from UCL in Belgium (1987)
- <http://www.linkedin.com/in/pascal>

Agenda

- Part 1: Why Metadata? (10')
- Part 2: Metadata Models & Standards (15')
- Part 3: Architecture & Technologies (5')
- Part 4: Implementation (15')
- Q&A

Part 1: Why Metadata?

Everyday Metadata



Nutrition Facts

Serving Size 1 cup (228g)
Servings Per Container about 2

Amount Per Serving

Calories 250 Calories from Fat 110

% Daily Value*

Total Fat 12g 18%

Saturated Fat 3g 15%

Trans Fat 3g

Cholesterol 30mg 10%

Sodium 470mg 20%

Total Carbohydrate 21g 10%

Nutrition Facts

Serving size 4 oz (113g)

Amount per serving

Calories 240

% Daily Value*

Total Fat 14g 18%

Saturated Fat 8g 40%

Trans Fat 0g

Cholesterol 0mg 0%

Sodium 370mg 16%

Total Carbohydrate 9g 3%

Dietary Fiber 3g 11%

Total Sugars <1g

Includes <1g Added Sugars 1%

Protein 19g 31%

Vitamin D 0mcg 0%

Calcium 170mg 15%

Iron 4.2mg 25%

Potassium 610mg 15%

Thiamin 28.2mg 2350%

Riboflavin 0.4mg 30%

Niacin 5.3mg 35%

Vitamin B₆ 0.4mg 25%

Folate 115mcg DFE 30%

Vitamin B₁₂ 3mcg 130%

Phosphorus 180mg 15%

Zinc 5.5mg 50%

*The % Daily Value tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

Everyday Metadata

Books statistics

Departments Browsing History Pascal's Amazon.com Today's Deals Buy Again Gift Cards Help Amazon Business Sell

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1-16 of over 50,000 results for "statistics"

Department

Books

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- Politics & Social Sciences
- Mathematics
- Mathematical & Statistical Software
- Applied Mathematics
- Mathematics Study & Teaching

[See more](#)

Avg. Customer Review

★ ★ ★ ★ ★ & Up
★ ★ ★ ★ ★ & Up

Book Series

- Dover Books on Mathematics
- QuickStudy
- Quick Study Academic
- Elementary Statistics
- Mcgraw-Hill/Irwin Series Operations and Decision Sciences
- Statistics for Social and Behavioral Sciences
- Barron's Ap Statistics
- null
- For Dummies
- Triola Statistics Series
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- Use R!
- Chapman & Hall/CRC Texts in Statistical Science
- Very Short Introductions

[See more](#)

New Releases

Last 30 days
Last 90 days
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Text

Naked Statistics: Stripping the Dread from the Data
by Charles Wheelan | Jan 13, 2014

★★★★★ 495

Paperback \$10.50 \$16.95

Get it as soon as Wed, Sep 11
More Buying Choices \$5.96 (142 used & new offers)

eTextbook

Audible Audiobook \$0.00 \$24.95
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Best Seller

Practical Statistics for Data Scientists: 50 Essential Concepts
by Peter Bruce and Andrew Bruce | Jun 6, 2017

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The Practice of Statistics
by Daren S. Starnes and Josh Tabor | Jan 1, 2014

★★★★★ 22

Hardcover \$91.62 to rent
\$179.98 to buy
Only 6 left in stock - order soon.
More Buying Choices \$121.00 (39 used & new offers)

Washington, DC
Monday Partly Cloudy

28 °C | °F

Precipitation: 20%
Humidity: 62%
Wind: 11 km/h

Temperature Precipitation Wind

21 19 19 23 26 26 24 22 21
2 AM 5 AM 8 AM 11 AM 2 PM 5 PM 8 PM 11 PM

Sat Sun Mon Tue Wed Thu Fri Sat

28° 17° 28° 19° 28° 18° 28° 19° 32° 22° 33° 21° 26° 20° 29° 20°

More on weather.com Feedback

NFL Week 1 of 17

GAMES **NEWS**

Packers 10 Final Thu, 9/5 Chiefs

Bears 3 10:40 Bears vs. Packers

Jaguars

Falcons Tomorrow 4:00 PM

Vikings

Bills

Jets

COMPASS SPORT **COMPASS LONGITUDE** **COMPASS LIMITED**

TECHNICAL SPECIFICATIONS

Dimensions	COMPASS	COMPASS	COMPASS
Length	4395 mm	4395 mm	4395 mm
Width	1818 mm	1818 mm	1818 mm
Height	1430 mm	1430 mm	1430 mm
Wheelbase	2636 mm	2636 mm	2636 mm
Kerb Weight (kg)	1537 (Diesel)	1537 (Diesel)	1534 (Diesel)
Fuel Tank Capacity (l)	60	60	60
Fuel Type	Diesel	Diesel	Diesel

POWERTRAIN

Engines	2.0 MultiJet II Diesel 1.6 MultiJet Petrol*	2.0 MultiJet II Diesel 1.6 MultiJet Petrol*	2.0 MultiJet II Diesel 1.6 MultiJet Petrol*
Displacement (cc)	1956	1956	1956
Max. Power (hp/kW)	139 @ 3750 ± 50	143 @ 3500 ± 100	143 @ 3750 ± 50
Max. Torque (Nm/kNm)	350 @ 1750-2000	250 @ 2500-4000	350 @ 1750-2000
Fuel Efficiency (l/100 km)	17.1 (kM/km)	14.3 (kM/km)	17.1 (kM/km)
Fuel Efficiency (mpg)	48.3 (mpg)	50.0 (mpg)	48.3 (mpg)

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BRAKES

Front	Disc	Disc	Disc
Back	Disc	Disc	Disc

SUSPENSION

Front	McPherson Strut with Lower Control Arm	McPherson Strut with Lower Control Arm	McPherson Strut with Lower Control Arm
Back	Multi Link Suspension with Strut Assembly	Multi Link Suspension with Strut Assembly	Multi Link Suspension with Strut Assembly

And yet when it comes to data....

CSV	Person dataset																				
ASCII	<table border="1" style="border-collapse: collapse; width: 100%;"><thead><tr><th>ID</th><th>AGE</th><th>STATE</th><th>RW</th></tr></thead><tbody><tr><td>0001</td><td>17</td><td>01</td><td>1</td></tr><tr><td>0002</td><td>5</td><td>03</td><td>2</td></tr><tr><td>0003</td><td>23</td><td>02</td><td>9</td></tr><tr><td>...</td><td>...</td><td>...</td><td>...</td></tr></tbody></table>	ID	AGE	STATE	RW	0001	17	01	1	0002	5	03	2	0003	23	02	9
ID	AGE	STATE	RW																		
0001	17	01	1																		
0002	5	03	2																		
0003	23	02	9																		
...																		
EXCEL																					

Data Dictionary

VAR	TYPE	LABEL	CODES
ID	text(20)	Person identifier	
AGE	numeric(2.0)	Age in years	99=99+
STATE	text(2)	State of residence	01,02,03,...
RW	text(1)	Can read/write	1=yes, 2=no, 9=DNR

SQLSAS | SPSS | Stata

PDF / DOC / XSL

*** does not come with the data ***

*** hard to find for users ***

!!! out of reach of informations system !!!

Data: the missing knowledge problem

TIME

POP

GEO

2110 Survey of Settlers in Southern Mars Colonies

Variables

- Definitions and attributes
- Data Elements
- Changes over time

Survey

- Description
- Questionnaires / Instruments

Methodology / Technical Docs:

- Data Collection
- Data Processing
- Users Guides

Catalogs

- Producers, Archives, Portals

....

Person dataset				
CSV	ID	AGE	STATE	RW
ASCII	0001	17	01	1
EXCEL	0002	5	03	2
	0003	23	02	9

Data Dictionary			
VAR	TYPE	LABEL	CODES
ID	text(20)	Person identifier	
AGE	numeric(2.0)	Age in years	99=99+
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SQLSAS | SPSS | Stata

PDF / DOC / XSL

*** does not come with the data ***

*** hard to find for users ***

!!! out of reach for information system !!!

Concepts

- This is how we think or search
- Almost metadata element relates to concept(s)

Classifications

- Not only Code/Categories...
- Definition/Incl./Excl
- Versions / Changes over time
- Levels (concepts)
- Concordances
- Associations with concepts

Provenance

- Producers, Publisher
- Version

....

Metadata / Knowledge Persistence

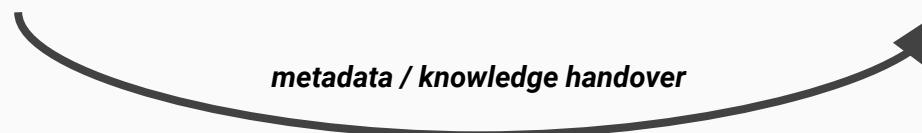
People friendly vs machine actionable

PEOPLE

- Happy with unstructured format (can read)
- Storage
 - Documents
 - Emails / Messages
 - Conversations
 - Brains
- Low to very high volatility
 - People move or retire...
- Often change mind or have different perspectives ("models")
- Not in the habit to share knowledge with information system

INFORMATION SYSTEMS

- Need semi-structured formats & models
- Storage (NOSQL)
 - XML
 - JSON
 - RDF
 - Machine Learning / AI
- Highly persistent
 - Ensure Institutional memory
- Works with stable information models (e.g. standards)
- Happy to deliver knowledge back to users in friendly / favorite formats (no loss)

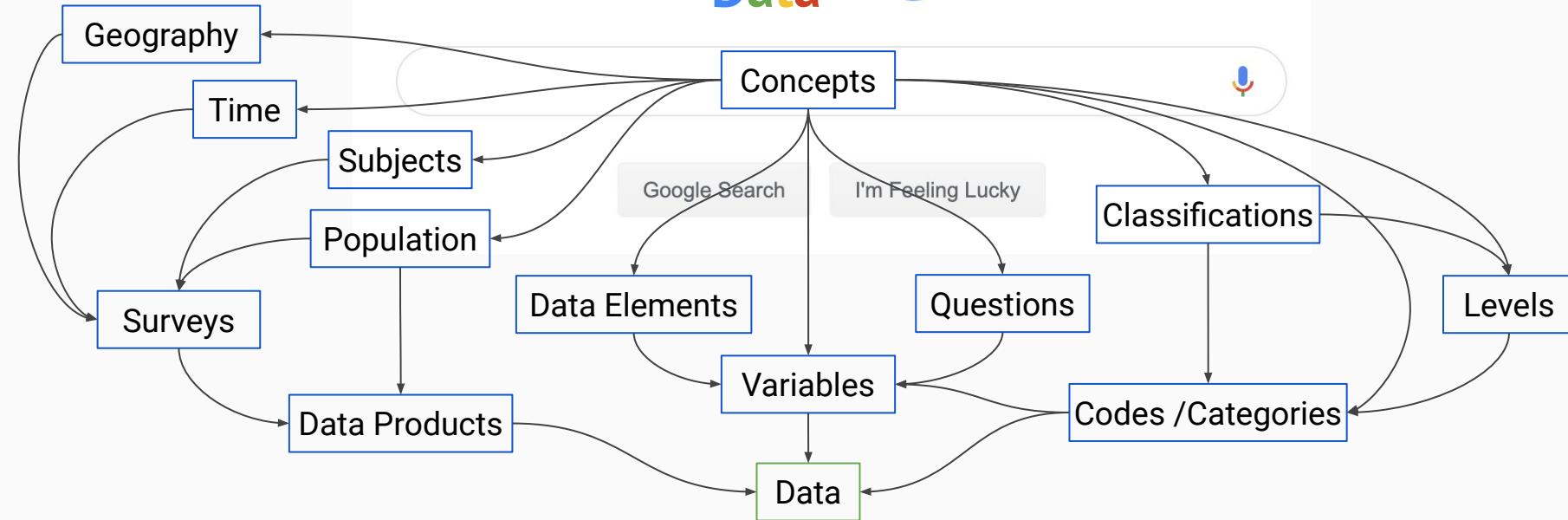


Why empower information systems with metadata?

- Task automation
 - production, dissemination, analysis, repurposing, exploration
- Ensure and enhance quality
 - Data meets expectations (not the other way around, after the fact metadata)
- Enables search & discovery
 - Portals, Data Google
- Reduce data wrangling!
 - 70%+ of user time spend on data hunting, cleaning, formatting, transforming, linking,...
- Open data packaging
 - Ready to use, extract, formatting, conversion, etc.
- Achieve data/statistics as a service
 - Server both computers and users (researchers, data scientists, app developers)
- Security / privacy
 - Access control, Risk assessment and reduction (SDC), transparency
- Automate metadata capture / Knowledge inference
 - Create new metadata, profiling, machine learning
- Knowledge Preservation / Institutional memory
- (more)

We search / discover / think by concept

*** We need rich metadata to achieve this ***



domain
standards



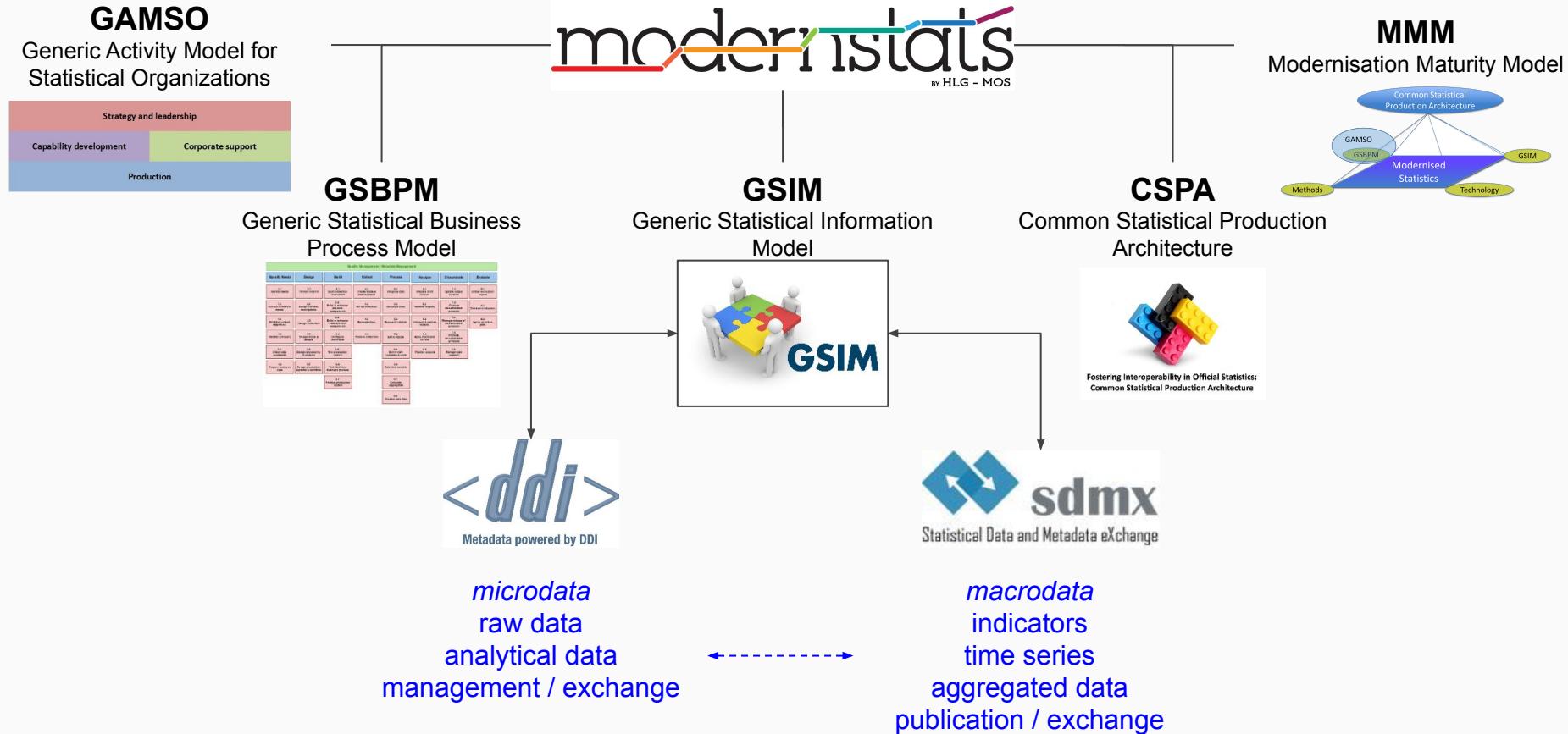
technology
standards

Part 2: Metadata Models & Standards

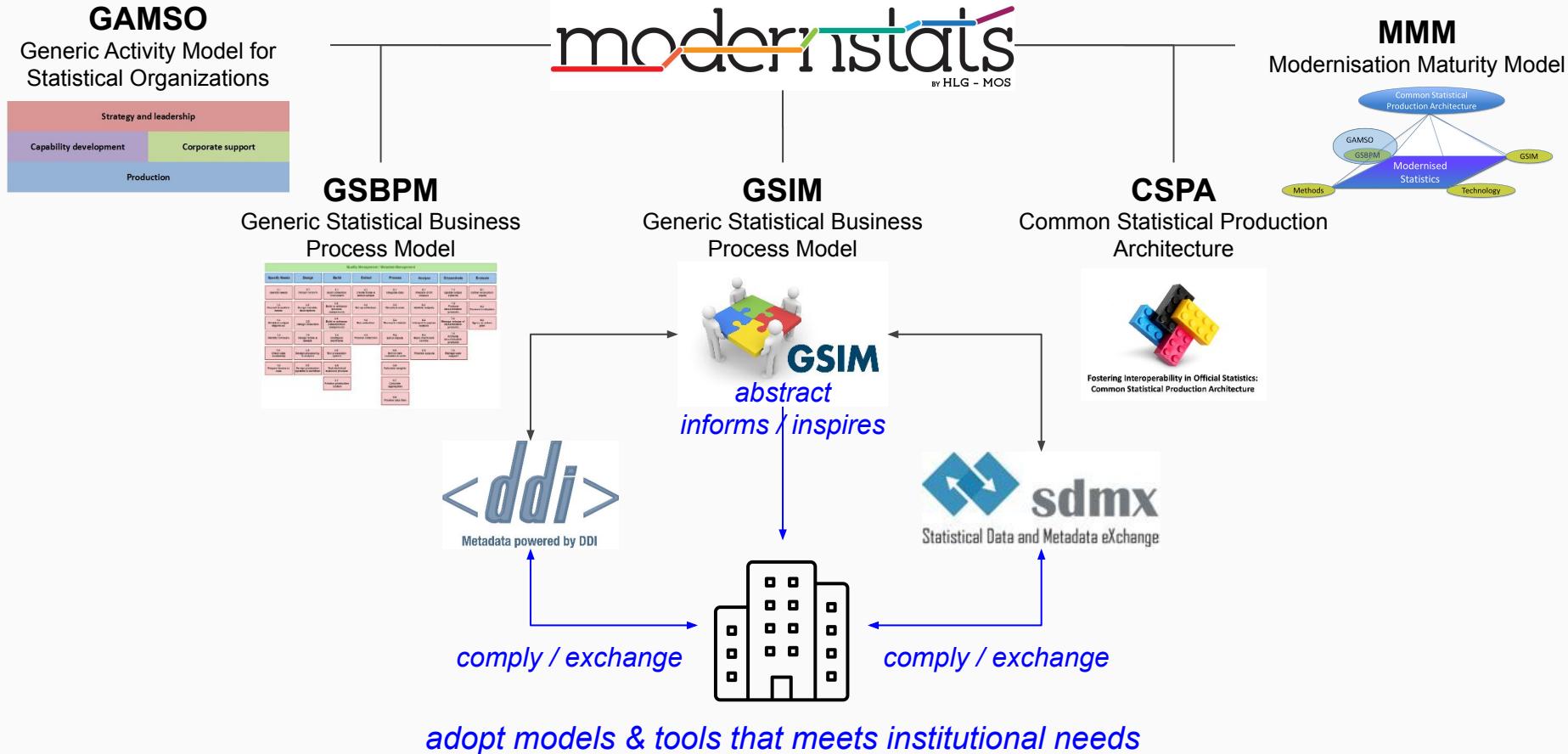
Models & Standards

- Model
 - Defines how information is structured (elements, attributes, relationships, data types, etc.)
 - Needed by information system to ensure quality and understand meaning
 - Information Technology has standards to manage standards (UML, XML, RDF, JSON, ...)
- Why we need standards?
 - There can be many models, even about the same thing (books, cans of food, news, cars,...)
 - Common "language" / framework (so we know we are talking about the same thing)
- Many domains, many standards
 - Books, news, weather, cars, sports, aerospace, statistical data (complex)
 - Information technology standards
- Standards Pros:
 - Robust models, pack lots of expertise, enables standard based tools, common/best practices
- Standard Cons:
 - Can be too generic (not meet specific needs), can be slow moving / changing
- How to use?
 - Wisely, as a best practice / guidelines / reference
 - When exchanging information with others or public, to bridge disparate systems

High Level Group for Modernization of Official Statistics (HLG-MOS)



Modernization

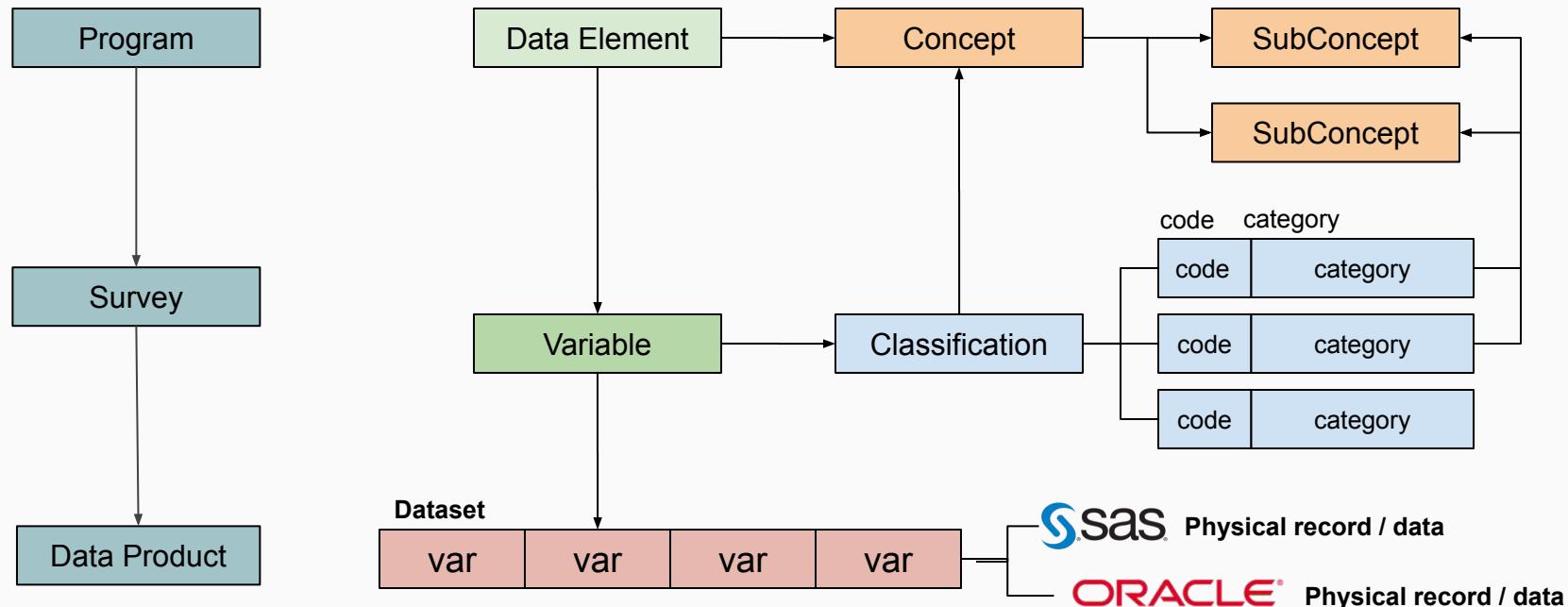


Part 2.1: High Level Model

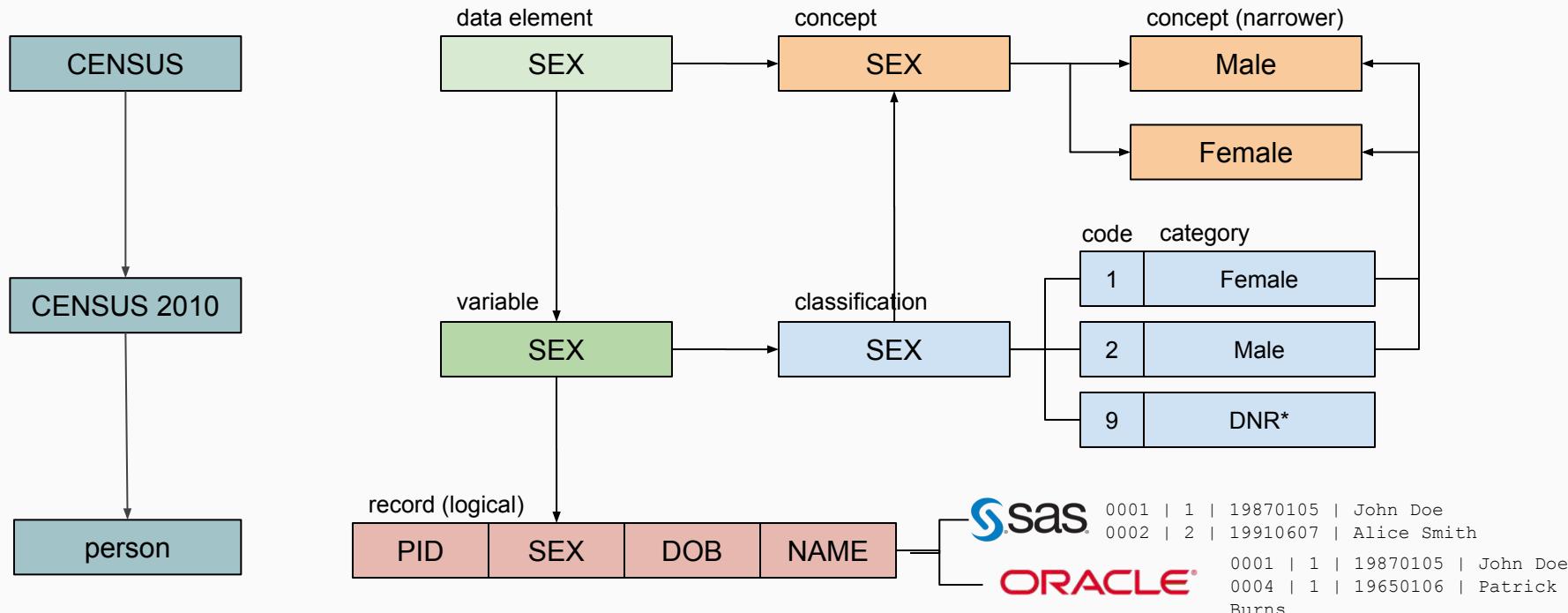
- Components
 - Programs, Surveys, Data Products, Datasets
 - Concepts
 - Questions, Questionnaires / Instruments
 - Classifications, Codes, Categories, Level, Concordances
 - Data Elements, Variables
 - Dataset, Record Layout, Dataset Instance
- Features
 - Identification & Referencing mechanisms
 - Core resource properties
 - Versioning
 - Properties: Types, Inheritance, Faceting, Extensions

High Level Model

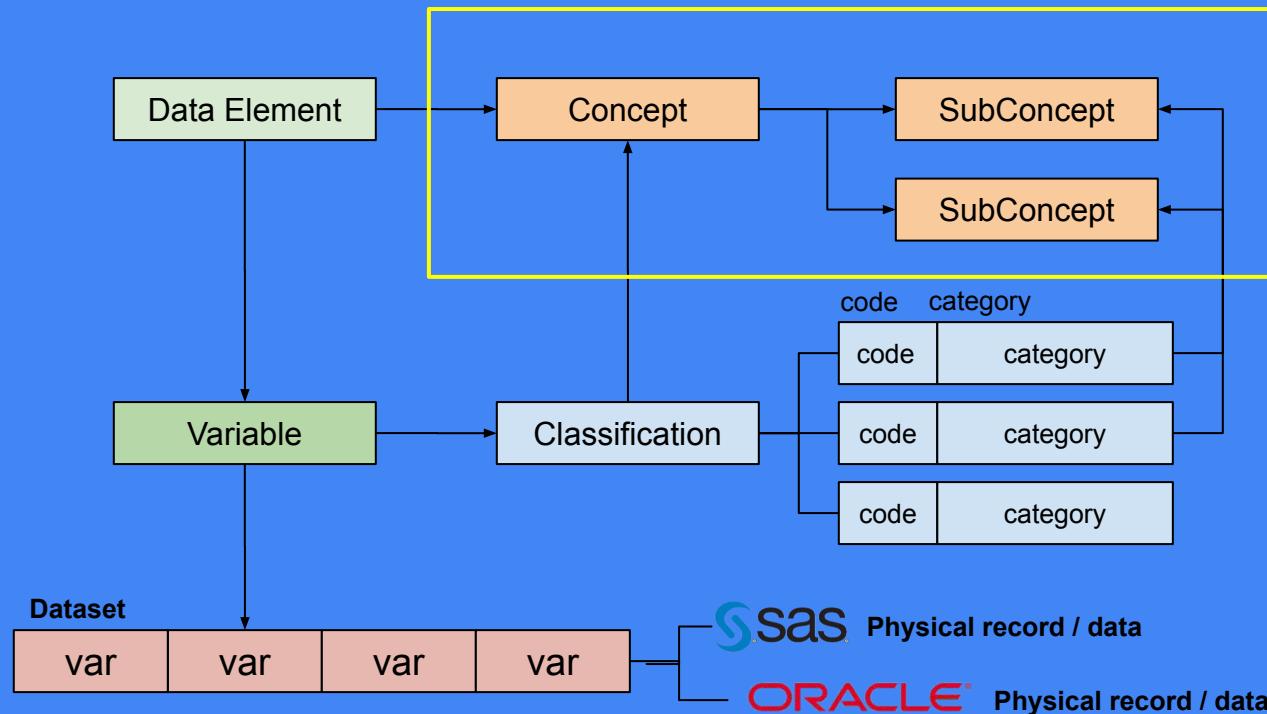
warning: terminology varies widely across institutions! (GSIM can help)



High Level Model



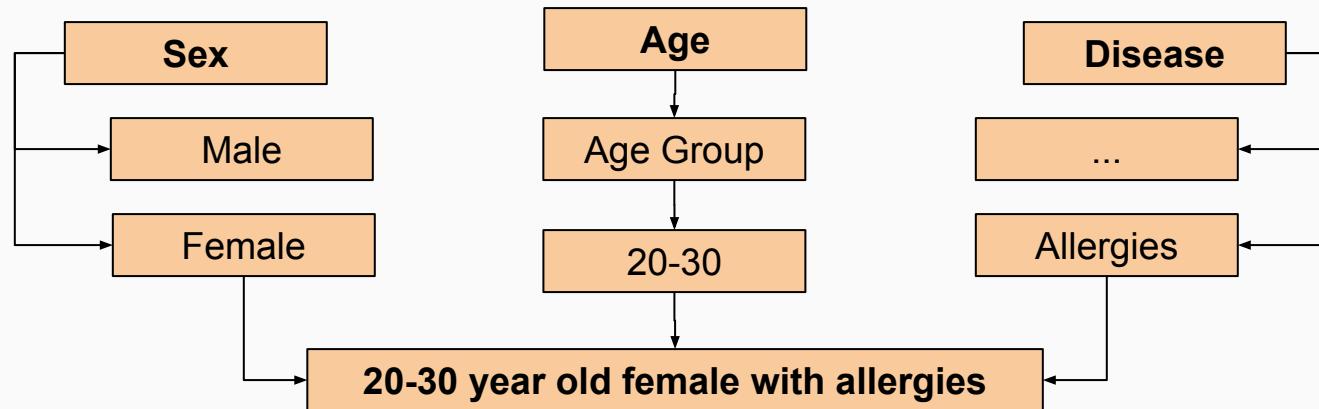
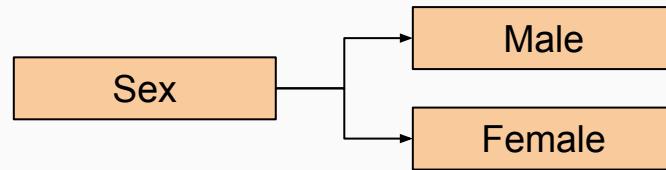
Part 2.2: Concepts



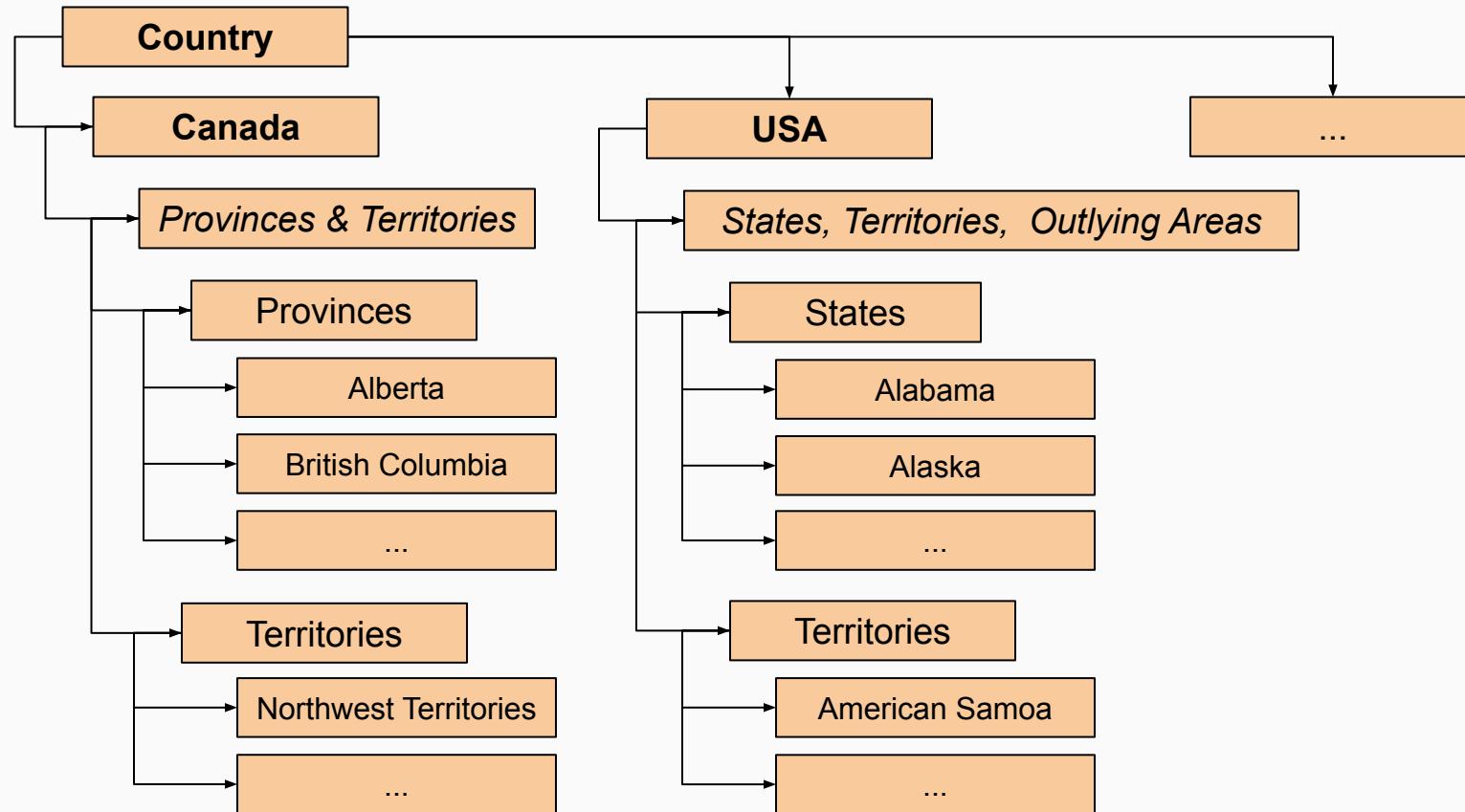
Concepts

- This is how users search for information!
- Should be at the foundation of metadata management
 - Used by variables, classifications/levels/categories, units/population, etc.
 - Common denominator
- Relates to the semantic web / knowledge representation (not domain specific)
- A concept carries a set of descriptive/defining properties
- Concepts relate to each other to capture relationship or describe complex knowledge
- Technologies: [RDF](#), [OWL](#), [SKOS](#), [XKOS](#), etc.
- Generic tools are available to manage concepts
- Connected to each other using various semantic relationships
 - skos:narrower,broader,related
 - owl :unionOf, complementOf, intersectionOf, disjointWith, inverseOf
- Example: [SNOMED](#)

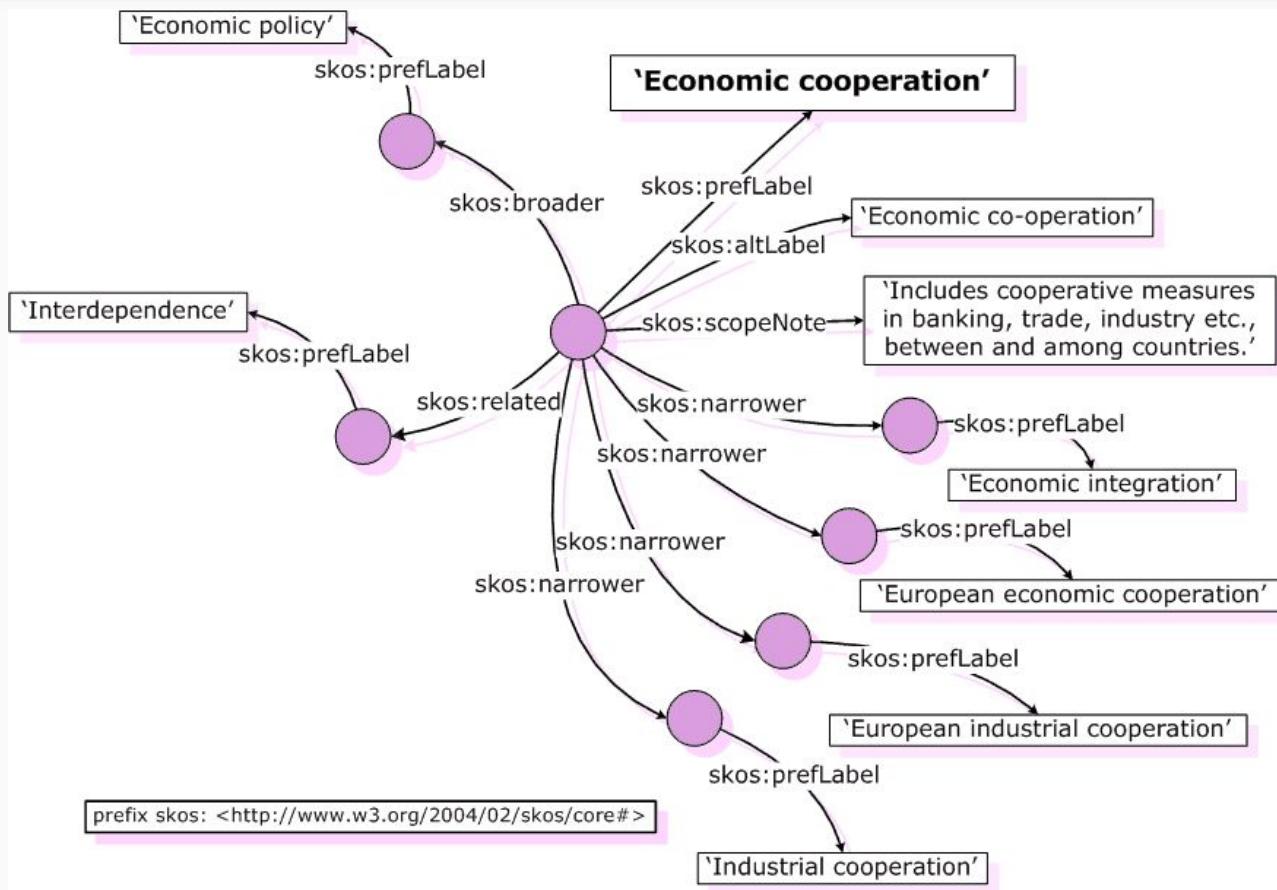
Concepts: examples



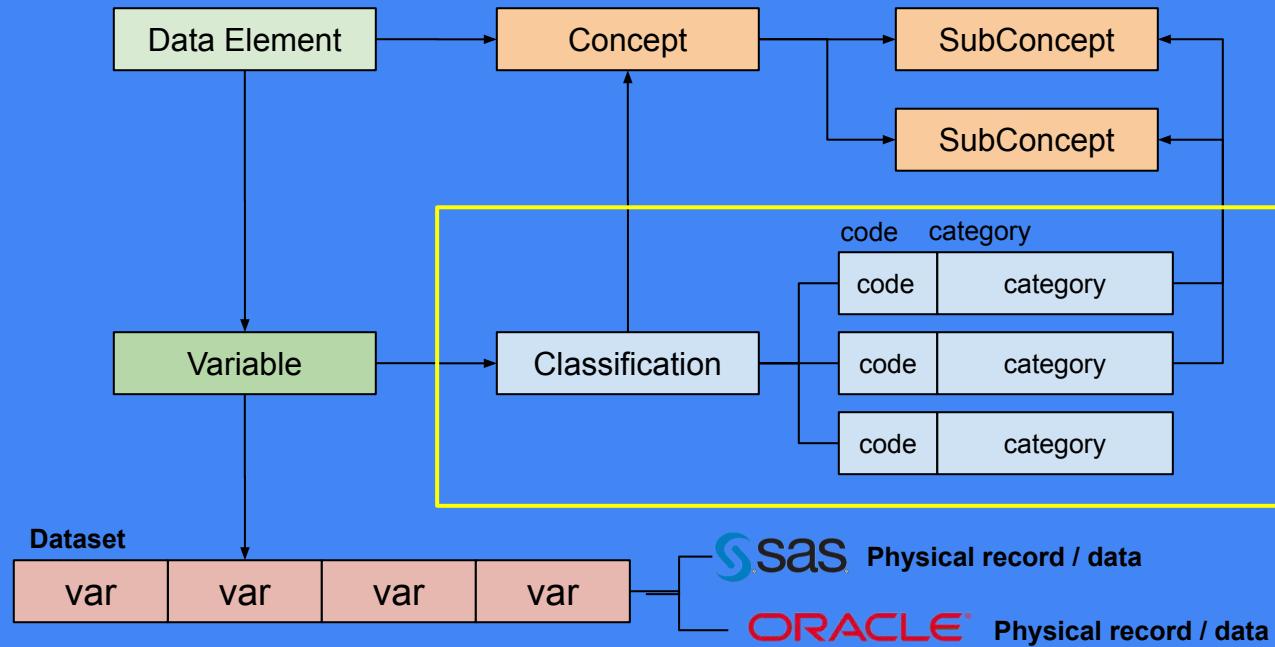
Concepts: narrower/broader and compound examples



Concepts: can have many relationships



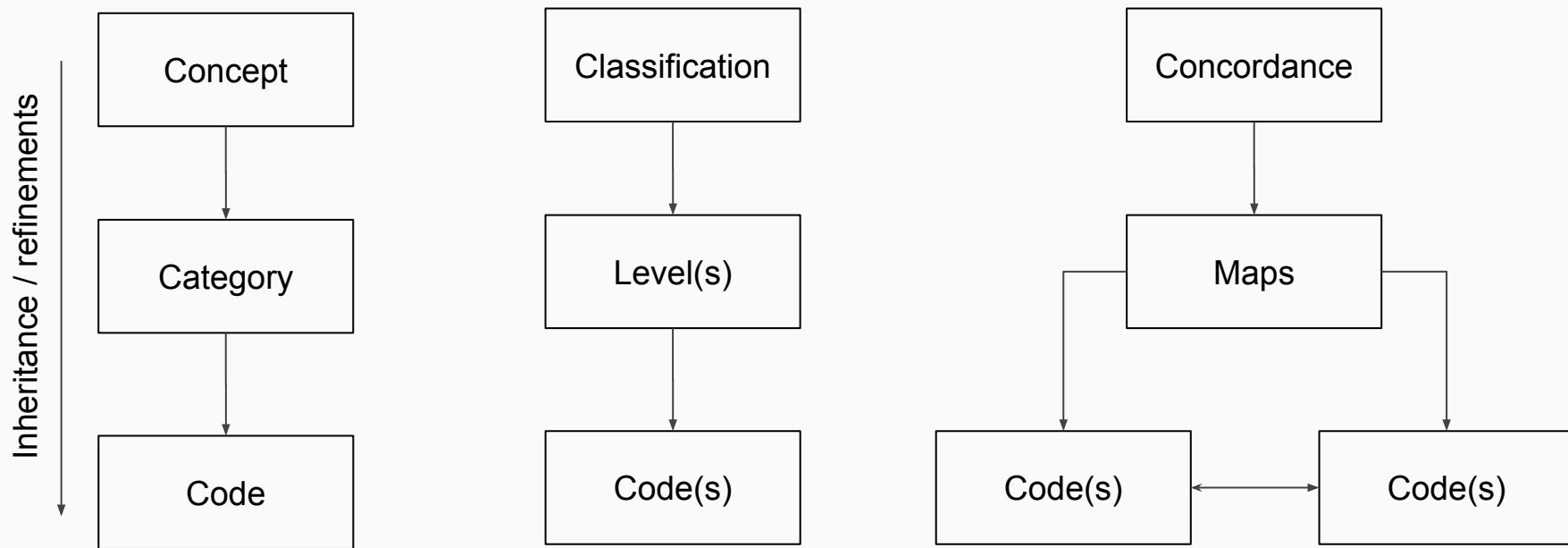
Part 2.3: Classifications



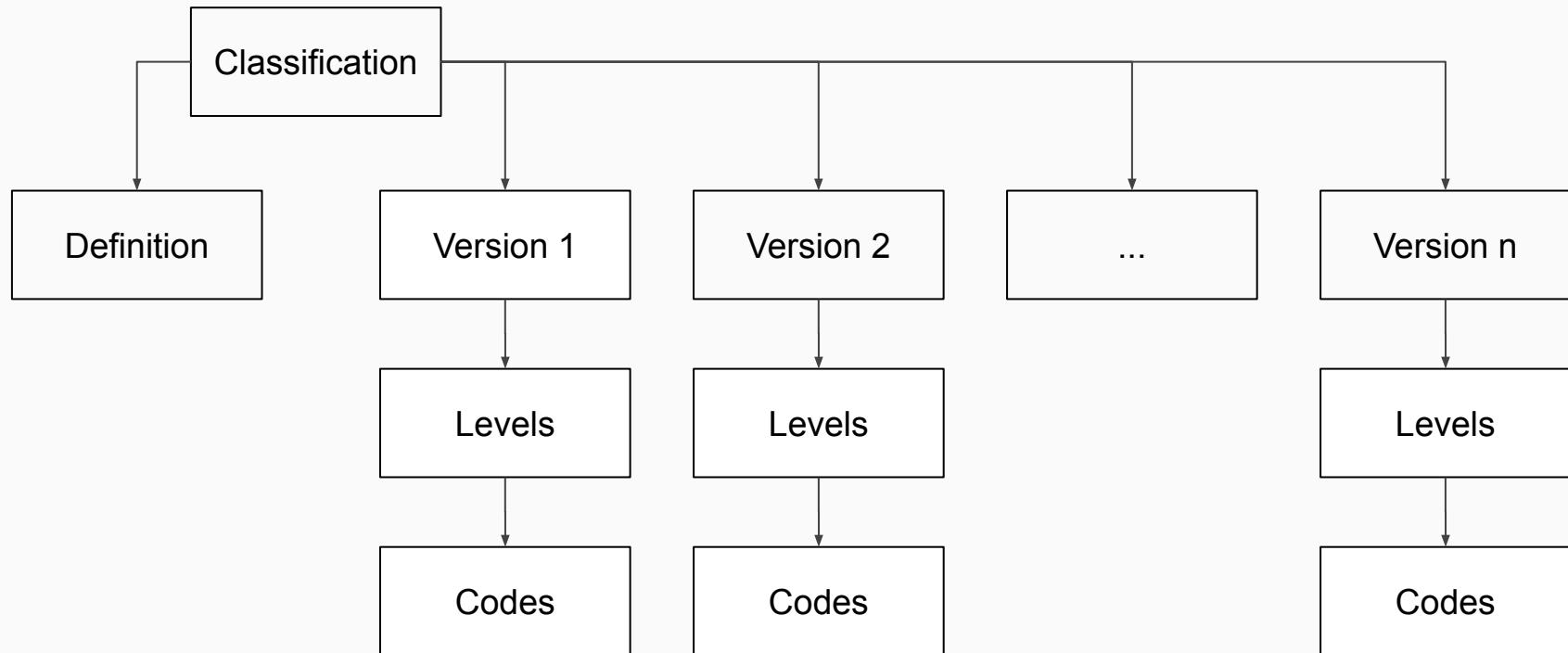
Classifications: overview

- Exists independently from the data (but often not maintained as such)
- Used by categorical variables, aggregated data dimensions, etc.
- Not just a code/label list. Composed of:
 - classification: definition and version
 - levels
 - codes
 - categories: the use of a concept for the purpose of coding
 - concordances (maps, x-walks)
- Ideal model should support:
 - stand alone / one-off classifications and formally maintained classifications
 - flat and hierarchical classifications
 - classification specific properties
 - multiple coding of same categories
 - view and derived classifications
 - versioning of classifications, levels, categories
 - synonyms
 - coding systems
 - serializing classifications in many formats (end users, standards, code)

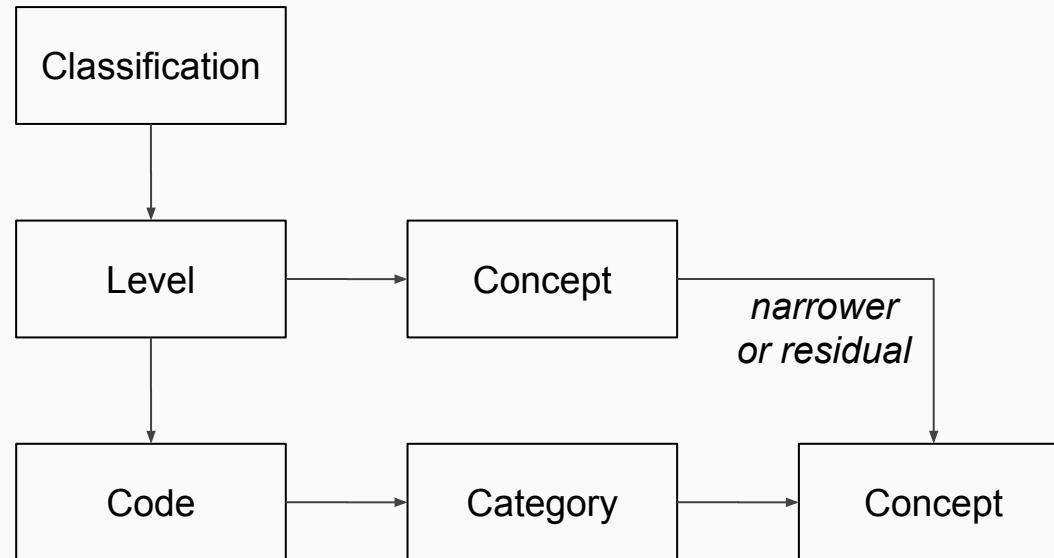
Classifications: High Level Model



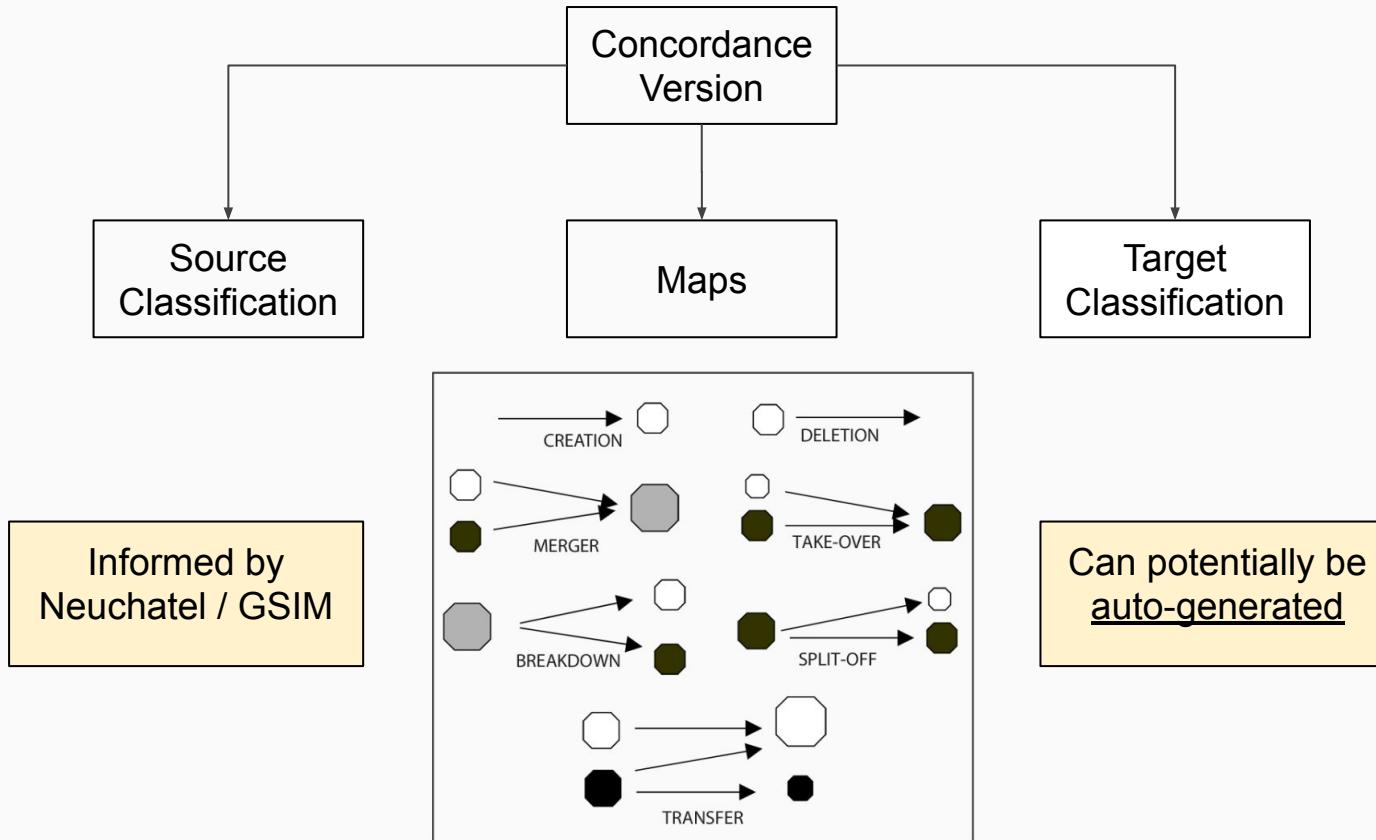
Classifications: Versioning



Classifications: Classifications and Concepts



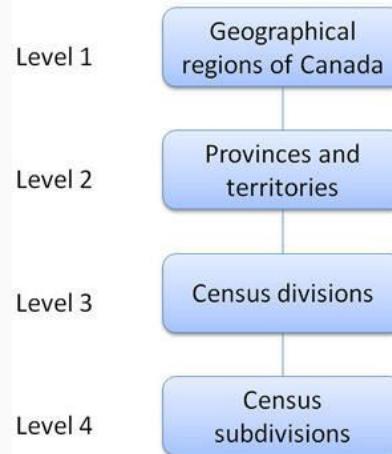
Classifications: Concordances



Classifications: examples

Gender	
Code	Description
M	Male
F	Female
U	Undifferentiated, stillbirths only
O	Other (transsexual, hermaphrodite)

Hierarchical classification: Canada Standard Geographical Classification (SGC) 2016



ICD-10

hierarchical, extended properties

A00

Intestinal infectious diseases (A00-A09)

Includes: carrier or suspected carrier of infectious disease Z22
certain localized infections - see body system-related chapters
infectious and parasitic diseases:

- complicating pregnancy, childbirth and the puerperium
- specific to the perinatal period [except tetanus neonatorum influenza and other acute respiratory infections]

A00

Cholera

A00.0 Cholera due to *Vibrio cholerae* 01, biovar cholerae
Includes: Classical cholera

A00.1 Cholera due to *Vibrio cholerae* 01, biovar eltor
Includes: Cholera eltor

A00.9 Cholera, unspecified

A01

Typhoid and paratyphoid fevers

A01.0 Typhoid fever
Includes: Infection due to *Salmonella typhi*

A01.1 Paratyphoid fever A

A01.2 Paratyphoid fever B

A01.3 Paratyphoid fever C

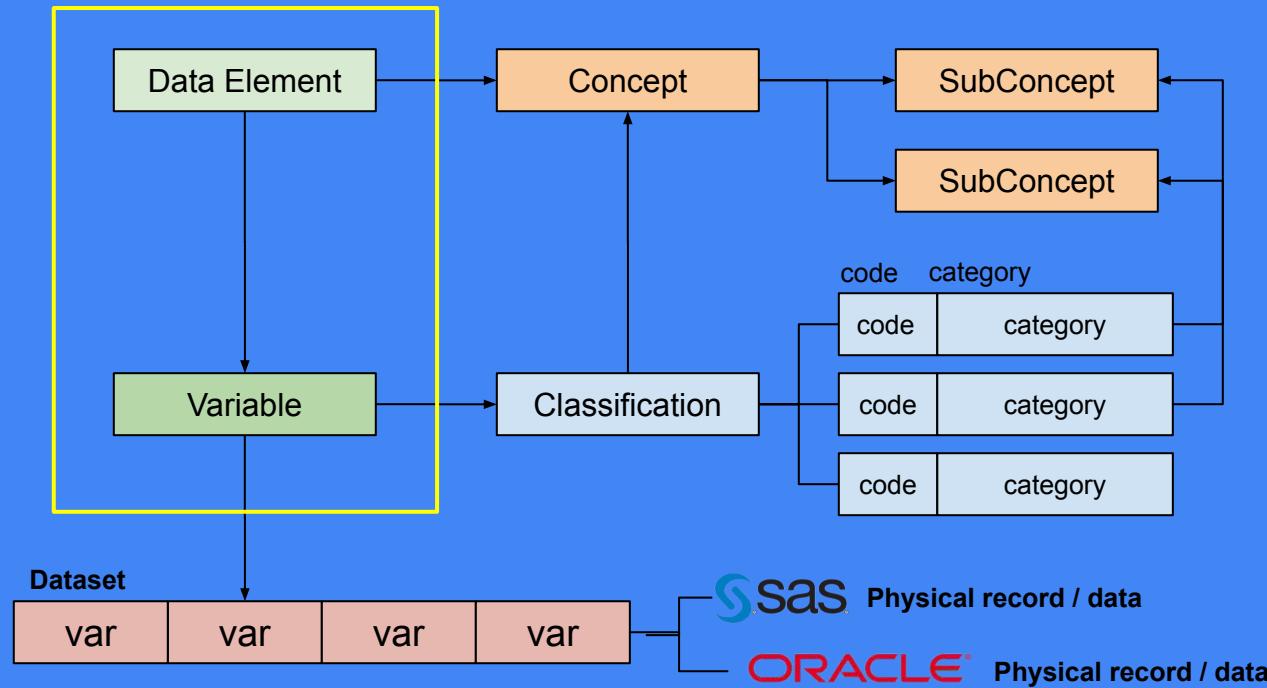
A01.4 Paratyphoid fever, unspecified
Includes: Infection due to *Salmonella paratyphi* NOS

Classifications: ISO 3166-1

English short name (upper/lower case)	Alpha-2 code	Alpha-3 code	Numeric code
Afghanistan	AF	AFG	004
Åland Islands	AX	ALA	248
Albania	AL	ALB	008
Algeria	DZ	DZA	012
American Samoa	AS	ASM	016
Andorra	AD	AND	020
Angola	AO	AGO	024
Anguilla	AI	AIA	660
Antarctica	AQ	ATA	010
Antigua and Barbuda	AG	ATG	028
Argentina	AR	ARG	032
Armenia	AM	ARM	051
Aruba	AW	ABW	533
Australia	AU	AUS	036
Austria	AT	AUT	040
Azerbaijan	AZ	AZE	031

- 3 classifications sharing a common category set
- categories can version over time
- carry faceted names
 - english/french
 - full, short, upper/lower
 - local short
 - independent flag
 - currency

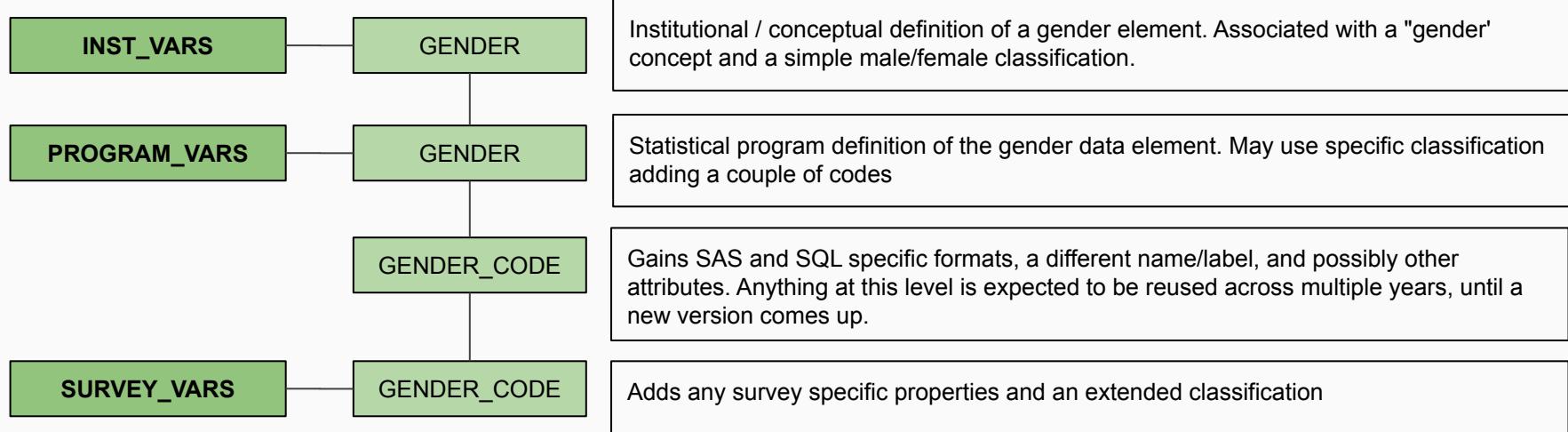
Part 2.3: Variables



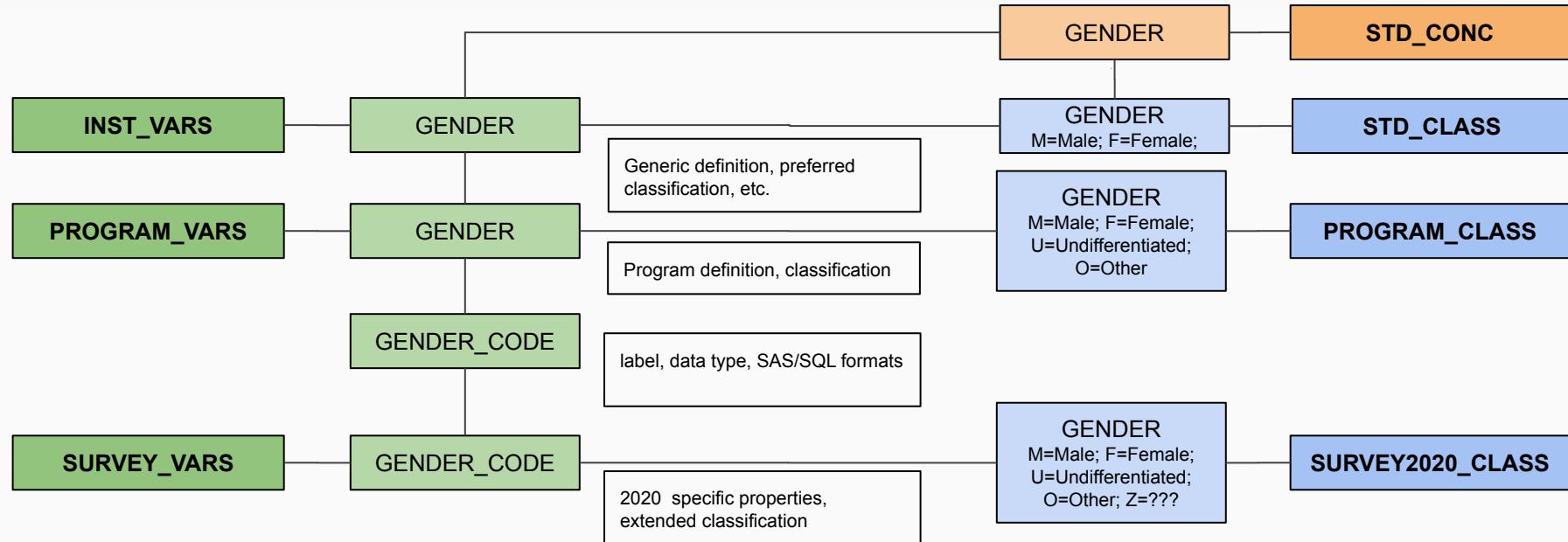
Variables & Data Elements

- Variables evolve from a high level conceptual state to an actual field/column associated with data in physical a data file or table
 - At the highest level, can simply be the use of a concept
 - As we go to lower levels, the variable becomes more concrete (gains or refines its properties)
- The higher the level the higher the reusability
- GSIM distinguish between variables, represented variables, and instance variables
 - But technically can have any number of refinements
 - The set of properties or context can be used to categorize it from a GSIM perspective
- The term Data Element often used for high level / conceptual variable (cannot be used in a dataset)

Variables example

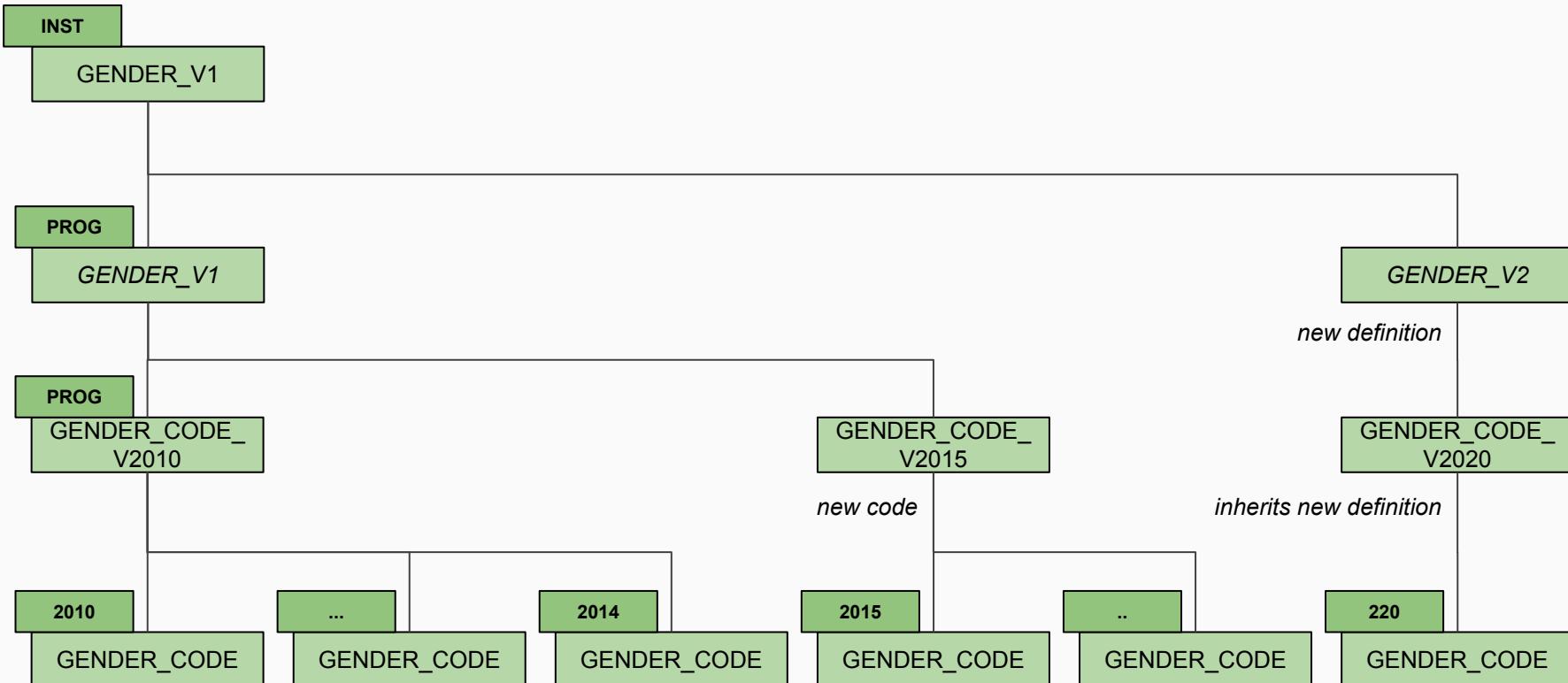


Variables example

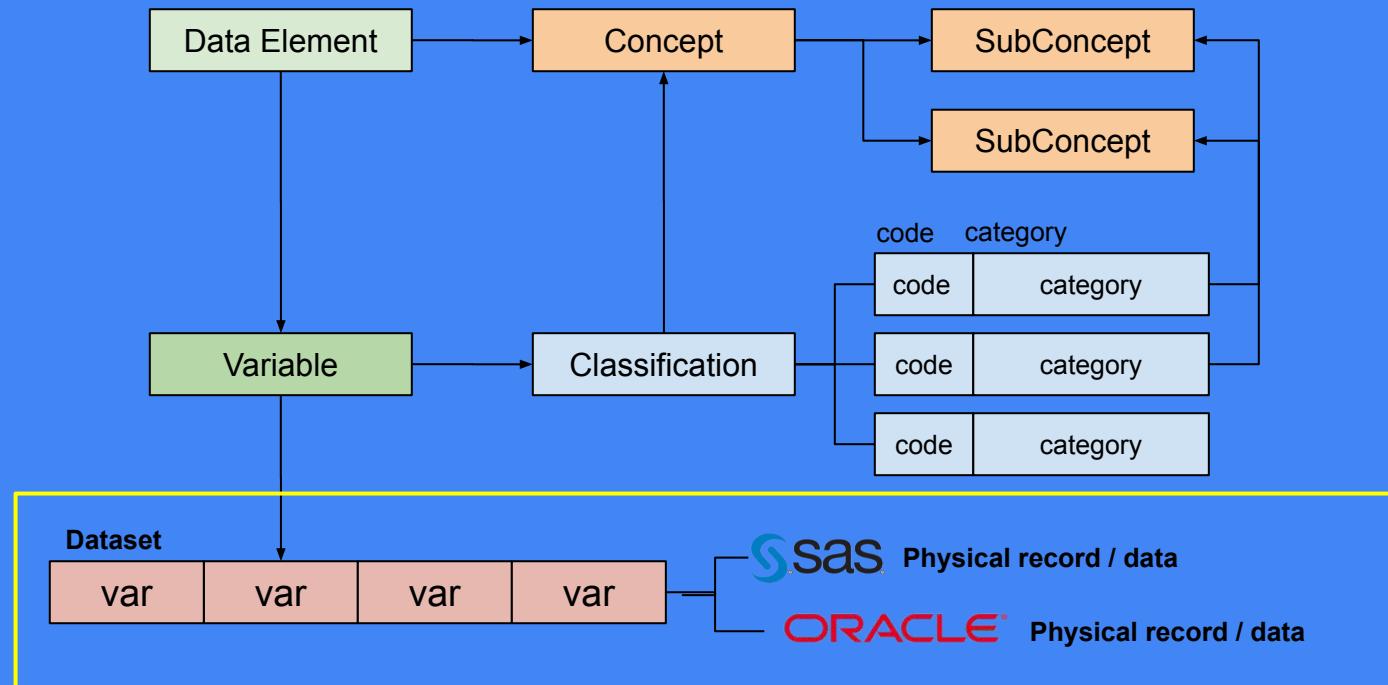


we will shortly see how this connects to datasets

Managing variable changes over time



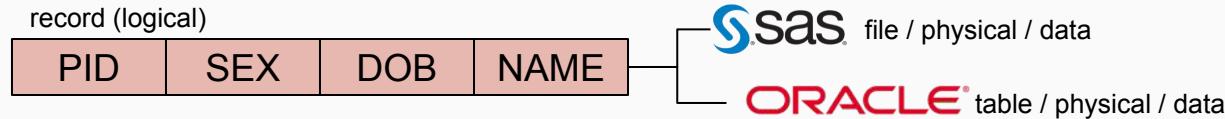
Part 2.4: Datasets



Dataset: Record, Layout, Instance

- Where data lives
- Stitches variables and data together (dictionary)
- GSIM: An organized collection of data
- An ordered collection of variables with which data can be associated (dictionary)
- We may distinguish between logical records and dataset instance
- Logical record:
 - how the data is organized (dictionary)
 - can also have primary keys, relationships to other records, and other attributes (name, description, etc.)
- Dataset instance
 - A file (e.g. SAS, ascii) or SQL table that contains actual data
 - GSIM: unit or dimensional dataset (same thing in the end)
- One logical record can be reused by many physical instances

Logical Record vs Physical instance

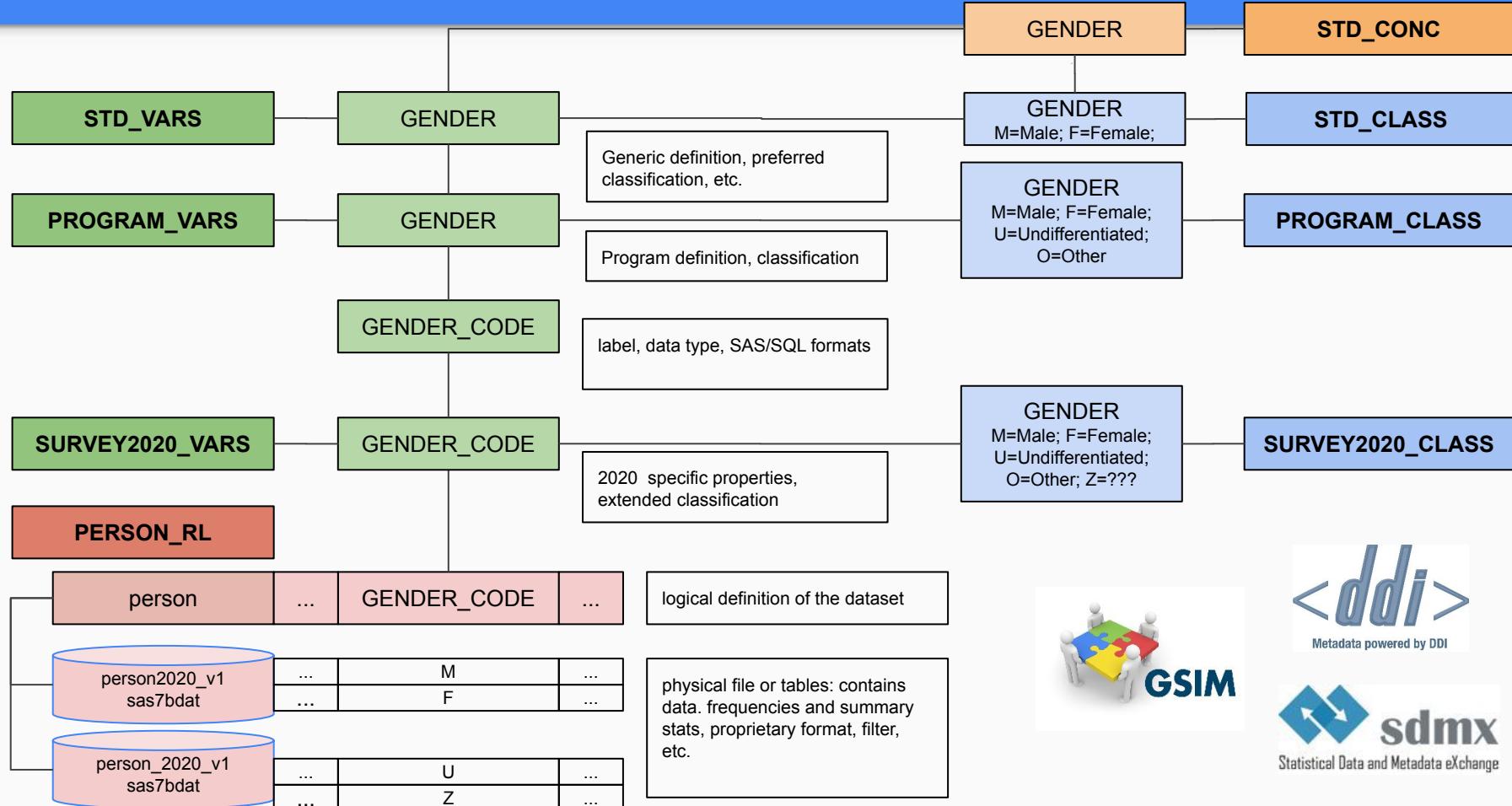


All the following physical instances can share the same logical record:

- A SAS file with all the person records
- An Oracle SQL table with all the person records
- A text, SPSS, Stata, R, Excel version of the data
- Multiple versions of the data (that changes over time)
- Multiple copies of the same file stored at different locations (e.g. backups)
- A data cut (filtered / subset) stored in any of the above formats (e.g. person age 50+, females only, etc.)

Note: summary statistics / frequencies are stored at the instance level

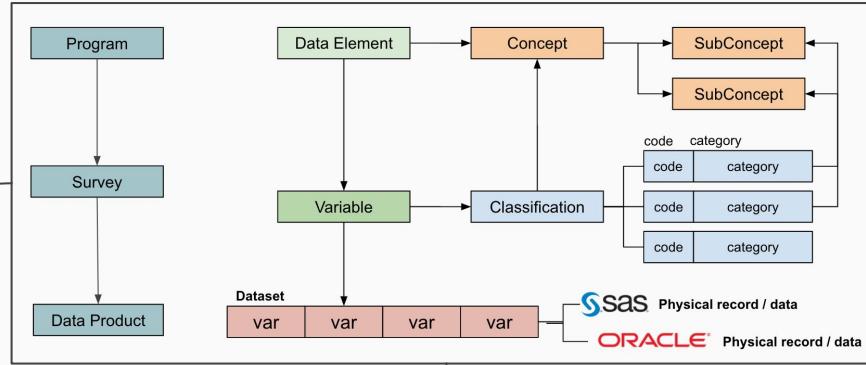
Variables & Datasets



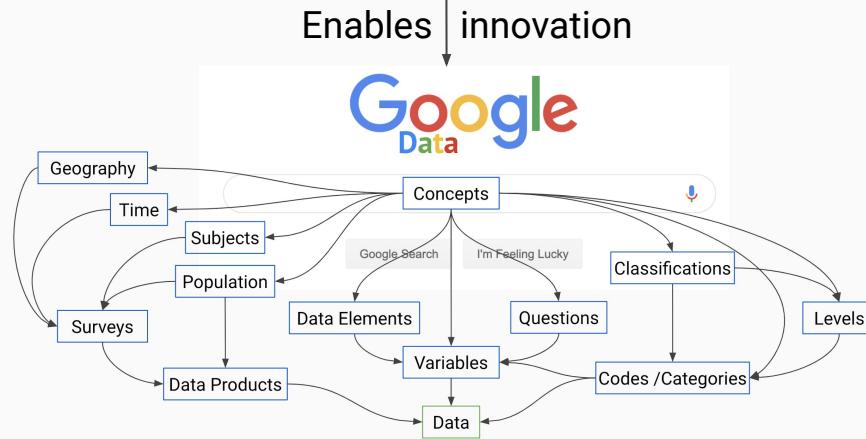
Metadata Driven Data Management



Caters to producers
and users needs



Caters to computer
needs
(machine actionable)



Part 3: Technologies & Framework

Architectural Vision

MANAGE & PUBLISH

STATISTICS AS A SERVICE

DATA

Data Files
Databases
Services
Data Virtualization

DATA SERVICES

PRODUCTS

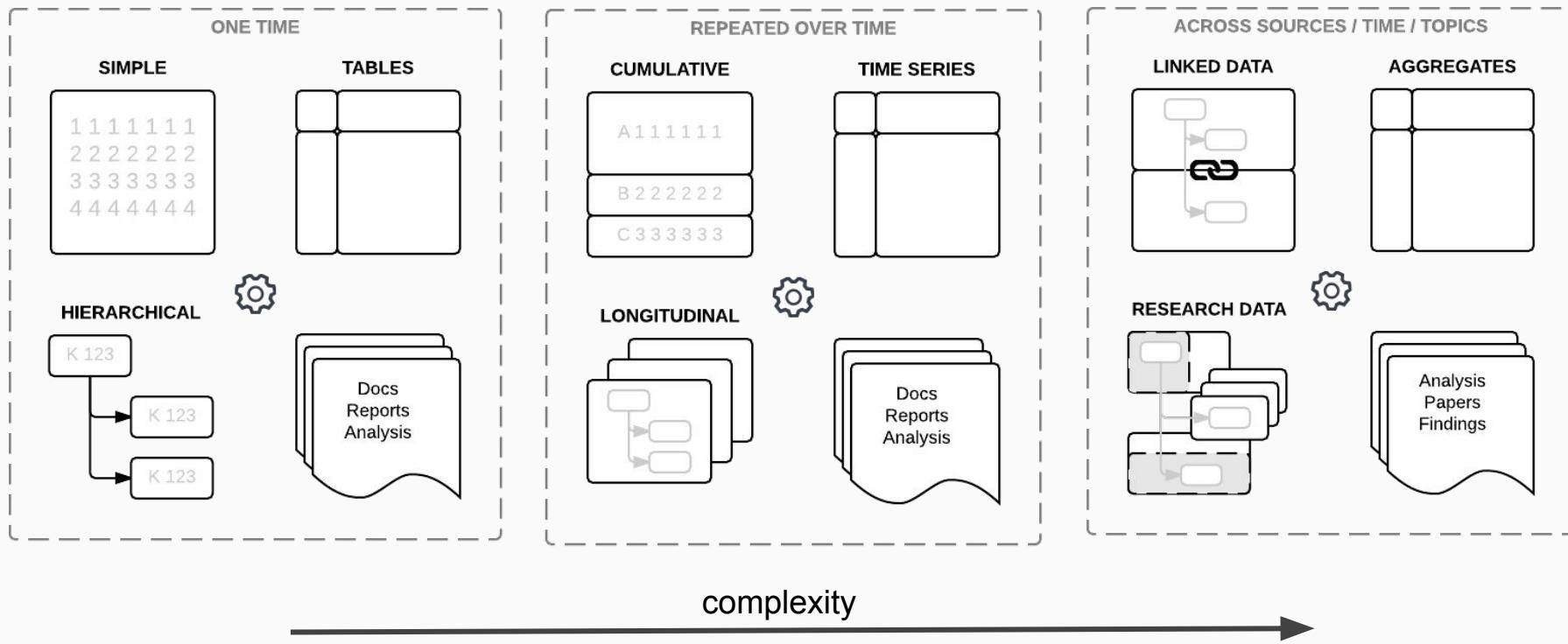
Microdata
Aggregates
Indicators
Time series

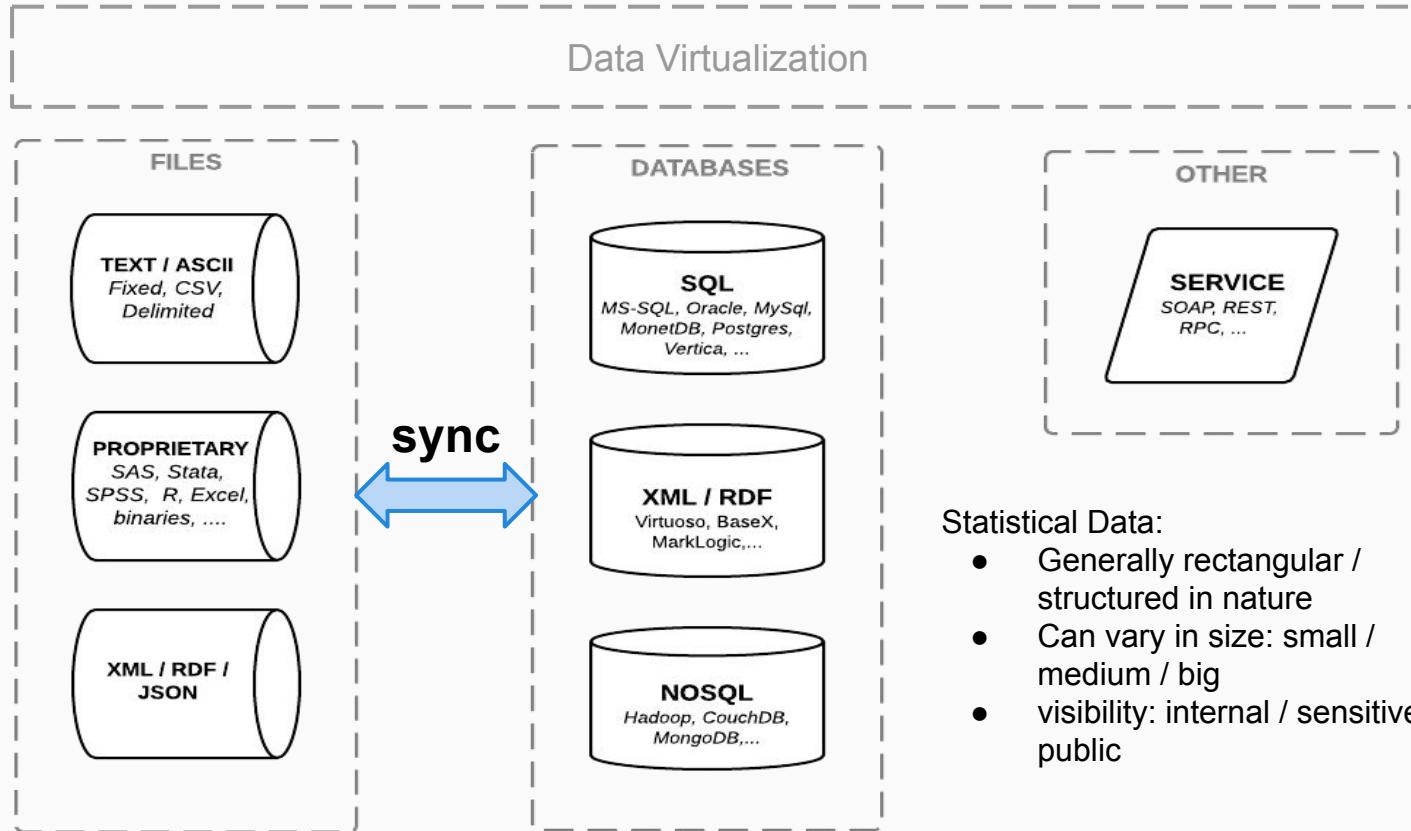
METADATA SERVICES

KNOWLEDGE

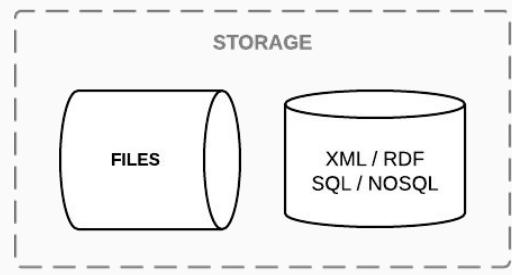
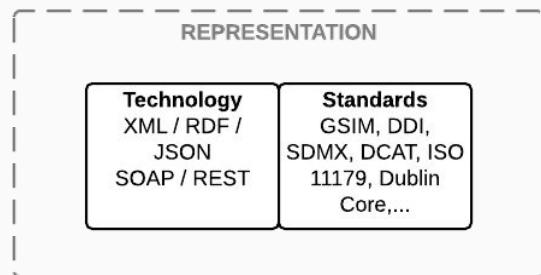
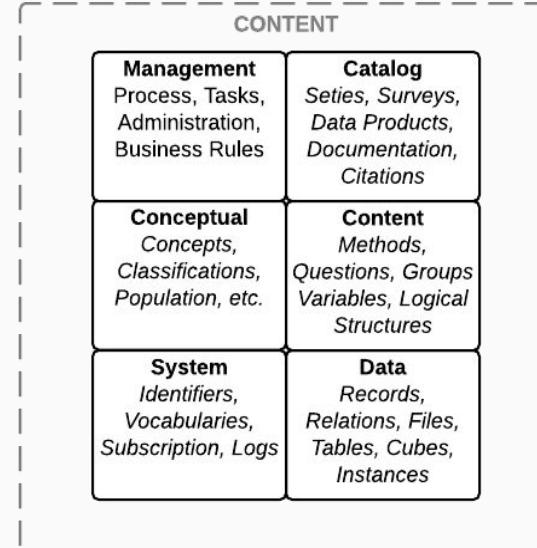
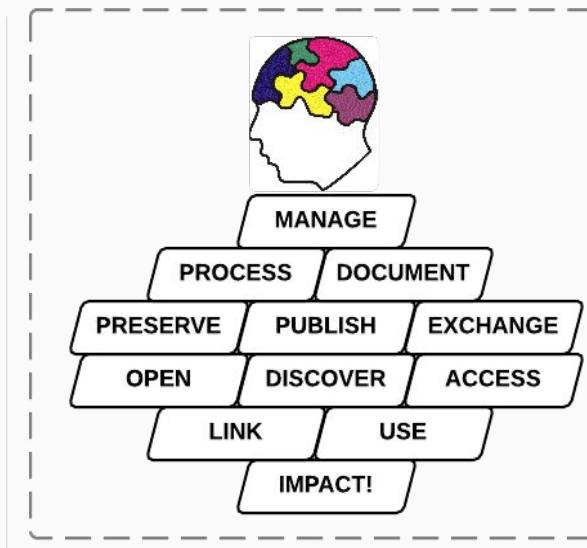
Documentation
Metadata
Paradata
Lifecycle
Automation

Data Products

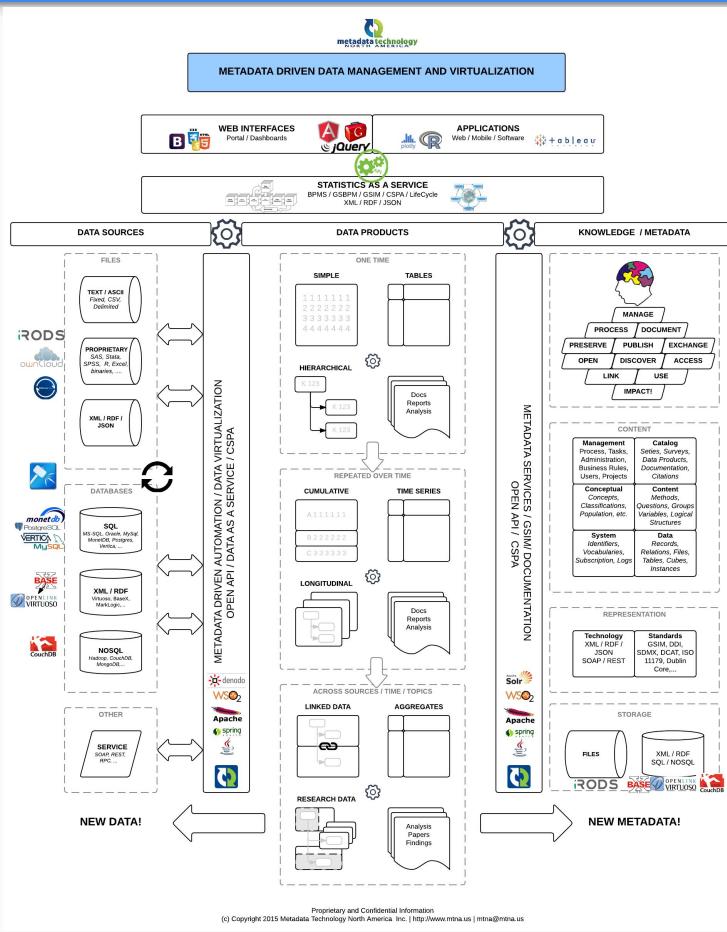




Metadata



Metadata Driven Data Management Framework



- Can be achieved incrementally
 - Lean / AGILE approach
 - Can't do it all at the same time
- Technology is available
 - Leverage what already exists
 - Leverage SOA, standards (reuse)
 - Not me biggest challenge
 - Complement / modernize traditional software
- Non-intrusive integration strategy
 - day to day business continues
- Managing the change is the key

Implementing / Solutions

IT / Data Expertise

OSS / COTS / SOA

Storage/Management

- File: FS, IRODS, ...
- SQL: Oracle, MS-SQL, MySql, Vertica, MonetDB
- XML/RDF: BaseX, Virtuoso
- NOSQL: CouchDB, MongoDB, Hadoop,
- DV: Denodo, etc.

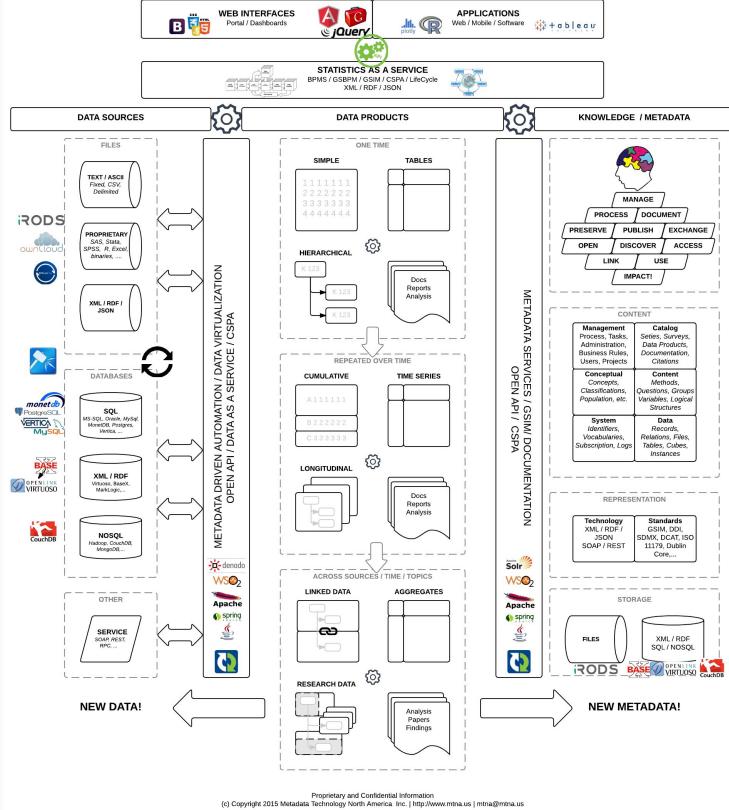
Data Tools

- SAS, Stata SPSS
- R, Python
- Custom Apps

Services/Webapps

- SOAP/REST
- Java, Apache
- WSO2
- HTML5, Angular, GwT

Statistics as a Service



Part 4: Implementation

Why is it challenging?

- Common Data Tools Limitations
 - Data tools (databases, stats packages, etc.) are metadata poor and not suited for managing knowledge
- Our metadata models are more complex
 - Unlike books, cars, etc., statistical metadata models are solid but can be heavy
- We don't have good metadata habits
 - We are generally not used or taught to focus on metadata and we don't have tools
 - We document after the fact (which also result in loss of knowledge, document before or during)
- Metadata is not a budgeted activity
 - The term metadata is often sparse in budget proposals
 - We don't invest in dissemination / packaging
 - We need better data marketing
- Some of the above can be solved with technology, other require change management.....
 - Good news is that technology is available.
- We need to establish an environment that fosters/facilitates the use of metadata
- short term: We need to demonstrate the benefits

Plan

- Technology + Standards/Model + Resources (\$ + leadership) + Change Management
- Assessment + Roadmap
 - Infrastructure (inexpensive)
 - Enhance data management platform as needed
 - Adopt Metadata / Knowledge Management Platform
 - Training: producers, librarians, collectors, IT (but not users)
 - Migration: data / metadata / possibly scripts programs
 - Maintenance
- Establish 2-5 years Strategy:
 - Incremental / non-intrusive (day to day business must continue)
 - Start with dissemination, focus on most popular dataset
 - Change management!
 - Change the way you produce new data; Migrate existing data over time (popularity driven);
- In the meantime: go for quick wins / fixes
 - No need to wait + demonstrates that above is realistic and beneficial

Some common situations and quick fixes

No or limited institutional coordination in terms of managing metadata standards and best practices	The "what is metadata" question? Internal external data harmonization / linking issues; Limited documentation and institutional knowledge;	Need committee; Get top management support; Provide guidelines, training; Establish institutional repository (start with key classifications, data elements; concepts); Require use of standard entities (e.g. classifications);
Data only available in ASCII/CSV and/or stats packages as static download	Does not cater to all user needs (what is SAS some are asking...); Does not cater to applications / developer / web; Costly custom extracts preparation;	Data as a service; Expose both for dynamic queries and static extraction / tabulation tools; A DWH is all it takes to start (enhance metadata over time);
Minimalistic public or internal catalog (e.g. HTML pages)	Data is hard to find/discover; Can't look at variable level;	Establish proper catalog, inventory; Expose as a service using standards (DCAT, DDI); Use IHSN Catalog ; Past & ongoing surveys; Event notification;

Common situations and quick fixes

We don't have metadata, and have 20+ years of data to document;	Don't know where to start; It feels overwhelming;	Let information systems do the initial work (convert, scan, profiling, metadata inference); Start with new data; Document most popular data; Outsource metadata capture;
Thousands of files stored on shared network drives (data and docs); Accumulated over many years;	It's chaotic; Don't know which file is where / what or who is owner is; Too many files;	Use scanning/profiling tools to assess; Establish file management guidelines and institutional repository; Use tools to monitor file systems or adopt intelligent file system (iRODS);
Mix of SAS and custom / proprietary programs, and/or traditional SQL databases for data management;	Stuck in legacy code; High licensing fees; Does not handle medium/big/emerging data well;	Leverage R & Python; & modern database (Column SQL, hybrid, JSON data types); Use code generators; Transition away from 20th century technology; Let nextgen data scientists take over;

Common situations and fixes

The useful data is sensitive / disclosive	Don't know how to provide access; Hesitant to disseminate;	Establish virtual data enclave (e.g NORC DE); Leverage all SDC method and available tools ; Automate SDC steps; <i>Expose public metadata!</i>
Data quality varies greatly and QA procedures consumes significant resources	We have a hard time assessing or improving the quality of data	Leverage metadata to ensure data meets expectations; Automate QA steps.
We struggle collecting data from disparate / diverse sources or providers	Putting this together takes significant resources; Consolidation / Harmonization is challenging;	Use metadata driven data ingestion and QA; Can automate a significant portion of the process; Provide data collectors with metadata specifications / submission guides;
<INSERT YOUR USE CASE HERE>	<INSERT YOUR PAIN POINTS HERE>	<ASK METADATA / IT EXPERTS>

Costs & ROI

- Costs
 - Must typically be examined on a case by case basis (no magic wand, different institutions have different needs / capacity / priorities). But <\$1M can go a long way.
 - Why not start by committing 1,2,3,4,5%+ of the budget? Ask yourself:
 - If I would be a book publisher, how much of my budget would I invest in packaging & marketing?
 - What are the costs of not having metadata driven environments? What is the cost of users (external or internal) searching and recreating the same metadata over and over again?
 - People time investment is a significant portion of the costs. Need champions / leaders.
- ROI
 - Monetary: operational and research cost reduction
 - Resources: Reduce burden on both producers and users (researchers, developers)
 - Quality of: data, service, research, policy/decision making, user satisfaction
 - Leadership: Demonstrate / encourage good practices (statistics and IT)
- Keep in mind at in the end, making and managing change is the biggest challenge
 - Need top level management support and champions

Conclusions

Where to go from here?

- Technological **solutions** and metadata models are **available today**
- Need to put metadata on the road map and **empower information systems**
- Go for the **quick / easy wins**
 - Start on the dissemination side (easier and more visible) and with new data
 - Must be concrete actions and outputs (ideally a "wow!" story)
 - to showcase the benefits and go beyond early adopter (crossing the chasm)
- Perform **assessment** and 2-5 year **roadmap**
- Establish **institutional** board / repository / **standards** (agency and/or inter-agency)
- When possible, do it as a group, not per agency
- Encourage / **promote change** (don't fear it)
- Put the **young generation** in charge (they are born with this)
- **Educate** people about the benefits of metadata (making life easier, minimize the fear of change)
- **Budget** metadata (make sure this can actually happen)

Q&A

