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May 8, 2017
Revised, May 23, 2017

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Associate Vice Chancellor Paul Dodd, Office of Research
Auditor Michael Higuera, Internal Audit
University Registrar Elias Lopez, Student Affairs
Professor Michael Kleeman, Civil and Environmental Engineering (official Academic Senate Representative)
Professor John Marx, English
Vice Provost and Dean Prasant Mohapatra, Graduate Education and Graduate Studies
Assistant Vice Provost Marco Molinaro, Undergraduate Education
Vice Provost and CIO Viji Murali, Information and Educational Technology
Compliance Director Sharalyn Reed, UC Davis Health
Executive Director Timo Rico, Center for Student Affairs Assessment
Professor Kim Shauman, Sociology
Chief Information Officer William Showalter, UC Davis Health
Assistant Vice Chancellor Greg Siino, Finance, Operations and Administration
Assistant Vice Provost Binnie Singh, Academic Affairs
University Librarian MacKenzie Smith (Chair)
Senior Campus Counsel Michael Sweeney
Privacy Officer Molly Theodossy, Compliance
Chief Information Security Officer Cheryl Washington, Information and Educational Technology
Chief Data Officer Steven Weisler, Finance, Operations and Administration

RE: Task Force on Data Governance

Dear Colleagues:

I respectfully request your service as members of a Task Force on Data Governance to define principles and provide recommendations regarding institutional data governance for UC Davis.

UC Davis manages an ever-expanding amount of data about the members and activities of our campus community. Such data can offer insights into increasing the efficiency of campus daily operations; provide opportunities for instructional research and enhancement of programs to better support students; and can be useful for accreditation and governmental review. At the same time, we have numerous examples from outside the campus about both the misuse and unintended consequences of sharing institutional data. Existing laws and UC policies address access to information maintained by various entities on campus, but it would be beneficial to establish a set of consistent expectations about appropriate use of various types of institutional data. The campus needs a data governance structure that maximizes the benefits of data analysis for the campus, while respecting privacy and complying with laws that protect the accuracy and security of such data.

Robust data governance gives assurance to the UC Davis community that the campus is acting with credibility and trust with respect to data about its faculty, students, and staff. As the demand for data increases, it is incumbent upon us to articulate underlying principles about the use of these data and to ensure that we have the capacity through our governance mechanisms to consider campus data

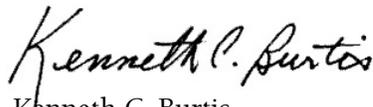
holistically and address both current and potential issues. Current data governance on campus, as guided by UC Davis' Data Administration Policy (attached), should be reviewed to ensure alignment with UC systemwide policy regarding data. A subcommittee led by Chief Data Office Weisler will review technological and legal issues and develop preliminary recommendations that will come forward in advance of your final recommendations.

I ask the Data Governance Task Force to provide recommendations on data governance principles and to recommend how institutional data governance should be structured and operated for UC Davis, including mechanisms to address new data requests, resolve conflicts, and align policy and practice among the many units across the campus that manage and steward data. The Task Force should begin with existing policy and practice regarding campus data usage and should consider models from comparable institutions. I respectfully request that this task force address the following issues:

1. *Principles:* What are the initial operating principles that will guide UC Davis when considering how data about members of its community should be used?
2. *Governance structure:* Upon review of existing data management structures at UC Davis and other UC campuses, please recommend a data governance structure to address and administer issues regarding data management and usage. In particular and in addition to other questions that will undoubtedly arise during your conversations, the structure should address the following questions:
 - a) How should the governance structure work with individual data stewards?
 - b) How can individual students, faculty, and staff participate in decisions regarding the use of data about themselves?
 - c) How should the governance structure identify and address concerns, conflicts, and opportunities?
 - d) How should costs associated with data sharing and use be addressed?
 - e) How should our approach to data governance take advantage of emerging technology frameworks to reduce workload and improve data security?

Thank you in advance for your willingness to serve on this important task force. Staff from University Librarian Smith's Office will contact you soon for scheduling. Thank you for this important service to our shared campus community.

Sincerely,



Kenneth C. Burtis
Interim Provost and Executive Vice Chancellor

Attachment: Data Administration Policy; PPM Section [320-40](#)

Data Governance Task Force Charge

May 23, 2017

Page 3

- c: Interim Chancellor Hexter
- Academic Senate Chair Goodhue
- Interim Vice Chancellor Nesbitt
- Interim Vice Chancellor Carter
- Vice Chancellor de la Torre
- Interim Lead Ratliff
- Campus Counsel Appelsmith
- Vice Provost & Dean Thomas
- Vice Provost Stanton
- Chief Compliance Officer Delmendo
- Assistant Executive Vice Chancellor Mohr