May 8, 2017
Revised, May 23, 2017

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,

[Signature]

Kenneth C. Burtis
Interim Provost and Executive Vice Chancellor

Attachment: Data Administration Policy; PPM Section 320-40
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