Title
Academic Senate Engagement in Governance of IT and Cyber Risk

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University of California Cyber Risk Governance Committee
March 23, 2017
UC Academic Computing and Communications

Represent the Senate in all matters involving the uses and impact of computing and communications technology, and shall advise the President, consistent with Bylaw 40, concerning the acquisition and usage, and support of computing and communications technology and related policy issues at the University either at its own initiative or at the President's request. (Am Feb 2015)
Faculty Stakes in IT

• **Teaching**
  – Course management systems, registrar, etc.
  – Online and hybrid courses

• **Research**
  – Data- and compute-intensive methods
  – Collaborations inside and outside of UC

• **Service and administration**
  – Internet provision, everywhere
  – Academic personnel, travel, payroll, grants...
Mission-driven IT planning

• Design and deploy IT that serves the teaching, research, and service missions of UC

• Base design principles and practice on
  – Privacy enhancing technologies
  – Security enhancing technologies
  – Accessibility enhancing technologies

• Joint Senate – Administration governance of IT strategy and deployment
Privacy and Information Security

Information security protects all information and infrastructure.

Information about individuals (e.g., student or patient records; or SSNs)

Confidential information (e.g., intellectual property, security info)

Individuals (e.g., web sites visited, research being conducted and related data)

Autonomy privacy: ability of individuals to conduct activities without observation

Information privacy: protects information about individuals

Information

Infrastructure (e.g., computers and networks)
UC approaches to IT Governance

• Joint Senate-Administration standing committees
• Senate-led governance committees
• Administration-led governance committees
• Ad hoc expert groups
Goals for IT Governance

• Continuous engagement of stakeholders
• Complementary expertise
• Broad consensus
• Timely decisions
• Build institutional capacity and memory
Governance Committees

- Senate, Administration
- CIOs
- Deans, VCs

**ITPB**
- IT Priorities, Vision, Direction, Policy;
  - Education, Research

**CITI**
- IT Project Funding;
  - Business

**CSG**
- IT Project Review;
  - Technical

**IT Strategic Planning Committee**

Privacy and Data Protection Board
Project Review Process

1. Governance Item entered in governance process
2. Governance Item sponsored by Vice Chancellor, Vice Provost, or Dean
3. Governance Item to ITPB and/or CITI for approval on charge
4. Project Lead creates proposal
5. Governance Item to CSG for review and recommendation
6. CSG Recommendation to ITPB and/or CITI for final endorsement
7. Governance Item to ITPB and/or CITI for initial overview
8. Implementation
9. Updates to Governance Committees as needed
Governance examples

- Open records laws guidance: http://chancellor.ucla.edu/updates/principles-of-scholarly-research-and-public-records-requests
- Data governance task force: evc.ucla.edu/reports/DGTF-report.pdf
- Cyber risk consulting committee
Governance lessons

- Joint standing committees
  - Broad consultation
  - Deliberative process
  - Institutional memory
- Ad hoc expert groups
  - Focused expertise
  - Faster decisions
  - Limited knowledge transfer
- Challenge: balance process and speed
Faculty Fears

- Security-driven IT planning
- Barriers to technical communication
- Barriers to collaboration
- Surveillance climate
- Leaky data
- Lack of voice in governance

https://www.flickr.com/photos/alvarotapia/
Faculty Fantasy

- Mission-driven IT planning
- Effective technical communication
- Effective collaboration
- Protective climate
- Secure data
- Full voice in IT governance

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Faculty Ideal Scenario

• Mission-driven IT planning
• Continuous engagement of stakeholders
• Complementary expertise
• Broad consensus
• Timely decisions
• Build institutional capacity and memory
Discussion points

• How can CRGC promote continuous, mission-driven engagement with faculty?
• How can the Senate promote engagement with administration?
• How can we balance
  – Long term strategy, institutional memory
  – Short term decision making
• How can we balance
  – Systemwide communication
  – Campus practices
UCACC Guidance on Cyber risk Governance

• Promote continuous, mission-driven engagement with Senate
• Focus on how to implement IT, not on what technologies to implement
• Establish standing boards with balanced representation of Senate faculty and university administration
• Ad hoc committees linked to standing bodies with robust communication mechanisms
• Build partnerships between Senate faculty and IT staff at every level of the university
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  – Privacy and Data Protection Board
  – Data Governance Task Force