Title
Academic Senate and IT leadership: Shared governance in practice

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Academic Senate and IT Leadership: Shared Governance in Practice

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University of California Information Technology Leadership Council
UCI, February 7, 2018
Overview

- Shared Governance in UC
- UC Senate activities in IT
- Governance principles and concerns
- UC ACC agenda 2017-18
- Discussion topics
Shared governance with the Academic Senate is one of the distinctive features of the University of California. The system of shared governance gives University faculty, operating through the Academic Senate, a voice in the operation of the University. In addition, it imposes on faculty a measure of responsibility for the manner in which the University operates. Faculty participation in governance of the University through the agency of the Academic Senate is a guiding force that unifies the ten campuses of the University into a single system under a uniform standard of excellence.

http://senate.universityofcalifornia.edu/_files/resources/SHRDGOV09Revision.pdf
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:
- Confidential information
  - (e.g., intellectual property, security info)
- Information (e.g., student or patient records; or SSNs)
- 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.

UC approaches to IT Governance

- Joint Senate-Administration standing committees
- Senate-led governance committees
- Administration-led governance committees
- Ad hoc expert groups
- Senate faculty appointment process
  - Committee on Committees
  - Appointments by Senate chairs
## Academic Senate & IT Governance

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Goals for IT Governance

• Engage stakeholders continuously
• Assemble complementary expertise
• Achieve broad consensus
• Reach timely decisions
• Build institutional capacity and memory
Governance Committees

- Senate, Administration
- ITPB: IT Priorities, Vision, Direction, Policy; Education, Research
- CITI: IT Project Funding; Business
- CSG: IT Project Review; Technical
- CIOs
- Privacy and Data Protection Board
- Deans, VCs

IT Strategic Planning Committee

Slide: Jim Davis, UCLA AVP, 2017
Project Review Process

Governance Item entered in governance process

Governance Item sponsored by Vice Chancellor, Vice Provost, or Dean

Governance Item to ITPB and/or CITI for approval on charge

Governance Item to CSG for review and recommendation

Governance Item to ITPB and/or CITI for initial overview

Project Lead creates proposal

Implementation

CSG Recommendation to ITPB and/or CITI for final endorsement

Updates to Governance Committees as needed

Slide: Jim Davis, UCLA AVP, 2017
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

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Faculty Fantasy

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

- Mission-driven IT planning
- Stakeholders engaged continuously
- Complementary expertise applied
- Broad consensus reached
- Timely decisions reached
- Institutional capacity and memory grows

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UCACC Agenda, 2017-18

• Coordinate campus shared IT governance

• Privacy and data governance
  – *Data aggregation: Learning analytics, academic dossiers, ID-card linked activities, ...
  – Health data governance
  – Research data ownership
  – Information Security policy (IS-3)

• Cyber risk governance
  – Implementing multi-factor authentication
  – Implementing FireEye

Discussion topics

• How can ITLC promote continuous, mission-driven engagement with faculty?
• How can the Senate promote engagement with IT leaderships?
• How can UC balance
  – Long-term strategy, institutional memory
  – Short-term decision making
• How can UC balance
  – Systemwide communication
  – Campus practices
UCACC Guidance on IT 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 UC
Acknowledgements

• UCACC: David G. Kay, Joanne Miller
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• UCLA:
  – Kent Wada, Chief Privacy Officer and Director, Policy and Governance
  – James Davis, Vice Provost, Information Technology and Chief Academic Technology Officer
  – Privacy and Data Protection Board
  – Data Governance Task Force