UCLA
Presentations

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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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
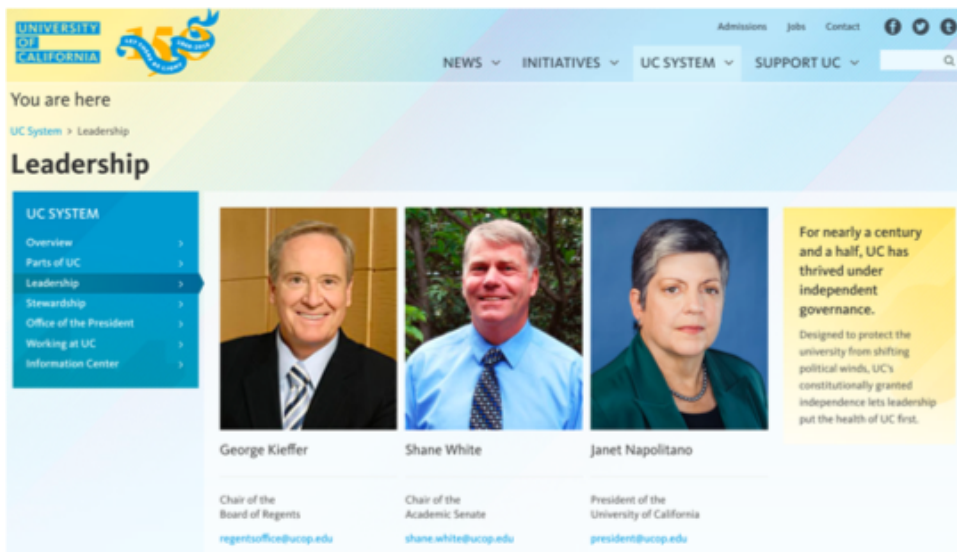
Shared governance with the Academic Senate is one of the distinctive features of the University of California. The system of shared governance gives University faculty, operating through the Academic Senate, a voice in the operation of the University. In addition, it imposes on faculty a measure of responsibility 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

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Privacy and Information Security

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

Autonomy privacy
ability of individuals to conduct activities without observation

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)

Information

Information privacy
protects information about individuals

Infrastructure
(e.g., computers and networks)

University of California Privacy and Information Security
Committee, 2013 http://ucop.edu/privacy-initiative/

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

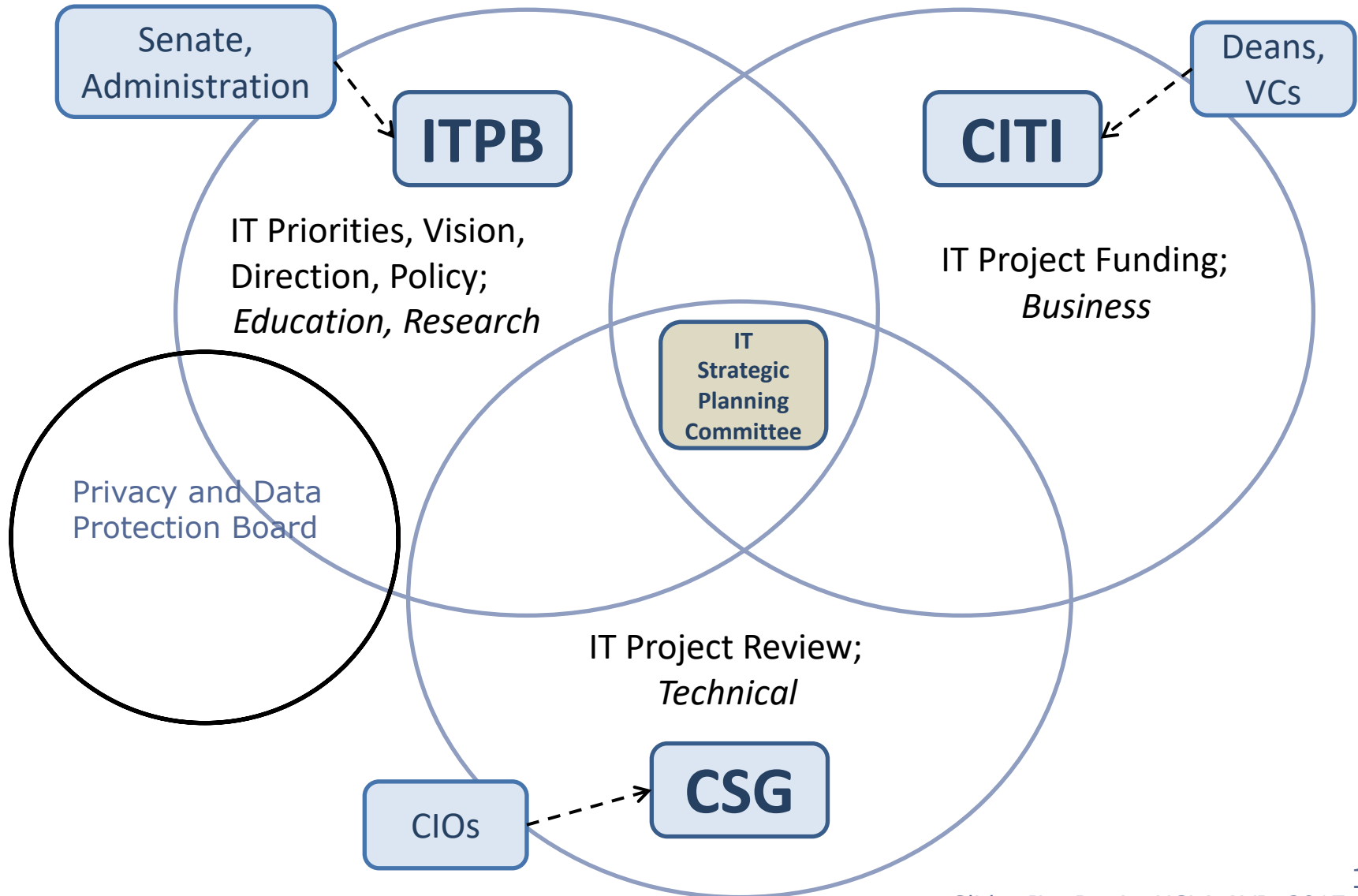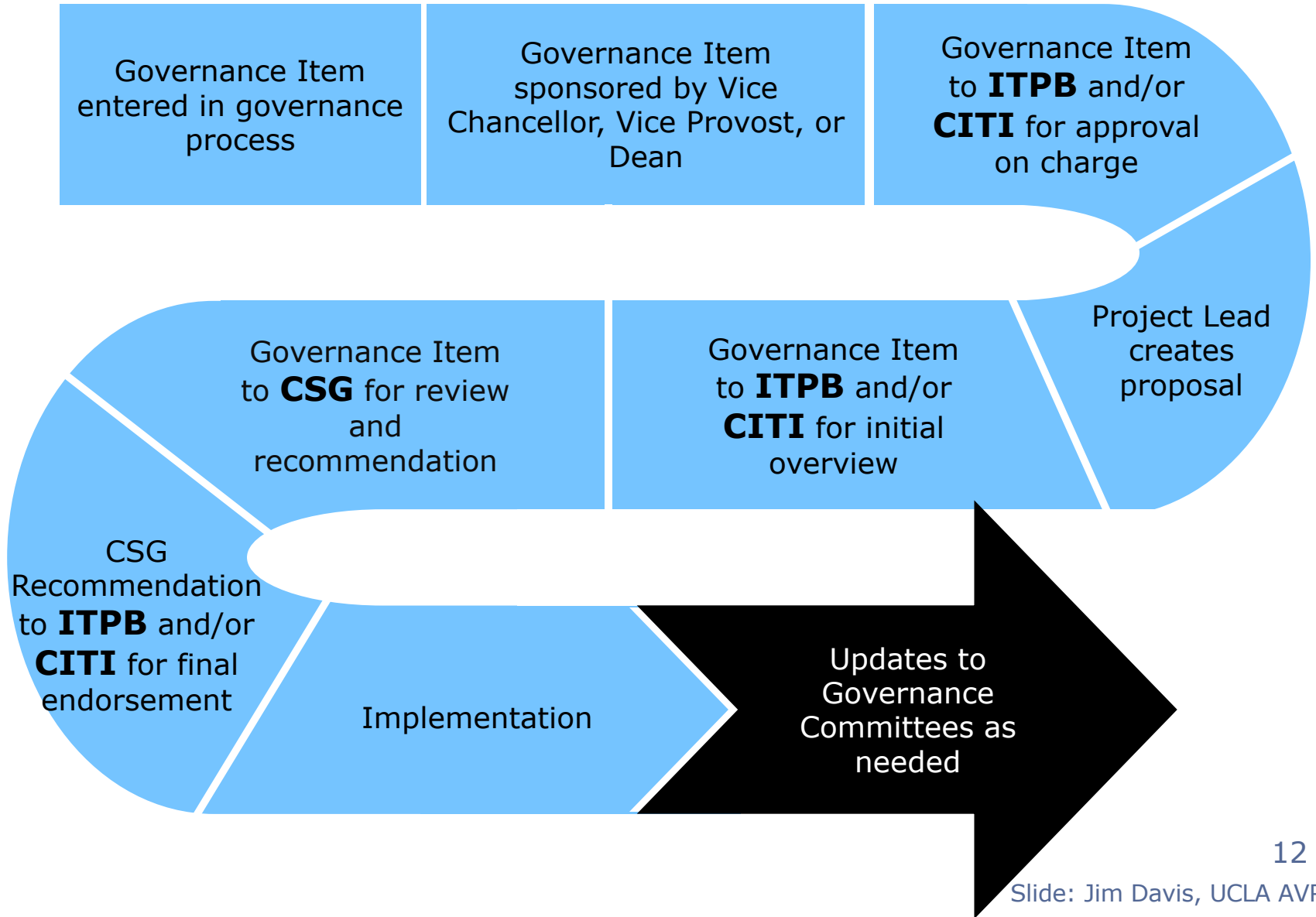| UCACC Representative	Academic Senate and Joint IT Committees
Berkeley Anthony Joseph, Computer Science	Academic Senate Computing and Information Technology Committee
Davis Michael Kleeman, Civil and Env. Engineering	Academic Senate Committee on Information Technology
Irvine Russell Detwiler, Civil Engineering	Academic Senate Council on Research Computing and Libraries (CORCL)
UCLA Sarah T. Roberts, Information Studies	Academic Senate Committee on Instruction and Technology *Joint Committees:* IT Planning Board, Privacy and Data Protection Board, Data Governance Task Force
Merced (Vacant)	*Administration:* IT Governance Council (ITAC)
Riverside Lisa Raphals, Chinese and CompLit	Academic Senate Committee on Library, Information Technology & Scholarly Communication
San Diego Terry Gaasterland, Computational Biology	Academic Senate Committee on Academic Information Technology
San Francisco David Robinowitz, Pediatric Anesthesiologist	*Joint Committee:* IT Governance Committee on Educational Technology
Santa Barbara Jianwen Su, Computer Science	Academic Senate Council on Research and Instructional Resources (CRIR)
Santa Cruz Brant Robertson, Astronomy & Astrophysics	Academic Senate Committee on Information Technology (CIT)

Goals for IT Governance

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

Governance Committees

UCLA

Senate, Administration → **ITPB**

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

Deans, VCs → **CITI**

IT Project Funding; *Business*

IT Strategic Planning Committee

Privacy and Data Protection Board

IT Project Review; *Technical*

CIOs → **CSG**

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Project Review Process

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- 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
- Project Lead creates proposal
- Governance Item to **ITPB** and/or **CITI** for initial overview
- Governance Item to **CSG** for review and recommendation
- CSG Recommendation to **ITPB** and/or **CITI** for final endorsement
- Implementation
- Updates to Governance Committees as needed

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Slide: Jim Davis, UCLA AVP, 2017

Governance examples

- Streaming video via course management system:
http://www.itpb.ucla.edu/documents/ITPB_IP_Video_Principles_Memo.htm

- 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

- 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

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Faculty Ideal Scenario

- Mission-driven IT planning

- Stakeholders engaged continuously

- Complementary expertise applied

- Broad consensus reached

- Timely decisions reached

- Institutional capacity and memory grows
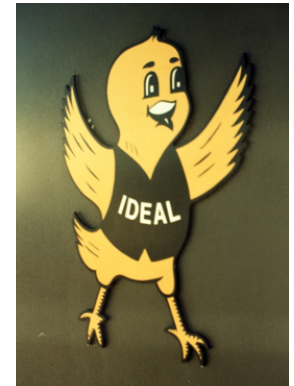
UCACC Agenda, 2017-18

- 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

Borgman, C. L. (2018). Open Data, Grey Data, and Stewardship: Universities at the Privacy Frontier. *Berkeley Technology Law Journal*, *33*(2). http://christineborgman.info/publications (forthcoming in journal, arxiv, escholarship)

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

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Academic Senate

Acknowledgements

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  - James Davis, Vice Provost, Information Technology and Chief Academic Technology Officer
  - Privacy and Data Protection Board
  - Data Governance Task Force