

# Executive Lighting Round



# Data Governance & AI

KindCon<sup>2026</sup>





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# Data Governance

- As part of the Data Governance strategy, a university policy for data classification was established in 2020.
- This policy was reviewed and updated in 2026.
- We kept four levels of data classification, primarily based on AI.
- **Key decision:** AI is not viewed separately but made sure current policy covered AI.



# Data Classification

|                                                                                                                                                           | Non-sensitive                                                                                                                                                                                       | Sensitive                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Classification                                                                                                                                            | Level 1 Public                                                                                                                                                                                      | Level 2 Institutional Use Only                                                                                                                                                                                                                                                                                                                                                                                            | Level 3 Restricted                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Level 4 Critical                                                                                                                                                                                                                                                                                                                                                           |
| Description                                                                                                                                               | Intended for public release or distribution.                                                                                                                                                        | Private to VU and should not be available to non-VU individuals without permission.                                                                                                                                                                                                                                                                                                                                       | Confidential by law or contract, or should not be shared with unauthorized persons.                                                                                                                                                                                                                                                                                                                                                                                       | Confidential by law or contract and requires bespoke security requirements.                                                                                                                                                                                                                                                                                                |
| Risk Exposure                                                                                                                                             | Little or no risk                                                                                                                                                                                   | Heightened level of risk<br>(e.g., would result in diminished competitive advantage or reputation)                                                                                                                                                                                                                                                                                                                        | Significant level of risk<br>(e.g., has increased legal implication)                                                                                                                                                                                                                                                                                                                                                                                                      | Severe level of risk<br>(e.g., cost-restrictive security implementation and heavy legal fines)                                                                                                                                                                                                                                                                             |
| Examples                                                                                                                                                  | <ul style="list-style-type: none"> <li>News</li> <li>Educational or course material</li> <li>Job postings</li> <li>Directory info</li> <li>Marketing material or info found on a website</li> </ul> | <ul style="list-style-type: none"> <li>Non-public contracts</li> <li>Internally private documents:                             <ul style="list-style-type: none"> <li>budgets</li> <li>blueprints</li> <li>procedures</li> <li>calendar</li> <li>performance data</li> </ul> </li> <li>Unpublished research data</li> <li>Aggregated, de-identified data about people</li> <li>Opinion polls or questionnaires</li> </ul> | <ul style="list-style-type: none"> <li>Passwords or other secrets for access</li> <li>Donors and donation info</li> <li>Confidentiality or Non-Disclosure Agreements (CDA, NDA)</li> <li>Personally identifiable information (PII)</li> <li>Student education records via Family Educational Rights and Privacy Act (FERPA)</li> <li>Research Health Information (RHI)*</li> <li>General Data Protection Regulation (GDPR)*</li> <li>Data Use Agreement (DUA)*</li> </ul> | <ul style="list-style-type: none"> <li>Payment Card Industry (PCI) information</li> <li>Student financial aid data via the Gramm Leach Bliley Act (GLBA)</li> <li>Controlled Unclassified Information (CUI)</li> <li>Export controlled information</li> <li>Non-public law enforcement records created by VUPD via Criminal Justice Information Services (CJIS)</li> </ul> |
| User Access                                                                                                                                               | General public                                                                                                                                                                                      | Vanderbilt personnel                                                                                                                                                                                                                                                                                                                                                                                                      | Specific Vanderbilt personnel                                                                                                                                                                                                                                                                                                                                                                                                                                             | Specific Vanderbilt personnel                                                                                                                                                                                                                                                                                                                                              |
| File Storage Recommendations<br><br>Based on Cybersecurity initial assessment.<br><br>Additional storage solution assessments are underway (e.g., ACCRE). | All information systems or IT assets                                                                                                                                                                | All Vanderbilt University owned information systems or IT assets                                                                                                                                                                                                                                                                                                                                                          | VUIT Issued Workstations<br><br>VUIT Managed: <ul style="list-style-type: none"> <li>MS OneDrive</li> <li>MS SharePoint</li> <li>MS Teams</li> <li>MS Azure</li> <li>Box</li> <li>AWS</li> </ul>                                                                                                                                                                                                                                                                          | Determined on a case by case basis<br><br>Due to the criticality and sensitivity level, contact Cybersecurity for the appropriate storage solutions as specific protections will be required.                                                                                                                                                                              |

\* For compliance or regulatory data, contact Cybersecurity as specific protections may be required by the funding/providing agency.



# Implementing AI in DAR



## AI Adoption Group

- Multiple workstreams
- Cross-department representation



## Tech Review Committee

- Departmental guidance
- Ensure processes and policies are followed



## AI Corner

- Housed on departmental intranet
- Central resource for AI tools



# AI Tool Selection Guide

Don't use this particular image on the right.

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Pellentesque egestas sagittis malesuada. Fusce quis nisl sed arcu lacinia interdum. Integer et leo leo. Sed odio lacus, euismod in purus in, dictum placerat lorem. Nullam venenatis eros erat, ullamcorper ullamcorper lacus volutpat sed. In dapibus magna sed rhoncus mollis.

## DAR AI TOOL SELECTION GUIDE

Choose the right AI tool based on the type of data you're working with.

UPDATED AS OF AUGUST 2026 For the most up-to-date information on AI tools and guidance, visit: <https://vanderbilt.edu/vanderbilt-ai>

### 1 WHAT DATA ARE YOU USING?

Identify the type of data involved in your work.



### 2 SELECT YOUR TOOL

Choose AI tools based on your data classification. You can find links to these tools in the RADAR AI Corner.



### 3 DAR USE CASES

See common examples and recommended tools below.

| Use Case                                                     | Security Level | Recommended Tools           |
|--------------------------------------------------------------|----------------|-----------------------------|
| Writing an email (Public information only)                   | LEVEL 1        | Copilot/Amplify             |
| Brainstorming candidate interview questions                  | LEVEL 1        | Any approved tool           |
| Drafting internal reports (Internal controls level 3 (data)) | LEVEL 2        | Copilot/Amplify             |
| Brainstorming campaign ideas                                 | LEVEL 2        | Any approved tool           |
| Summarizing prospect research                                | LEVEL 3        | Agentforce/ Copilot/Amplify |
| Analyzing giving data                                        | LEVEL 3        | Agentforce/ Copilot/Amplify |

### 4 BEST PRACTICES

1. Understand the data you are working with and use the right tool.
2. When working with data of mixed classification levels, use only the AI tool approved for the highest data classification level for the use case.
3. Do not enter VU data into personal AI tool accounts.
4. Do not enter your VU username or password into an AI tool.
5. Do not enter level 4 data into ANY AI tools.
6. Review AI outputs for accuracy and bias.
7. When in doubt, ask your manager!

### QUESTIONS OR NEED ASSISTANCE?

To request a new tool, begin a VUA process, or ask additional questions, contact the DAR Tech Committee: [dar@vanderbilt.edu](mailto:dar@vanderbilt.edu)

# “Shop the Closet” for approved tools

2

## SELECT YOUR TOOL

Choose AI tools based on your data classification. You can find links to these tools in the RADAR AI Corner.

### LEVEL 1 PUBLIC

You have the most flexibility.

 ChatGPT Edu (Vanderbilt)

 Microsoft Copilot

 VU Amplify

 Approved external tools

### LEVEL 2 INTERNAL

VRA (Vendor Risk Assessment) required.

 ChatGPT Edu (Vanderbilt)

 Microsoft Copilot

 VU Amplify

 Approved external tools

### LEVEL 3 RESTRICTED

Use secure, Vanderbilt-integrated tools only.

 Agentforce/ Coworker

 Microsoft Copilot

 VU Amplify

### LEVEL 4 CRITICAL

Do NOT use AI tools.



Consult Cybersecurity for guidance:  
[it.risk@vanderbilt.edu](mailto:it.risk@vanderbilt.edu)

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# Sunk Cost Bias

A Guide to Better Decisions  
About Money, People, and  
Strategy





**Linda Hartford**

Vice President & Chief information  
Officer

*University of Iowa Center for Advancement*



# Agenda

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The Idea

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The Cause

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The Risk Areas

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The Safeguards

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# What Is Sunk Cost Bias?

Sunk cost bias is a habit. You keep spending money, time, or effort on a decision. You spend more because of what you spent before. You do not spend more because the decision still makes sense.

This bias is not only a personal problem. It can hide inside a review process, a renewal decision, a report to leadership.

*“We spent too much time and money. We cannot stop now.”*



# Why This Bias Is Hard to Stop



## Loss aversion

Losses feel worse than equal gains



## Risk to reputation

Change can look like failure



## Ownership

Hard to reverse a public decision



## Authority bias

Employees silent, fearing blame

# Where It Shows Up: Four Decision Types



## Strategic

A stalled plan



## Operational

Kept from habit



## People

A weak hire kept on



## Crisis

A plan past its use

# Why This Bias Costs So Much



## Escalation

Each investment eases the next



## Growing risk

Waiting only grows the loss



## Lost opportunity

Stuck money helps nothing else



## Risk to trust

Boards doubt leaders who stall

# Build In a Pause

3

Ways to trigger a pause: a dollar amount, a missed date, or a new funding request

TRIGGER POINTS

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47%

Drop in surgical deaths linked to a two-minute pause before surgery

THE EVIDENCE

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2

Minutes of pause time, brief but always before the decision

THE DURATION

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The money is *already spent*.  
That fact will not change  
The only question left: is  
this still the *best use of*  
*what's next?*

# Warning Signs Inside



## Hides bad news

Still says on track



## No stop option

Only continue or expand



## Just a little more

Small asks, big total



## Authority bias

Silence from fear

# For You as a Leader



## Treat it as new

Would I approve this today?



## Separate your name

Changing course shows strength



## Set a stop point

Decide limits before you start



## Ask an outsider

They see the future more clearly

# Practices to Build Into Your Process



## Separate roles

Reviewer, not sponsor



## Pause at a threshold

Dollars, dates, or asks



## Review by date too

Not dates alone



## Make it safe

Reward, don't punish

# Key Takeaways



## Spending is fixed

No weight in a forward decision



## It's everywhere

Strategy, ops, people, crisis



## Bias hides in process

In who speaks and how renewals go



## Build it in

A pause. A safe way to speak up.

# Discussion

Which project would we not approve today?  
Where would a pause help most?  
Do employees have a safe way to speak up?



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# Leading Change, Not Just CRM

Guiding Dana-Farber Cancer  
Institute's Division of Philanthropy  
through our move to Ascend — the  
people and work behind a successful  
CRM rollout.





## Ed Testa

Vice President, Information Services  
Enterprise Digital Engagement  
*Dana-Farber Cancer Institute &  
the Jimmy Fund*





**Dana-Farber**  
Cancer Institute

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# Agenda

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The challenge we face

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Change management fundamentals

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Open forums for honest dialogue

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Change champions on every team

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Putting IS in front of the division

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Tracking and closing pain points

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What changed for us

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Takeaways from our rollout

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# 320 People, One New System

Moving 320 staff to Ascend is about changing mindsets, not just software.



# Change Management Starts With People



## Communicate the Why

Share the reason for change early, often, and honestly with full support from senior leadership



## Involve People Early

Give staff a real voice in how the change takes shape.



## Train and Support

Meet people where they are with hands-on help.



## Listen and Adapt

Track feedback and adjust as you go.

People don't  
resist change.  
They resist  
being changed.



# Open Forums for Honest Dialogue

We facilitate regularly-occurring forums where anyone can ask questions, voice concerns, and hear updates first-hand.

No question is too small, and no concern is brushed aside.

Leaders attend and answer candidly, which builds trust.

Recurring themes shape our rollout priorities.



# Change Champions: Experts on Every Team



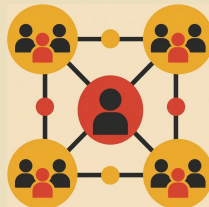
## Recruit

Enlist trusted staff as champions, to learn and share.



## Equip

Train champions deeply on Ascend before go-live.



## Embed

Place a champion within reach of every team.



## Recognize

Celebrate impact to keep momentum high.

# Put Your IS Team in Front

We made IS the visible experts, leading sessions and fielding questions live.



# Track Every Pain Point

We capture friction the moment staff hit it, then triage, prioritize, and closed the loop.

- One open channel to log every pain point.
- Review themes weekly with IS and leadership.
- Share fixes and answers with the whole division.



# 320

staff supported through the  
transition

*Prioritized at the most senior levels*

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# 25+

change champions across the  
division

*Information Services leading the way*

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# 100%

targeted active user  
engagement for go-live

*Planning with an eye towards the future*

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# Takeaways for Your Rollout

Lead the people, not just the platform.

Create real forums for questions and concerns.

Cultivate champions who speak each team's language.

Make your experts visible and approachable.

Track pain points, and always close the loop.





Thank  
you.