

# Data Governance Board Charter

March 2026



Data  
Governance  
Board



**Department of Housing  
and Urban Development**

Chief Information Officer  
Chief Data Officer

# Approval



This Data Governance Board Charter is approved by:

Signed by:

*Debajyoti Ray*

3/11/2026

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Dr. Debajyoti (“Dev”) Ray  
HUD Chief Data Officer

## Revision History









Version No.	Approval Date	Revision Description
1.0	1. 7/28/2022	Original
2.0	2. 7/28/2023	Updated document to reflect changes.
3.0	3. 3/9/2026	Re-baselined the charter.

# Purpose & Objectives

The Department of Housing and Urban Development (HUD) recognizes its data resources as a strategic enterprise asset essential to its mission. Under the authority of the Foundations for Evidence Based Policymaking Act of 2018, the Federal Data Strategy, and related OMB Memoranda, the Data Governance Board (DGB) reaffirms HUD's commitment to enterprise data management as a strategic enabler of mission objectives. This charter replaces and supersedes all previous versions of the DGB charter.

The DGB provides a collaborative, enterprise-wide forum for strategic decision-making about HUD's data and ensures that HUD's data is trusted, protected, and accessible to those who need it. The DGB aligns HUD's data management activities with federal laws and HUD goals, advocates for investments in data capabilities, and monitors compliance and progress. Through this work, the DGB empowers HUD leadership, staff, and partners to make data-informed decisions that advance the Department's mission to create strong communities and quality affordable homes for all.

In doing this work, the DGB will adhere to the following objectives:

-  **Integrity and Trust:** Uphold the highest standards of accuracy, transparency, and ethical use of data to minimize bias and maintain trust with the public, partners, and HUD employees.
-  **Accountability:** Ensure clear ownership, responsibility, and stewardship of HUD data assets, with decision-making that is documented and defensible.
-  **High Quality Data:** Ensure HUD data is accurate, consistent, complete, and timely, with clear standards and validation processes that build trust and support sound decision making.
-  **Privacy and Security:** Safeguard sensitive data and ensure compliance with federal privacy, confidentiality, and security requirements.
-  **Value Creation:** Maximize HUD data to inform evidence-based policymaking, improve program delivery, and streamline department operations.
-  **Innovation and Continuous Improvement:** Support the responsible adoption of emerging technologies, analytics, and artificial intelligence (AI) to advance HUD's mission, while continuously enhancing governance practices.
-  **Collaboration and Shared Stewardship:** Encourage cross-program coordination and foster a culture where all HUD offices contribute to and benefit from improved data quality and governance.
-  **Flexibility and Control:** Maintain HUD data in open (non-proprietary) formats to preserve HUD's flexibility in selecting technical solutions and to enable secure, responsible public sharing of data.

# Board Structure & Responsibilities

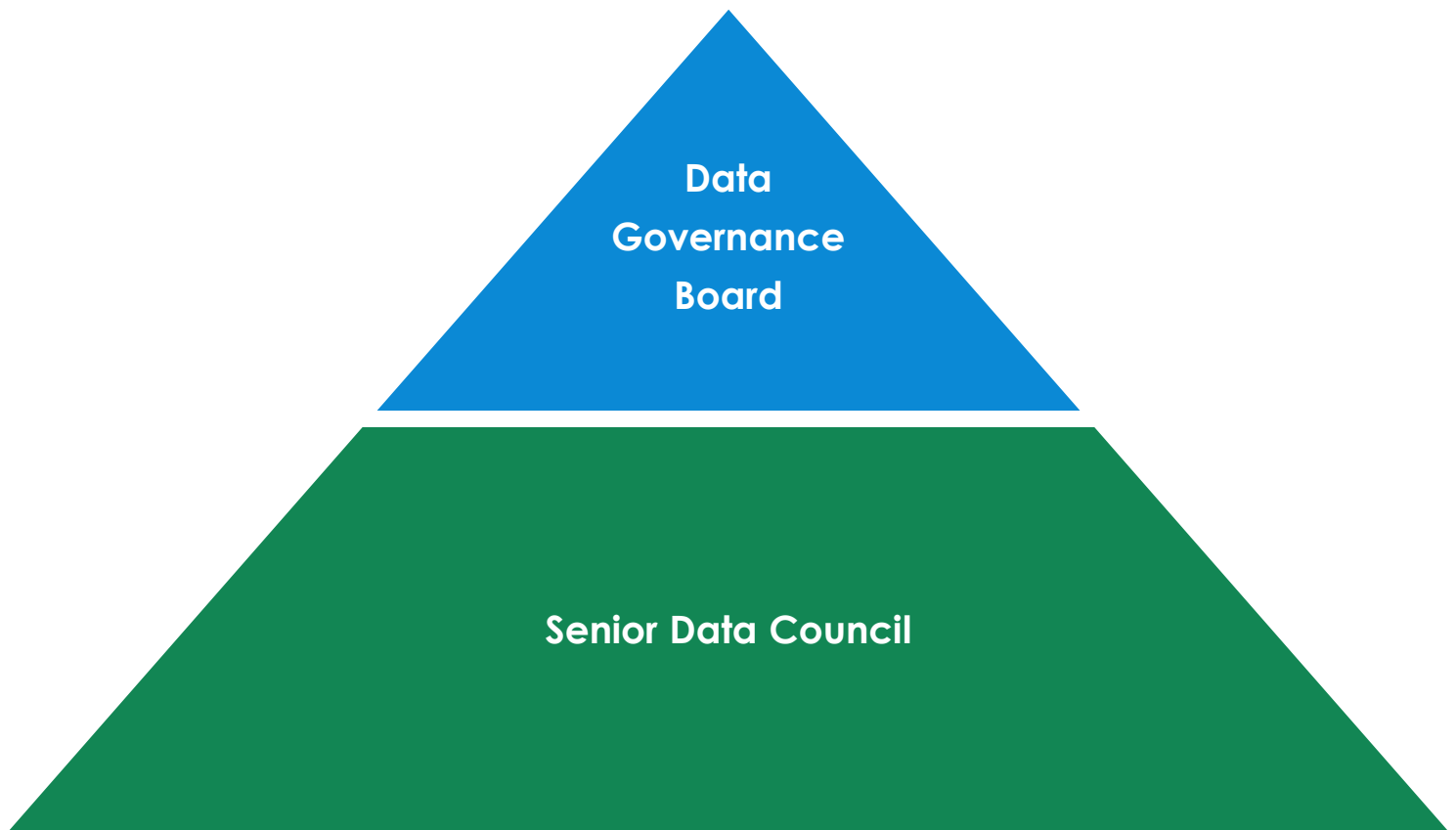
## Data Governance Framework

HUD's Data Governance Framework is a tiered structure that ensures strategic alignment, operational accountability, and cross-program collaboration.

1. **DGB:** Brings together senior executives from across HUD program areas to set strategic priorities, adopt policies and standards, influence investment decisions, and resolve escalations.
2. **Senior Data Council (SDC):** Composed of program-level data owners and subject matter experts. The SDC operationalizes governance by recommending standards, reviewing data quality, and advocating for best practices within their domains.

Data Stewards will collaborate with the SDC to perform the day-to-day compliance and integrity work of maintaining metadata, implementing quality controls, and sharing data assets appropriately.

This multi-level structure fosters a culture of shared responsibility and continuous improvement for data management.



**Figure 1.** HUD Data Governance Framework

## DGB Membership

The DGB shall maintain a roster of members designated by Department position. Data governance is an inherently governmental function; therefore, membership in the DGB is restricted to federal employees. At a minimum, the following positions will be members of the DGB.

### Chair

The DGB is chaired by the Chief Data Officer (CDO). The CDO leads the development of HUD's data strategy, ensuring alignment with enterprise architecture and IT capital planning, and driving implementation of policies and standards across program offices. The CDO will also serve as the tiebreaking vote and retains final decision authority on matters brought before the DGB.

### Members

Members represent the needs of their respective organizations and contribute to the development of HUD's data strategy.

#### Voting

- Deputy Chief Information Officer
- General Deputy Assistant Secretary for Fair Housing and Equal Opportunity
- General Deputy Assistant Secretary for Housing
- General Deputy Assistant Secretary for Community Planning and Development
- General Deputy Assistant Secretary for Public and Indian Housing
- General Deputy Assistant Secretary for Policy Development and Research
- General Deputy Assistant Secretary for Field Policy and Management
- Director Executive Secretariat Office of the Secretary
- Director Healthy Homes and Lead Hazard Control
- Deputy General Counsel of Operations
- Deputy Chief Financial Officer
- Deputy Chief Administration Officer
- Director Departmental Equal Employment Opportunity
- Director Office of Small and Disadvantaged Business Utilization
- Director Departmental Enforcement Center

*The following individuals will be represented through their respective General Deputy Assistant Secretary:*

- Vote represented through General Deputy Assistant Secretary for Policy Development and Research:
  - Chief Evaluation Officer
  - Statistical Officer
- Vote represented through the Deputy Chief Administration Officer:
  - Senior Agency Official for Privacy
  - Chief Freedom of Information Act (FOIA) Officer
  - Federal Agency Records Officer

## DGB Responsibilities

The responsibilities of the DGB include:



### Strategic Alignment:

- Ensure HUD's data governance activities align with agency priorities, Administration direction, and statutory requirements.
- Provide direction to strengthen cross-office coordination and accountability.



### Decisions on Policy and Standards:

- Vote on SDC recommendations to establish enterprise-wide data policies and standards.
- Ensure consistency in how data is defined, managed, and shared across HUD.



### Prioritization and Investment:

- Within their positional authority, direct funding and staffing toward projects that improve enterprise data capabilities.
- Help identify priority investment areas to mature enterprise data management capabilities.



### Issue Resolution:

- Resolve cross-office data management issues elevated by the SDC.
- Make final decisions on disputes that impact agency-wide data management.



### Advocacy and Leadership:

- Serve as champions for data governance within their program areas and across HUD.
- Communicate governance decisions to staff and hold teams accountable for following adopted policies.
- Ensure the work of the DGB is incorporated into relevant business and governance processes, such as IT gate reviews and contract administration.



### Monitoring Progress:

- Leverage metrics and reports from the SDC to track progress on HUD's data management initiatives, including improvements in data quality, accessibility, and reuse.
- Regularly review metrics reported by the SDC on data quality, adoption of standards and compliance to identify potential issues and inform future priorities for the DGB and the Office of the CDO.

## Meetings

The DGB will meet at least quarterly, or more frequently as determined by the CDO. The Office of the CDO will provide administrative support, including scheduling, agenda development, and recordkeeping. Members are expected to review materials in advance, contribute to discussions, and raise issues as appropriate.

When appropriate, representatives from other committees, program offices, and supporting working groups will participate and provide input during the meetings. Members are expected to attend every meeting. If unable to attend, members must notify the chair in advance and arrange for an alternate who has the authority to act on their behalf.

The DGB will hold meetings in the National Capital Region using collaboration methods such as conference calls and/or videoconferencing to ensure inclusion of all board members.

## Decision Process

The DGB will be voting to adopt recommendations that have come out of the SDC, meaning that they have already gone through a technical evaluation and program-level negotiation. The DGB will strive to resolve matters by consensus, with each formal DGB member having one vote. In the event a consensus cannot be reached, opposing views will be documented and referred to the Chief Information Officer (CIO) for resolution.

A quorum consists of a simple majority of the total number of formal members and must include the CDO for ratification.

## Communication

Meeting agendas will be circulated five business days in advance, with summaries and decisions published within three business days following the meeting. Enterprise-wide policies approved by the DGB will be routed through HUD's policy clearance process for formal adoption and posted on the HUD Data Governance Team site.

## Charter Review and Maintenance

The CDO and DGB will review the charter annually with a formal re-approval every three years to determine if updates are needed. Amendments require a formal vote by DGB members before submission to the CIO for approval. The CIO may rescind this charter at any time.

# Authority



The HUD Data Governance Board is established under the authority of the Foundations for Evidence-Based Policymaking Act of 2018. HUD must include the DGB in its strategic information resources management plans' governance sections, as required by OMB Memoranda. The DGB will require HUD executive leadership support to operate effectively and manage data strategically across the enterprise.