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Data Powers Mission

Transforming Business and Mission with Data

2024 CDO COUNCIL SYMPOSIUM PROGRAM BOOK

Content accurate as of 11/15/2024. Subject to change.

NOVEMBER 21, 2024

Welcome and Opening Remarks

Welcome to the Federal CDO Council's inaugural symposium, "Data Powers Mission: Transforming Business and Mission with Data." This event represents a significant milestone as we come together to explore the vital role of data as a strategic enabler in modernizing our agencies' missions and enhancing organizational capabilities. The CDO Council is dedicated not only to supporting data professionals but also to partnering with all stakeholders engaged in effective program and mission delivery across the federal landscape. Data is the common thread that binds all of us.

Kirsten Dalboe, CDO Council Chair, and Rob King, CDO Council Vice Chair

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Data Powers Mission: Transforming Business and Mission with Data

PURPOSE STATEMENT

Data is transforming the way federal agencies deliver on their missions and enhances operational capabilities. Today, we invite you to join senior federal leaders across the government as they provide exclusive insights into the role of data in driving mission-focused transformation and realizing new opportunities. This symposium offers a unique perspective on how the integration of AI and data governance and management can create sustainable, responsible value across federal agencies. Engage in pivotal discussions that will help shape the future of federal operations.

Schedule and Agenda

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8:00 - 9:00 AM
Registration and Networking

9:00 - 9:10 AM
Welcome

9:10 - 9:15 AM
Opening Remarks: OMB

9:15 - 9:30 AM
Keynote Opening: Ted Talk

9:30 - 10:15 AM
Panel 1: Fostering a Data-Driven Culture

10:15 - 10:30 AM
Break

10:30 - 11:15 AM
Panel 2: Synergistic Relationship between CAIOs and CDOs

11:15 AM - 12:00 PM
Panel 3: Bridging the Data Divide between CIOs and CDOs

12:00 - 1:00 PM
Break for Lunch

1:00 - 1:40PM
Panel 4: Data as a Strategic Enabler for Mission and Business Delivery

1:40 - 2:15 PM
Panel 5: Strategic Partners in Delivery of the Evidence Act

2:15 - 2:30 PM
Break

2:30 - 3:15 PM
Panel 6: Overview of the Value of the CDOC Working Groups

3:15 - 3:30 PM
Closing

Keynote Address

Data is transforming the core of federal agencies, empowering them to achieve their missions with greater precision and impact. By enhancing operational capabilities, data enables agencies to drive mission-focused transformation and seize new opportunities for meaningful change. The integration of AI, data governance, and robust data management practices fosters sustainable, responsible value, reshaping agency missions to better serve the public. As agencies continue to evolve, data stands as a vital source, guiding the future of government operations toward greater efficiency, accountability, and innovation.

Commissioner Martin O'Malley, Social Security Administration

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Panel 1: Fostering a Data-Driven Culture

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LISA ROSENMERKEL

Veterans Affairs, Chief Data Officer

MODERATOR

This panel discussion will explore the importance of culture and enterprise data management workforce development in driving data-driven decision making and improving business outcomes. Our panelists will share their insights on how to build a culture of data competency and analytics within an organization and discuss the strategies and best practices for developing a data-driven workforce. By examining the intersection of culture and data management, we can better understand how to leverage data to meet the mission of the government and enhance workforce development.

DR. NAOMI ADANIYA
Chief Data Officer,
Drug Enforcement Administration (DEA)

RHONDA JUSTICE
Program Manager,
Federal Aviation Association (FAA)

OLIVER WISE
Chief Data Officer,
Department of Commerce (DOC)

Panel 2: Synergistic Relationship Between CAIOs and CDOs

JOSH LINARD
Department of Energy, Component Chief Data Officer

MODERATOR

In this exclusive panel discussion, CDOs and CAIOs who have successfully led both roles at their agency will share their expertise on the intersections of data and AI, and how they navigate the complex demands of both roles. From data strategy to AI implementation, our panelists will provide insights on how they integrate data and AI to drive business outcomes, overcome challenges, and stay ahead of the curve.

CHRISTOPHER ALVARES
Chief Data Officer, United States Department of Agriculture (USDA)

CHANDRA DONELSON
Chief Data Officer and Chief Artificial Intelligence Officer, United States Space Force (USSF)

DR. MATTHEW GRAVISS
Chief Data Officer and Chief Artificial Intelligence Officer, Department of State (DOS)

ELLIE COLLINSON
Deputy Director and Chief Operating Officer, United States Trade and Development Agency (USTDA)

Panel 3: The Data Divide: Bridging the Gap Between CIOs and CDOs

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DR. JEFF HYACINTHE
Department of Interior,
Associate Chief Data Officer

MODERATOR

As the role of data continues to evolve, Chief Information Officers (CIOs) and Chief Data Officers (CDOs) increasingly recognize the importance of collaboration and partnership to drive business success. In this panel discussion, we bring together leading CIOs and CDOs to share their experiences and insights on how they work together to drive maturity in crucial areas such as artificial intelligence, zero trust architecture, technology modernization efforts, and compliance with the Evidence Act and the Federal Data Strategy.

MITTAL DESAI
Chief Information Officer, Federal Energy Regulatory Commission (FERC)

PATRICK NEWBOLD
Chief Information Officer, Centers for Medicare and Medicaid Services (CMS)

DOROTHY ARONSON
Chief Data Officer, National Science Foundation (NSF)

Panel 4: Data as a Strategic Enabler for Mission and Business Delivery

REN ESSENE
Consumer Financial Protection Bureau, Chief Data Officer

MODERATOR

This panel discussion will include leaders from various functions across the government such as Chief Financial Officers (CFOs), Chief Human Capital Officers (CHCOs) and more. These leaders will discuss how their approach to data has driven meaningful and impactful change within the lines of business in their organization.

ERICA BARKER
Chief Administrative Officer, Postal Regulatory Commission (PRC)

DEIDRE HARRISON
Deputy Controller and Chief Financial Officers Council Chair, Office of Management and Budget (OMB)

JESSICA PALATKA
Acting Deputy Assistant Secretary for Administration, Department of Commerce (DOC)

TRAE WATKINS
Chief Readiness Support Officer, Department of Homeland Security (DHS)

Panel 5: From Foundation to the Future: The Evolution of the Evidence Act and Its Impact on Federal Decision Making

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DR. DOMINIQUE DUVAL-DIOP
Department of Commerce,
Deputy Chief Data Officer

MODERATOR

This panel discussion will explore the evolution of the Evidence Act since its inception, highlighting key milestones, successes, and challenges. Our panelists will share their insights on how the Evidence Act has impacted federal decision making and discuss the opportunities and challenges that lie ahead. By examining the Evidence Act's evolution, we can better understand its potential to drive data-driven decision making and improve the effectiveness of federal programs and policies.

DR. SUSAN JENKINS
Evaluation Officer, Department of Health and Human Resources (HHS)

LENORA STILES
Deputy Performance Improvement Officer, Department of Treasury (Treasury)

JACOB MALCOM
Statistical Official, Department of Interior (DOI)

Panel 6: Value of the CDOC Working Groups

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DANIEL MORGAN
Department of Transportation,
Chief Data Officer and Co-Lead,
Data Culture For The Workforce

MODERATOR

The CDO Council Working Groups are how federal employees can get involved and stay connected to the work happening in the data community. Learn about the current goals and objectives of the CDO Council and how to get involved.

HARRY PETREY
OCDP Policy Team Lead, Department of Defense (DoD) and Co-Lead, Business of Data Working Group

AUSTIN GERIG
Chief Data Officer, Securities and Exchange Commissions (SEC) and Lead, Data Inventory Working Group

DR. MAHNAZ DEAN
Acting Chief Data Officer, Department of Health and Human Services (HHS) and Lead, Data Sharing Working Group

Join Our Working Groups Today!

- ✓ **Business of Data**
- ✓ **Data Culture for the Workforce**
- ✓ **Data Inventory**
- ✓ **Data Sharing**

To participate in a working group, please click the link below:

JOIN US

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MEMBERSHIP

- All federal employees are welcome to join.

- Members of CDO Council Working Groups may include members of the CDO Council as well other subject matter experts and staff, etc.

- Working group members will be designated to ensure there is appropriate representation of agencies, including: large and small agencies, component and bureau participation, and SMEs and staff participation — as appropriate.

- Meet regularly to fulfill working group responsibilities. No less than monthly.

Participant Biographies

Naomi Adaniya

U.S. Drug Enforcement Agency (DEA), Chief Data Officer

Since mid-2021, Dr. Adaniya has been the Chief Data Officer for the U.S. Drug Enforcement Agency where her work has been instrumental in developing insights for multiple projects that directly impact health and drug-related laws across the nation. Previously, Dr. Adaniya worked for the Department of Justice as Senior Policy and Data Scientist where, over the course of six years, she led the Office of Policy and Legislation (OPL) Analytics Team, Opioid Fraud and the Abuse Detection Unit and Health Care Fraud (HCF) Data Analytics Team. Her data work across these groups led to her being awarded the 2017 Attorney General's Award for Fraud Detection and the 2020 Health and Human Services Inspector General Award for Innovation.

Dr. Adaniya is also Adjunct Assistant Professor at the Ohio State University College of Public Health, where she serves on the College of Public Health Diversity, Equity and Inclusion Excellence Committee. Elsewhere, Dr. Adaniya has received Ohio State's William Oxley Thompson Alumni Award and when volunteering in the office of pastoral care at the Wexner Medical Center, she earned the Graduate Associate Teaching Award in 2016.

Christopher Alvares

U.S. Department of Agriculture, Chief Data Officer

Christopher Alvares serves as the Chief Data Officer (CDO) at the United States Department of Agriculture (USDA). In this role, he is responsible for developing strategies that enable USDA to fully leverage its data as a strategic asset, improving organizational decision making and outcomes for citizens. He is also a member of the Federal Chief Data Officer Council (CDOC) working with other CDOs to improve the use of data across government.

Mr. Alvares started his career in the private sector, working for several small biotechnology companies analyzing the relationships between genetics and human diseases. He worked in the labs generating data and quickly moved into genomic analytics. Mr. Alvares became the Director of a data analytics staff providing genomic analytics services to other biotechnology and pharmaceutical clients.

Mr. Alvares began federal service in 2008 as a Data Analyst for the Food Safety and Inspection Service (FSIS). He helped grow and build out the analytics office from a staff of five to over 20 that supported a wide range of analytics and reporting for FSIS. He moved into leadership roles as Branch Chief and then Director of the Data Analytics and Integration Group in FSIS. Mr. Alvares also served on the Interagency Food Safety Analytics Collaboration with representatives from FSIS, Centers for Disease Control (CDC) and the Food and Drug Administration (FDA) to advance analytics in foodborne illness. In 2018, he became a Special Advisor to the General Services Administration (GSA) Center of Excellence (CoE), leading a team to modernize data analytics at the USDA. Mr. Alvares joined the Office of the Chief Information Officer (OCIO) as Deputy Chief Data Officer in 2019 where he has been continuing the analytics modernization across USDA.

Mr. Alvares graduated from Johns Hopkins University with a Bachelor of Science degree and earned a master's degree from Johns Hopkins University while working. He is a graduate of the Federal Executive Institute's Leadership for a Democratic Society program.

Dorothy Aronson

National Science Foundation,
Chief Information Officer

Dorothy Aronson serves as the Chief Information Officer (CIO) for the National Science Foundation (NSF). As an innovative and gifted creative thinker, strategist, and artist, Ms. Aronson is highly skilled at linking mission and strategy to IT tools, which enables the NSF to manage the full lifecycle of proposals and awards. In addition to her role as CIO, Ms. Aronson also serves as the NSF's Chief Data Officer where she acts as the executive thought leader defining NSF's data strategy and roadmap. She also serves as NSF's Senior Agency Official for Privacy, the senior executive with agency-wide responsibility and accountability for the privacy program. Ms. Aronson has a strong interest in innovating for the workforce of the future through technology and serves as a Chair of the CIO Council's Workforce Committee. She is currently focused on

improving data literacy throughout the government and serves as the Federal Sponsor for the Federal-wide data science and analytics training pilot.

Ms. Aronson was recognized as one of FedScoop's Top Women in Technology for 2018 and was recognized in 2013 as one of the FCW Fed 100 for her mastery of innovation and for her ability to effectively engage her staff around a common vision for cutting-edge IT in support of NSF-funded cutting-edge research. Prior to her time at NSF, Ms. Aronson served as the Director for the Office of Management Operations for the Defense Advanced Research Project Agency. She holds a business degree from Duke University and is committed to lifelong learning.

Erica Barker

Postal Regulatory Commission, Chief Administrative Officer

Erica Barker is the Secretary and Chief Administrative Officer for the Postal Regulatory Commission (PRC), a small independent agency within the executive branch of the Federal Government. She is responsible for agency operations, infrastructure, and administrative services. Ms. Barker oversees a broad portfolio including information technology, cybersecurity, data management, procurement, human resources, facilities, compliance, and strategic planning.

She is currently a member of the Small Agency Council's Executive Committee and serves as Chair of the Small Agency Council's Administrative Services Committee, where she collaborates with other small agency leaders to implement solutions for shared challenges across the Federal Government. In her role on the Executive Committee of the Federal Cloud and Infrastructure Community of Practice, she represents the perspective of non-CFO Act agencies.

Ms. Barker holds a juris doctor from Seton Hall University of Law.

Ellie Collinson

United States Trade and Development Agency, Deputy Director and Chief Operating Officer

Ellie Collinson is the Deputy Director and Chief Operating Officer of the U.S. Trade and Development Agency (USTDA), a U.S. government agency that helps companies create U.S. jobs through the export of U.S. goods and services for priority infrastructure projects in emerging economies.

Ms. Collinson has over 20 years of professional operations and organizational leadership experience in the small business, nonprofit, political, and governmental arenas. She has been responsible for leading teams undergoing rapid expansion, downsizing, and leadership transitions on multiple occasions in her career. She has developed programs, standalone organizations, and has worked with individual and institutional investors to design strategies and tactical plans for political, policy, and social change.

Prior to joining USTDA, Ms. Collinson was appointed by the Biden-Harris Administration to serve as Chief of Staff to the Chief Financial Officer and Assistant Secretary of Administration at the U.S. Department of Commerce. In that role, her team's portfolio spanned Security and Intelligence, Budget, Acquisition Management, Facilities, Civil Rights, Performance Management, Human Resources, Privacy and Open Government, and Financial Management.

Ellie graduated Phi Beta Kappa from Colorado College with a degree in Asian studies and holds a Master of Public Administration degree from the University of Colorado-Denver.
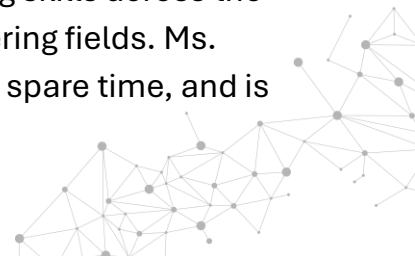
Kirsten Dalboe

Federal Energy Regulatory Commission, Chief Data Officer, and CDO Council Chair

Kirsten Dalboe is the award-winning first Chief Data Officer (CDO) at the Federal Energy Regulatory Commission (FERC), receiving the 2022 Government CDO of the Year Award from WashingtonExec, named to CDO Magazine's World Leading Enterprise Data Leader List, named to CDO Magazine's Global Data Power Women List, and most recently received the Leading for IMPACT Women in Leadership award. Ms. Dalboe is a data trailblazer with a passion for establishing effective data governance structures that set agencywide data guidance, policies, best practices, and priorities to successfully deliver data products and capabilities.

Ms. Dalboe got her Bachelors of Science in Engineering from Tufts University and her Masters of Science in Technology Management from George Mason University. At FERC, she stood up the commission's first Data Governance body and enabled its Data Stewardship Framework, empowering data stewards across the agency. She also led the successful build out of FERC's first cloud-based Data Analytics Infrastructure to enable mission needs, as well as leading numerous successful analytics modernization initiatives. During her time at FERC, Ms. Dalboe also served on the Federal CDO Council's Executive Committee as the small agency representative leading the Small Agency Committee. Before coming to FERC, she was the Director of Data Operations at the Department of Health and Human Services Office of the Inspector General (HHS OIG), leading the build out of the cloud-based Integrated Data Platform and delivered its award-winning Enterprise Dashboard as well as standing up and leading their Data Governance body. Before HHS OIG, she was the Chief Data Architect and Director of Enterprise Data Management at the Department of Homeland Security (DHS) where she was named a 2013 Rising Star by Federal Computer Week Magazine and served as the Program Manager for the DHS MGMT Cube – a 2015 ACT-IAC Igniting Innovation finalist – a data and analytics program bringing together mission support data across the department. Early in her career she worked for a few of the top IT consulting firms in the DC area building skills across the software delivery, data management, and data engineering fields. Ms. Dalboe is a native of the DC area, plays the violin in her spare time, and is the mom to triplet boys.

Mahnaz Dean

**Department of Health and Human Services,
Acting Chief Data Officer**

Dr. Mahnaz Dean is the Acting Chief Data Officer (CDO) for the U.S. Department of Health and Human Services (HHS). Dr. Dean joined the HHS Office of the Chief Information Officer (CIO) and Office of the CDO in April 2022 as Deputy CDO and served in that role through December 2023 when she took over as Acting CDO. Previously, Dr. Dean transformed the National Institutes of Health's (NIH) 24/7 operation organization within the Center for Information Technology (CIT) by leveraging best practices and focusing on improving customer services. She developed a strategic direction by improving customer service and service delivery and future workforce.

Prior to joining NIH and CIT, she served as the Deputy Chief Operating Officer within the Office of the Assistant Secretary for Preparedness and Response (ASPR) Office of the Chief Operating Officer (COO). Dr. Dean was responsible for all functions and services delivered by the COO team, such as working closely with both the HHS Executive Secretariat and the HHS Office of Legislative Affairs, Human Resources, Workforce Management, Employee Development.

In addition, Dr. Dean worked with support services such as Facilities Planning, Information Technology, Records Management, as well as routine and emergency travel to support Public Health and Medical Preparedness, Response and Recovery.

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Mittal Desai

Federal Energy Regulatory Commission, Chief Information Officer

Mittal Desai was appointed as the Chief Information Officer (CIO) at the Federal Energy Regulatory Commission (FERC) in June of 2020. In this position, Mr. Desai is responsible for leading a multitude of information technology (IT) service capabilities to include cybersecurity, IT operations, systems design and engineering, IT policy, and data governance. Additionally, Mr. Desai has executive responsibility for developing and executing the Commission's IT strategy.

Previously, Mr. Desai served as the Senior Advisor within the Office of the Executive Director for the FERC and was responsible for providing strategic direction and management of the commission's enterprise risk management program. Prior to that, he served as the Deputy Chief Information Security Officer for the Federal Deposit Insurance Corporation (FDIC). He provided executive responsibility for the development, implementation, and maintenance of FDIC's information security systems, processes, and policies required to protect the expansive breadth of the enterprise network. Mr. Desai has also served as the Chief Information Security Officer for the FERC. He provided strategic direction for and managed the commission's information security, systems assurance, records management, and privacy programs.

Mr. Desai has also held multiple positions within FERC, ranging from a Regulatory Policy Analyst to leading the annual Inspector General FISMA audit. He joined FERC in 2007, prior to which he worked for KPMG in their Advisory Services practice supporting numerous commercial clients with IT general and automated controls evaluation. Mr. Desai graduated magna cum laude with a bachelor's degree in business information technology from Virginia Tech and is a Certified Information Systems Auditor. He is the recipient of the 2017 and 2023 Federal Computer Week Federal 100 and 2017 Rising Star awards.

Chandra Donelson

United States Space Force, Chief Data Officer

Chandra Donelson serves as the Space Data and Artificial Intelligence (AI) Officer for the United States Space Force (USSF) at the Pentagon in Arlington, Virginia. In this role, she develops and implements strategies for enterprise data management, analytics, digital transformation, and responsible AI. Her efforts are focused on optimizing performance and driving innovation across all missions and operations across the Space Force, ensuring that data and AI technologies are effectively leveraged to enhance mission success.

From March 2023 to October 2024, Ms. Donelson performed the duties of Chief Data and AI Officer for the Department of the Air Force, responsible for overseeing the strategic implementation of data and AI initiatives across both the U.S. Air Force and U.S. Space Force for approximately 700,000 personnel.

Ms. Donelson is a recognized subject matter expert in digital transformation, capability development, and operationalizing data and AI capabilities at scale across the Department of Defense and the Intelligence Community. Prior to her current government service, she served as the Army Intelligence Community (IC) Deputy Chief Data Officer (CDO) for the Headquarters Department of the Army (HQDA), Deputy Chief of Staff for Intelligence (G-2) from 2021 to 2023 at the Pentagon in Arlington, Va. She also served as the Army Open-Source Intelligence (OSINT) Data Manager for the HQDA G-2 from 2017 to 2021.

Ms. Donelson earned a Bachelor of Science in Business Administration from the University of Arkansas, a Master of Business Administration (MBA) in Management from Texas A&M University - Texarkana, a Master of Information Technology (IT) from Texas A&M University - Texarkana, and a Master of Data Science and Analytics in High-Performance Computing from the University of Missouri - Columbia. She is a native of Arkansas and currently resides in the National Capital Region (NCR) with her son.

Dominique Duval-Diop

Department of Commerce, Deputy Chief Data Officer

Dr. Dominique Duval-Diop is the Department of Commerce (DOC) Deputy Chief Data Officer (CDO). An accomplished policy leader, data scientist, and economic geographer, she has used data analytics and geospatial analysis to drive equitable decision making in policy and program design. Prior to joining DOC, Dr. Duval-Diop served as the U.S. Chief Data Scientist in the White House Office of Science and Technology Policy (OSTP) and co-chaired the Equitable Federal Funding Interagency Working Group of the National Science and Technology Council (NSTC) Subcommittee on Equitable Data. In these roles and others, Dr. Duval-Diop worked at the nexus of data, tech, and equity to help build the capacity of federal agencies to use data and technology to drive equity in infrastructure investments and other federal funding programs.

Dr. Duval-Diop was an American Association for the Advancement of Science (AAAS) Fellow and later served as Associate Director of Gender and Social Inclusion at the Millennium Challenge Corporation, where she worked to advance the agency's use of data to drive the equitable impact of international infrastructure programs in countries including Senegal, Mozambique, Tunisia, and the Solomon Islands.

Dr. Duval-Diop earned a bachelor's degree in economics from Northwestern University, a Master of Public Administration from Columbia University, a doctorate degree in economic geography from Louisiana State University and a certificate in applied data analytics from the Coleridge Initiative.

In addition to her work, Dr. Duval-Diop enjoys mentoring the next generation of diverse data scientists, visualizing the future in art, and exploring nature.

Ren Essene

Consumer Financial Protection Bureau, Chief Data Officer

Ren Essene has over 30 years of public service experience at the intersection of data, consumer protection, and community development. She currently serves as the Chief Data Officer (CDO) at the Consumer Financial Protection Bureau (CFPB), where she leads the CFPB's enterprise data strategy and facilitates the effective management, use, sharing, and protection of agency data assets. Ms. Essene was awarded the 2023 CDO Datum Award by the Data Foundation and named among the Global Data Power Women for 2023 and 2024. She is a member of the Federal CDO Council's Executive Committee and the federal chapter of Women in Data.

During her tenure at the CFPB, Ms. Essene stood up the Office of the Chief Data Officer in 2019 and previously led the development of the agency's Data Policy and Governance Program; coordinated with industry and other government agencies to adopt voluntary industry data standards; and led the agency's effort to modernize the Home Mortgage Disclosure Act (HMDA) data collection. Previously, she organized the Federal Reserve Board's public HMDA hearings and co-authored a book chapter on HMDA reform for Moving Forward: The Future of Consumer Credit and Mortgage Finance. In earlier service at the Federal Reserve Bank of Boston and Harvard's Joint Center for Housing Studies, Ms. Essene conducted research and leveraged her decade of experience leading a community development organization, serving on the Advisory Council for the Federal Home Loan Bank of Seattle and working with community leaders and lenders to address pressing housing and consumer protection issues. She earned a Master of Public Administration from Harvard Kennedy School.

Austin Gerig

Securities and Exchange Commission, Chief Data Officer

Austin Gerig became the Securities and Exchange Commission's (SEC) Chief Data Officer in February 2020. In this role, he helps develop the SEC's data management strategy and priorities, enables data analytics to support enforcement, examinations, and policymaking, and ensures the agency collects only the data it needs to fulfill its mission and can effectively secure.

Mr. Gerig headed the Office of Data Science within the SEC's Division of Economic and Risk Analysis (DERA) beginning in September 2016, managing a team of data scientists, data engineers, financial economists, and research associates. He chairs the SEC's Data Management Board and has served as the SEC's representative on the Financial Stability Board's Analytical Group on Vulnerabilities and its Financial Innovation Group. He began his SEC career in June 2014 as a financial economist in DERA.

Before coming to the SEC, Mr. Gerig was a Senior Research Fellow at the University of Oxford's Said Business School. From 2008 to 2011, he was a Postdoctoral Research Fellow at the University of Technology in Sydney.

Mr. Gerig received his PhD in physics in 2007 from the University of Illinois at Urbana-Champaign, where he received a master's degree in physics and a master's degree in finance. He graduated from the University of Notre Dame in 2000 with a bachelor's degree in physics.

Matthew Graviss

Department of State,
Chief Data Officer and Chief Artificial Intelligence Officer

In December 2020, Dr. Matthew Graviss became the Chief Data and Artificial Intelligence Officer of the Department of State. In this role, Dr. Graviss is responsible for making data accessible, interoperable, and actionable across the Department of State. He also serves as the Managing Director for the Office of Management Strategy and Solution's Center for Analytics (CfA), which aims to imbue the department with a data focused culture and corresponding talent, advance data governance, expand analytics capability, and modernize data technology solutions.

Prior to joining the State Department, Dr. Graviss spent 13 years in leadership positions at the Department of Homeland Security (DHS), as well as time in the private sector. Most recently, he spent two and a half years as the first Chief Data Officer at U.S. Citizenship and Immigration Services within DHS, where he led data management and analytics services for USCIS' 20,000-person workforce.

Dr. Graviss holds a bachelor's degree in mechanical engineering from Auburn University, a master's degree in mechanical engineering from Texas A&M University, and a doctorate in systems engineering from George Washington University. He is a Level 3 certified acquisition professional in program management, systems engineering, and test and evaluation. He is also a graduate of American University's Key Executive Leadership program.

Deidre Harrison

Office of Management and Budget,
Deputy Controller and Chief Financial Officers Council Chair

Deidre Harrison is a senior member of the Office of Management and Budget (OMB) management team responsible for overseeing the Office of Federal Financial Management's (OFFM) diverse portfolio that includes issuing governmentwide policies through OMB circulars, bulletins, and memos; the Uniform Guidance; and other issuances.

Prior to joining OFFM, she was a Senior Budget Examiner in the Treasury Branch at OMB where her portfolio included a number of the Department of the Treasury's bureaus and offices and branchwide financial management policy areas including improper payments, shared services, and financial reporting and display.

Prior to her federal career, Ms. Harrison worked at an economic consulting firm where she was an economist responsible for overseeing the design and implementation of large data analysis projects for clients to use in the courtroom and before regulatory agencies.

Ms. Harrison received an undergraduate degree in international politics and economics from Middlebury College and a master's degree in public policy from the Harvard Kennedy School of Government.

Jeff Hyacinthe

Department of Interior, Associate Chief Data Officer

Dr. Jeff Hyacinthe serves as the Chief Data Officer (CDO) under the Assistant Secretary for Policy, Management, and Budget (AS-PMB) in the Office of the Secretary at the U.S. Department of the Interior (DOI), where he leads strategic data initiatives to enhance governance, utilization, and integration across its departmental offices. With over 20 years of experience in data management, science, and artificial intelligence (AI), Dr. Hyacinthe is at the forefront of leveraging data to modernize federal mission delivery, foster data-driven decision making, and align emerging technologies like AI with public sector needs.

A strong advocate for collaboration between Chief Information Officers (CIOs) and CDOs, Dr. Hyacinthe focuses on bridging gaps to drive technology modernization, AI adoption, and compliance with federal data policies. As the co-leader of the department's Information Management and Technology Strategic Plan for FY 2024 – 2029, Goals and Objectives: "DOI Data Answers Tomorrow's Questions Today," he promotes data literacy, standardization, and the responsible use of advanced technologies. He also played a leading role in the development of the first Federal Data Maturity Model as part of the Obama Administration's White House Data Cabinet, helping agencies enhance their data capabilities.

Dr. Hyacinthe's contributions extend beyond his government role. Previously, at Johns Hopkins University's GovEx Lab, as a Research Data Analyst, he supported data-driven public policy innovations aimed at ensuring equitable outcomes. He also served as an adjunct instructor in data science, specializing in machine learning and predictive analytics.

He holds advanced degrees in management and decision science and computer science, and is certified in applied machine learning, data strategy, and leadership in research. His work uniquely positions him to drive discussions on the transformative power of data and the synergies between CIOs and CDOs, which align with the Federal CDO Council symposium theme, "Data Powers Mission."

Susan Jenkins

**U.S. Department of Health and Human Services,
Director, Division of Evidence, Evaluation and Data Policy**

Dr. Susan Jenkins is the Director of the Division of Evidence, Evaluation and Data Policy in the Office of Science and Data Policy and serves as the U.S. Department of Health and Human Services (HHS) Evaluation Officer. In these roles she oversees HHS' adherence to reporting requirements under the Foundations for Evidence-Based Policy Making Act, facilitates the HHS Evidence and Evaluation Council, and supports both the HHS Data Council and the National Committee on Vital and Health Statistics. She is a member of the Federal Interagency Council on Evaluation Policy and is on the faculty of the American University School of Public Affairs.

Prior to joining the Assistant Secretary for Planning and Evaluation (ASPE), Dr. Jenkins was the Director of the Office of Performance and Evaluation in the US Administration for Community Living, served on a detail with the Office of Management and Budget's Evidence Team, and was an evaluation specialist with the U.S. Peace Corps.

Dr. Jenkins received a BA from Yale University and a PhD in social psychology from the University of Michigan.

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Rhonda Justice

Federal Aviation Administration, Associate Chief Data Officer

Rhonda Justice hails from the hills of southern West Virginia, home of the Hatfield's and McCoy's feud. She is no stranger to the challenges of bringing together diverse cultures for a common cause.

Ms. Justice serves as the Aviation Safety Data Champion at Federal Aviation Administration (FAA) where she provides technical guidance and leadership as a recognized authority in Enterprise Information Management (EIM). As a "data evangelist" for the Chief Data Office, she leverages her experience to influence the direction of the FAA's data and information management practices and is a protagonist advocating for data and knowledge sharing within aviation safety community. She develops and implements enterprise strategies, action plans, roadmaps, and procedures to facilitate the modernization of the FAA Aviation Safety organization's data and information landscape.

Ms. Justice maintains a philosophy that data-driven cultures are not built overnight or though one-off initiatives. Rather, robust data-driven cultures are the result of a gradual process that requires the careful cultivation of certain key elements such as data literacy, ensuring data quality, and trust. She has devoted her career to defining, building, and sustaining enterprise governance, process improvement, risk, and compliance programs. She is a strategic visionary able to align technology and data with business priorities to deliver high-value, enterprise-wide business solutions and systems. Ms. Justice possesses over 25 years of experience as a technical lead with progressive achievements. Her colleagues praise her vision, innovative solutions, and strategic business analysis and development abilities. Her team at the FDIC won the Enterprise Architecture Excellence Award from the Zachman Institute for Framework Advancement (ZIFA) for their initiative to manage corporate data collaboratively.

Ms. Justice keeps her life in balance and filled with joy with her many passions such as her love of cooking, gardening, and supporting her favorite charity, Gift of Life. With the help of her daughter, she founded the Dragonfly Heart Camp that sends children who have received a heart and lung transplant or diagnosed with Pulmonary Hypertension to a summer camp staffed by the children's medical team.

Adam Kavalsky

**Social Security Administration,
Chief Performance Officer**

Adam Kavalsky joined the Social Security Administration (SSA) in 2004 and is currently the agency's Chief Performance Officer assigned to the Office of the Commissioner. His previous Senior Executive Service (SES) assignments include the agency's Chief Data Officer and Associate Commissioner of the Office of Analytics and Improvement (OAI). While in the Senior Executive Service Candidate Development Program (SESCDP), he served as a Deputy Associate Commissioner in the Office of Hearing's Operations and an Assistant Regional Commissioner in the Office of Operations. Prior to his appointment into the SES and the SESCDP, Mr. Kavalsky completed one year as a White House Leadership Development Program Fellow, assigned to the Office of Management and Budget, focused on the High-Definition data initiatives, supporting the President's Management Agenda.

Throughout Mr. Kavalsky's career, he has served as a Director for numerous organizations, including in the Center for Workload Visualizations and the Enterprise Program Management Operations. He has led several areas in the Office of Chief Information Officer, an organization where most of his civilian career has been focused to build automation tools and processes, from the Team Leader to Director levels. In addition to his civilian career, he is a Lieutenant Colonel (LTC) in the Maryland Army National Guard and serves as the 110th Information Operations Battalion commander. LTC Kavalsky has deployed with the Special Operations Detachment –OTAN to Afghanistan and with the 1-158th Cavalry to Iraq, participated in numerous state-side missions and has held three company commands. He is a graduate of several military schools, including the U.S. Army Command and General Staff College. His civilian education includes a bachelor's degree in computer science from Susquehanna University and a master's degree in computer science from Loyola College.

Robert King

Department of Energy, Chief Data Officer, and CDO Council Vice Chair

Rob King is an award-winning data, analytics, and systems executive with over 20 years of experience leading multidisciplinary teams of data scientists, data engineers, analysts, and software developers. Mr. King was appointed as the Chief Data Officer (CDO) for the Department of Energy (DOE) in July 2023. Prior to this position, he served as the Chief Data Officer and Associate Commissioner for the Office of Analytics and Improvements at the Social Security Administration (SSA). He came to DOE with a wealth of data management experience in both the public and private sectors. While as the SSA CDO, and prior to that at the Department of Homeland Security (DHS), he led enterprise-wide data management and governance strategies across multiple business intelligence, data stewardship, and advanced analytics programs. He has also led several agencywide C-level executive steering committees at these agencies related to data management and governance maturation initiatives.

Prior to his public service career, Mr. King spent more than 10 years in private industry as an IT systems architect, implementer, and integrator serving multiple Fortune 500 companies and cabinet-level agencies. During this time, he specialized in maturing software applications and integrating business processes across diverse functions to achieve strategic objectives for his customers. In summary, Mr. King has spent his career coordinating and leading strategies for consolidating and integrating data from across disparate lines of business and positioning it to drive integrated, meaningful analysis for evidence-based decision making by business leaders – outcomes he hopes to replicate at DOE.

Mr. King holds a bachelor's degree from Stockton University and a master's degree from the Naval Postgraduate School. His master's thesis, titled "DHS's Pursuit of Data Driven Decision Making," studied the alignment of technology to the culture, policies, processes, and human reward systems within a complex agency (DHS). He also holds multiple professional certifications, including PMP and ITIL.

When not involved in the throes of the data management and governance world, he enjoys finding ways to get physically active with his family, either through camping, fishing, and hiking, or by coaching his daughter's sports teams and getting involved in Boy Scout activities with his son.

Josh Linard

U.S. Department of Energy,
Component Chief Data Officer

Josh Linard has served as U.S. Department of Energy's (DOE) Chief Data Officer and Geospatial Information Officer, Director of Artificial Intelligence at DOE's Office of Fossil Energy and Carbon Management and is currently the acting Chief Data Officer of DOE's Office of the Undersecretary for Infrastructure. In these roles, he has led the development of collaborative, structured, and empowered data and analytic communities producing, using, and sharing quality, curated data, analytics, models and tools with the goal of demonstrating and deploying advanced, innovative solutions in support of the DOE mission.

Mr. Linard's career began in the U.S. Geological Survey as a research hydrologist developing and applying watershed-scale, physical and chemical transport models.

Jacob Malcom

U.S. Department of Interior, Director of Office of Policy Analysis

Jacob Malcom is the Director of the Office of Policy Analysis and the Statistical Official for the U.S. Department of the Interior. He began his career with Interior at the U.S. Fish and Wildlife Service and National Park Service 25 years ago, collecting and analyzing data for conservation. That time interspersed with extended stints in academic and non-profit positions, each with heavy focus on data and statistics.

In his role as Statistical Official, Mr. Malcom is Chair of the Interagency Council on Statistical Policy's Subcommittee on Statistical Official Roles and Responsibilities, work that is highly relevant to today's panel.

Mr. Malcom has a PhD from the University of Texas at Austin and a postdoctoral at the University of Connecticut.

Dominic Mancini

**Office of Information and Regulatory Affairs,
Office of Management and Budget, Deputy Administrator**

Dominic Mancini serves as the permanent Deputy Administrator of the Office of Management and Budget's (OMB) Office of Information and Regulatory Affairs (OIRA), where he plays a key role in the coordination of the administration's information and regulatory policy activities. Located in the Executive Office of the President, OIRA reviews significant executive branch regulatory actions for consistency with analytical principles and presidential priorities. OIRA also takes a leading role in statistical, science, information, privacy, eRulemaking, and related policy development, including serving as a lead in the implementation of the Foundations for Evidence-Based Policymaking Act, and the Federal Data Strategy.

Among other responsibilities, the Deputy Administrator often serves as the Acting Administrator in the absence of a permanent head of the office and has served in that capacity during both the current and past administrations.

Mr. Mancini has degrees in economics and finance from the University of Florida, and a PhD in economics from the University of North Carolina at Chapel Hill.

federal **CDO** council

Daniel Morgan

Department of Transportation, Chief Data Officer

Daniel Morgan is the first Chief Data Officer (CDO) of the United States Department of Transportation (DOT), having served in this capacity for five years. As the CDO, he has overall responsibility for the departmental data program and data compliance. He is responsible for establishing a clear vision of the data managed in DOT and the application of DOT data for decision making. He serves as data strategist and adviser, steward for improving data quality, liaison for data sharing and developer of new data products.

Prior to assuming this role, Mr. Morgan spent 15 years as a management consultant, providing services to public and private sector clients in a variety of areas, including: open government, information technology governance, capital planning and investment control, enterprise architecture, and human capital planning.

Mr. Morgan holds a bachelor's degree in mechanical engineering from the University of Illinois at Urbana-Champaign.

Drew Myklegard

Office of the Federal Chief Information Officer, Office of Management and Budget, Deputy Federal Chief Information Officer

Drew Myklegard is the Deputy Federal Chief Information Officer of the White House Tech Policy Office. He is responsible for driving technology modernization and improving mission delivery by ensuring over $87 billion in federal IT spending is well managed.

Prior to joining the White House, Mr. Myklegard served as the Executive Director of product engineering at the Department of Veterans Affairs (VA).

Mr. Myklegard led the implementation of the VA's Lighthouse Application Programming Interface (API) Platform, which enabled over 6 million Veterans to securely share their health and benefits data with approved third parties - revolutionizing how Veterans manage their health care.

In addition to his public service, he is an active member of the Army Reserves and completed one tour in Iraq.

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Martin O'Malley

Social Security Administration, Commissioner

Martin O'Malley was nominated by President Biden to be Commissioner of the Social Security Administration and following confirmation by the U.S. Senate, was sworn into office December 20, 2023, by Senator Ben Cardin.

Commissioner O'Malley is a lifelong public servant. He served as Governor of Maryland from 2007 to 2015, following two terms as Mayor of the City of Baltimore. Prior to being elected Mayor, Mr. O'Malley served as a member of the Baltimore City Council from 1991-1999 and Assistant States Attorney for the City of Baltimore before that. A pioneer of using performance-management and customer service technologies in government, he has written extensively about how to govern for better results in the Information Age by measuring the outputs of government on a real-time basis.

As Commissioner, Mr. O'Malley is responsible for administering the Social Security retirement, disability, and survivors insurance programs that pay over $1.4 trillion annually in benefits to more than 66 million beneficiaries, as well as the Supplemental Security Income program that provides cash assistance to approximately 7.5 million people with limited income and resources. The agency has a workforce of about 61,000 employees and 1,500 facilities across the country and around the world.

Commissioner O'Malley graduated from Catholic University in Washington, D.C., in 1985, and earned his law degree from the University of Maryland School of Law in 1988. He and his wife of over 30 years, Judge Katie Curran O'Malley, have four children, Grace, Tara, William, and Jack.

Patrick Newbold

Centers for Medicare and Medicaid Services, Chief Information officer

Patrick Newbold is the Chief Information Officer (CIO) for the Centers for Medicare and Medicaid Services (CMS) and the Director of the Office of Information Technology. He is an accomplished IT executive with a distinguished career in federal service.

Prior to joining CMS, Mr. Newbold served as the Deputy CIO for Strategy at the National Aeronautics and Space Administration (NASA), managing business, strategy, and customer engagement. He also served as the Social Security Administration (SSA) Chief Information Officer and most senior agency executive leading information technology, software engineering and cybersecurity risk management and operations. He also co-founded the agency's Office of Transformation, driving wholesale change across the agency, led the agency's digital modernization efforts. Before joining SSA, Mr. Newbold was the Deputy Chief Information Officer

(DCIO) and Director of Enterprise Information Technology for the U.S. Army Corps of Engineers. In this role, he was the principal advisor to the CIO on information management and technology, policy, and administrative issues for the directorate. He was responsible for IT service delivery for over 37,000 users.

Throughout his federal career, Mr. Newbold has advocated for digital transformation, IT modernization, and enabling business goals through technology. He has served on the Technology Modernization Fund (TMF) Board since 2023, where he evaluates federal agency project proposals submitted for funding under the Modernizing Government Technology Act.

Mr. Newbold lives in greater Washington D.C. with his wife, Katie, and enjoys travel, early morning exercise, and movies of all genres.

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Jessica S. Palatka

Department of Commerce,
Acting Deputy Assistance Secretary for Administration

Jessica S. Palatka is the Acting Deputy Assistant Secretary for Administration (DASA) for the Department of Commerce (DOC). Formally, Ms. Palatka is the Chief Human Capital Officer (CHCO), Director of Human Resource Management and a member of the Senior Executive Service (SES), responsible for providing leadership, developing policies, and directing programs in all aspects of human resources, human capital management and administration for all bureaus of the DOC, covering nearly 58,000 employees located in all 50 states, every U.S. territory, and more than 88 countries. She is a member of the Office of Personnel Management Chief Human Capital Officer Council Executive Steering Committee.

Additionally, Ms. Palatka is an Adjunct Associate Professor for the University of Maryland, Global Campus, where she teaches undergraduate courses in human resources and business.

Ms. Palatka earned a Bachelor of Science cum laude in Management Science and Statistics, Decision and Information Technology in 2000 and a Master of Science in Human Resources Management in 2006 from the University of Maryland. Additionally, she earned a post graduate certificate from Cornell University in Human Resources in 2007.

Previously, Ms. Palatka served as the Chief of the Human Resources Operations Center (HROC) for U.S. Citizenship and Immigration Services (USCIS) in the Department of Homeland Security (DHS). She also served as a Senior Leader (SL) while working as the Chief Human Capital Officer (CHCO) and Director at the Human Resources Directorate (HRD) for the National Defense University (NDU). Ms. Palatka also served as the Director of Human Capital Strategy for Sustainment for the Naval Air Systems Command (NAVAIR).

Ms. Palatka holds the Human Resources Certification Institutes' (HRCI) certification as a Senior Professional in Human Resources (SPHR) and the Society for Human Resources Management (SHRM) Senior Certified Professional (SHRM-SCP) license. She also holds a Level III certification in Life Cycle Logistics, a Level II certification in Program Management, a Level I certification in International Acquisition, and a Green Belt Lean Six Sigma Certification.

Harry Petrey

Office of the Secretary of Defense, Data Policy Lead

Harry Petrey began his current position in September 2021 and serves as the Chair of the Department of Defense-wide Digital-Policy Working Group. In this capacity, Mr. Petrey is the lead for data management best practices and governance policy for the department, and concurrently serves as the senior DoD representative to a number of Federal fora (e.g. Federal Chief Data Officer (CDO) Council). Previously, he was as a leader in Naval Intelligence, managing diverse portfolios and serving as the Intelligence Community (IC) element CDO. In that position, Mr. Petrey provided resource oversight for more than 15 data and analytics programs, worked to leverage IC services and represented Naval Intelligence equities on the IC CDO Council, the Navy's Data Governance Board and in other diverse venues.

Mr. Petrey began federal civilian service in 2004 as Chief of Innovation and Technology at the Joint Inter-Agency Task Force-South setting the gold standard for interagency collaboration. More recently, he served as the CDO in the State Department's Bureau of Intelligence and Research (INR) shaping the modernization of information technology portfolios. Prior assignments include Special Advisor at the Office of Undersecretary of Defense for Intelligence (USDI), Technical Director for the Navy's Tactical Exploitation of National Capabilities Program (TENCAP), and the Operations Non-Commissioned Officer (NCO) for the Joint Captured Materiel Exploitation Command (JCMEC) during Operation Iraqi Freedom.

Mr. Petrey is a 2018 graduate of the Defense Senior Leader Development Program (DSLDP) and earned a master's degree in National Security and Resource Strategy weapons concentration with a minor in long-term strategy from the National Defense University in 2017. He holds a baccalaureate and master's degree from the National Intelligence University and a number of personal and organizational awards. He resides in Arlington, VA., with his wife and daughter.

Lisa Rosenmerkel

Department of Veterans Affairs, Chief Data Officer

Lisa Rosenmerkel was sworn in as Executive Director for Data Governance and Analytics in the Office of Enterprise Integration on June 17, 2024. In this role, she serves as the Department of Veterans Affair's (VA) Chief Data Officer and is responsible for leading efforts across VA to use Veteran and business data to drive informed, evidence-based decisions, managing VA data assets and guiding operational and strategic improvements to lifecycle data management. In her role as the Co-Chair of the VA Data Governance Council and the VA and DoD Joint Data and Analytics Executive Committee, she collaborates with departmental and federal partners in data governance, ensuring data quality and developing joint requirements and standards. Prior to her appointment, Ms. Rosenmerkel has served as Deputy Executive Director for Data Governance and Analytics since September 25, 2022.

Ms. Rosenmerkel joined the Federal Government in 2002. Prior to joining the VA, she supported the Treasury deployment of the American Rescue Plan, distributing more than $240 billion to state, local, and Tribal governments across the country to support their response to and recovery from the COVID-19 public health emergency.

Ms. Rosenmerkel received the Office of Personnel Management Presidential Management Fellow Mentor of the Year Award in 2019. She is a graduate of the 2020 to 2021 Treasury SES Candidate Development Program.

Lenora Stiles

U.S. Department of Treasury,
Deputy Performance Improvement Officer

Lenora Stiles is the Deputy Assistant Secretary of Strategy, Planning, and Performance Improvement at the U.S. Department of Treasury. Ms. Stiles came to Treasury in July 2013 after spending 7 years as a Performance Budget Analyst and Special Projects Manager for the Department of Justice's Criminal Division. While at the Department of Justice, she completed rotations to the Federal Bureau of Investigation's National Press Office and the U.S. Marshal Service's Office of the Director as part of a one-year leadership program. She currently manages Treasury's organizational performance program, including departmental strategic planning, data-driven reviews, and performance reporting.

Prior to entering federal service, Ms. Stiles worked at city, county, and state government organizations in England, Florida, and Oregon. She holds a bachelor's degree in communications, law, economics, and government and master's degree in political science and applied politics, both from American University.

Ms. Stiles is a proud third-generation civil servant and grand-daughter of 3 World War II Veterans. She and her greyhound, Willow, are enjoying their retirement from rugby and racing (respectively).

Trae Watkins

U.S. Department of Homeland Security, Chief Readiness Support Officer

Trae Watkins is an accomplished, innovative and visionary senior executive with over 28 years of government experience. He brings the proven ability to view strategic opportunities to optimize processes while improving the organization's mission and bottom-line results. He is a motivational leader and change agent at the executive and program level who is known for his commitment to the organization's success and its people.

Mr. Watkins was selected as the Chief Readiness Support Officer (CRSO) in the Office of the Chief Readiness Support Officer (OCRSO) in June 2024. In this role, he oversees a portfolio that spans $34 billion in personal property which includes $1 billion in vehicle assets and 106 million square feet of real estate. He is the Department of Homeland Security (DHS) Senior Real Property Officer, Senior Aviation Management Officer, Chair of the DHS Aviation Governance Board, Chief Logistician, Senior Environmental Officer, and member of the DHS Acquisition Review Board.

Previously, Mr. Watkins was the Deputy Chief Readiness Support Officer and Chief of Operations of OCRSO in April of 2018. As the Deputy CRSO, he was responsible for leading the integration of mission support functions across the DHS Components to help the department achieve affordable readiness in the areas of asset management and real property, environmental and historic preservation, logistics integration, personal property, aircraft, transportation, motor vehicles, ships and boats, and security including the Chief Administration Officer duties for the Departmental Component Headquarters.

Prior to joining OCRSO, Mr. Watkins was the Director of Financial Operations in the DHS Headquarters Office of the Chief Financial Officer (OCFO). During his tenure with OCFO he was responsible for the formulation, execution, control, and monitoring of the Departmental Management and Operations' $2 billion budget, including the DHS Working Capital Fund for 15 Secretarial and lines of business offices to ensure the efficient and effective use of funds including the development and justification of the budget request, and budget execution, and reporting.

An employee of the Federal Government since 1992, Mr. Watkins was an Air Force officer until he retired in 2015 after 23 years of service. He was selected to the Senior Executive Service in 2016 and was recipient of the Meritorious Presidential Rank Award in 2022.

Mr. Watkins holds a Bachelor of Science degree in Business Administration from the Citadel, a Master of Science in Organizational Behavior from George Washington University and a Master of Science in national resource strategies from the Industrial College of the Armed Forces. He is a native of South Carolina and now resides in Virginia with his wife, Kelly. They have five children.

Oliver Wise

Department of Commerce,
Chief Data Officer

Oliver Wise is the Chief Data Officer, performing the non-exclusive functions and duties of the Under Secretary for Economic Affairs at the U.S. Department of Commerce. In this position, Mr. Wise is responsible for leading the Department of Commerce's data strategy, providing policy direction and oversight to the Bureau of Economic Analysis and Census Bureau, and advancing capacity for evidence-based decision making. Mr. Wise was the founding Director of the City of New Orleans Office of Performance and Accountability, the city's first data analytics and performance management team. In the private sector, he served in product management and strategic roles at Tyler Technologies and Socrata.

Mr. Wise's work has been recognized with awards from the American Society of Public Administration, Bloomberg Philanthropies, CDO Magazine, the International City/County Managers Association, Government Technology Magazine, FedScoop, and Harvard University.

Earlier in his career, Mr. Wise was a Policy Analyst for the RAND Corporation and the Citizens Budget Commission of New York City. He is also a co-founder of the Santorini-based Atlantis Books. He holds a Master of Public Administration from New York University and a Bachelor of Arts from Tufts University and is most proud of his incredible family.

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Resources

CDO PLAYBOOK

The Chief Data Officers (CDO) Council developed this playbook to help CDOs be key value drivers in their agencies. The CDO Playbook is an interactive document that explores and defines the evolution of the Federal CDO role. It provides new and existing CDOs with guiding principles, opportunities for quick wins, and best practices to navigate some of the key areas that CDOs should focus on today and over the next few years. Read More.

FEDERAL DATA STRATEGY REPOSITORY

The Federal Data Strategy (FDS) describes a 10–year vision for how the Federal Government will accelerate the use of data to deliver on mission, serve the public, and steward resources while protecting security, privacy, and confidentiality. Read More.

AGENCY DATA STRATEGY REPOSITORY

In accordance with Action 2 of the Federal Data Strategy 2020 Action Plan, Federal Agencies are encouraged to develop and codify policies in support of data management. Agencies have accomplished this task through various approaches ranging from stand-alone published data strategies to integrated objectives within agency strategic plans. Read More. **(*This resource is accessible to federal employees only).**

CDO COUNCIL GOALS

The CDO Council shall meet regularly to establish governmentwide best practices for the management, use, protection, dissemination, and generation of data; promote and encourage data sharing agreements between agencies; identify ways in which agencies can improve upon the production of evidence for use in policymaking; consult with the public and engage with private users of government data and other stakeholders on how to improve access to data assets of the Federal Government; and identify and evaluate new technology solutions for improving the collection and use of data. Read More.

FOUNDATIONS FOR EVIDENCE-BASED POLICYMAKING ACT

This bill requires agency data to be accessible and requires agencies to plan to develop statistical evidence to support policymaking. Read More.

**OMB MEMOS ON IMPLEMENTING
PHASE 1 AND PHASE 4 OF THE EVIDENCE ACT**

- **Phase 1:** The Foundations for Evidence-Based Policymaking Act of 2018 ("Evidence Act"), emphasizes collaboration and coordination to advance data and evidence-building functions in the Federal Government by statutorily mandating federal evidence-building activities, open government data, and confidential information protection and statistical efficiency.

- **Phase 4:** This Memorandum provides guidance to CFO Act agencies necessary to meet certain requirements of the Foundations for Evidence-Based Policymaking Act of 2018 ("Evidence Act).

PHASE 1: Read More.
PHASE 4: Read More.

Resources (Continued)

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ZERO TRUST DATA SECURITY GUIDE
In October 2024, the CDO Council and the CISO Council released the Federal Zero Trust (ZT) Data Security Guide, a first-of-its-kind document and key deliverable of OMB M-22-09, Moving the U.S. Government Towards Zero Trust Cybersecurity Principles. Read More.

CDOs: MEASURING VALUE AND IMPACT
In the rapidly evolving landscape of government, Federal Chief Data Officers (CDOs) have emerged as crucial leaders tasked with harnessing the power of data to drive organizational success. However, the relative newness of this role brings forth unique challenges, particularly in the realm of measuring and communicating the value of their efforts. Drawing inspiration from diverse domains, this paper explores considerations for establishing Federal CDO performance metrics. Read More.

DATA ETHICS FRAMEWORK
The framework is intended to help agency employees, managers, and leaders make ethical decisions as they acquire, manage, and use data. Read More.

DATA SCIENCE HIRING TOOLKIT
The Federal CDO Council's Data Culture of the Workforce Working Group, in line with Executive Order 14110, introduced the Data Science Hiring Toolkit to support federal agencies in recruiting top data science talent. Read More.

THE PROGRESS AND PROMISE OF FEDERAL ENTERPRISE ANALYTICS
In an era dominated by data, the role of the Federal Chief Data Officer (CDO) has emerged as pivotal and transformational, especially in the strategic management and utilization of data. This report examines success factors in implementing enterprise analytics across CFO Act agencies. Read More.

BUILDING TRUST AND FAIRNESS INTO THE PROCESS FOR FINDING AND USING GOVERNMENT DATA PROJECT
The Federal Chief Data Officers Council and the Federal Committee on Statistical Methodology completed the Building Trust and FAIRness Into The Process for Finding and Using Government Data Project (FAIRness Project). The primary objective of the FAIRness Project is to make federal data more discoverable and useful by modernizing the Federal Government's data cataloging system. Read more.

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