

SHEA SWAUGER

www.sheaswauger.com

EMPLOYMENT

Colorado Department of Revenue, February 2026 to Present

Data Governance Manager, Remote

- Develop and maintain enterprise data governance policy, standards, and procedures for a state revenue agency.
- Coordinate data stewards across business units and partner with the Governor's Office of Information Technology on shared data infrastructure and compliance.
- Draft, negotiate, and manage data sharing agreements with state and federal partners.
- Supervise a security officer and a data inventory analyst.
- Direct an enterprise AI implementation, including the rollout of Google Gemini and NotebookLM, applying implementation science frameworks to adoption and governance.

The Future of Privacy Forum, 2022 to 2026

Senior Policy Analyst, Data Sharing and Ethics, 2023 to 2026

- Led two federally funded grants (NSF and DOE) totaling 2.67 million dollars as de facto principal investigator, directing strategic planning, budgeting, and deliverables.
- Manage research and policy projects across five areas: mobility and location, advertising technology, privacy-enhancing technologies, cybersecurity and privacy, and ethics and data in research.
- Provide expert consultation on data governance, ethical research practices, and privacy regulations, informing corporate and national data strategies.
- Develop privacy and ethics guidelines for researchers working with data from online platforms for the White House Office of Science and Technology Policy and the National Telecommunications and Information Administration.
- Draft and negotiate data sharing agreements among academic institutions, government agencies, and private-sector partners.

Senior Researcher, Data Sharing and Ethics, 2022 to 2023

- Conducted policy research on data sharing and ethics for academic institutions, corporations, and government agencies.
- Led the Ethics and Data in Research Working Group, facilitating cross-disciplinary collaboration, legislative updates, and policy recommendations.
- Project lead for a Sloan Foundation grant totaling 385,292 dollars, including strategic planning, budgeting, reporting, and execution of deliverables.

University of Colorado Denver, Auraria Library, 2015 to 2022

Research Services Department Head, Senior Instructor

- Founded and directed the Data to Policy Project (D2P), a four-year program translating student research into policy with law enforcement and city government partners.
- Built partnerships with community organizations, policymakers, and researchers to translate academic work into applied impact.
- Oversaw university library research services, including all research support programs, digital collections, GIS, and scholarly communications.
- Supervised and mentored a team of twelve or more librarians and research staff, expanding education-focused data governance training.

Colorado State University Library, 2013 to 2015

Data Management Librarian, Assistant Professor, Fort Collins, CO

- Founded and chaired the National Data Integrity Conference (NDIC).
- Designed and implemented data lifecycle management policies and procedures to meet NSF and NIH federal grant compliance requirements.
- Provided data management training and consultations for faculty and students, improving research data-sharing practices.
- Co-authored data management plans for federal grant applications, supporting multi-million-dollar research funding.

Dryad Digital Repository 2012 to 2013

Graduate Research Assistant

- Cleaned, curated, and validated metadata for public data submissions to a leading open-access scientific data repository.
- Published peer-reviewed research on metadata capital.

University of North Carolina at Chapel Hill, 2011 to 2012

Graduate Research Assistant

EDUCATION

Ph.D., Education Policy (Anticipated 2027)

University of Colorado Denver, School of Education and Human Development. Dissertation: computational mixed methods analysis of state legislative responses to school shootings.

Master of Library and Information Science

University of North Carolina at Chapel Hill, School of Information and Library Science. Thesis: supporting research data access and preservation.

Bachelor of Arts, Philosophy

University of Colorado Denver, College of Liberal Arts and Sciences.

FUNDED GRANTS

Safelnsights: A National Research Infrastructure for Large-Scale Learning Science and Engineering

Senior Personnel | National Science Foundation | 2024 to Present | Sub-award 2,184,988 dollars (total award 89,929,968 dollars). Leading the development of infrastructure for data-driven learning science research.

Research Coordination Network for Privacy-Preserving Data Sharing and Analytics

Senior Personnel | National Science Foundation and Department of Energy | 2024 to Present | 490,133 dollars. Co-authored the grant, facilitating national collaboration on privacy-preserving data practices.

Aging at Home: Caregiving, Privacy, and Technology

Senior Personnel | Alfred P. Sloan Foundation | 2022 to 2024 | 475,000 dollars. Investigating privacy gaps and economic impacts in aging technology.

Accelerating the Safe and Responsible Sharing of Administrative Data Between Companies and Academic Researchers

Senior Personnel | Alfred P. Sloan Foundation | 2022 to 2024 | 385,292 dollars. Advanced ethical data sharing between academia and industry.

Local Responses to Mass Violence: A Comparative Study of Gun Violence Prevention Policies in Colorado

Research Team Member | CU Denver Office of Research Services | 2026 to 2027 | 99,970 dollars. Applied research on community safety and gun violence prevention policy.

PROFESSIONAL LEADERSHIP AND SERVICE

- Founder and Chair, National Data Integrity Conference (NDIC), 2015 to 2018.
- Founder and Director, Data to Policy Project (D2P) Standing Committee, University of Colorado Denver, 2015 to 2022.
- Chair, Ethics and Data in Research Working Group, Future of Privacy Forum, 2022 to 2026.
- Co-Leader, Technologies of Surveillance Working Group, Digital Library Federation, 2017 to 2019.
- Grant Reviewer, National Science Foundation and Institute of Museum and Library Services, 2020.
- Planning Committee, Colorado Open Scholarship Series, 2017 to 2019.

- Administered the Future of Privacy Forum Award for Research Data Stewardship, recognizing exemplary practices in research data governance (2022 recipients Optum and Mayo Clinic; third annual award).

AREAS OF EXPERTISE AND TECHNICAL SKILLS

- **Data Governance:** Policy and procedure documentation, data stewardship coordination, lifecycle management, data catalogs, metadata standards (FAIR, controlled vocabularies, provenance documentation), and quality assurance frameworks.
- **Privacy and Compliance:** FERPA, HIPAA, COPPA, GDPR, CCPA, IRB and the Common Rule, cross-border data transfers, and defensible disposition.
- **Research Methods:** Quantitative, qualitative, and computational mixed methods; survey design, data analysis, qualitative coding, interviews, focus groups, and text mining.
- **Quantitative and Statistical Analysis:** R (dplyr, ggplot2), SPSS, Tableau, Excel; descriptive and inferential statistics, regression, ANOVA, MANOVA, t-tests, and chi-square.
- **Data Sharing:** Agreement drafting and negotiation, inventory management, stakeholder coordination, and compliance review.
- **Privacy-Enhancing Technologies:** Differential privacy, fully homomorphic encryption, and the policy context of sociotechnical privacy systems.
- **Responsible AI:** Bias mitigation, reproducibility, auditability, algorithmic fairness, and responsible AI guidelines.
- **Program and Project Management:** Asana, Trello, Monday, Gantt charts, RACI and MOCHA frameworks, budgeting, scheduling, risk identification and mitigation, and stakeholder communication.
- **Grant Funding:** Wrote, managed, and completed multiple NSF, DOE, and Sloan-funded proposals totaling more than three million dollars.

BOOK CHAPTERS

[*Our Bodies Encoded: Algorithmic Test Proctoring in Higher Education.*](#) Swauger, S. (2020). In J. Stommel, C. Friend, and S. Morris (Eds.), *Critical Digital Pedagogy: A Collection* (pp. 51 to 63). Hybrid Pedagogy.

SELECTED PEER-REVIEWED PUBLICATIONS

[*Learning Analytics and the Abolitionist Imagination.*](#) Swauger, S., and Kalir, R. (2023). *Journal of Learning Analytics*, 10(1), 101 to 112.

[*Review of "Teaching Machines: The History of Personalized Learning."*](#) Swauger, S. (2022). *College and Research Libraries*, July 2022.

[*Leaving Surveillance Tech Behind in Higher Education: Towards Trust and Abolition.*](#) Swauger, S. (2021). *The Othering and Belonging Institute*.

[*Make Labs, Not War: Rethinking Library Creative Technology Services Through a Critical Making Lens.*](#) Ippoliti, C., Merkel, K., and Swauger, S. (2021). *College and Undergraduate Libraries*.

[Designing and Sustaining Privacy-Oriented Library Services Through Community Participation.](#) Young, S., Walker, P., Swauger, S., Gibeault, M., Mannheimer, S., and Clark, J. (2020). *Journal of Intellectual Freedom and Privacy*.

[Our Bodies Encoded: Algorithmic Test Proctoring in Higher Education.](#) Swauger, S. (2020). *Hybrid Pedagogy*.

[Open Access, Power, and Privilege: A Response to "What I Learned from Predatory Publishing."](#) Swauger, S. (2017). *College and Research Libraries News*, 78(11), 603.

[Public Progress, Data Management, and the Land-Grant Mission: A Survey of Agriculture Researchers' Practices and Attitudes at Two Land-Grant Institutions.](#) Eaker, C. B., Fernandez, P., Swauger, S., and Davis, M. (2016). *Issues in Science and Technology Librarianship*.

[What Factors Influence Where Researchers Deposit Their Data? A Survey of Researchers Submitting to Data Repositories.](#) Swauger, S., and Vision, T. J. (2015). *International Journal of Digital Curation*, 10(1), 68 to 81.

[Metadata Capital in a Data Repository.](#) Greenberg, J., Swauger, S., and Feinstein, E. M. (2013). *Proceedings of the International Conference on Dublin Core and Metadata Applications*, 140 to 150.

REPORTS AND NON-PEER-REVIEWED PUBLICATIONS

Ethical Use of Pervasive Data for Research. Swauger, S. (2025). George Washington University Institute for Data, Democracy, and Politics.

The Value of Responsible Data Sharing for Research. Swauger, S., et al. (2022). *The Future of Privacy Forum*.

Privacy-Enhancing Technologies Workshop Proceedings. Swauger, S., and Gruen, A. (2025). *The Future of Privacy Forum*. Proceedings of the FPF and Mozilla Foundation PETs Workshop.

PETs Use Case: Preventing Financial Fraud Across Different Jurisdictions with Fully Homomorphic Encryption. Swauger, S., and Gruen, A. (2025). *The Future of Privacy Forum*. Case study of Mastercard cross-border fraud detection, with regulatory analysis across the United States, United Kingdom, India, and Singapore.

PETs Use Case: Differential Privacy for End-of-Life Data. Swauger, S., and Gruen, A. (2025). *The Future of Privacy Forum*. Case study with Oblivious on retaining aggregate insight while deleting microdata, spanning EU, UK, US, Canadian, and Australian regulatory context.

[Data Sharing for Research: A Compendium of Case Studies, Analysis, and Recommendations.](#) Swauger, S., Blumenthal, M. S., De Brigard, N., and Leibowitz, J. (2023). *The Future of Privacy Forum*.

[The Playbook: Data Sharing for Research.](#) Jordan, S., Arledge, E., Stepanovich, A., Swauger, S., Blumenthal, M., and Auh, R. (2022). *The Future of Privacy Forum*.

[A Practical Guide to Performing a Library User Data Risk Assessment in Library-Built Systems.](#) Briney, K., Yoose, B., Ockerbloom, J. M., and Swauger, S. (2020). *Digital Library Federation*.

[*Publishing Open Access Research as Early Career Scholars*](#). Swauger, S. (2019). Society for the Study of School Psychology.

[*The Open Scholarship Handbook*](#). Robinson, D., et al. (2018). Code for Science and Society.

[*Sharing is Caring, but Should It Count?*](#) Swauger, S. (2014). DataPub blog, California Digital Library.

PUBLIC SCHOLARSHIP

[*The Next Normal: Algorithms Will Take Over College, from Admissions to Advising*](#). Swauger, S. The Washington Post. November 12, 2021.

[*Remote Testing Monitored by AI Is Failing the Students Forced to Undergo It*](#). Swauger, S. NBC News Think. November 7, 2020.

[*Software That Monitors Students During Tests Perpetuates Inequality and Violates Their Privacy*](#). Swauger, S. MIT Technology Review. August 7, 2020.

MASTER'S THESIS

[*Data Repositories and User Preferences: A Survey of Researchers Submitting Phylogenies to Data Repositories*](#). Swauger, S. (2013). School of Information and Library Science, University of North Carolina at Chapel Hill.

SELECTED PEER-REVIEWED AND INVITED PRESENTATIONS

Automating Purpose Limitations with Meta, Microsoft, and LinkedIn. Swauger, S. IAPP Privacy. Security. Risk., San Diego, CA. 2025.

Data Sharing for Research. Swauger, S. Meta Privacy Flyout, The Future of Privacy Forum, San Francisco, CA.

Reproducibility and Ethics: IRBs and Beyond. Meyer, M., Kopper, S., and Swauger, S. Conference on Reproducibility and Replicability in Economics and the Social Sciences.

The Evolution of LGBTQ+ Data Protection. Hutson, J., DiGilio, V., Ringrose, K., and Swauger, S. International Association of Privacy Professionals, Austin, TX.

The Thing That Gets You to the Thing. Swauger, S. Keynote, Colorado Association of Libraries Annual Conference.

The Imitation Game. Swauger, S. Digital Pedagogy Lab Workshop.

The Data to Policy Project: A Framework for Social Justice Advocacy in Mathematics Education. Swauger, S., DeBay, D., Ferrara, M., Fritz, D., and Mariner, M. Joint Mathematics Meeting, American Mathematical Society, Denver, CO.

The Prison to School Pipeline of EdTech. Swauger, S. Colorado Learning and Teaching with Technology.

The Devil Wears Data. Swauger, S. ThingStudio Workshop, University of Colorado Denver.

On Technologies of Surveillance: Skills, Strategies, and Ethical Approaches for Interrogating the Collection and Analysis of Library User Data. Swauger, S., Walker, P., Young, S., Gibeault, M., and Heller, M. Digital Library Federation Forum Pre-Conference, Tampa, FL.

Never Neutral: Data, Equity, and How They Can Work Together. Swauger, S. Colorado Learning and Teaching with Technology.

The Eugenic Gaze: Algorithmic Test Proctoring in Higher Education. Swauger, S. HASTAC, University of British Columbia.

Surveyance or Surveillance? Data Ethics in Library Technology. Swauger, S., and Shorish, Y. Digital Library Federation, Pittsburgh, PA.

Sex, Lies, and Data. Swauger, S. University of Massachusetts eScience Symposium, Worcester, MA.

SELECTED INTERVIEWS AND MEDIA

[Why Federal LGBTQI+ Data Collection Should Concern State, Local Officials.](#) StateScoop. March 20, 2023.

[Time to Rethink AI Proctoring?](#) Inside Higher Ed. 2021.

[Is Online Test Monitoring Here to Stay?](#) The New Yorker. 2021.

[Unfair Surveillance? Online Exam Software Sparks Global Student Revolt.](#) Thomson Reuters Foundation News. 2020.

[Tech Companies Promised Schools an Easy Way to Detect Cheaters During the Pandemic.](#) Business Insider.

[Online Test Proctoring Claims to Prevent Cheating. But at What Cost?](#) Slate.

[An Exam Surveillance Company Is Trying to Silence Critics with Lawsuits.](#) Vice, Motherboard.

[Students Are Rebelling Against Eye-Tracking Exam Surveillance Tools.](#) Vice, Motherboard.

[The Prison-to-School Pipeline.](#) The Id and the Ego.

[Community and Technology.](#) WHCR 90.3 FM.

AWARDS AND FELLOWSHIPS

- Excellence in Leadership and Service Award, University of Colorado Denver, 2020.
- ThingStudio Faculty Fellowship, University of Colorado Denver, 2019.