

UNIVERSITY *of* WASHINGTON

Information & Technology Governance  
**Executive Committee Meeting**

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July 31, 2024

10:00-11:20 am



# Agenda

<i>Time</i>	<i>Topic</i>	<i>Presenter(s)</i>
10:00	Welcome	Sarah Norris Hall Andreas Bohman
10:05	Academic Services Straw Model  <i>Vote: Proceed with developing an Academic Services governance charter?</i>	Adriana Matesky Phil Reid Joy Williamson-Lott
10:30	AI Task Force Report-out	Magda Balazinska Andreas Bohman Taifa Harris
10:50	Technologies of Scale	Rupert Berk Andreas Bohman
11:15	Closing	Andreas Bohman Sarah Norris Hall



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# Academic Services Straw Model

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Adriana Matesky, Governance Ops, Strategic & Business Operations, UW-IT



# Academic Services Domain Structure

## Information & Technology Executive Committee

### I&T Governance Domains in scope:

Enterprise  
Technology

HR & Finance

Data Governance

Information Security  
& Privacy

Research  
Cyberinfrastructure

Academic Services

Others TBD

I&T Chairs

Governance Operations

Governance Processes

**Shared executive leadership** drives and aligns goals & strategies, prioritizes initiatives & funding, and endorses standards

**Governance domains** connect people, evaluate ideas & proposals, recommend strategies & standards, prioritize resources & ongoing changes, and monitor results

- » Can include multiple standing or temporary groups

*The initial structure and scope of the domains will be determined in the Chartering phase*

**Supporting functions** coordinate and streamline intake and resolution

**Representation** throughout includes I&T providers and consumers across the UW

In collaboration with related groups in UW Medicine, UW Bothell, UW Tacoma, Faculty Senate, and academic & administrative governance



# Recap: Academic Services Domain Purpose

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Academic services domain governs all technology that support the student lifecycle, from recruitment through graduation, including student administration, and teaching and learning.

## Goals:

- > Enable efficient and transparent decision making
- > Continue ongoing decision making within the business to support regular maintenance and operations
- > Alignment with IT and UW strategic goals
- > Build partnership between the business units, academic units and UW-IT



# Recap: Stakeholder Interviews

			Name	Position	Function
Student Administration	Registration	✓	Helen Garrett	UW Registrar	Admin
		✓	Pamela Lundquist	Bothell Registrar	Admin
		✓	Andrea Coker-Anderson	Tacoma Registrar	Admin
	Student Financial Services		Jessica Bertram, Carla Perez, Andrew Monusko, Marisa Martin, Tim Wold	Various	Admin
	Admissions	✓	Neil Macannel	Director of Admissions Information & Systems	Technical
	Academic & Student Affairs	✓	Tricia Serio	Provost	Admin
		✓	Phil Reid	VP Academic & Student Affairs	Admin
			Sharon Jones	Bothell	Admin
			Andy Harris	Tacoma	Admin
✓		Marcus Hirsch	Director, ASA	Technical	
Faculty	Faculty Council Rep (FCITC, FCT&L, FCAS)	✓	Info Tech & Cybersecurity		Faculty
	Faculty Senate		Hilary Godwin		Faculty
Colleges & Schools	Professional Schools	✓	Michael Campion	SOM: Dir Academic & Learning Tech	Technical
		✓	Thayer York	Director of Law IT	Technical
	School of Medicine	✓	Suzanne Allen		
	Graduate School	✓	Erin Crom	Enrollment Management Services	Admin
		✓	Andrew Gorohoff	Director-Departmental Computing	Technical
		✓	Joy Williamson-Lott	Dean	Admin
			Jesse Knappenberger	Director - Enrollment Management Services	Admin
College of Arts & Sciences					
IT	Data & Applications	✓	Pat Dunn	Director	Technical
		✓	Karin Roberts	Director	Technical



# Recap: Key themes from interviews

## Opportunities for governance

- Direction of SIS modernization
- Centralized vs side systems and support
- Enterprise strategy to optimize academic services and reduce costs
- Have vs have nots across departments
- Data throughout full student lifecycle
- Seamless process for the student's experience
- Accessible approach to teaching and learning

## Challenges for governance

- Lack of transparency on decisions
- Slow decision making for departments
- Not enough alignment across departments and campuses
- Scope is too large
- Distinction between data domains and academic services
- Distinction between project teams and academic services governance



# Recap: Assumptions to confirm with Board

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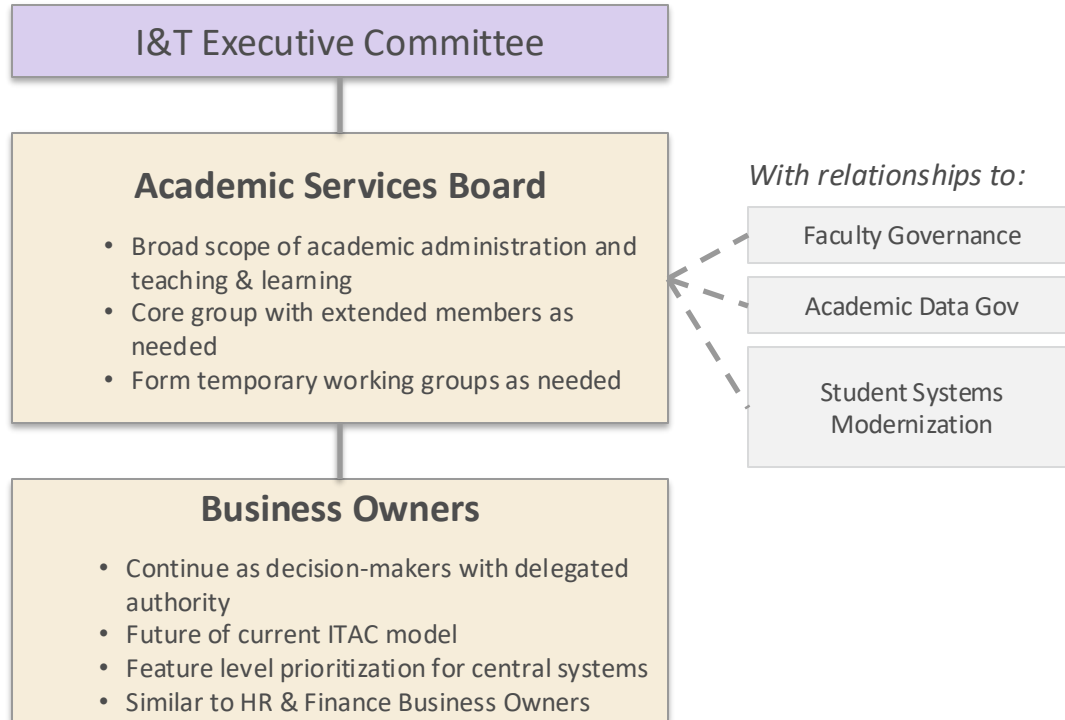
## Are these still correct?

- > Leadership is supportive of governance in this space
- > Focus on offering more shared solutions to be supported centrally
- > Attention will be on creating baseline solutions for enterprise adoption and guardrails for enhancements
- > Decisions made within the governance model regarding waste and redundancy will be supported
- > Certain decisions will not be incorporated into clinical teaching as needs may be different





# DRAFT Straw Model – I&T Academic Services Domain



# Straw Model: Proposed Academic Services Board Membership

<b>Chairs</b>	IT Representative	
	Institutional Representative	
<b>Members</b>	Administrative unit leaders (e.g., Registrars, Admissions, Financial Aid, SFS)	
	Selected campus, school, and college leaders (CAS, Graduate School, professional schools, others)	
	UW-IT	
	Faculty representative (Fac Councils: T&L, Student Affairs)	



# Discussion

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- > What do you like?
- > What concerns do you have?

# Decision: Proceed with developing an Academic Services charter?

- > The future structure of academic services governance is directionally correct
- > Rolls up into the I&T Executive Committee (retiring the existing Steering Committee)

Member	PRESENT?	YES	NO	Other
Andreas Bohman	Y	x		
Sarah Norris Hall	Y	x		
Jacqueline Cabe	Y	x		
Lou Cariello	Y	x		
Charles Costarella	No			
Anind Dey	No			
Sheila Edwards Lange	Y	x		
Kristin Esterberg	No			
Mary Gresch	Y	x		
Mindy Kornberg	Y	x		
Fredrick Nafukho	No			
Simon Neame	Y	x		
Eric Neil	Y	x		
Mari Ostendorf	Y	x		
Phil Reid	Y	x		
Denzil Suite	Y	x		
Joy Williamson-Lott	Y	x		

# AI Task Force Update

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Magda Balazinska, Professor, Bill & Melinda Gates chair and director of the Paul G. Allen School of Computer Science & Engineering

Andreas Bohman, UW CIO and Vice President for UW-IT

Taifa Harris, Governance Ops, Strategic & Business Operations, UW-IT

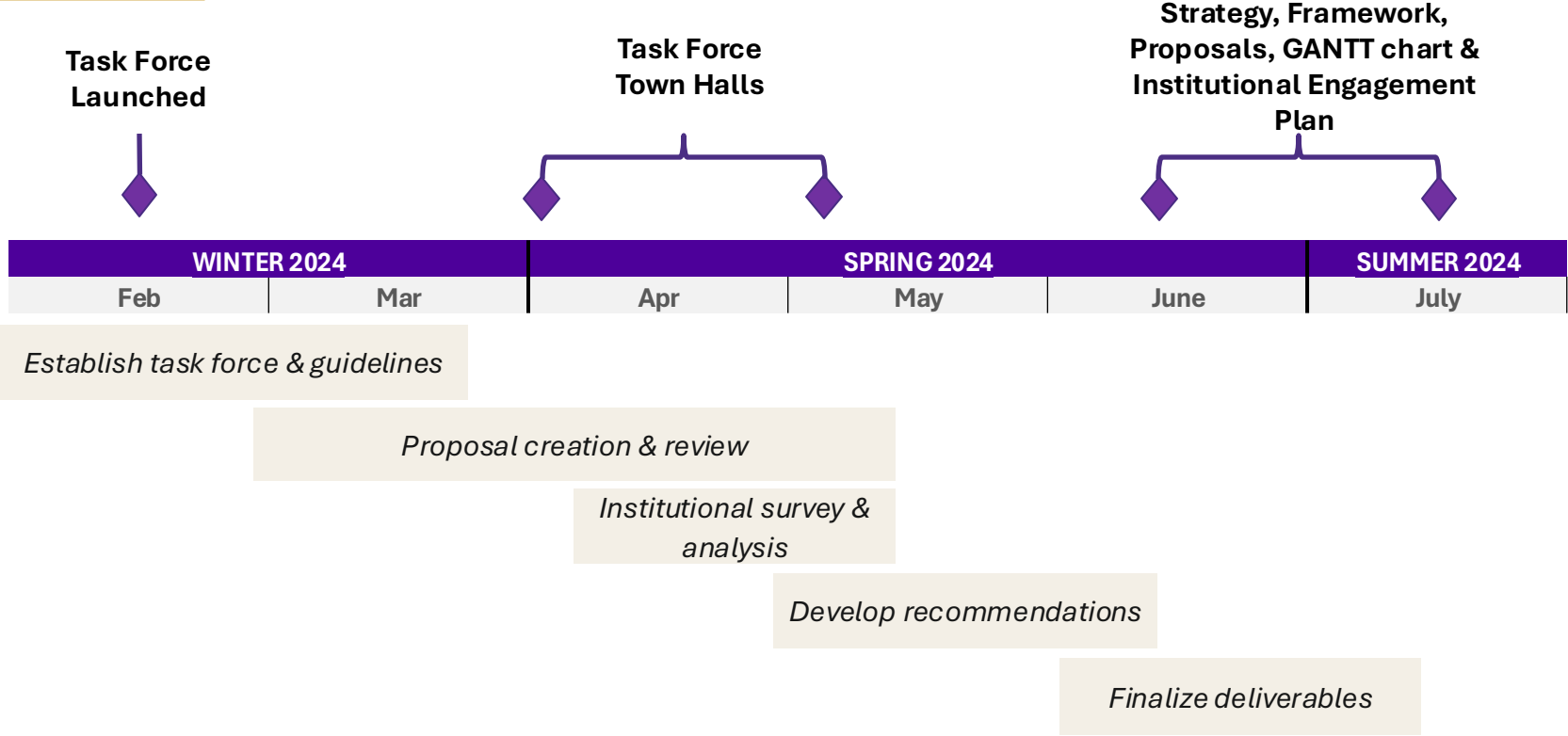


## Recap

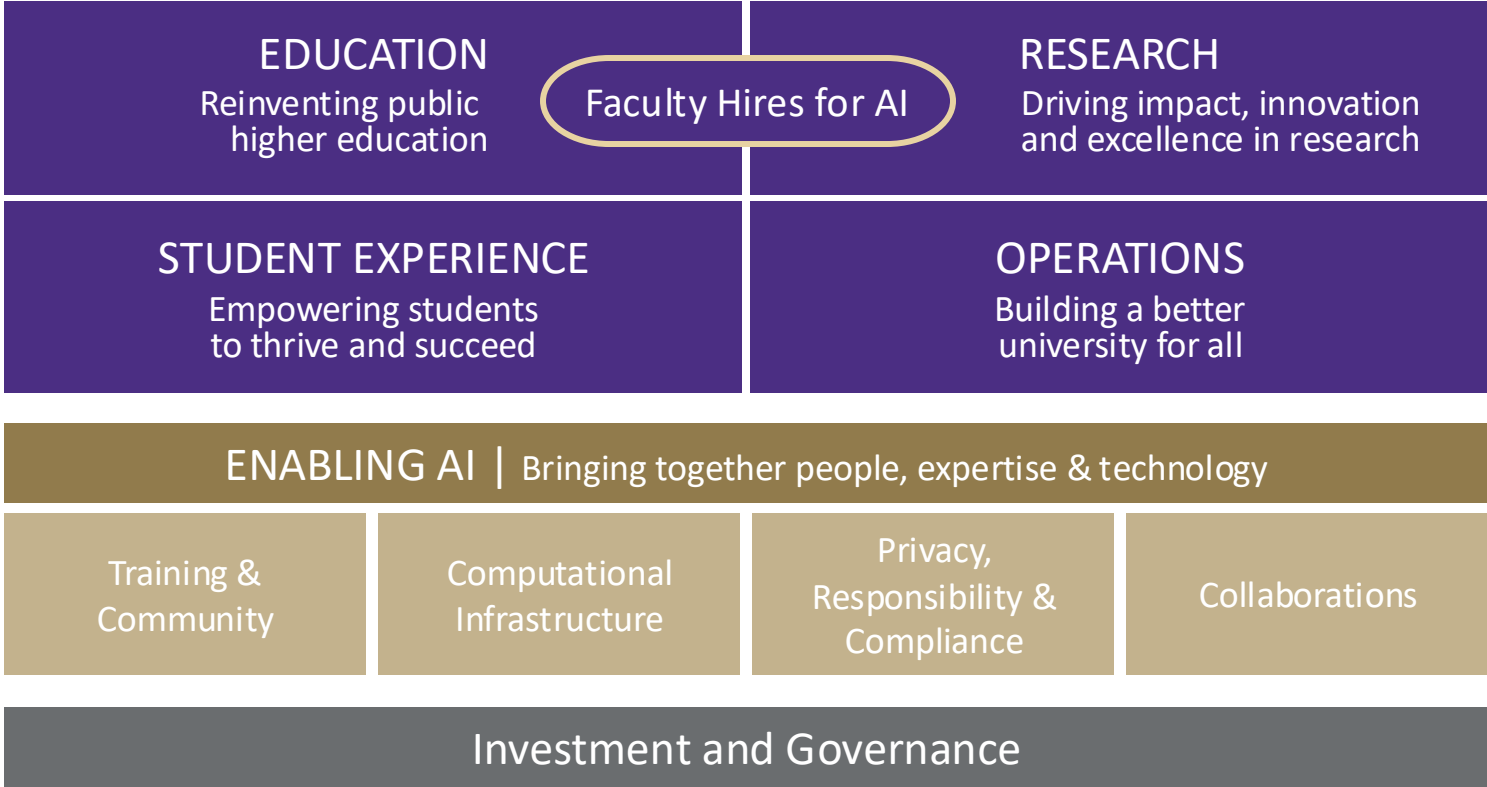
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- > In support of the Provost's Initiative the AI Task Force delivered:
  - an institutional AI strategy with approx. 50 proposals
  - framework for integrating the proposals and investments (WAISTAR)
  - plan to engage the institution in the Summer – Autumn
  - initial strategy for federal, state and local funding
- > The Provost is considering the need for an AI leader, pending supporting data from institutional engagement (early 2025)
- > Two faculty members from the AI Task Force Executive Committee will be added to the I&T Executive Committee in Autumn
- > Task Force co-chairs to continue building support for AI, including institutional engagement feedback and defining activities and key deliverables.

# Milestones

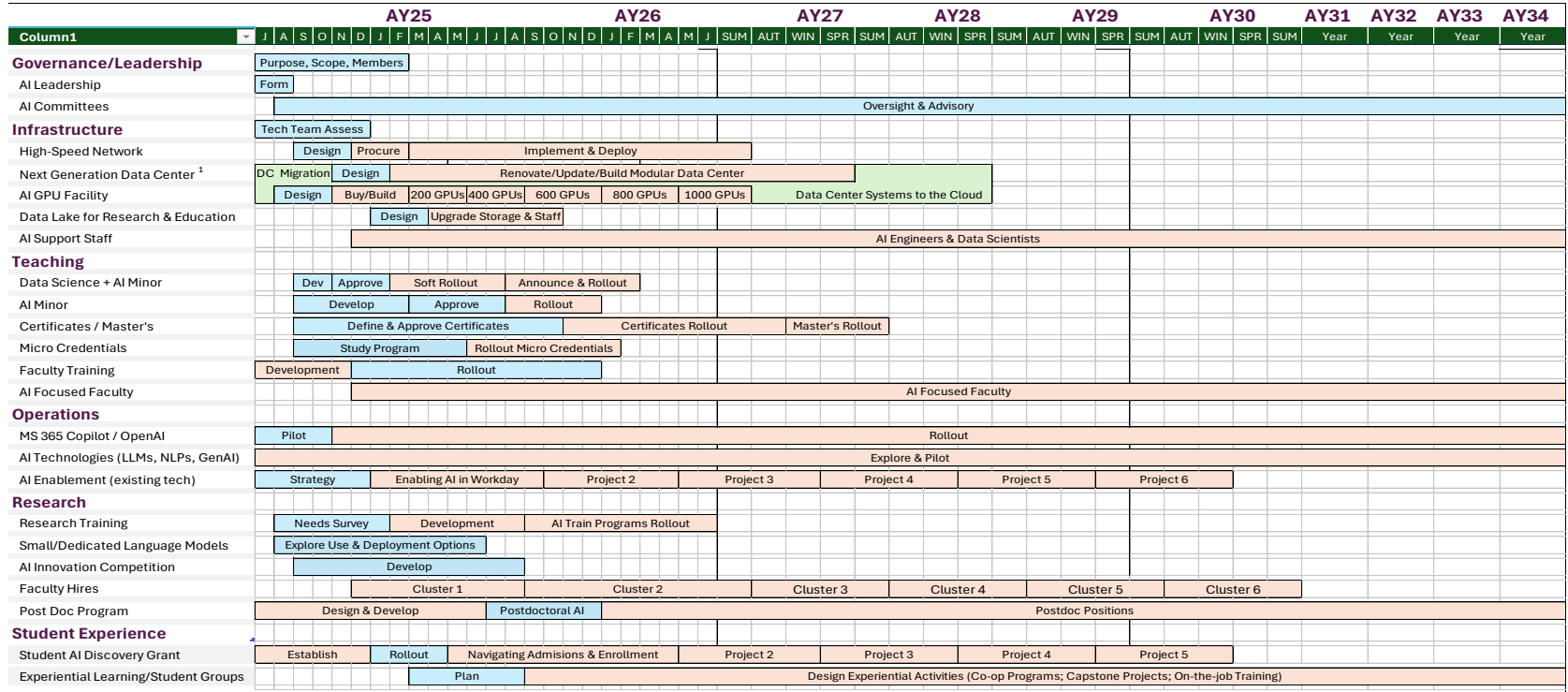


# WAISTAR Framework





# WAISTAR Gantt Chart



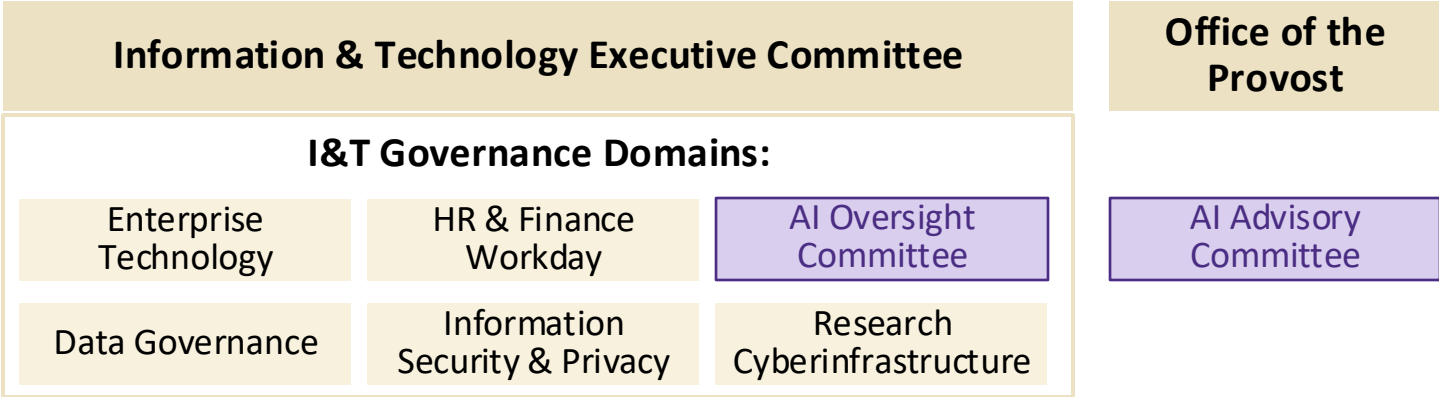
<sup>1</sup> Modular data center approach

Existing resources
Funding required



# Executing Recommendations of the AI Task Force

Purple groups indicate committees needed to lead activities generated by the AI Task Force.



- AI Oversight Committee:**
- Transition AI Task Force recommendations to I&T Governance Domains or existing UW academic, research, and administrative governance.
  - Develop guidelines, standards, or policies related to ethics, compliance, legal, risk management, etc.
- AI Advisory Committee:**
- Committee consisting of UW faculty, strategic partners and philanthropists to guide and direct final recommendation development

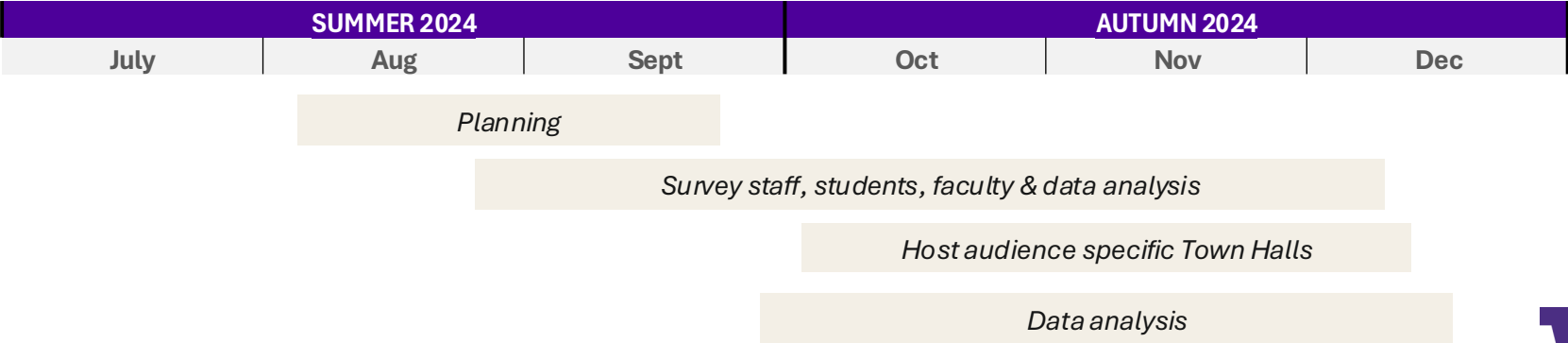


# Institutional Engagement

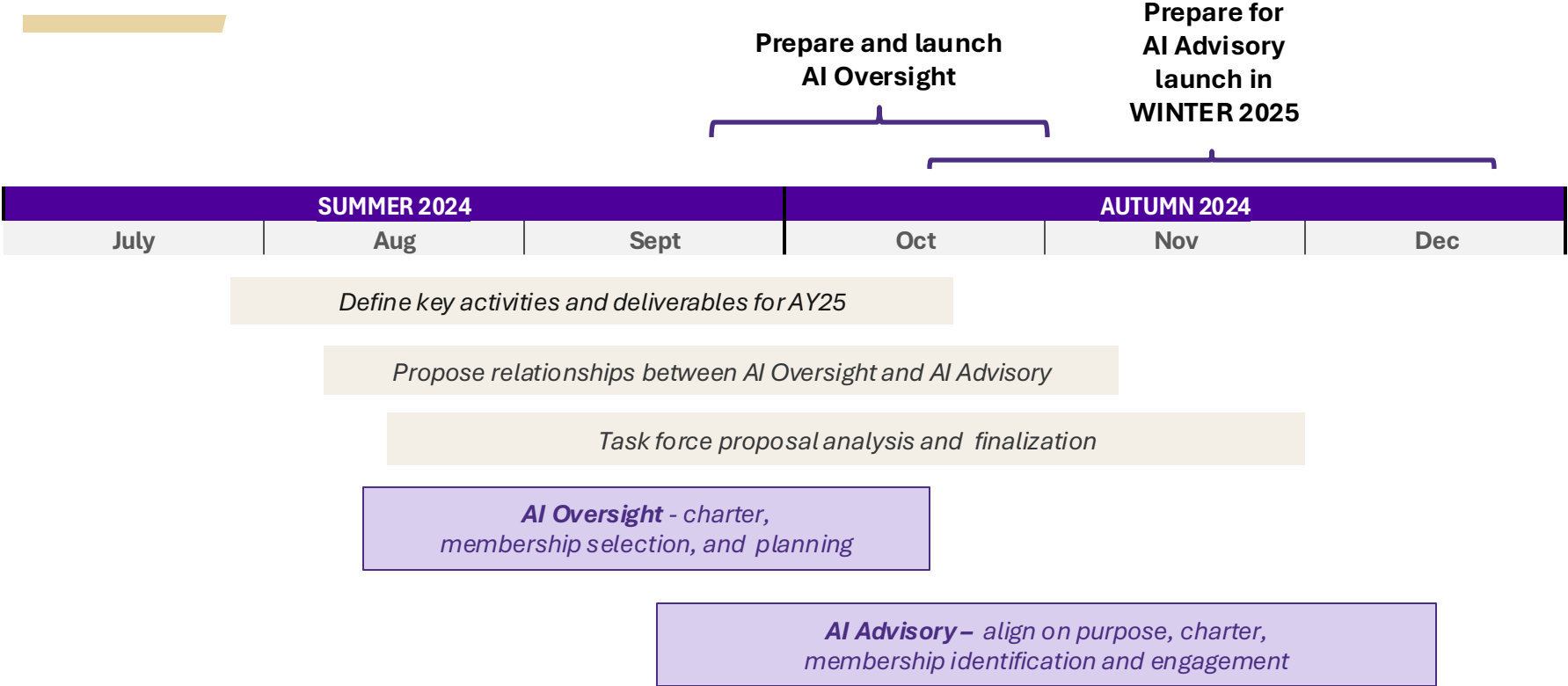
## Objectives

- > Create broad awareness of the work of the AI Task Force, generate excitement about UW’s future with AI, and inform the UW community about the transformation that AI will create, addressing both the promise and risks as they impact the UW strategy.
- > Listen to concerns, consider them in adapting plans as needed, and help people be included and prepared to participate in changes that will affect all aspects of life on our three campuses

## Timeline



# Key activities



# Technologies at Scale

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Rupert Berk, Enterprise Architect, Strategy & Business Ops, UW-IT  
Andreas Bohman, UW CIO and Vice President for UW-IT



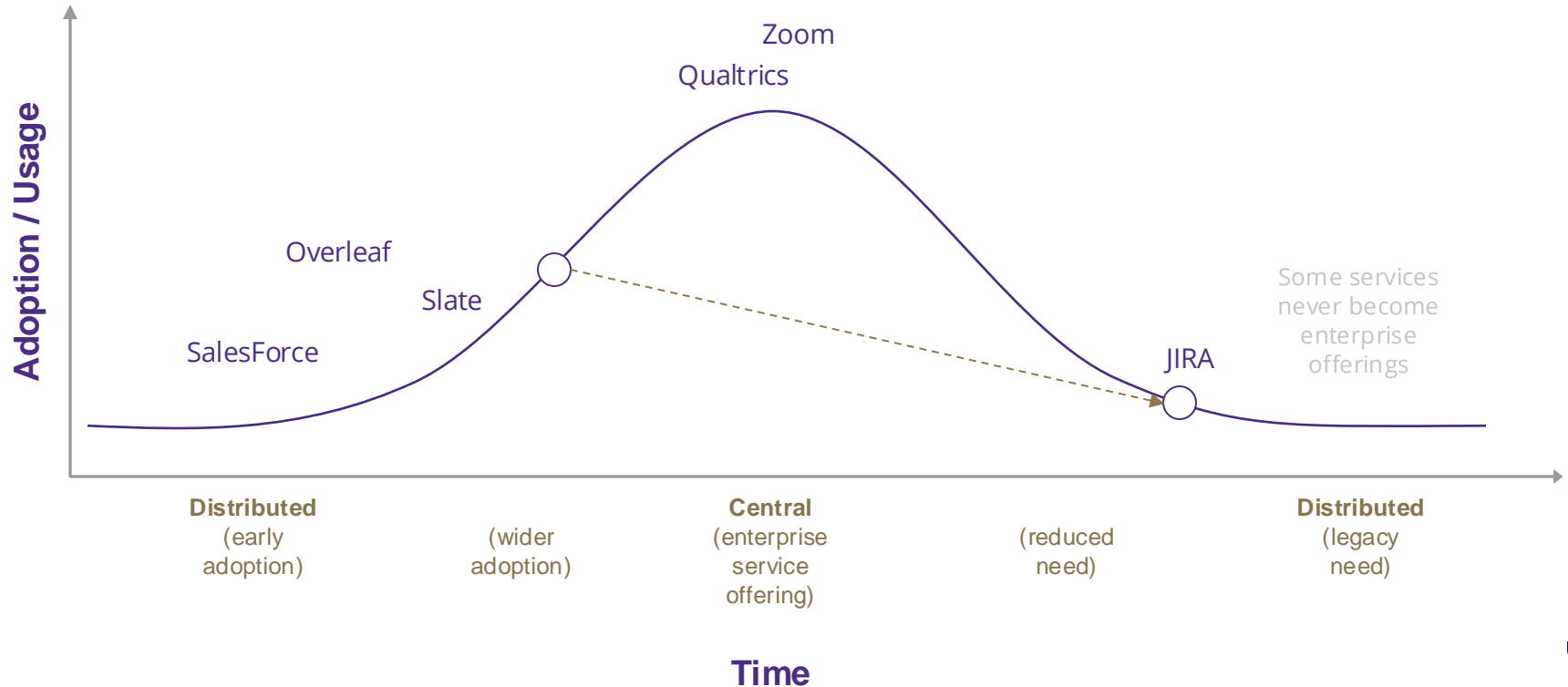
# Introduction

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- > From the 3/28 Executive Committee meeting break-out topics, you identified a need to work together to leverage our buying power and share expertise in managing solutions and vendors
- > As a large distributed enterprise, the UW has many IT service providers (from central to distributed).
- > As IT services expand, reach their peak value, and then retire, we should expect that **the best way to provide each service changes**, and so **governance decisions are needed** to optimize delivery of each service.
- > This discussion will set the stage for our August discussion of Slate CRM (and future solutions).

# Technology service lifecycles at the UW (examples)

As services are adopted in a unit to fill new needs and gain wider adoption across multiple units, they become candidates for enterprise service offerings.



# Distributed and Central Service Management: Benefits/Challenges

## Distributed

## Central

### Benefits

- > Business needs are not uniform across the UW
- > Units can respond to local needs quickly
- > Experiments can be conducted with managed scope and cost

- > Provide enterprise-class support
- > Ensure equity of access for less-funded units
- > Reduce burden of vendor management

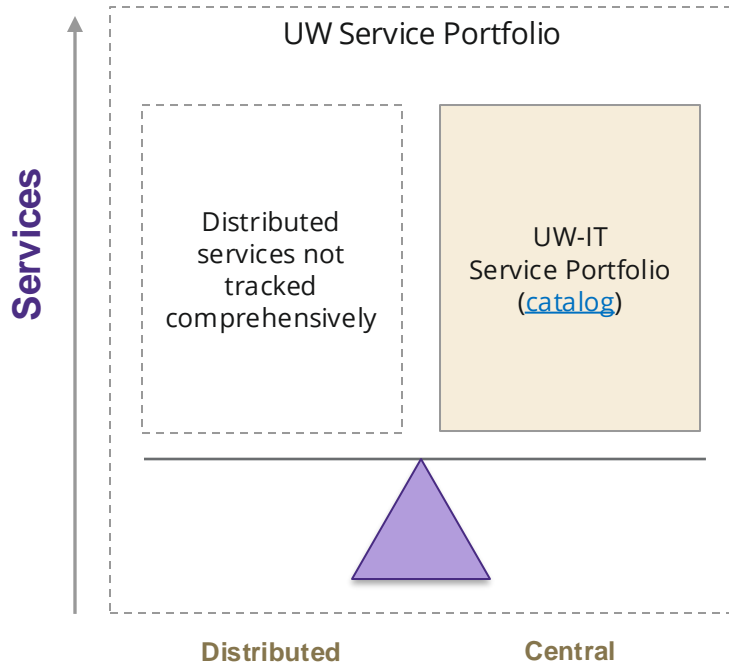
### Challenges

- > Redundancy of implementations can lead to cost inefficiency
- > Less-funded units have less access to solutions

- > Transitioning an IT service between IT service providers takes time and effort
- > Scaling up a service often requires a different solution



# Distributed and Central: Balancing the Service Portfolio



The UW-IT Service Portfolio is managed as a [catalog](#) of 100+ services.

Outside of these central services, technology services are not comprehensively monitored and tracked.

To hit the right balance of services between distributed and central, the UW would need:

- Clear goals to drive the management of the complete service portfolio (e.g., cost savings, business value, risk reduction)
- Criteria and thresholds for assessing when to direct changes
- Monitoring for knowing what is in use and changing
- Processes to govern service changes
- Funding model to support changes

## Discussion: Distributed and Central Implications for I&T Governance

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- > Is governance responsible for setting UW strategy for I&T investments? (by means of balancing a University service portfolio)
- > If yes, the following will need to be developed
  - Criteria for governance to balance a comprehensive portfolio (e.g., direct a solution to/from a central service)
    - > Economies of scale in licensing / support
    - > Reduced risk from unsupported solutions
    - > User experience
    - > Ease/speed of execution
    - > ...
  - An updated and more flexible funding strategy (in progress, to be shared with I&T Governance in the future)
  - Monitoring of a comprehensive University service portfolio

*As we consider enterprise opportunities for Slate next month, we can continue to define how to govern a University service portfolio.*

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# Thank you

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Please reply to email survey if you have not already. We appreciate your feedback.

