# IT STRATEGY BOARD

## February 23, 2022

# AGENDA

> Call to Order

> Welcome and introductions

> VP for UW-IT and CIO search update

> Future of IT and challenges going forward

> UW Finance Transformation update

> UWFT Combined Quarterly Report and
   IT Project Portfolio Review

> CIO reflection: successes and challenges

> Wrap up

# Welcome and Introductions

# QUESTIONS

# VP for UW-IT and CIO Search Update

Eric Neil, Chief Information Officer, UW Medicine

# QUESTIONS

# Future of IT and Challenges Going Forward

Jim Phelps

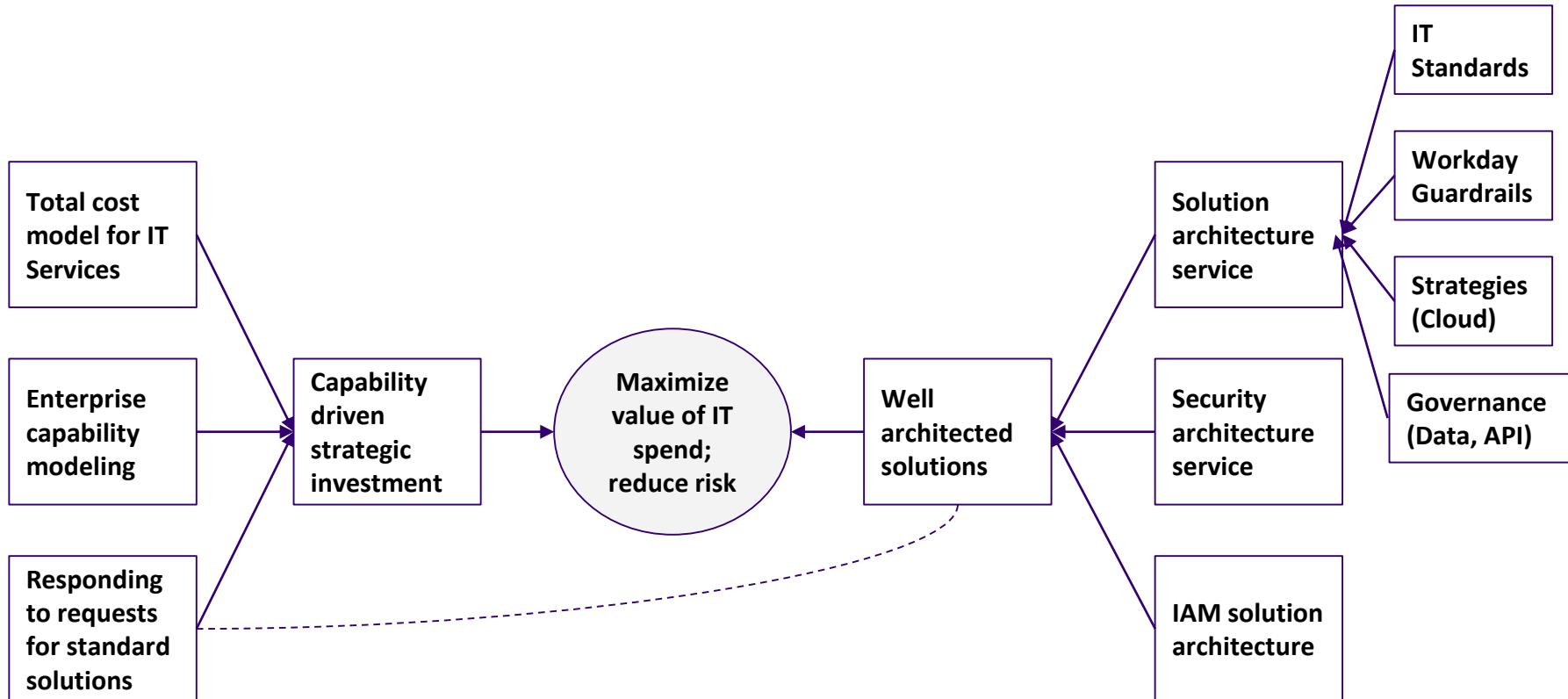Director of Enterprise Architecture & Strategy, UW-IT

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# The Facilitators

> Jacob Morris (he/him)

—Director, Strategic Initiatives & Special Projects

> Piet Niederhausen (he/him)

—Enterprise Business Architect

> Eli Reis (they/them)

—Organizational Change Specialist

# Bold Statement

> IT is a key **business transformation** agent and enabler

> We will need to be **highly strategic** with our IT investment if we want to get as much benefit as possible from our resources

> This will require **working together** in new ways and being **highly adaptable** to a rapidly changing environment

> We will need to **adapt culturally and organizationally as well as technically**

# Shifting Maturity of UW's IT Management Practice



Total cost model for IT Services → Capability driven strategic investment

Enterprise capability modeling → Capability driven strategic investment

Responding to requests for standard solutions → Capability driven strategic investment

Capability driven strategic investment → Maximize value of IT spend; reduce risk ← Well architected solutions

Solution architecture service → Well architected solutions
Security architecture service → Well architected solutions
IAM solution architecture → Well architected solutions

IT Standards → Solution architecture service
Workday Guardrails → Solution architecture service
Strategies (Cloud) → Solution architecture service
Governance (Data, API) → Solution architecture service

# A Few Things I See Over the Horizon

> Population Dynamics

—**Enrollment Cliff** due to a smaller population of eligible students in the U.S.

—Adding to this: xenophobia and other forces **driving down foreign student enrollment**

—Leading to a **reduction of young workers** entering the workforce at the same time that many older workers retire

# A Few Things I See Over the Horizon

> Data is everywhere and everything

—Data-driven **automation** can drive down administrative costs and speed up time-to-delivery

—**Data-driven decision making** helps drive better strategic decisions and predictive analytics

—A **rich, real-time data** environment drives **a great experience** for users by presenting them with the data and actionable insights they need at the moment of need

# Breakout Rooms – 15 minutes

Thinking about your constituents and/or partners:

—How would you like to improve their experience over the next in 2 to 5 years?

—What is the role of IT in driving these improvements?

—**What are the IT opportunities that the University should pursue?**

# Breakout Groups

Group A (Piet)

- Aaron Powell, Vice President for UW-IT and CIO, *Chair*
- Anind Dey, Dean, The Information School
- Kristin Esterberg, Chancellor, UW Bothell
- Sarah Norris Hall, Associate Vice Provost, Office of Planning & Budgeting

Group B (Jim)

- Sheila Edwards Lange, Chancellor, UW Tacoma
- Edward D. Lazowska, Bill & Melinda Gates Chair, Computer Science & Engineering (Research)
- Brian McCartan, Vice President for Finance, UW Finance
- Sean Mooney, Professor and Chief Research Information Officer, School of Medicine (Research)

Group C (Eli)

- Eric Neil, Chief Information Officer, UW Medicine
- Mari Ostendorf, Vice Provost for Research, Office of Research
- Phil Reid, Vice Provost for Academic and Student Affairs, Professor of Chemistry
- John T. Slattery, Vice Dean, Research and Graduate Education, School of Medicine

Group D (Jacob)

- Denzil J. Suite, Vice President for Student Life, Office for Student Life
- Joy Williamson-Lott, Dean, The Graduate School
- Jihui Yang, Vice Dean, Office of Research and Faculty Affairs, College of Engineering
- Jane Yung, Executive Compliance & Risk Officer

# Group A

Thinking about your constituents and/or partners:
> How would you like to improve their experience over the next in 2 to 5 years?
> What is the role of IT in driving these improvements?
> What are the IT opportunities that the University should pursue?

**Members:** Aaron Powell, Kristin Esterberg, Dan Turner, Denzil J Suite, Joy Williamson-Lott (with Piet)

> **Adaptive technology in classrooms** (disability accommodations, e.g., closed captioning), and in other areas such as web sites and applications -- for all students
> Technology that enables flexibility for students and staff who are **participating remotely/hybrid** -- without putting the burden on individual faculty and managers
>> – Enabling our overall shift to hybrid experiences going forward
>> – Keeping us competitive in employment
> **Better support students** through their full lifecycle
> Get better **data into the hands of decision-makers** (at their level of readiness)
>> – Multiple offices can contribute to this, such as Academic HR
> Make more **"global" decisions on solutions** that multiple campuses and units can share; more centralized knowledge and pooling of resources
>> – Leverage advantages of both centralized and decentralized approaches
> Help faculty and staff **better use information from UW-IT** and others on how to do things (such as policy and compliance requirements) -- human element of conveying this info
> Use **technology to enhance physical safety** (security cameras, phones, etc.) +1
> Work as a community on **cyber-security** -- not just technically
> Attention for **older systems** that are at risk, such as SDB

# Group B

Thinking about your constituents and/or partners:
> How would you like to improve their experience over the next in 2 to 5 years?
> What is the role of IT in driving these improvements?
> What are the IT opportunities that the University should pursue?

**Members:** Sheila Edwards Lange, Edward D. Lazowska, Brian McCartan, Chris Mercer, Sean Mooney (with Jim)

> Students in all fields need to use the type of computing that they will use in the workforce. We are behind in using cloud computing what we use for research, administration, and teaching and learning. We are way behind in cloud adoption. This is also a workforce attraction issue.
> Security - continuing nervousness about the highly siloed and heterogeneous organizations security is a challenge.
> Stabilization of UWFT - this will provide opportunities for building out the core reporting. Lots of work around data governance, data structures.
> The highly decentralized nature of IT at UW will be a challenge. Central IT should have a stronger role.
> UWFT making sure that the Finance Staff throughout the UW are ready and willing to get on board and all the systems are integrated.
> Two follow-on investments - SIS and Recruitment. Questions of exhaustion of people and resources - major decisions about the timing of this.
> When cloud solutions are sold - they are done with the promise of reduced costs overtime - the role of IT is to make sure these programs are set up in such a way that that we can take on the enhancements. Continuous Improvement and Adaptability going forward.
> We should focus on centralizing high risk areas - limiting diversity and spread of systems if possible.
  – The central systems need to meet the local needs (not every quirky way).
  – Identifying the opportunities to centralize high risk areas or standardize the implementation of local solutions.
> Central IT could be directive re: standards and best practices and solutions. Much of this is left to the units.
> Central IT should own PMO Structuring and Standardization (methodology, tools, reports, etc.)

> Applause for Classroom Support and Teaching Support - the rooms have been standardized. The pivot to Zoom.

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# Group C

Thinking about your constituents and/or partners:
> How would you like to improve their experience over the next in 2 to 5 years?
> What is the role of IT in driving these improvements?
> What are the IT opportunities that the University should pursue?

**Members:** Eric Neil, Mari Ostendorf, Phil Reid, John T. Slattery (with Eli)

> Mari **research computing**, **IT to reduce administrative burden**, get proposals out, money in data sharing (Google)
> Eric - **How we measure and demonstrate business value of an IT dept.** Hard to show work prioritization without data. On med side, develop a construct to measure business value and keep in front of hospital execs.
> John - challenge of calculate return on investment on academic side
> Eric - **business value in security, low down time**
> Mari - **security and research vulnerability. How do you measure the benefit, hard to get insurance, worst situation is ransomware and losing data**
> Eric **labor market** is tight, wage inflation, how to keep up with a limited number of people. What commodity services should we be outboarding. How can we be **using the staff we have to tackle the complex, and outsource what outside does well**. We need to be more open to outsourcing.
> John - **Flexibility in worksite, appeal to people more by providing flexibility, not be constrained by university policy**
> Phil - does everyone have to be here to be residential, can we rent places for students/workers to touch down, more cost effective? UW on the forefront of future of work.
> Phil - **cloud strategy for research computing and others**
> Phil - **student information services and identity access management** inclusive of identity DEI and preferences

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# Report Out Themes

In the order mentioned, not in order of priority:

> Adaptive technology and **accessibility**
> Technology for **hybrid/remote** participation -- students and employees
  – Taking into account concerns about student learning outcomes
> Better leverage **central solutions**, policies, or approaches; especially in high-risk areas
> **Data** for decision-making
> Shift to **cloud computing**
> **Security**; cybersecurity and physical security
> Concern about **older systems** such as SDB
> Using technology to support **research** computing and administration
> Adapting to the current **labor market** -- e.g., through workplace flexibility and modernizing workplace (e.g. cloud computing)
> Consistent presentation of **inclusive identity** DEI and preferences

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# QUESTIONS

# UW Finance Transformation update

Chris Mercer
Executive Director, UW Finance Transformation

# Overall program status: Yellow

> Our program remains in yellow status; this will not be uncommon leading up to go-live in 2023

> Currently experiencing an increase in budget and schedule pressures as a result of our open resource issues

> Continuing to utilize contractors and contract-to-hires for vacant positions; staffing remains top priority across the program

> Actively managing risks and issues, including preparation for end-to-end testing and closure of remaining design decisions

# Issues

> Ability to fill critical roles with qualified limited-term, full-time employees

> Delayed delivery of enterprise-wide reporting strategy affecting local progress of report planning and remediation

> Staffing issues and risks

**Issues by Priority**



🔴 5 - Severe 🟠 4 - Significant 🟡 3 - Moderate 🟢 2 - Minor
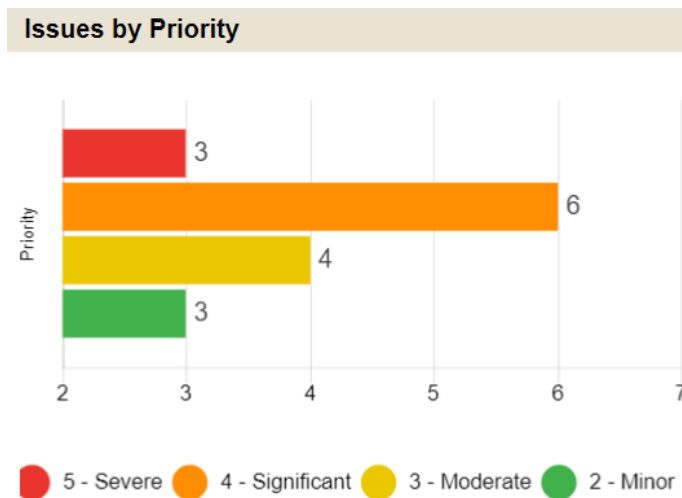
# What's next?

> Closing out Configure & Prototype stage and move into Test stage in March/April 2022

> UWFT Technical Workshops to create a community for technical teams to engage and discuss important topics for remediation and retirement of systems impacted by UWFT

> 2022 Workday Technical Conference: March 21-22

  – Agenda will focus on reporting and analytics, system retirements, data, testing, success stories, use cases and demos

# QUESTIONS

# UWFT Combined Quarterly Report and IT Project Portfolio Executive Summary

Erik Lundberg

Assistant Vice President, Research Computing & Strategy, UW-IT

## UW FT Combined Program

### Executive Summary - 12/31/2021

| Project | Sponsors & Leaders | Program Area | Overall Risk & Project Health * | Budget Rating | Schedule Rating | Scope Rating | Resource Rating | Issues Rating | Actual Cost | Budget |
|---|---|---|---|---|---|---|---|---|---|---|
| **Finance Transformation Combined Program** | Mark Richard Chris Mercer | UW | Yellow (A) | Green | Yellow | Yellow | Yellow | Yellow | $149,364,000 | $339,906,000 |
| **Functional** | Paula Ross | Program | Yellow ↑ | Green | Yellow | Green ↑ | Yellow | Yellow ↑ | $14,435,479 | -- |
| **Technical** | Gail Rogers | Program | Yellow ↓ | Green | Yellow | Yellow ↓ | Yellow | Yellow ↓ | $21,682,076 | -- |
| **Change Management** | Jeff Bishop | Program | Yellow ↑ | Green ↓ | Yellow | Green | Green ↑ | Yellow | $4,136,869 | -- |
| **Project Management** | Elise Barho | Program | Yellow | Green | Green | Green | Yellow | Green | $4,558,155 | -- |

### Enterprise Systems Remediation

| Project | Sponsors & Leaders | | Overall Risk & Project Health * | Budget Rating | Schedule Rating | Scope Rating | Resource Rating | Issues Rating | Actual Cost | Budget |
|---|---|---|---|---|---|---|---|---|---|---|
| **UW Medicine** | Sarah Cantwell | | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | $7,026,670 | -- |
| **Research Administration** | Ryan Green | | Yellow ↑ | Green | Yellow ↑ | Yellow ↑ | Yellow | Yellow ↑ | $5,445,673 | -- |
| **Finance Readiness Program** | Jeanne Marie Isola | | Yellow ↓ | Yellow ↓ | Yellow ↓ | Yellow ↓ | Green ↑ | Yellow | $4,825,656 | -- |
| **Integrated Service Center** | Greg Koester | | Yellow | Green | Green | Green | Yellow | Yellow | $817,439 | -- |
| **UW-IT** | Rob McDade | | Yellow ↓ | Green | Yellow ↓ | Yellow | Yellow | Green | $4,105,163 | -- |

### Departmental Systems Remediation (Campuses, Schools, Colleges, Departments, Auxiliaries)

| Project | Description | Status | Notes | | |
|---|---|---|---|---|---|
| **Unit Readiness** | Overall readiness of academic, medicine and administrative units | Yellow | The Systems Design Support (SDS) program has completed all sessions for Groups 1, 2, and several key systems that need special attention. The sessions for Plan and Manage the Business (PMTB) process area are delayed due to the Adaptive project and will run concurrently with that project. Retirement sessions are scheduled and will be starting in Jan. Outside of the SDS sessions, the program has not fully engaged with campus on topics such as testing and cutover. | -- | -- |
| **Side System Remediation** | Overall status outside the Core Impl. Program and Collab Partners | Yellow | The TCM team is tracking progress as systems are remediated (e.g., plans, dates, current-future state mappings). Some systems are behind in their deliverables and escalations are proceeding to assist them. There is not enough for most systems to ascertain which cycle of End To End testing they will be ready to complete. The TCM team will be holding workshops and another conference in Q1 to support the units in various topics. | -- | -- |

*9 separate projects under one Combined Program, plus 2 areas of work across the campus*

**Notes:**
(A) The total cost and budget for the project include the initial Readiness project ($23M). Also included in the central budget are Contingency, Reserves and Executive Director funds; and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

1/25/22

↑ Improvement over previous quarter     ↓ Setback from previous quarter

# UW Enterprise IT Projects

## Project Portfolio Executive Summary - 12/31/21

| Project | Sponsor | Oversight Level * | Overall Risk & Project Health * | Budget Rating | Schedule Rating | Scope Rating | Resource Rating | Issues Rating | Actual Cost | Budget |
|---|---|---|---|---|---|---|---|---|---|---|
| Finance Transformation Combined Program | Mark Richard Chris Mercer | 3 - OCIO | Yellow | Green | Yellow | Yellow | Yellow | Yellow | $149,364,000 | $339,906,000 |
| Advancement CRM Replacement | Julie Brown Dan Peterson | 3 - OCIO | Yellow (setback) | Green | Yellow | Green | Yellow (setback) | Yellow (setback) | $3,822,000 | $4,000,000 |
| Clinical Trials Management System | John Slattery | 2 - UW | Yellow (improvement) (A) final | Red | Green (improvement) | Green | Green | Green (improvement) | $12,257,000 | $15,704,000 |
| UWM Data Analytics Warehouse | Mo Broom, Richard Goss | 2 - UW | Red (setback) | Red | Red (setback) | Red | Red (setback) | Yellow | $3,718,000 | $5,031,000 |
| Electronic Document Management System Replacement | Anja Canfield-Budde | 2- UW | Yellow (setback) | Green | Yellow (setback) | Green | Red | Yellow | $513,000 | $1,100,000 |
| Continuum Online Apps | Marlon Buchanan | 2 - UW | Red (cancel) | Red | Red | Red | Red | Green | $213,000 | $600,000 |
| MSIM Online Program Management | Anind Dey | 2 - UW | Green (A) final | Green | Green | Green | Green | Green | $226,000 | $216,000 |
| Public Records | Ann Anderson | 1 - UW | Green final | Green | Green | Green | Green | Green | $1,050,000 | $1,150,000 |
| UWF AiMR | Tim Rhoades | 1 - UW | Green | Green | Green | Green | Green | Green | $107,000 | $403,000 |
| UWT Slate | Mentha Hynes-Wilson | 1 - UW | Green (A) final | Green | Green | Green | Green | Green | $147,000 | $150,000 |
| Gradescope | Aaron Timss | 1 - UW | Green | Green | Green | Green | Green | Green | $158,000 | $265,000 |

**11 projects**   $171.6M   $368.5M

**Notes:**

(A) Congratulations to Clinical Trials, MISM Online Program Management, Public Records, and UW Tacoma Slate for successful completion of their projects!

01/25/22   (over for Program Operations impacts)

⬆ Improvement over previous quarter      ⬇ Setback from previous quarter

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| Program Operations | Executive Leadership | | | Major Projects Interdependencies Assessment | Note: ISC and UW-IT resources are tracked within the major projects' budgets |
|---|---|---|---|---|---|
| **Integrated Service Center** | Ann Anderson | UW Enterprise impacts | 🟢🟡 | **Overall status:** Green-Yellow.<br><br>The ISC has numerous open projects, and the largest projects at this time are:<br><br>• **HB2669** – currently in requirement gathering for implementation in June 2022,<br><br>• **UWFT** – FT Program work and updates are captured in the FT Pillar updates.<br><br>Regarding Issues and Mitigations…<br><br>• **Staffing** – the ISC is experiencing attrition and the subsequent recruiting and on-boarding that impacts our resourcing.<br><br>• **Prioritization** – Our project work continues to be fluid and heavily dependent upon state statutes and regulations. Any new large project work is submitted and reviewed by the Workday Committee for prioritization and, if needed, resourcing and funding. | |
| **UW-IT** | Aaron Powell | UW Enterprise impacts | 🟡 | **Overall rating:** Yellow<br><br>• **COVID Impacts** – UW-IT is closely monitoring operations, as COVID impacts are taking a toll amongst staff.<br><br>• **MyChem** – The new application to track the UW's chemical inventory, MyChem, is now live. Roll-out going smoothly. Thanks to EH&S for good collaboration!<br><br>• **Title IX Compliance Reporting** – now live. Thanks to the Title IX Office for personalized thank you letters to UW-IT teams!<br><br>• **UW FT** – Key decisions remain open across all program areas, at times are made without input from key stakeholders. Enterprise financial reporting starting to make progress thanks to clear charge, clear roles and responsibilities and a new workstream leader.<br><br>• **Adv CRM** (UW-IT internal supporting project) – Schedule is in jeopardy due to multiple staff members leaving and challenges in filling and onboarding vacancies.<br><br>• **Staffing Risks** – In additon to above, the two major projects, **UW FT** and **Adv CRM**, are at risk due to staffing. | |

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# UW Enterprise IT Projects

## * Oversight Level Key

1. Overseen by UW management and staff.
   Requires OCIO approval and reporting if over delegated authority.

2. OCIO approval required and regular project reporting.
   Quality Assurance (QA) reporting required, maybe internal or external.
   OCIO may recommend project to be full Technology Services Board (TSB) oversight.

3. High severity and/or high risk, subject to full TSB oversight, which includes TSB approval, written reports to the TSB, periodic status reports to the TSB by the agency director and staff, and submission of other reports as directed by the TSB. External QA reporting required.

## * Project Health Key

● Project is on time, on budget, and within defined scope, with minimal issues.

**Overall Risk Rating of 5-10 is Green**

● Changes to scope, budget, or resources have placed project at some risk. Project has the potential for delays, cost or scope changes.

**Overall Risk Rating of 11-17 is Yellow**

● Major changes to scope, budget or resources have placed project at critical risk. One or more of the following must change in order to proceed: project schedule, resources, budget, scope.

**Overall Risk Rating of 18-25 is Red**

# QUESTIONS

# CIO Reflection: Successes and Challenges

Aaron Powell

Vice President for UW-IT and CIO

# AGENDA

IT successes and challenges for the UW

Influence of the IT Strategy Board

Question:

How can the Board better influence the University to act on recommendations?

# CAMPUS TECHNOLOGY

Successes

Collaboration

Response to rapid change (COVID & technical advancements)

Value-add to the UW mission

Challenges

Adapting to rapid changes in how we work

Recruitment/retention of IT staff

Software costs

# SECURITY

Successes

Assumption of breach practices

Strategies – Microsoft, Proofpoint, Duo

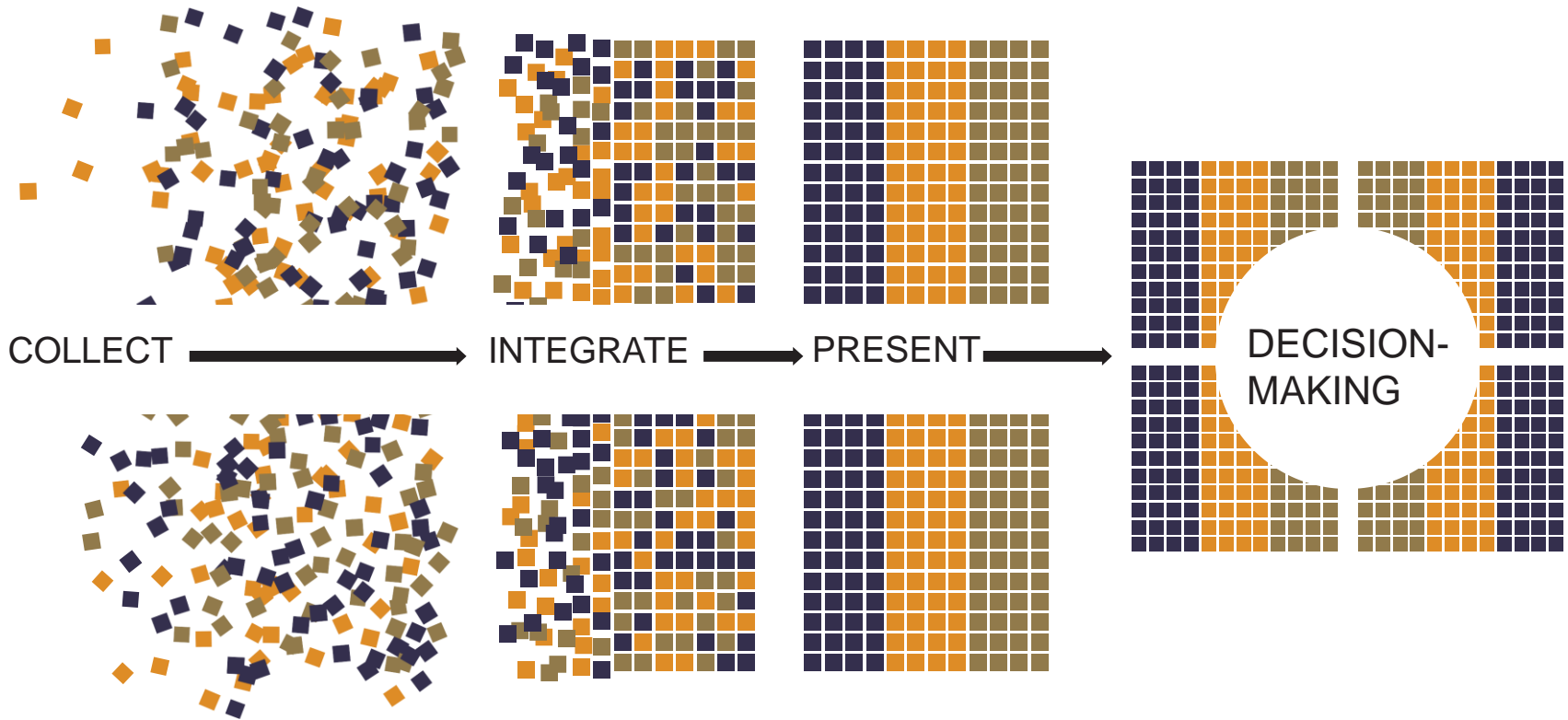Expanding two-factor authentication

Challenges

Enterprise two-factor authentication

Enterprise responsibility in security

Expanding security compliance

Changing compliance requirements

# DATA & DECISIONS



COLLECT → INTEGRATE → PRESENT → DECISION-MAKING

# HYBRID CLOUD / ON-PREM INFRASTRUCTURE

Successes

Hyak supercomputer to UW Tacoma & UW Bothell

Cloud & COVID research

Document management

Challenges

Framework and training for use of cloud

Integration of cloud with on-premise

Frameworks for efficiencies

# STUDENT INFORMATION SYSTEMS

Successes

Improved catalog

Paperless registration

Remote teaching/learning support

Challenges

Older systems

Escalating compliance requirements

Funding base

# IT STRATEGY BOARD

Successes

Periodic technology strategy

Rebalance of funding in support of research

Question

**How can the Board better influence the University to act on recommendations?**