IT STRATEGY BOARD

October 13, 2021

AGENDA

> Call to Order

> Welcome and introductions

> VP for UW-IT and CIO search update

> UW-IT financial landscape

> UW-IT Strategy overview

> Cybersecurity Strategy

> Google Workplace for Education

> UWFT Combined Quarterly Report and
   IT Project Portfolio Review

> Wrap up

VP for UW-IT and CIO Search Update

Eric Neil, Interim Chief Information Office, UW Medicine

QUESTIONS

UW-IT Financial Landscape

Bill Ferris
Chief Financial Officer, UW-IT

FY21 > FY23 Financial Challenges

> Unprecedented Increases – Software & Security $1.1M +

– Microsoft, ProofPoint (Anti-Spam), Canvas, DocuSign, Zoom, etc.

> Investments in Technology Infrastructure - $1M+

– Network Refresh – Wired and Wi-Fi, Intrusion Protection System

> Student Administrative Systems - $1.6M

– Replacing temp funding for MyPlan, UGA, and FAMS

> 4.6% Perm GOF Reduction in FY21 - $1.6M, + other inflationary increases

UW-IT FY22 Budget

Revenue		(Millions)	
GOF/DOF (Perm & Temp)	$	50.6	*48%*
Technology Recharge Fee		23.4	*22%*
Self-Sustaining Revenue		28.4	*27%*
Temp Use of Reserves (Incl SS)		3.4	*3%*
Total	$	105.8	

Expenses	$	109.4

Permanent Funding Gap   **-$3.6**

Increases to -$4.4M by FY 25

Operating Reserves **(Non-Self Sustaining)**

Beginning Balance 7/1/2021 $ 14.8

Without action, the Perm Funding Gap and Temp Commitments will deplete reserves by end of FY24

Long Term Budget Planning - Addressing the Gap

Internal Reductions

> **Reduce 10-14 FTE (Vacancies) to address funding for Student Admin Systems**

Technology Recharge Fee

> **Recommend incremental increases over 4 years to address escalating costs for Enterprise Software licensing**

Use of UW-IT Reserves

> **FY22-FY24 as a bridge to a balanced budget**
> **Temp investments for Google Workplace & Infrastructure Refresh**
> **Continue to maintain an emergency reserve**

Emerging Challenges and Risks

> **Software**

– Google Workplace for Education - $1.8M over 4 Yrs

– Licensing for non-paid populations (ex. Affiliates)

> **Risk and Compliance**

– Cybersecurity threats

– Campus IT Contract and Vendor Advising

> **Infrastructure**

– Tech Refresh – Wired, Wi-Fi, Data Center

– Cost Increases – (20% chip increases)

> **Staff Retention & Recruiting**

– Competitive Market Salaries

> **Finance Transformation**

– Operating model support and campus system remediations

QUESTIONS

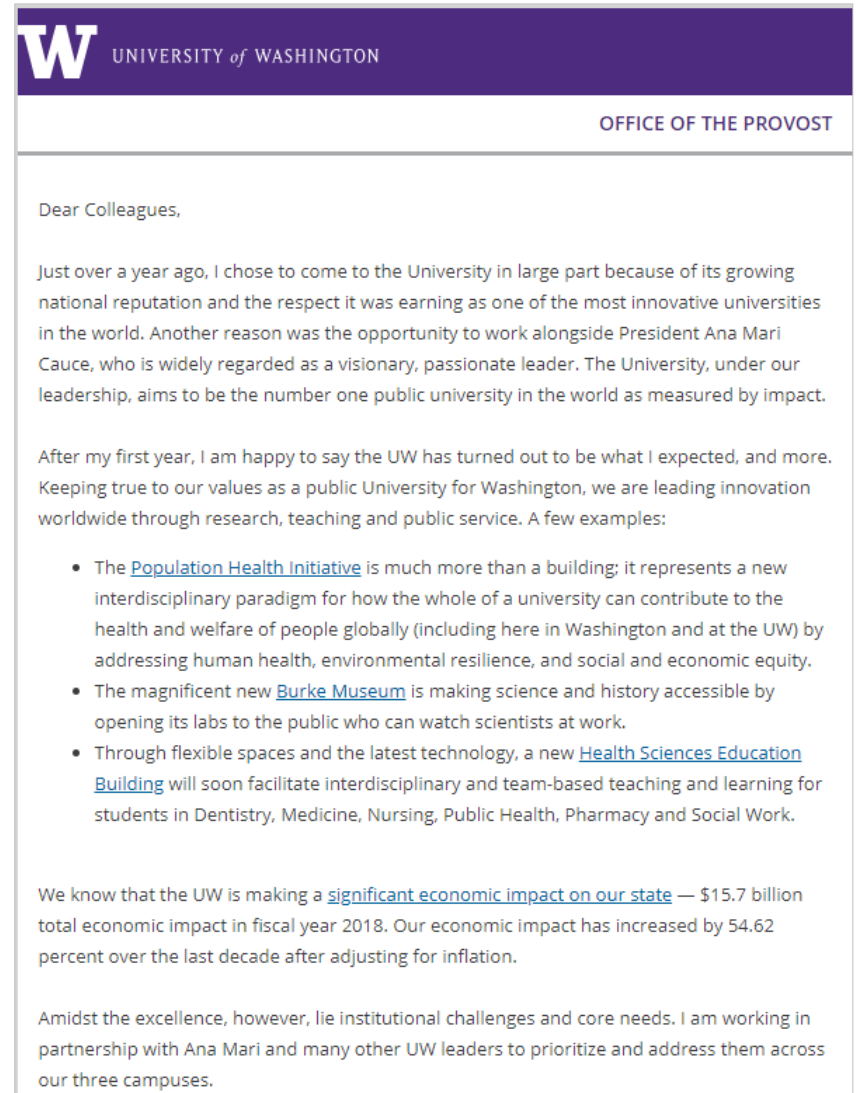# UW-IT Strategy Overview

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

Making Core Investments to Advance our Mission

We are playing the long game to build a better university, and to secure a more stable foundation for serving our students and the state of Washington in the future.

- Provost Mark Richards

UW–IT Strategy

Good technology, well-delivered, for a better University

Enhance the student experience

Advance world-class research

Enable academic administration

Modernize UW business administration

Support the workforce

Build technology foundations

Manage enterprise risk

Strategic Issues for the Upcoming Year, 2021-2022

> Two items in the Foundations layer (today)

– Cybersecurity

– Google Workspace for Education

> Increasing vendor costs

> Research Computing Strategy update

QUESTIONS

Cybersecurity Strategy

Rebekah Skiver Thompson
Associate Vice President and Chief Information Security Officer, UW-IT

Office of the CISO Program

> ## Strategy

– Provide policy, consulting, analysis, incident response and educational services to the UW community that reduce risk, increase awareness, improve security posture, and provide timely and actionable information related to cybersecurity risk, IoT-related risks, and IT Vendor Risk Management.

> ## Focus

– Maturing information security program, increasing outreach, and raising risk awareness.

Risk Landscape

> Cybersecurity as a hot topic but seen as a problem for someone else to solve

> Ransomware on the rise

> Cybersecurity as an arms race

> Resource constraints

ERM Initiatives

Six information security-related initiatives

1. Cyber Insurance
2. Communications Plan for significant security breach/ransomware event
3. Business Continuity Plan for significant disruption of IT services
4. IT Security Compliance mandates related to research grants and contracts
5. IT Vendor Risk Management and Procurement Practices
6. Common Collaboration Practices and their security protocols

QUESTIONS

Google Workplace for Education

Erik Hofer

Associate Vice President for Academic Services, UW-IT

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 - 9/30/2021

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 ↑	$130,021,000	$339,906,000
Functional	Paula Ross	Program	yellow ↑ (B)	green	yellow ↑	yellow	yellow	yellow	$12,992,588	--
Technical	Gail Rogers	Program	yellow ↑ (B)	green	yellow	green	yellow ↑	yellow ↑	$15,655,201	--
Change Management	Jeff Bishop	Program	yellow ↓ (B)	green	yellow ↓	green	yellow ↓	yellow ↓	$3,390,255	--
Project Management	Elise Barho	Program	yellow ↑ (B)	green	green ↑	green ↑	yellow ↓	green	$3,997,059	--

Enterprise Systems Remediation

Project	Sponsors & Leaders	Program Area	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
UW Medicine	Sarah Cantwell		yellow ↑ (B)	yellow	yellow ↑	yellow	yellow ↑	yellow ↑	$5,041,698	--
Research Administration	Ryan Green		yellow ↓ (B)	green	yellow ↓	yellow ↓	yellow ↑	yellow	$4,489,419	--
Finance Readiness Program	Jeanne Marie Isola		yellow ↑ (B)	green ↑	green ↑	green ↑	yellow	yellow	$3,705,616	--
Integrated Service Center	Greg Koester		yellow ↑ (B)	green ↑	green ↑	green ↑	yellow ↑	yellow	$77,570	--
UW-IT	Rob McDade		yellow ↑ (B)	green	green ↑	yellow	yellow ↑	green ↑	$3,574,804	--

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

Project	Sponsors & Leaders	Overall Risk & Project Health *	Notes	Actual Cost	Budget
Unit Readiness	Overall readiness of academic, medicine and administrative units	yellow	The Systems Design Support (SDS) program has completed all sessions for Group 1 systems and has begun the process with Group 2. They are also running separate groups for key systems that need special support.	--	--
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). Group 1 systems are somewhat behind on these deliverables and the team is following up.	--	--

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

Notes:

(A) Program schedule and budget extensions approved by Board of Regents in September, 2021. Contingency, Reserves and Executive Director funds are maintained in the central budget, and underspending within sub-projects will be moved to Reserves in the central budget on a monthly basis.

(B) Total Budget allocation to sub-projects will not be shown going forward, since they vary month-to-month, due to central budget management practices.

10/12/21

↑ Improvement over previous quarter   ↓ Setback from previous quarter

UW Enterprise IT Projects

Project Portfolio Executive Summary - 09/30/21

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 ↑ (A)	Green	Yellow	Yellow	Yellow ↑	Yellow ↑	$130,021,000	$339,906,000
Destination: One	Tim Dellit	3 - UW	Green ↑	Yellow	Green	Green	Green ↑	Green ↑	$181,668,000	$171,500,000
Advancement CRM Replacement	Julie Brown Dan Peterson	3 - OCIO	Yellow	Green	Yellow	Green	Green	Green	$3,347,000	$4,000,000
Clinical Trials Management System	John Slattery	2 - UW	Yellow ↓	Red ↓	Yellow	Green	Green ↑	Yellow	$11,881,000	$15,704,000
UWM Data Analytics Warehouse	Mo Broom, Richard Goss	2 - UW	Red ↓	Red ↓	Yellow ↓	Red ↓	Yellow ↓	Yellow ↓	$3,351,000	$5,031,000
Electronic Document Management System Replacement	Anja Canfield-Budde	2- UW	Yellow ↓	Green	Yellow ↓	Green	Red ↓	Yellow ↓	$147,000	$1,100,000
Continuum Online Apps	Marlon Buchanan	2 - UW	Gray (pause)	Gray	Gray	Gray	Gray	Gray	$213,000	$600,000
Campus Space Management Modernization	Tim Rhoads	2- UW	Yellow (final)	Yellow	Yellow	Yellow	Green	Green	$284,000	$330,000
MSIM Online Program Management	Anind Dey	2 - UW	Green ↑	Green	Green	Green ↑	Green ↑	Green ↑	$223,000	$216,000
Public Records	Ann Anderson	1 - UW	Green	Green	Green	Green	Green	Green	$831,000	$1,150,000
UWF AiMR	Tim Rhoades	1 - UW	Gray (new)	Gray	Gray	Gray	Gray	Gray	$0	$403,000
UWT Slate	Mentha Hynes-Wilson	1 - UW	Green	Green	Green	Green	Green	Green	$147,000	$150,000
EvanTEL	Alison Cullen	1 - UW	Green ↑ (final)	Green	Green ↑	Green ↑	Green	Green	$100,000	$100,000
Gradescope	Aaron Timss	1 - UW	Green	Green	Green	Green	Green	Green	$70,000	$85,000
14 projects									$332.3M	$540.3M

Notes:

(A) BoR approved extensions to the schedule and budget for the UW FT Program in September, 2021.

10/12/21   (over for Program Operations impacts)

↑ Improvement over previous quarter   ↓ Setback from previous quarter

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	🟡	• **Covid Vaccination Verification** – Tracking vaccine verification in Workday, with verifications by Academic partners, HR partners, and I-9 Coordinators. Onboarded Huron consultant. Go-live was late Sep, 2021. • **Merit 2021** – Develop and implement Merit Salary Increases in Workday for FY2. All data has been loaded. Corrections and changes are in process. Expected completion Sep, 2021. • **Open Enrollment for 2022** – End-to-End testing late Sep - early Oct. Includes New limited FSA Plan offering for employees in HSA (previously unavailable). • **2021 FSA/DCAP Events** – Adding additional election opportunities for employees without a qualifying event. • **House Bill 2669 (Adding part time employees to state civil service)** – (YELLOW, due to staffing) – Working on Jan 2021 requirements. Jan 2022 requirements remain undefined. July 2022 requirements remain undefined. The COVID Vaccination Verification effort continues to add configuration work requiring reprioritization. Actively recruiting, but new staff is likely weeks away. • **Multiyear Clinical Faculty** – The faculty senate has open legislation to create a new multi-year clinical faculty appointment. Current go-live date is Jan 2, 2022. Office of Academic Personnel is doing the bulk of the work and ISC staff will implement in Workday Production. • **HCA Dual Enrollment PEBB/SEBB Changes for 2022** – UW employees will be prevented from dual enrollment in PEBB and SEBB coverage, and will be able to decline dental insurance if they are enrolled in SEBB. Will be made available for Open Enrollment for 2022. • **Long Term Disability (LTD) Plans Redesign for 2022** – The state of WA is requiring redesign of the UW's basic and optional LTD plans, adding new plans and retiring existing plans effective January 1, 2022. There will be enrollment opportunity Nov-Dec, 2021 for employees to elect the new plans or opt out.	
UW-IT	Aaron Powell	UW Enterprise impacts	🟡	• **Vacinnation Validation Tracking** – All-hands-on-deck to implement the governor's mandate, with several UW-IT teams working closely with campus leadership, EH&S, Hall Health, UW HR and others. Top focus besides that is supporting the campus' return to in-person operations. Overall, start of quarter is going smoothly so far. • **UWFT** – Resourcing and retention appears as a major go-live risk. Testing timeline, especially end-to-end testing appears too condensed to provide certainty about robust UW operations at go-live. Lack of progress in key functional areas such as reporting creates further risk. • **ADV CRM** – The main project is managing schedule, risks and work appropriately. UW-IT work is on track. • **MyChem** – UW-IT development work to rebuild UW's chemical asset inventory application is complete. Business partner requested second go-live delay to December 2021, due to lack of bandwidth. Key risk is losing the UW-IT technical resource responsible for the work. • **Title IX** – Several UW-IT teams are working on tracking compliance with Title IX training mandate. Reporting is live to track compliance with training requirement for employees. Tracking for student population expected next month.	

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