IT STRATEGY BOARD

October 28, 2019

AGENDA

> Call to Order
  - Welcome and introductions
  - Governance Board Update
  - Agenda topics for 2019-2020

> Cybersecurity Strategy

> UW Finance Transformation
  - Scope, risks, funding, impacts to campus

> IT Project Portfolio Executive Review

> Wrap up

IT Governance Board Update

Aaron Powell
Vice President for UW-IT and CIO

IT Governance Board Update

> ## IT Service Investment Board (5/30 meeting)

  – **UW Finance Transformation update**: Issues discussed included program staffing risks, funding model and impacts to units, expectations for cost savings and impacts to units

  – **Data Governance**: Support for new model and importance of establishing an institutional data governance structure

  – **Data reporting and analytics**: Update on initiatives underway, including BI Portal, UW Profiles, and student and instructor analytics

  – **Priorities for 2019-20:** UW Finance Transformation, UW-IT strategy and investments

> ## IT Service Management Board (meets monthly)

  – Board generated a list of 20+ recommendations for UW-IT, such as improving an existing service, requesting a new service, or continuing an existing (at risk) service

  – Board prioritized the list at its October 21 meeting and selected seven topics for further investigation

IT STRATEGY BOARD PROPOSED AGENDA 2019-20

Aaron Powell

Vice President for UW-IT and CIO

UW-IT: Supporting the UW Mission

Leveraging IT to enable transformation at the UW

Prepare IT across the UW to adapt and respond to a changing future through:

Joint IT decision-making • Clearly defined IT strategy • Well architected IT landscape

Enhance the student experience

Advance world-class research

Enable academic administration

Modernize UW business administration

Build technology foundations

Manage enterprise risk

Support the workforce

Strategy Board Proposed Agenda 2019-20

> Modernize UW Business Administration
  - UW Finance Transformation

> Manage Enterprise Risk
  - Cybersecurity Strategy

> IT Project Portfolio Executive Review

> UWFT Update (as needed)

> Advance World-Class Research
  - Research Strategy
  - Technology Foundations (including Network and Cloud strategy)

> IT Project Portfolio Executive Review

> Enable Academic Administration

> Manage Enterprise Risk

> IT Project Portfolio Executive Review

Cybersecurity Strategy

Kirk Bailey

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

Rebekah Skiver Thompson

Director and Deputy Chief Information Security Officer, UW-IT

Agenda

> Threat Landscape

> Approach

> Challenges

Threat Landscape

> **Cyber attacks** and **data fraud/theft** in Top 5 Global Risks in Terms of Likelihood (World Economic Forum Report 2018-2019)

> UW's footprint in cyber realm

— Wired devices: 275k

— Wireless devices: 100k

— Mix of public vs private IP space

> Top ranked university; global leader in research; University Affiliated Research Center (UARC)

> Threats

Approach

> Risk-based approach

> Technical controls

> Consulting services

> Strategic partnerships

> Education and outreach

> Incident response and investigations

> Cyber Intelligence Program

Challenges

> Cybersecurity as an arms race

> Hiring difficulties

— Cybersecurity shortage

— Non-competitive salaries

> Prioritization

QUESTIONS

UW Finance Transformation

Ed Loftus

Assistant Vice President for Finance Transformation

Aaron Powell

Vice President, UW-IT and Chief Information Officer

UWFT Program Objective

The objective of UWFT is to modernize the University's finance and procurement policies, processes and systems in order to move to a single system of record for all of UW. This transformation will result in a consistent and **common set of business practices and data** that enable ongoing timely, accurate and informed decision-making and reduce risk.

> While efficiencies and productivity gains will take time to realize, the program will immediately seek to improve accuracy of reporting and data analytics for accounting, budgeting, planning, procurement, cash and grants management.

> Prior to go-live, benchmarks for administrative operational and process efficiencies at the unit level will be established and tracked to guide an overall reduction in UW administrative expenses. The program will seek to **reduce total institutional costs** for finance and procurement administration by 15 percent over 2018 levels by 2027.

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UWFT Overview – Progress

> **Scope:** Significant effort has gone into ensuring program scope is being clearly defined

> **OCM:** The Organizational Change Management (OCM) strategy has been developed; we are where we should be at this point in time

>> OCM was recently separated from Op Model work

>> OCM approach to date has been targeted engagement and communications; broader outreach to launch in Implementation Phase

>> Change impacts are being captured and mitigation plans built (and where applicable, acted upon now)

>> Tactical plans for change management and communications due at end of Design

> **Operating Model:** Significant runway to stand up our new Op Model

>> Varying levels of shared – Enterprise-wide, Organization-wide, Regional Hub

> **A Balancing Act:** Efforts have been underway throughout Readiness and Design to better understand and anticipate impacts to competing resource needs as well as adaptability of other systems

>> This area of concern was a key driver toward fully funding the resourcing of the UWFT program rather than relying solely on contributed labor

UWFT Overview – Progress

7/1/22 "Wave 1" Go Live ⭐
11/1/22 "Wave 2" (Adaptive) Go Live

END-USER TRAINING

USER ACCEPTANCE TESTING (UAT)

PROCESS DESIGN WORKSHOPS

END-2-END TESTING

| PLAN 2 months | ARCHITECT 7 months | CONFIGURE & PROTOTYPE 9 months | TEST 9 months | DEPLOY 3 months |

PTTs

USER PLAYBACK SESSIONS

PAYROLL PARALLEL TESTING

CHANGE CHAMPIONS NETWORK

TRAIN-THE-TRAINER
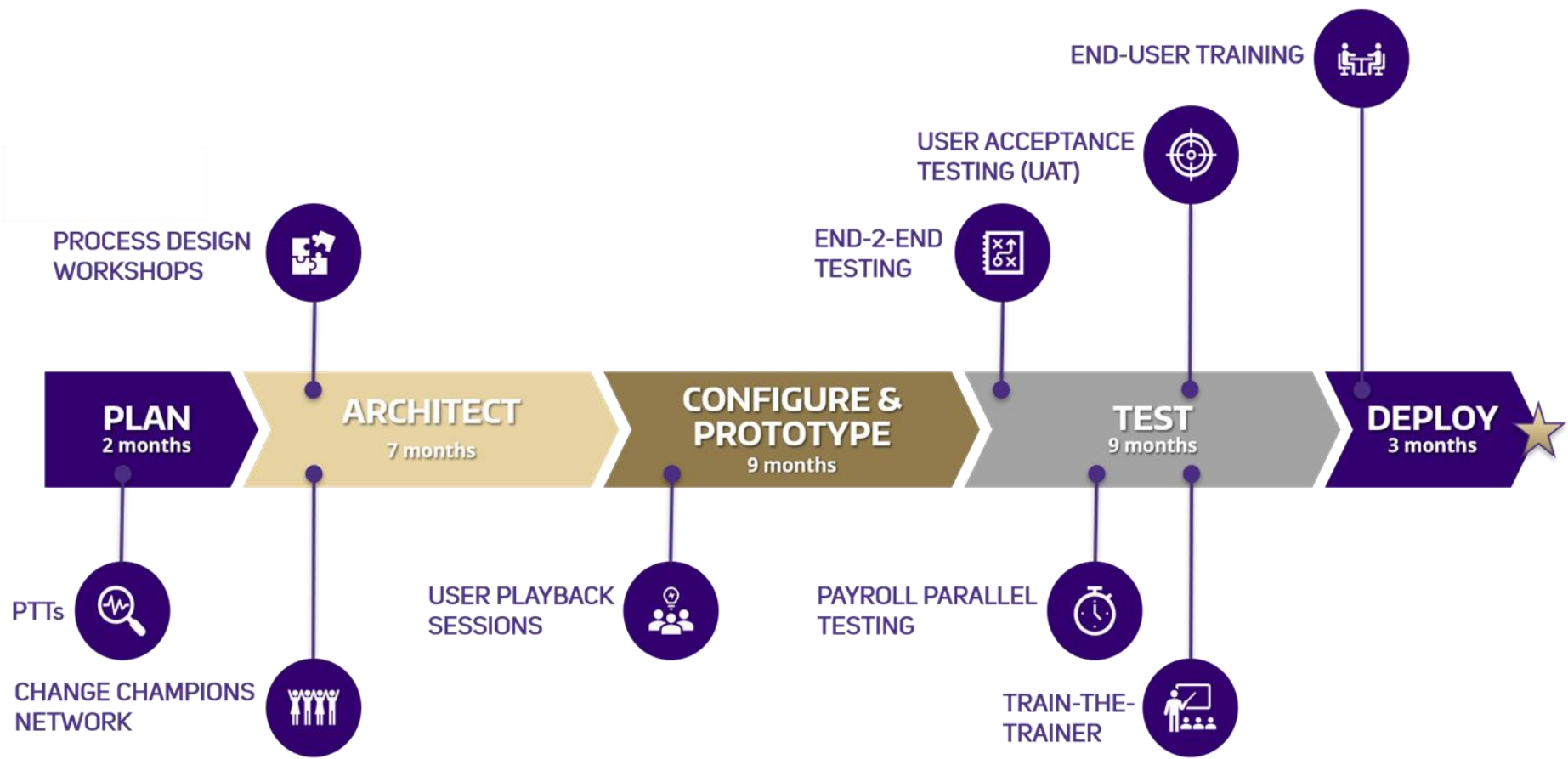
Discussion Questions

> Perspective on change tolerance within UW community given other major projects also underway

– Destination One, Northwest Hospital Integration, Advancement CRM, etc.

> View of UW community's awareness of UWFT and understanding of magnitude of change involved

– How to build awareness, and manage expectations

> Advice to how to balance projects within UW-IT to maintain momentum on other mission-critical efforts

QUESTIONS

IT Project Portfolio Executive Review

Aaron Powell
Vice President, UW-IT and Chief Information Officer

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

UW Enterprise IT Projects

Project Portfolio Executive Summary - Sep 30, 2019

Project	Sponsor	Oversight Level *	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
Destination: One	Tim Dellit	3 - UW	Yellow ↓ (A)	Green	Green	Green	Green	Yellow ↓	$44,137,507	$159,500,000
Finance Transformation Readiness	Mark Richards	3 - OCIO	Yellow ↓ (B)	Green	Green	Yellow ↓	Yellow	Yellow	$19,800,000	$25,500,000
Advancement CRM Replacement	Julie Brown Dan Peterson	3 - OCIO	Yellow ↓ (C)	Green	Yellow ↓	Green	Green	Green	$821,474	$4,000,000
Clinical Trials Management System	John Slattery	2 - UW	Green	Green	Green	Green	Green	Green	$8,461,314	$15,703,970
Northwest Hospital HR & Labor Integration	Nicki McCraw	2 - UW	Green ↑ (D)	Green	Green	Green	Green	Green ↑	$7,741,000	$14,974,000
Pharmacy Inventory Management System	Shabir Somani	2 - UW	Yellow (E)	Green	Green ↑	Yellow ↓	Green ↑	Yellow ↓	$14,309,224	$14,911,000
HFS Point of Sale	Pam Schreiber	2 - UW	Green ↑ (F)	Green	Green	Green	Green ↑	Green ↑	$310,000	$900,000
F&A Space	Sue Camber	2 - UW	Yellow (G)	Yellow	Yellow	Green	Yellow	Green	$0	$246,000
Transportation System Improvement Project	John Chapman	1 - UW	Green	Green	Green	Green	Green	Green	$3,144,384	$3,344,000
Finance E-Commerce/Touchnet	Brian McCartan	1 - UW	Green new	Green	Green	Green	Green	Green	$0	$1,000,000
ICA Group Sales	Erik Jones	1 - UW	Green ↑	Green ↑	Green ↑	Green ↑	Green	Green ↓	$0	$500

QUESTIONS AND DISCUSSION