

# **IT SERVICE INVESTMENT BOARD**

**May 13, 2020**

**INFORMATION TECHNOLOGY**

UNIVERSITY *of* WASHINGTON



# AGENDA

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- > Call to order
  - IT Governance Board Update
- > Novel Coronavirus Update
  - Impact on Teaching & Learning
  - Impact on UW-IT
- > UW Finance Transformation Program Update
- > Cyber Intelligence Program
- > IT Project Portfolio Executive Review
- > Wrap up

# **IT Governance Board Update**

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# IT Governance Board Update

## IT Strategy Board (April 29)

- > **COVID-19 Update:** An update on how UW-IT and partners responded to COVID-19, supporting the transition to remote instruction and work by securing an enterprise Zoom license, and relying on core technologies already in place (i.e. Canvas, Panopto, 0365 and Google G Suite), as well as introducing some new tools. Teams showed incredible collaboration, agility and resiliency. Support demands skyrocketed, with teams working at peak capacity for weeks. The Board praised this impressive and successful effort.
- > **UW Finance Transformation Update:** The program reported minimal impacts from COVID-19 thus far, with the schedule still on track, and a further evaluation planned for June. The program addressed key concerns raised by the Board, including development of an integrated schedule with key partners, such as UW-IT; timing of engagement with the UW community; and development of the shared services model.
- > **Destination One Update:** The project was moved to red status in January. A comprehensive evaluation was conducted by an external consultant (Deloitte), identifying a lack of clear decision making as a major issue. Project leadership has been replaced, a standard project structure and discipline are now in place, and culture and transparency have been improved.
- > **Advance World-Class Research Strategy:** A presentation on UW-IT's strategy for supporting research, focused on providing an integrated approach to scientific computing, offering guidance to the most appropriate technologies. This support is critical to the UW's research capabilities, with many examples provided. Funding has increased, but still lags well behind other universities. Challenges include data center capacity, rising demand, and need for a holistic approach to data storage and management. The Board supported a proposal to develop a more strategic approach to corporate and foundation relations.

## IT Service Management Board (meets monthly)

- > The Board presented its [recommendations report](#) to the Vice President for UW-IT and CIO (VP/CIO) in early March and to the IT Service Investment Board on March 11. The VP/CIO is considering next steps on the top recommendations.

# QUESTIONS

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# **Novel Coronavirus (Covid-19)**

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Aaron Powell

Vice President, UW-IT and Chief Information Officer



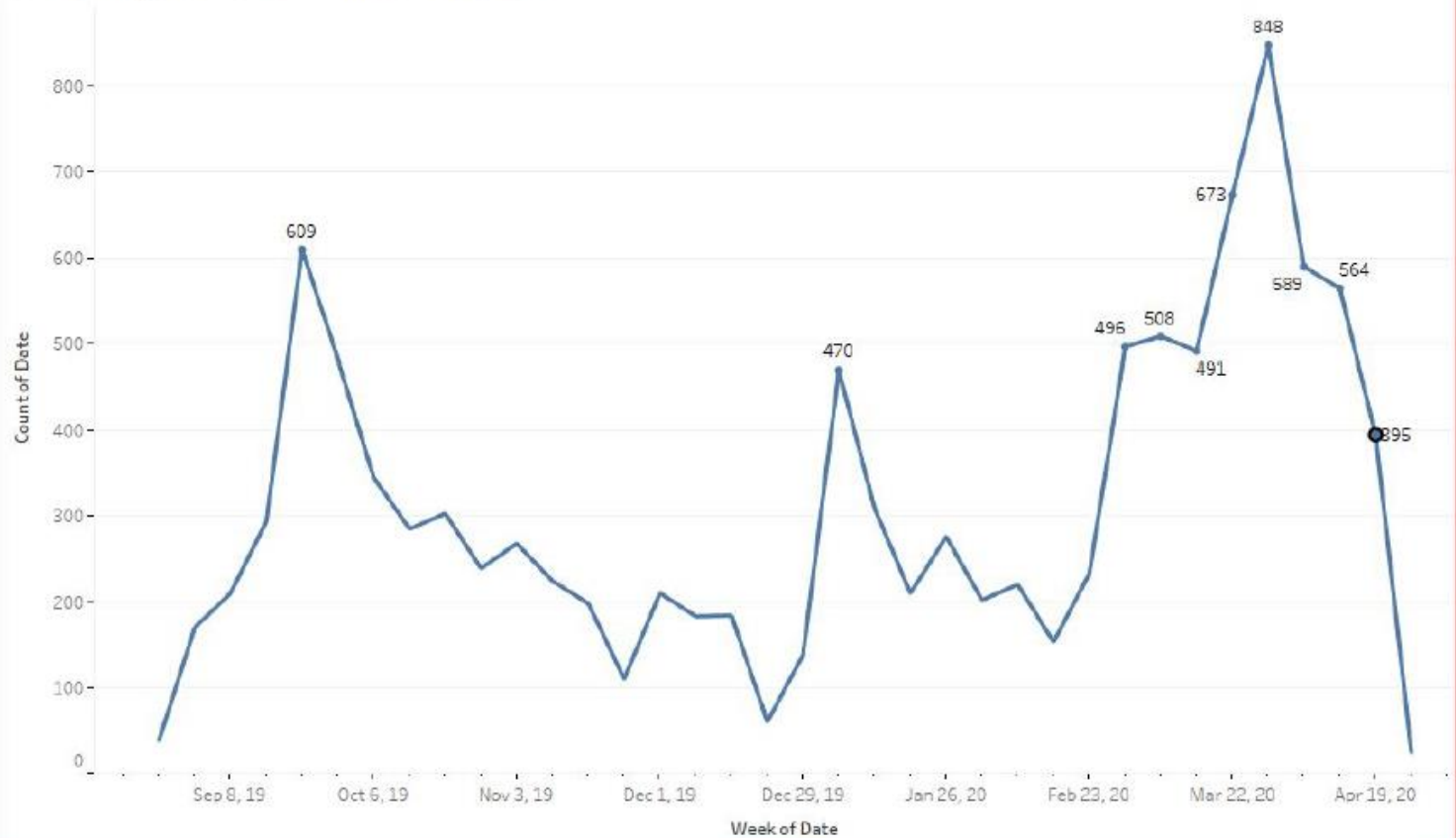
# Impact on Teaching & Learning

Erik Hofer

Associate Vice President for Academic Services, UW-IT



recent longitudinal sum - all tickets for LT



### Technology Support Monthly Summary

Assignment Group Display Value	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	October 2019	November 2019	January 2020	February 2020	March 2020	April 2020	
Zoom Business Management	24	15	13	92	36	13	12	12	11	2	1	1	2	1	14	6
Learning Tech Classroom Response	64	15	34	64	20	20	11	14	40	33	17	9	81	18	26	21
Learning Tech Catalyst	48	34	69	39	62	72	30	29	35	38	25	61	38	36	59	34
Lecture Capture	117	108	68	145	77	52	150	50	111	172	102	74	150	55	240	203
Computer Vet	144	156	164	285	260	128	59	99	352	343	138	72	182	185	66	18
Web Conference Consulting	220	255	211	392	206	175	196	181	220	284	179	147	284	199	1,177	987
Learning Tech Canvas	708	347	509	612	330	409	312	252	662	590	382	323	611	319	999	738
<b>Grand Total</b>	<b>1,325</b>	<b>930</b>	<b>1,068</b>	<b>1,629</b>	<b>991</b>	<b>869</b>	<b>770</b>	<b>637</b>	<b>1,431</b>	<b>1,462</b>	<b>844</b>	<b>687</b>	<b>1,348</b>	<b>813</b>	<b>2,581</b>	<b>2,007</b>

Month of Sys Created On



# Impact on UW-IT

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Aaron Powell

Vice President, UW-IT and Chief Information Officer



# QUESTIONS

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# **UW Finance Transformation Program Update**

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Ed Loftus

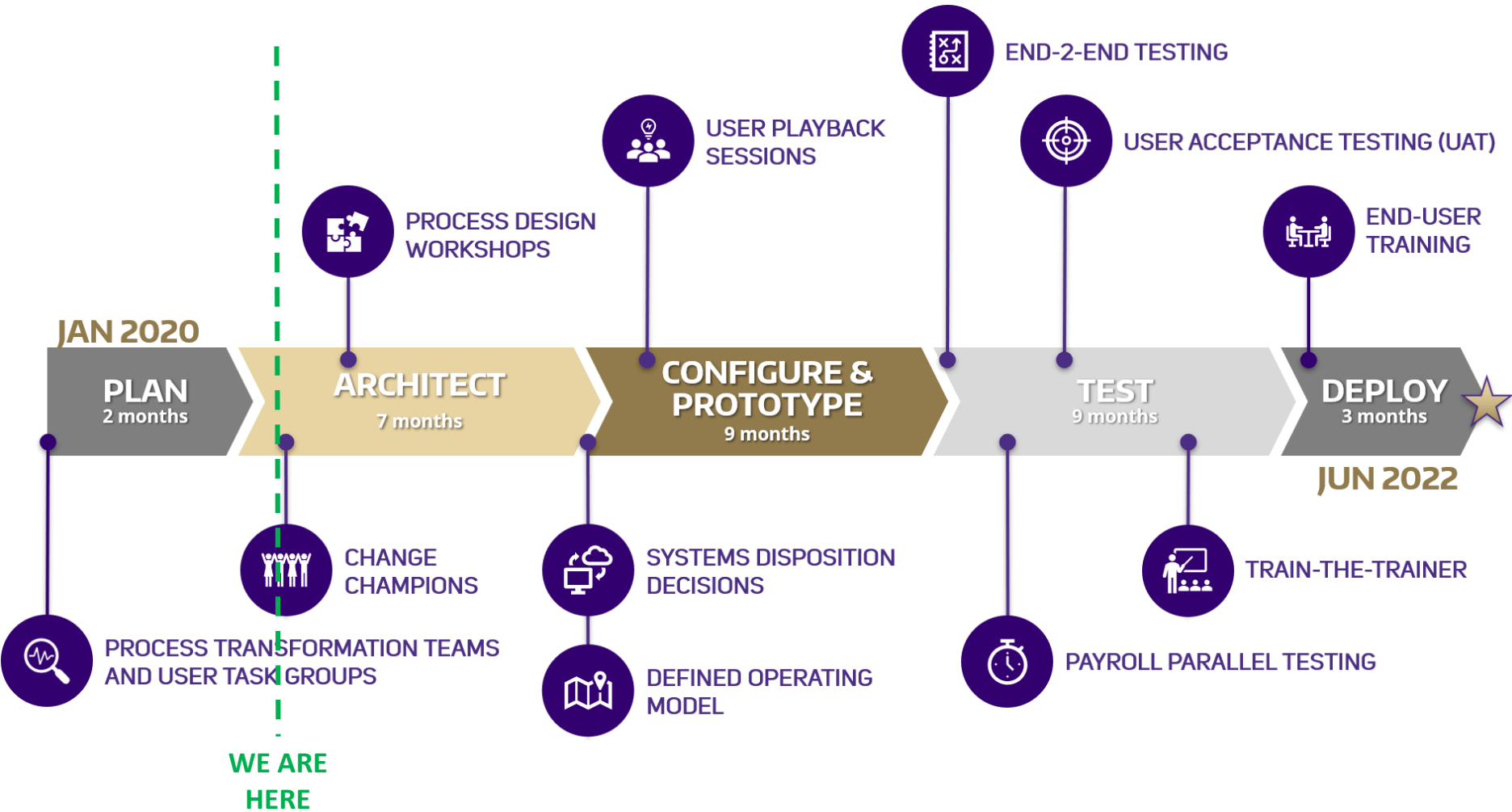
Assistant Vice President for Finance Transformation



# **UWFT Remains Full Steam Ahead**

- > The pandemic has not introduced significant issues to program momentum.
- > Shifting to remote operations has been smooth, meetings and workshops have continued, and the hiring ramp has been maintained within the core program for key roles, enabling:
  - Expansion of campus engagement efforts as planned
  - Deliverables for all program workstreams to stay on track
  - Progress on critical process design decision-making

# Implementation Timeline



# UWFT Monthly Status Report – April 2020

### DELIVERABLE COMPLETION

Count*	%	Δ Month
<b>Complete: 18</b>	<b>26%</b>	<b>+ 3%</b>
<b>In Progress: 40</b>	<b>57%</b>	<b>+ 4%</b>
<b>Not Started: 12</b>	<b>17%</b>	<b>- 7%</b>

\*reflects Plan + Architect deliverables only

Architect Stage Exit Criteria	Count	%	Δ Month
Configuration Workbooks	23	23%	+ 5%
Business Process Workbooks	55	55%	+ 15%
Configuration Tenant	0	0%	+ 0%
Conversion Process	43	43%	+ 17%
Reporting Strategy	0	0%	+ 0%
HRP Remediation Catalog	25	25%	+ 8%
Local vs. Shared Activities	9	9%	+ 2%

### STAFFING FORECAST

Core Team Resourcing: **85% Filled**

### BUDGET ACTUALS SPEND-TO-DATE

Category	Actual Spend	Total Budget	Percentage
Plan/Architect Budget	\$13.9M	\$68.2M	20.4%
Program Budget	\$13.9M	\$244.7M	5.7%

Budget to Actuals: **50% Favorable**

### COLLABORATION PARTNERS

	ORIS	Medicine	UWIT/ITF	Finance
Overall Status	Minor	Minor	Severe	On Track
Staffing % Filled	7%	--	51%	--
Project Plan Architect v1	5/1	5/31	6/26	5/4

### RISKS

Count	Avg.	Closed
<b>17</b>	<b>3.3</b>	<b>8</b>

Δmonth 4.1

Risk Likelihood	1	2	3	4	5
5	0	0	0	0	1
4	0	0	1	2	0
3	0	2	1	3	0
2	0	3	3	0	0
1	1	0	0	0	0

### ISSUES

Count	Avg.	Closed
<b>9</b>	<b>3.8</b>	<b>6</b>

Δmonth 4.0

Severity	Count
Severe	5
Significant	4
Moderate	3
Minor	2
Minimal	1

### DECISIONS

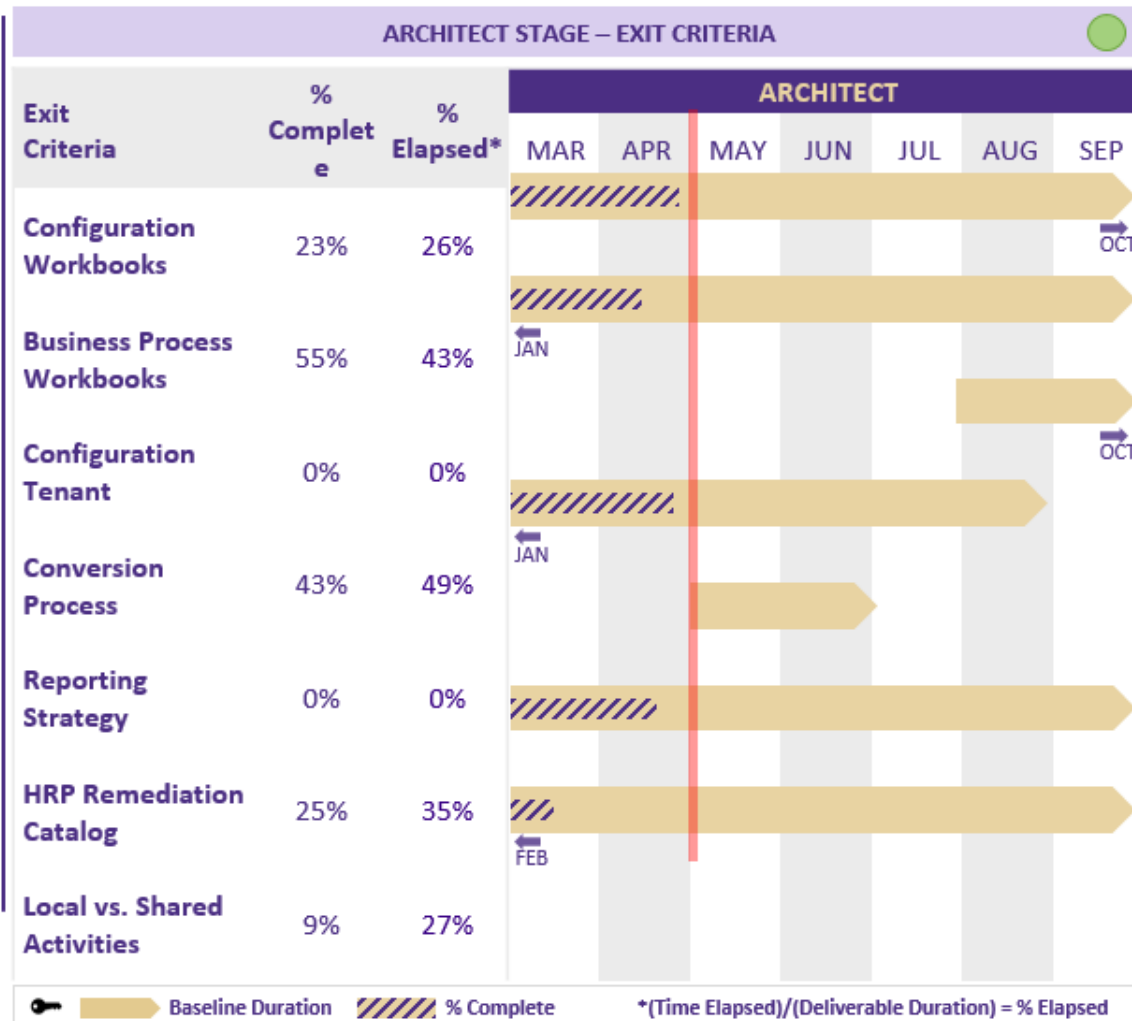
Count	Avg.	Closed
<b>18</b>	<b>3.3</b>	<b>10</b>

Δmonth 3.3

Month	Count
May	1
Jun	2
Jul	2
Sep	2
Oct	1
Dec	1



## UWFT Deliverable Completion – April 2020



### KEY DELIVERABLES COMPLETED - APRIL

- Data Conversion Strategy
- Testing Strategy



### KEY SCHEDULE STATUS COMMENTS

- Adjusted start date for reporting strategy, as noted in March report to align with the start of Entigence, a firm who specializes in higher ed workday reporting
- 15 of 23 Process Design Workshops covering 4 of the 8 end to end processes have been completed per plan
- Initial conversion extract files have been received and data mapping sessions have started for those items identified as necessary for the configuration tenant
- Local vs. Shared information is continued to be gathered as an outcome of the Process Design Workshops with a plan to meet / review with Op Model working group in May

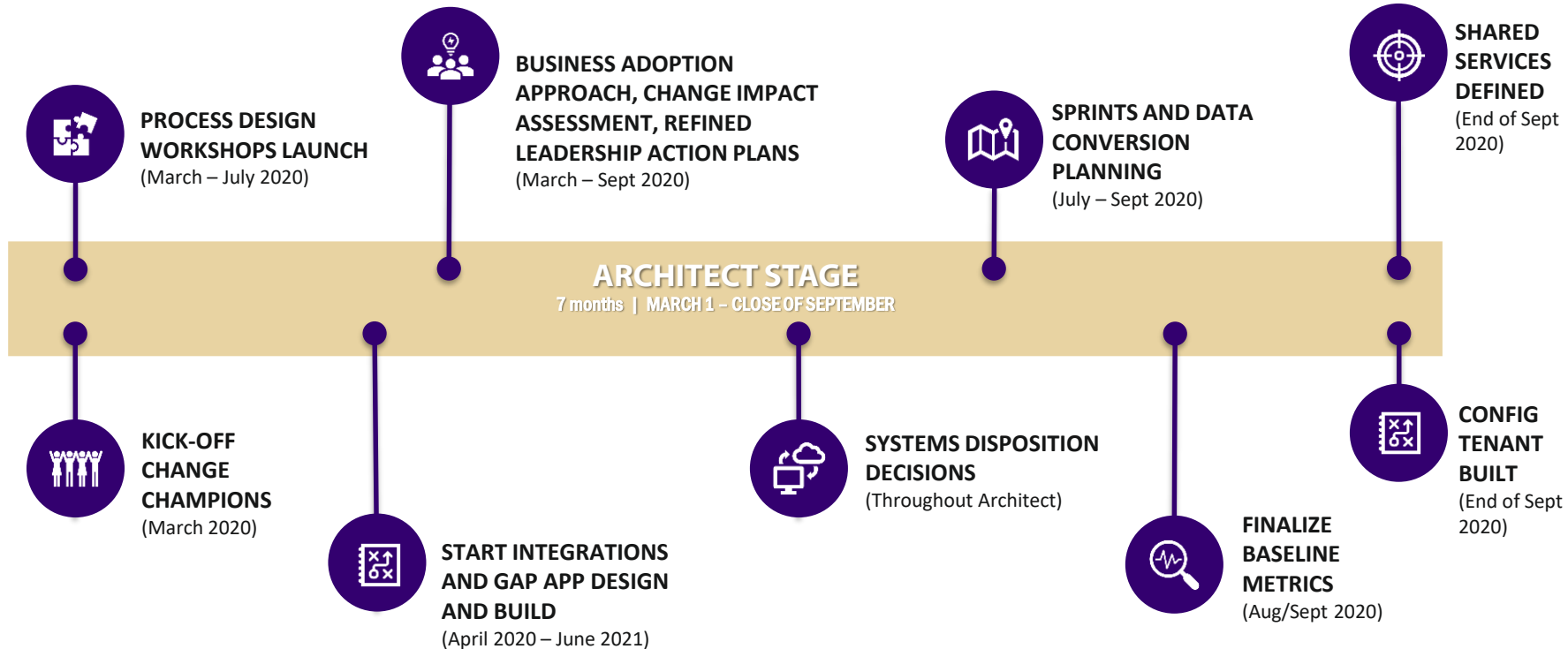
# **UWFT is Achieving Deliverables**

## **Bluecrane March QA report:**

- *“Even though the Program experienced changes to their work activities as a result of the pandemic, **the Program is continuing to meet its commitments**, working collaboratively with external partners, and adjusting to the “new normal” that we are all now experiencing*
- *“More specifically, in March, the Program made significant strides in reducing its risks in three key areas: preparing a more detailed schedule, developing a path forward for addressing technical readiness, and sharing more information on business process design”*

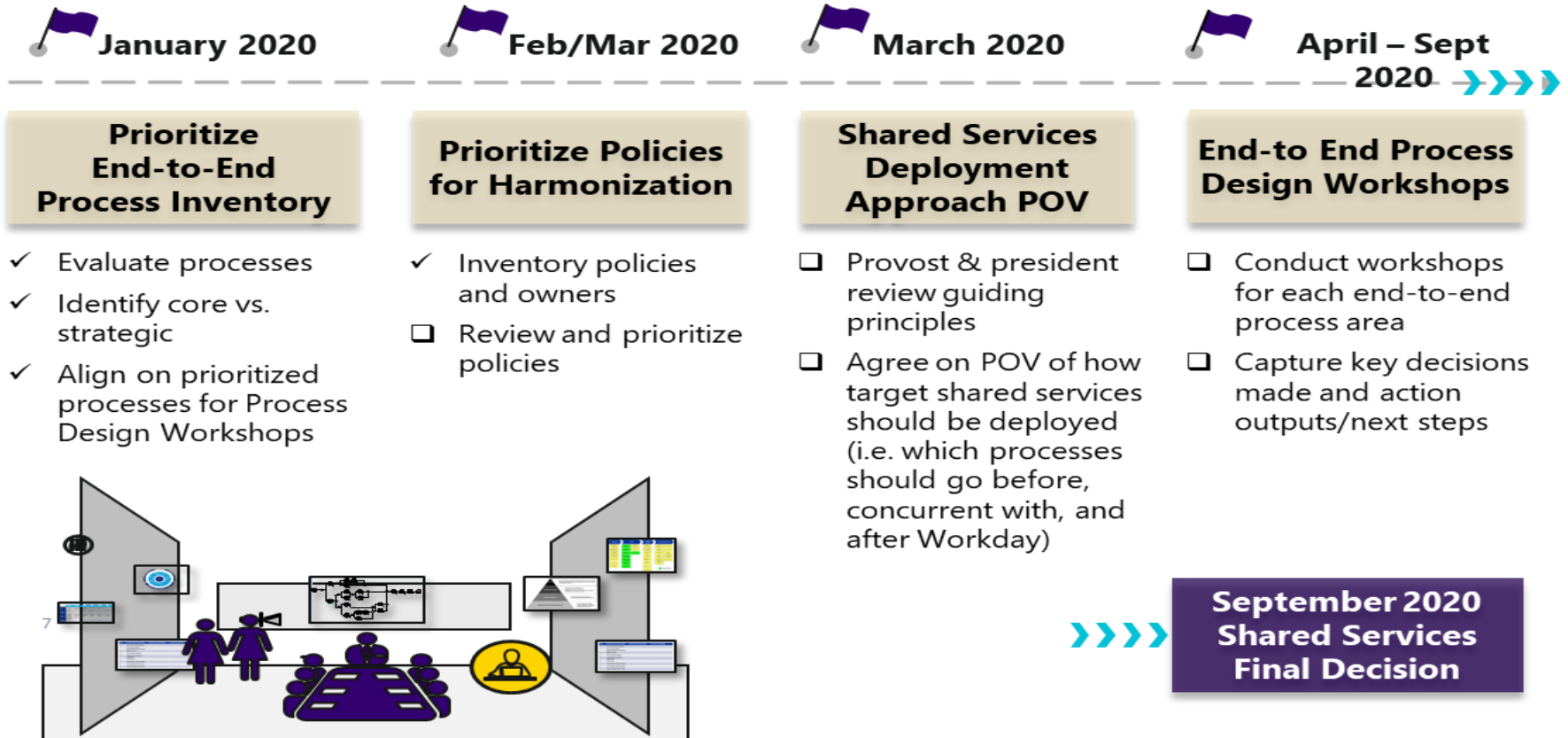


# Key Efforts in Architect



# Our Journey – Business Process Design

Preparing for phasing and conducting End-to-End Process Design Workshops



# Defined Guiding Principles

## DRAFT SHARED SERVICES DEPLOYMENT PRINCIPLES

- |   |  |
|---|--|
| 1 | Shared services should enable process standardization.   |
| 2 | Avoid re-work.   |
| 3 | Minimize Workday go-live risk.   |
| 4 | Establish foundation to achieve efficiency target.   |
| 5 | Shared services should not be opt-in ( <i>We should avoid having 'opt-in' shared services, as doing so will result in inconsistent processes across the organization and complex Workday configuration</i> ) |
| 6 | Hubs stood-up by the time Workday is live ( <i>All Regional hubs will be stood-up and operating by the time Workday is live</i> )  |
| 7 | Build on existing shared services efforts.   |
| 8 | Local Unit Knowledge.  |

# QUESTIONS

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# Cyber Intelligence Program

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Rebekah Skiver Thompson

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



# **Cyber Intelligence Strategy**

- > What is cyber intelligence?
- > Why is cyber intelligence important?
  - Reduces surprise; builds “situational awareness”
  - Helps focus efforts to protect high priority assets
- > Threats, vulnerabilities, assets

# Cyber Intelligence Methodology

- > Determining focus
- > Assumption of breach
- > Building out capabilities with a small team:
  - Weekly intelligence report
  - Security Advocates program - force multiplier
  - Collaboration with other offices (e.g., Privacy, OR, APL)
- > Outreach and education
- > In-house development team

# Current Threats

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- > Daily nuisances
- > Organized crime and Advanced Persistent Threats (APTs)
- > Insider threats



# **Current Threats: Daily Nuisances**

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- > Daily nuisances
  - “Script kiddies”
  - Relatively easy to detect and block
  - Spam, phishing, re-use of passwords, money scams

# Current Threats: Organized Crime & APTs

## > Organized Crime

- Business Email Compromise (BEC)

## > Advanced Persistent Threats (APTs)

- Silent Librarian (aka Cobalt Dickens, Mabna Institute): Iran

- > Targets: Research, technical, or medical universities/educational institutions in North America, Europe

- > Goal: Sell stolen credentials and access to library material

- APT 40 (aka Leviathan, TEMP.Periscope): China

- > Targets: Maritime and engineering-focused entities, including research institutes, academic organizations, and private firms in the US

- > Goal: Espionage aligning with China's Five-Year economic development plans; namely naval modernization

- APT 29 (aka Cozy Bear, The Dukes): Russia

- > Targets: Primarily Western governments and related organizations

- > Goal: Collect intelligence in support of foreign and security policy decision-making; disinformation campaigns

# Current Threats: Insider Threats

- > Insider threats can be malicious, coerced or inadvertent
  - Disgruntled employees
  - Staff, researchers, grad students, etc. compelled to “share” information with home government
  - Includes ever-changing population of users needing new/ongoing education

# Need for Expanded Resources

- > FY21 increases to budget:
  - \$250k from Technology Recharge Fee
  - Possible \$\$ match from Provost Reinvestment Fund
- > Staffing
  - Grow consulting, outreach, education efforts
  - New federal and state laws (privacy, compliance) requiring more resources (consulting, analysis, forensics, IT solutions)
- > Tools
  - Automating analysis in order to free up staff time requires purchasing \$\$ tools

# QUESTIONS

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# **IT Project Portfolio Executive Review**

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Erik Lundberg

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



## UW Enterprise IT Projects



### Project Portfolio Executive Summary - Mar 31, 2020

Project	Sponsor	Oversight Level *	Overall Risk & Project Health *	Budget Rating	Schedule Rating	Scope Rating	Resource Rating	Issues Rating	Actual Cost	Budget
UW Finance Transformation Implementation	Mark Richards	3 - OCIO	(A)						\$35,236,000	\$269,247,000
<b>Destination: One</b>	Tim Dellit	3 - UW	(B)						\$70,415,000	\$159,500,000
<b>Advancement CRM Replacement</b>	Julie Brown Dan Peterson	3 - OCIO	(C)						\$1,385,000	\$4,000,000
<b>Clinical Trials Management System</b>	John Slattery	2 - UW							\$9,546,000	\$15,704,000
<b>Northwest Hospital HR &amp; Labor Integration</b>	Nicki McCraw	2 - UW	<i>Final</i>						\$10,991,000	\$14,974,000
<b>UWM Data Analytics Warehouse</b>	Adam Wilcox	2 - UW	<i>new</i>						\$1,015,000	\$5,172,000
<b>LQI Leases</b>	Susan Camber	2 - UW	<i>new</i>						\$212,000	\$540,000
<b>F&amp;A Space</b>	Sue Camber	2 - UW	(D)						\$50,000	\$246,000
<b>Transportation System Improvement Project</b>	John Chapman	1 - UW							\$3,144,000	\$3,371,000
<b>Finance E-Commerce/Touchnet</b>	Brian McCartan	1 - UW							\$306,000	\$1,000,000
<b>Audit/Compliance of Unstructured Network Data</b>	Xiao-Ping Chen	1 - UW							\$57,000	\$60,000
<b>11 projects</b>									<b>\$132.4M</b>	<b>\$473.8M</b>




**Notes:**

- (A) FT Implementation started Stage 2 in January; this resets the prior ratings from Stage 1. Note that total Budget and Actual Cost includes both stages to show total investment approved by Board of Regents and State OCIO.
- (B) D:1 leadership determined that a three month extension for go-live date is necessary, which will ensure enough time for robust testing.
- (C) Advancement leadership approved a plan to rebaseline the project, with 2021 go live extended by four months.
- (D) F&A determined that InVision solution available through UW Facilities Services will provided the needed functionality through a planned InVision enhancement; that collaborative work will be reflected in June report.



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		<ul style="list-style-type: none"> <li>• Number one priority is COVID-19. Significant effort has gone into updating Workday for new state/federal leave and tax provisions.</li> <li>• For the quarter starting April 1 thru June 30 we are implementing a new approach for Workday changes with both HR partners (AHR and UW-HR) contributing input to a shared priority list and planning the prioritized work against resource capacity. The quarterly priorities and timing are transparent to our shared customers. This is consistent with what was reviewed with partners and customers at the most recent HCM Workday Governance meeting. COVID-19 caused a temporary reprioritization.</li> <li>• Neighborhood Clinics Project launched, a revised resource approach has been proposed given resource constraints with multiple projects. We are on track for the initial phase given we have resource assistance from Huron (brings the knowledge and experience of NWH project, which had a successful go live on January 1st).</li> <li>• We have several key technical openings due to people moving to FT roles and are working on plans to address. We are approaching a higher volume time of the academic year for the ISC and Unit administrators.</li> <li>• Working with UWFT on an engagement model focusing upon HCM remediation.</li> <li>• Do have concerns about resources looking forward as multiple projects ramp up.</li> </ul>
UW-IT	Aaron Powell	UW Enterprise		<ul style="list-style-type: none"> <li>• UW-IT focused on COVID-19 response and maintaining essential university operations, impacts projects. Current Major Projects UW-IT is engaged in: UWFT, Advancement CRM, UW Neighborhood Clinic integration to UW Medicine, D:1.</li> <li>• UW-IT staffing up new Program (ITF) to handle UW-IT's work on UWFT, reporting directly to the CIO. Hiring has slowed down due to COVID-19. UWFT schedule not yet integrated with IT partners, making the feasibility of the planned UWFT schedule unknown. Some concern around key UW-IT and campus staff joining UWFT and how this may impact ability to maintain current financial systems. There is potential for risks to become critical in next few months.</li> <li>• Advancement CRM schedule re-baselined and UW-IT deliverables and timelines defined. Risk is that scope continues to shift. COVID-19 impacts likely in some but not all areas of UW-IT work on this project.</li> <li>• UW Neighborhood Clinic Project just beginning, impact to UW-IT expected to be fairly minimal, due to re-use of solution developed for NWH Project.</li> </ul>

* 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. <b>Overall Risk Rating of 5-10 is Green</b>
 Changes to scope, budget, or resources have placed project at some risk. Project has the potential for delays, cost or scope changes. <b>Overall Risk Rating of 11-17 is Yellow</b>
 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. <b>Overall Risk Rating of 18-25 is Red</b>



**Completed Projects - Mar 31, 2020**

<b>Project</b>	<b>Sponsor</b>	<b>Oversight Level*</b>	<b>Go Live Date</b>	<b>Project Completion Date</b>	<b>Total Project Cost (\$K)</b>
<b>Finance Transformation Readiness</b>	Mark Richards	3 - OCIO	n/a	transitioned to UW FT	absorbed into UW FT Budget
<b>Pharmacy Inventory Management System</b>	Shabir Somani	2 - UW	Final: Sep, 2019	Dec, 2019	\$14,619,000
<b>HFS Point of Sale</b>	Pam Schreiber	2 - UW	Final: Nov, 2019	Nov, 2019	\$755,000
<b>ICA Group Sales</b>	Erik Jones	1 - UW	Final: Oct, 2019	Dec, 2019	no costs - level of staff effort only

# **Wrap Up**

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# QUESTIONS AND DISCUSSION

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