

**IT SERVICE
INVESTMENT
BOARD**

March 29, 2022

INFORMATION TECHNOLOGY

UNIVERSITY *of* WASHINGTON



AGENDA

- > Call to order
 - Governance Board Update
- > UW Finance Transformation update and campus-wide impacts
- > CIO reflection: successes and challenges
- > Update on ERM initiatives
- > Wrap up

Governance Board Update

Aaron Powell

Vice President for UW-IT and CIO

Thayer York

Director of Technology Services, School of Law and Chair, IT
Service Management Board



QUESTIONS

UW Finance Transformation Update and Campus-wide Impacts

Chris Mercer

Executive Director, UW Finance Transformation

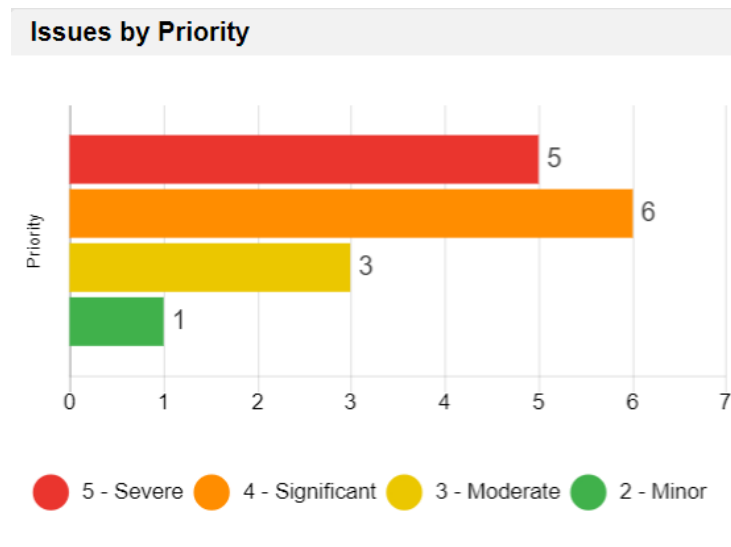


Overall program status: Yellow

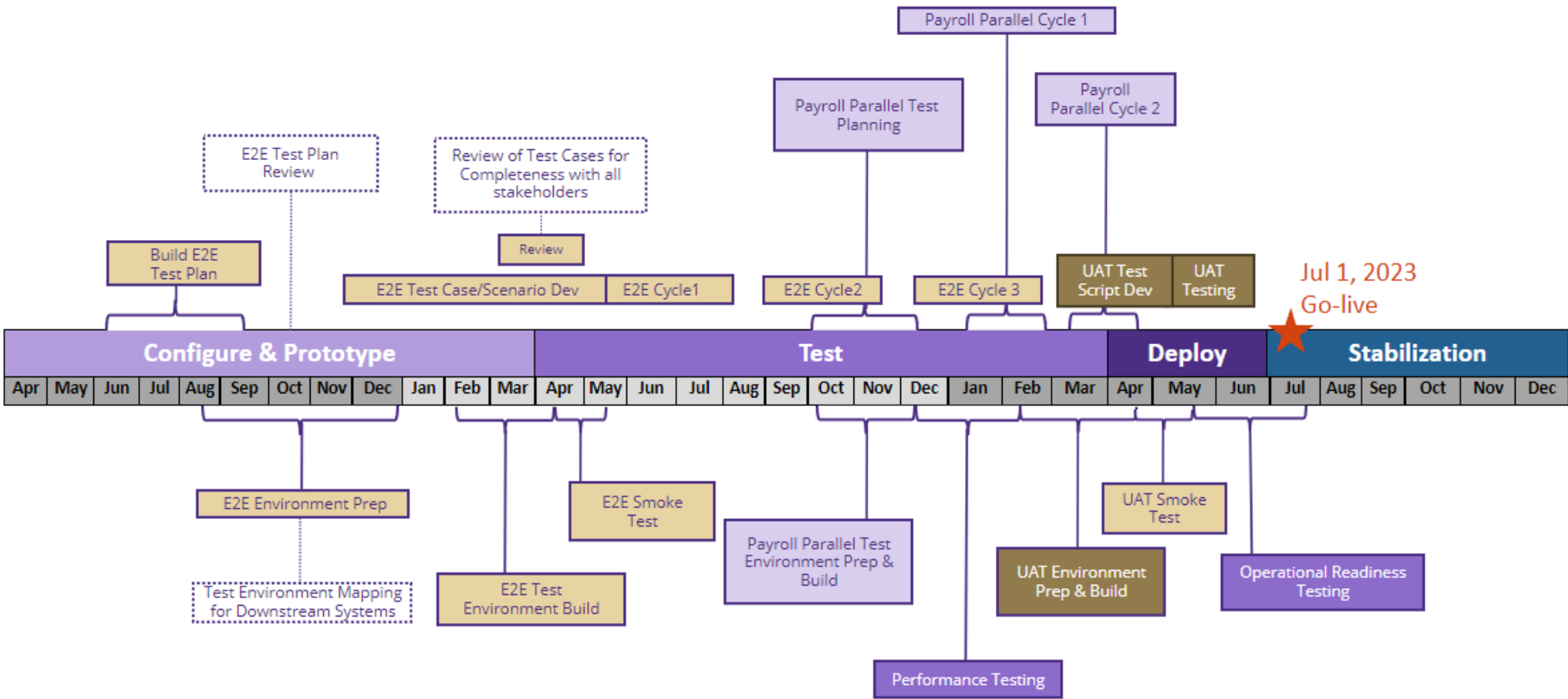
- > Our program remains in yellow status; this will not be uncommon leading up to go-live in 2023
- > Currently experiencing an increase in budget and schedule pressures as a result of our open resource issues
- > Continuing to utilize contractors and contract-to-hires for vacant positions; staffing remains top priority across the program
- > Actively managing risks and issues, including preparation for end-to-end (E2E) 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



Test Planning and Execution Timeline



Updated: 03/04/2022

Testing

> Remediation Efforts

- Identify systems that will participate in E2E Cycle 1
 - All or most of the systems remediation should be completed and unit tested by 07/11/2022 for entry into E2E Cycle 2
 - Any systems with more complex remediations that will extend beyond Cycle 2 (scheduled to end 9/16/2022) need to be identified and timing should be discussed
- > Units will identify the scope of testing for their system(s); UWFT is working with the units to assess which systems should be included in E2E testing
- > UWFT will provide support to the units during E2E testing and other testing activities

Systems: By the Numbers

| UWFT Partner | Deferred | Duplicate | Retain | Retire | TBD | Total |
|--------------|----------|-----------|--------|--------|-----|-------|
| FRP | 6 | 21 | 60 | 103 | 0 | 190 |
| FTT | 0 | 5 | 21 | 24 | 0 | 50 |
| ISC | 0 | 0 | 1 | 0 | 0 | 1 |
| RA | 0 | 1 | 13 | 3 | 0 | 17 |
| UWM | 0 | 5 | 73 | 99 | 3 | 180 |
| Campus Units | 0 | 51 | 181 | 149 | 1 | 382 |
| Total | 6 | 83 | 349 | 378 | 4 | 820 |

Test Stage Definitions

- > **End-to-End (E2E) Testing** – Coordinate with UWFT Pillars/Units to confirm that workflows, inbound/outbound integration, systems remediation and data integrity is successful from start to finish
- > **User Acceptance Testing (UAT)** – Includes Power Users and Process Transformation Team (PTT) members conducting a subset of E2E test scenarios to confirm functionality
- > **Payroll Parallel Testing** – To confirm new finance configuration does not cause inaccurate payroll calculations (gross and net for a select employee population)
- > **Regression Testing** – To confirm that there are no unintended impacts due to configuration changes or Workday releases
- > **Performance Testing** – To confirm that the systems (HCM and FIN) meet performance expectations
- > **Operational Readiness Testing** – Ensures that the people, processes and technology are in place to transition from program operations to support

Post Go-Live Support

- > Streamlining and optimizing governance around the Operating Model
- > Includes support for Shared Environments and Customer Enablement
- > Beginning to compile staffing estimates and corresponding costs for post go-live support
- > Many program resources extend six months beyond implementation and will be included in operational support planning

QUESTIONS



CIO Reflection: Successes and Challenges

Aaron Powell

Vice President for UW-IT and CIO



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

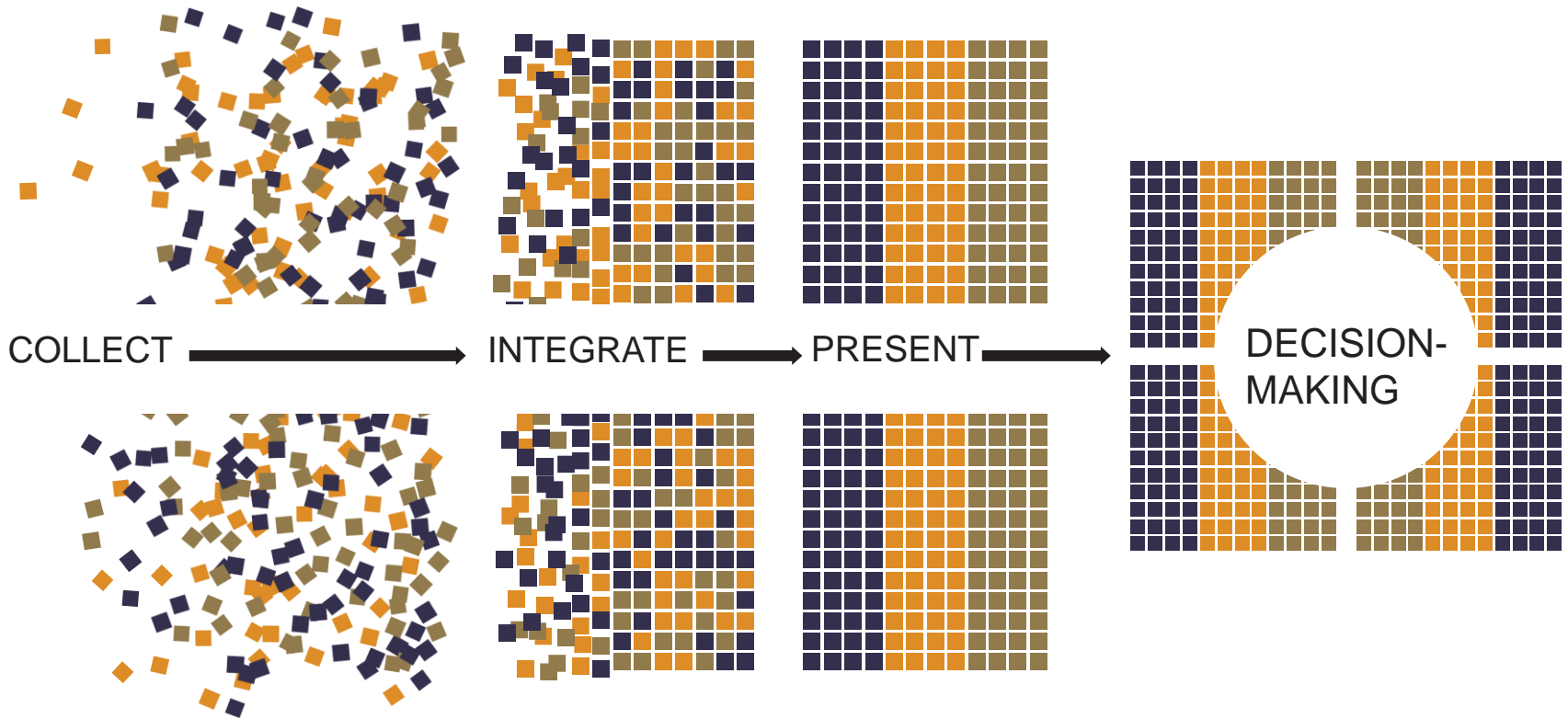
Enterprise two-factor authentication

Enterprise responsibility in security

Expanding security compliance

Changing compliance requirements

DATA & DECISIONS



HYBRID CLOUD / ON-PREM INFRASTRUCTURE

HYBRID



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

QUESTIONS

Update on ERM Initiatives

Joel Tobin

Director, Enterprise Risk Management & Coordinated Compliance

Jane Yung

Executive Compliance and Risk Officer, Compliance and Risk Services



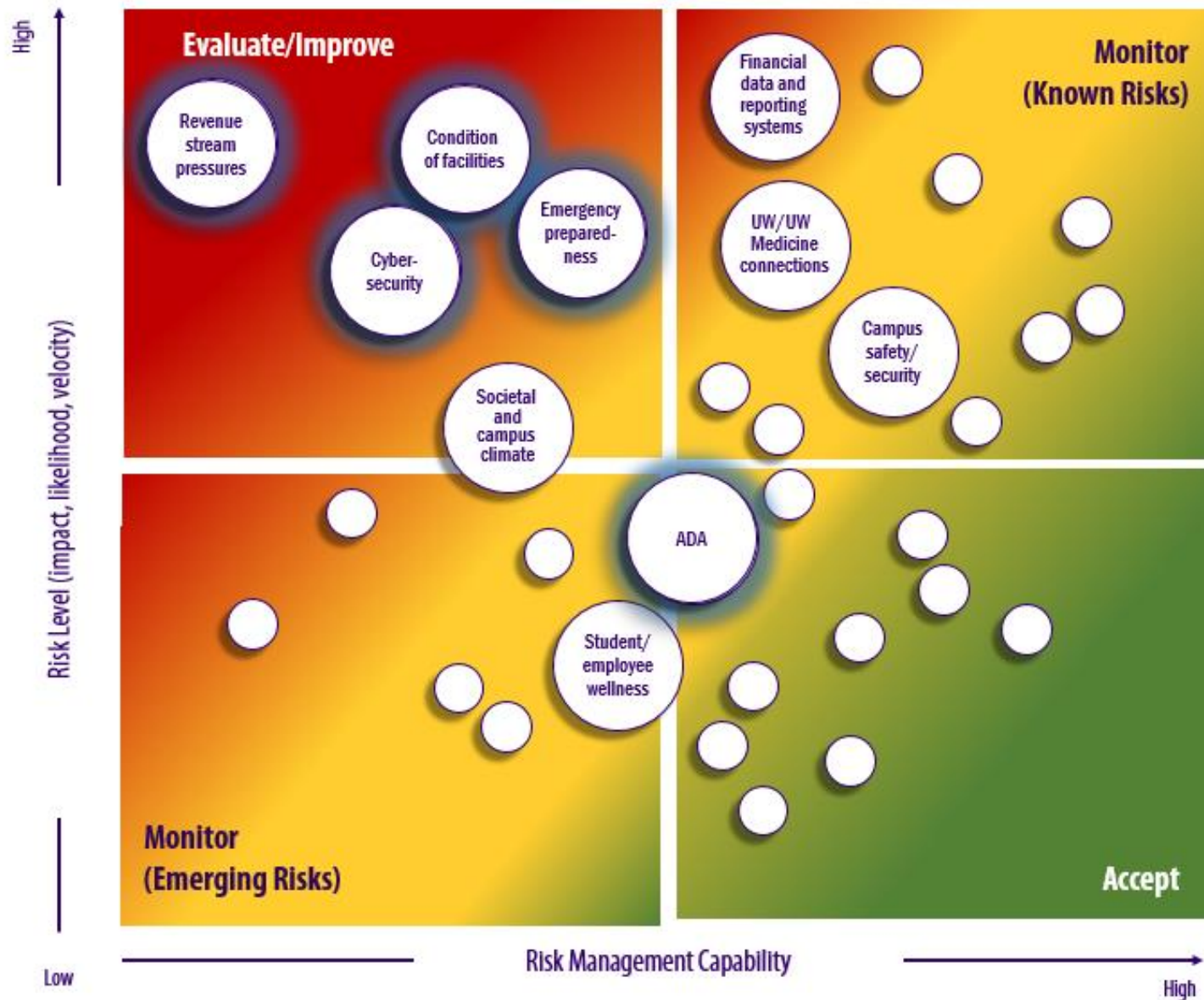
2021 Risk Register

Tier 1

- ADA compliance/equal access
- Campus and U District safety and security*
- Changes to/pressures on revenue streams*
- Condition of facilities/deferred maintenance
- **Cyber/information security**
- Emergency/disaster preparedness*
- Financial connections/dependencies between the academic and healthcare enterprises*
- Societal and campus climate
- Student and employee wellness*
- Transformation of University financial reporting and data systems

*Effects of the COVID-19 pandemic often cited or relevant

Heat Map: Top Risks Visualized



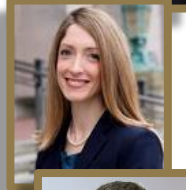
Risk Management Committee



Jacquie Cabe
UW Medicine



Dr. Tim Dellit
UW Medicine



Sarah Norris Hall
Office of Planning &
Budgeting



Brian McCartan
UW Finance



Dr. Mari Ostendorf
Office of Research



Dr. Gowri Shankar
UW Bothell



Margaret Shepherd Office
of the President



Vann Smiley
UW Tacoma

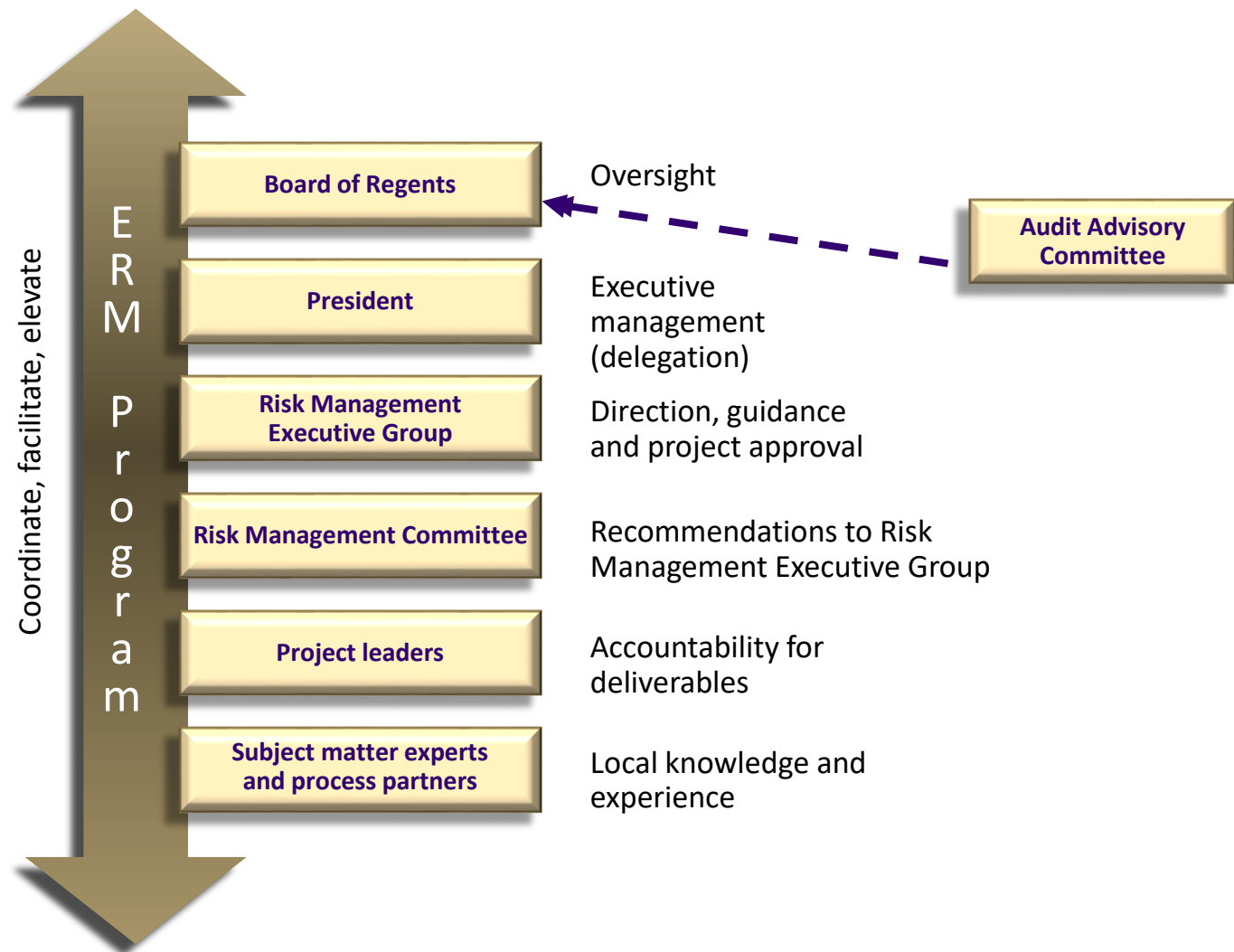


Dr. Russell Walker
Foster School of Business



Jane Yung (chair)
Compliance and
Risk Services

Consultation across the enterprise ...



Risk mitigation projects: *Cyber/information security*



Eric Neil
UW Medicine
Information
Technology
Services



Aaron Powell
UW Information
Technology

1. Review options for cyber insurance coverage. After consultation with insurance industry experts, the University will focus on improving and expanding its defenses through the introduction of minimum security standards for confidential data and other actions
2. Create a communication plan to guide incident response with regard to a major disruption of IT services across campus and healthcare operations
3. Develop business, academic, and research continuity plans for campus and healthcare operations relevant to information security
4. Analyze new IT security-related compliance mandates in research and other higher education contexts and adapt University practices accordingly
5. Evaluate employee lifecycle management practices and access controls for IT systems and applications
6. Enhance vendor risk management and procurement practices



Comments and questions?

QUESTIONS AND DISCUSSION

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