

**IT SERVICE
INVESTMENT
BOARD**

May 12, 2021

INFORMATION TECHNOLOGY

UNIVERSITY *of* WASHINGTON



AGENDA

- > Call to order
- > Governance Board Update
- > UW Finance Transformation Update
 - UWFT Combined Quarterly Report
 - Update on Shared Environment
 - Change Management
- > Financial Challenges Ahead for UW-IT
- > IT Project Portfolio Executive Review
- > Wrap up

Governance Board Update

Aaron Powell

Vice President for UW-IT and CIO

Mike Middlebrooks

Director of Information Technology, School of Medicine
Chair, IT Service Management Board



QUESTIONS

UW Finance Transformation Update

Chris Mercer

Senior Design Director, UW Finance Transformation

Aaron Powell

Vice President for UW-IT and CIO



UW FT Combined Program

Executive Summary - 3/31/2021

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	Brian McCarten Aaron Powell	UW	↓ (A)	↓	●	●	●	↑	\$94,522,000	\$269,246,000
Functional	Ed Loftus	Program	● (B) <i>New</i>	●	●	●	●	●		
Technical	Gail Rogers	Program	● (B) <i>New</i>	●	●	●	●	●		
Change Management	Jeff Bishop	Program	● (B) <i>New</i>	●	●	●	●	●		
Project Management	Elise Barho	Program	● (B) <i>New</i>	●	●	●	●	●		

Enterprise Systems Remediation

UW Medicine	Sarah Cantwell	↓ (B)	↓	●	●	●	●	●		
ORIS	Diego Bartholomew	↓ (B)	↓	↓	↓	↓	↓	↓		
Finance Readiness Program	Jeanne Marie Isola	↓ (B)	↓	●	●	●	●	●		
Integrated Service Center	Greg Koester	● (B) <i>New</i>	●	●	●	●	●	●		
UW-IT	Rob McDade	↓ (B)	↓	↑	↓	↓	↓	●		

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

Unit Readiness	<i>Overall readiness of academic, medicine and administrative units</i>	●	<i>Piloting a unit readiness dashboard process that leverages unit readiness leads to track and status unit-level readiness</i>		
Side System Remediation	<i>Overall status outside the Core Impl. Program and Collab Partners</i>	●	<i>Piloting a resource allocation process to engage units in determining scope of work and effort required for remediation efforts, at unit level</i>		

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

Notes:

- (A) The UW FT Combined Program Status Report has been reformatted to align with the new organizational structure. It is a composite of four of the five Program Areas, with the fifth, Enterprise Systems, broken out into its constituent Projects. Overall Ratings are computed as the average of all five constituent projects; except that Schedule is 'maximum' of others. Budget and spend for individual program areas has not yet been determined.
- (B) Individual Program Pillars and Enterprise Remediation areas rated their own status, based on current state, and with the perspective that overall Program reset options are under consideration.



HEADLINES

- Executive Director, Chris Mercer, onboard
- Architect Validation Stage (AVS) has ended; tasks that were not completed have been reviewed and incorporated into overall schedule
- eFECS Workday prototype completed, decision expected by end of April on whether to implement in Workday or remediate legacy
- Finance Data Repository (FDR) prototype completed and project on schedule
- Pillar leads are working collaboratively on the 12-month extension schedule, targeting a July 2023 go-live
- The budget for the 12-month extension has been approached from two perspectives: top-down and bottom-up. Work continues closing the gap between the two perspectives

OVERALL PROGRAM STATUS: RED

Why The Shift?

- Incomplete detail to support a fully integrated plan for work outside of Workday configuration
- Organizational structure did not enable effective execution of deliverables to plan
- Complexities in the technology space
- New scope, including the Financial Data Repository
- Significant course change for Shared Services Model

SPONSORS MEETING, 4/22/21

Decisions

Summary	Description
UWFT has formally closed AVS and moved into Configure & Prototype	Unanimous approval, with the caveat that more detailed information will be shared with regard to the stage gates (including exit criteria for each gate)
UWFT is focused on working toward 1-year extension	Unanimous approval
The University will shift to a distributed shared environment for finance	Unanimous approval

Preparing End Users

A comprehensive organizational change management (OCM) model to prepare the University community for changes in roles, processes, and technology.

Current OCM activities and achievements include:

1. Finalized the end-user training strategy
2. Completing initial change impacts assessment to understand the scale and distribution of changes across University stakeholders
3. Multiple communication campaigns across web, email, and video
4. Change readiness survey approach to gauge stakeholder understanding, support, and preparedness for the upcoming changes
5. Preparation for a series of Town Halls beginning late summer, 2021

QUESTIONS

Financial Challenges Ahead for UW-IT

Bill Ferris

Chief Financial Officer, UW-IT

Erik Hofer

Associate Vice President for Academic Services and
Deputy CIO, UW-IT



Perfect Storm FY 22 > FY 26



- > Unprecedented Price Increases – Software & Security
- > Change in the Technology Landscape
- > Necessary Investments in Technology Infrastructure
- > Student Administrative Systems
- > Finance Transformation

Increases in Enterprise Software & Security Licenses - \$2M

- > Microsoft Campus License Agreement
 - 25% Increase + 6% Escalation
 - Add'l staff to leverage security features
- > Canvas Learning Platform
- > DocuSign
- > Email Security Software
 - Sophos Puremessage to ProofPoint
- > Intrusion Protection System
- > Duo Expansion

Change in the Technology Landscape

> Pandemic has changed how we:

- Approach Teaching & Learning
- Collaborate for Research
- Work



> Transition to Cloud

- Not always less expensive
(but provides new capabilities & added benefits)
- Cost to migrate



> Volatility in Higher Ed Productivity Platforms

- Cost of mitigation and transition



Investments in Technology Infrastructure

- > Technology Infrastructure - Networks at capacity
 - Growth: Increase in Faculty, Staff, Students, and Medicine
 - Demand for expanded WiFi
- > Network Refresh – Change in technology
 - Hardware at end of life and more frequent upgrades
 - Software with built in security features
 - At capacity
- > Expanded Networks
 - Bothell < > Seattle < > Tacoma
 - Redundant pathways

Student Admin System

- > Evolving student needs and institutional demands led to a series of temporarily funded modernization projects to address major functional gaps:
 - MyPlan
 - Undergraduate Admissions Modernization
 - Financial Aid Modernization
- > A lack of support for ongoing operations and maintenance related to these projects results in a systemic underfunding of the Student Admin System:

– Permanent Funding (GOF/DOF/TRF)	\$4.4 M
– Current FY21 Budget	\$6.0 M
– Funding Gap	-\$1.6M

Finance Transformation

> Contributed Labor - Estimate

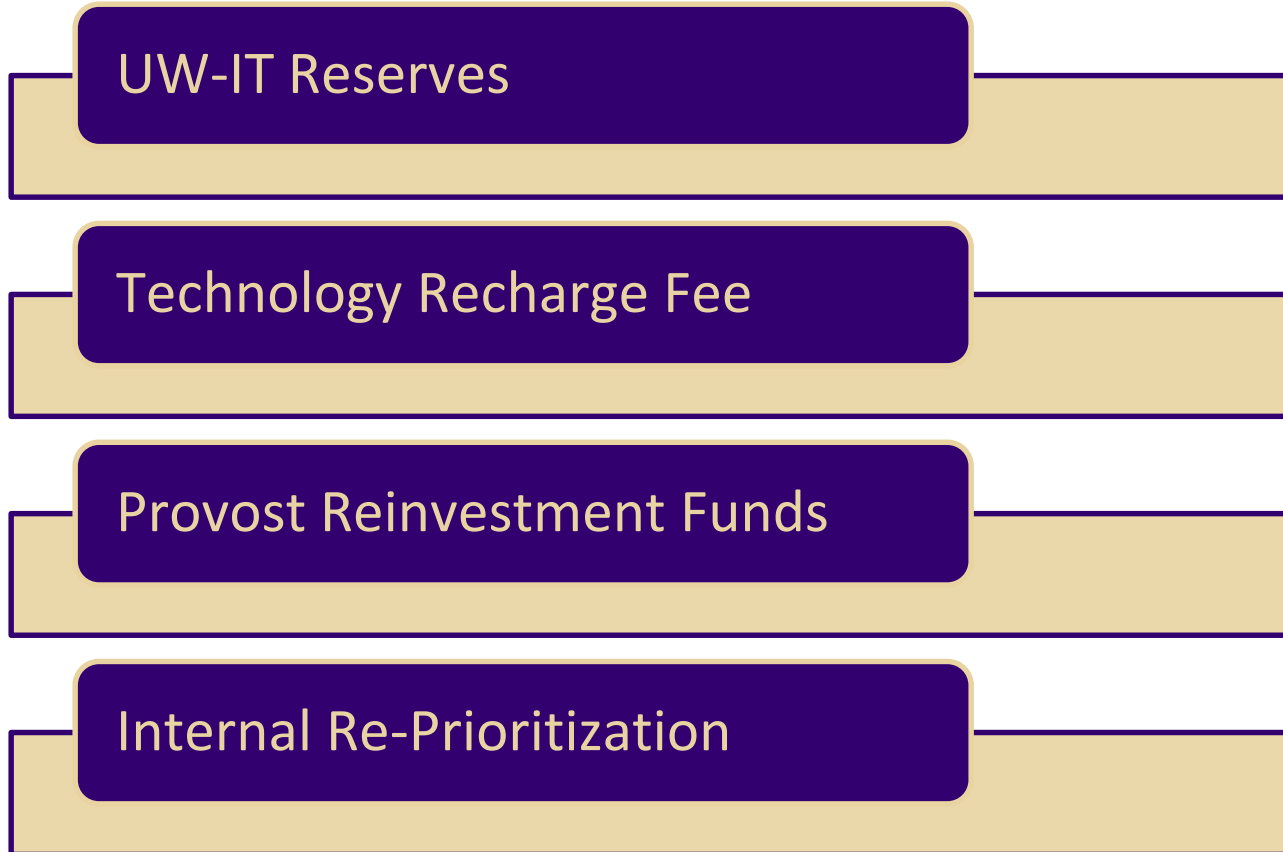
- Project to Date: \$2.7M
- Last 3 Mo Avg: \$354K mo – 2,867 Hrs – 29.5 FTE

> Use of Reserves

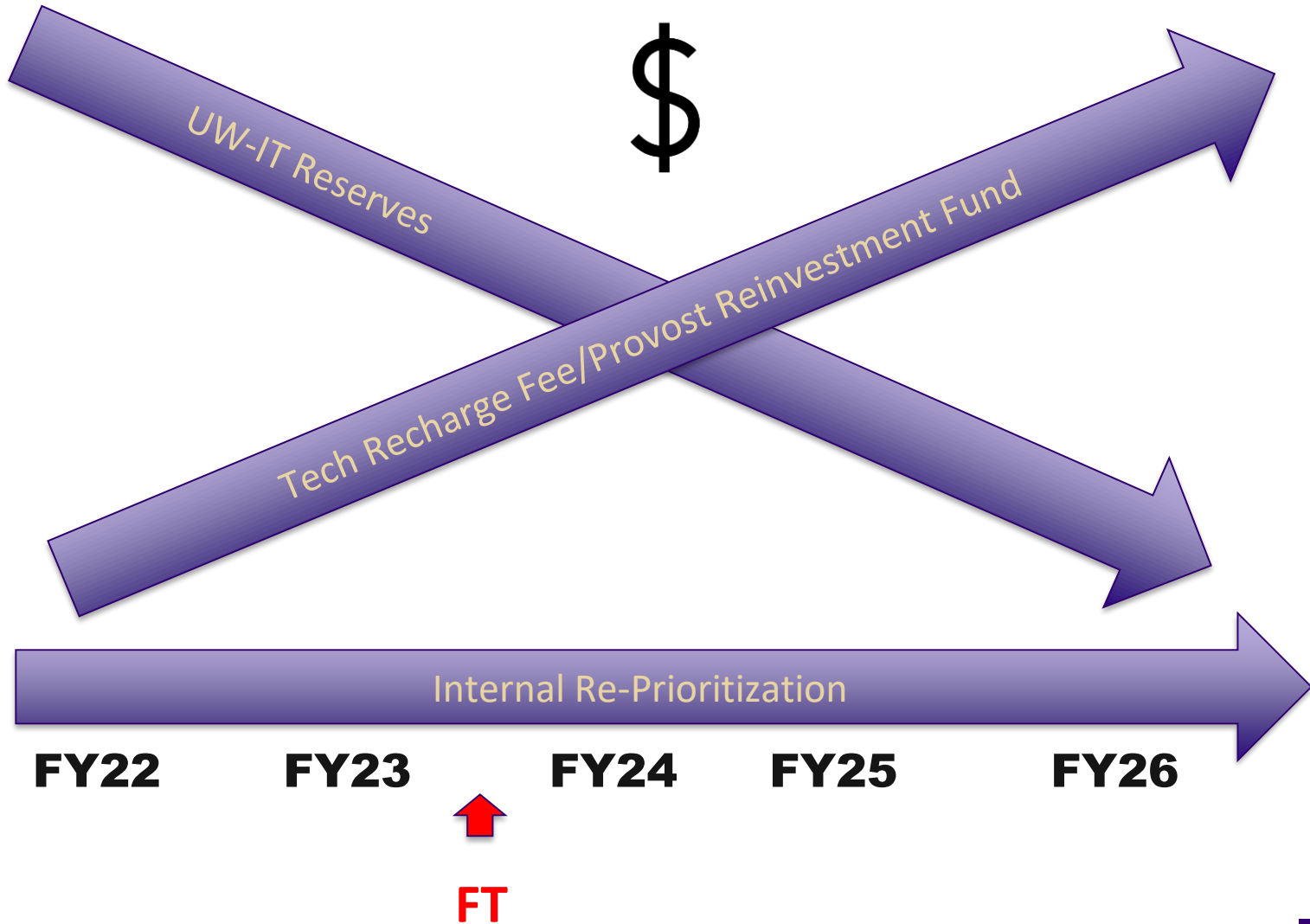
- Dedicated FTE - Backfill for Contributed Labor
- HR - Temporary FTE hired for recruiting
- Facilities – TBD

Financial Challenge - \$40M over 5 Years

Funding Sources



How to get there – 5 Yr Planning:



QUESTIONS

IT Project Portfolio Executive Review

Erik Lundberg

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



UW Enterprise IT Projects

Project Portfolio Executive Summary - 03/31/21

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	Brian McCarten Aaron Powell	3 - OCIO	(A)						\$94,522,000	\$269,246,000
Destination: One	Tim Dellit	3 - UW	(B)						\$151,909,000	\$159,500,000
Advancement CRM Replacement	Julie Brown Dan Peterson	3 - OCIO							\$2,761,000	\$4,000,000
Clinical Trials Management System	John Slattery	2 - UW							\$10,952,000	\$15,704,000
UWM Data Analytics Warehouse	Adam Wilcox	2 - UW	(C)						\$2,325,000	\$5,031,000
Continuum Online Apps	Marlon Buchanan	2 - UW	(D) <i>pause</i>						\$213,000	\$600,000
Campus Space Management Modernization	Tim Rhoads	2- UW	(E)						\$270,000	\$330,000
MSIM Online Program Management	Anind Dey	2 - UW	(F)						\$198,000	\$216,000
Public Records	Ann Anderson	1 - UW							\$536,000	\$887,000
UWT Slate	Mentha Hynes-Wilson	1 - UW	<i>New</i>						\$94,000	\$150,000
EvanTEL	Alison Cullen	1 - UW							\$80,000	\$100,000
Gradescope	Aaron Timss	1 - UW							\$60,000	\$85,000

12 projects



\$263.9M

\$455.8M

Notes:

- (A) The UW FT Combined Program has been reformatted to align with the new organisational structure of the Program, with Pillars, and five Enterprise System Remediation projects.
- (B) Congratulations to the UW Medicine teams for successful go live of Destination One.
- (C) DAWG successfully integrated with the new Epic data in Destination One.
- (D) Continuum College has not indicated what progress is being made nor what issues there may be to complete the Salesforce enterprise data update and restart the Online Apps project.
- (E) Congratulations to Campus Space Management for successful migration of facilities inventory data from legacy system to new InVision solution.
- (F) Congratulations to the Information School and the MSIM Online program for start of its first classes in Spring quarter.



Program Operations	Executive Leadership	Major Projects Interdependencies Assessment		<i>Note: ISC and UW-IT resources are tracked within the major projects' budgets</i>
Integrated Service Center	Ann Anderson	UW Enterprise		<ul style="list-style-type: none"> • Workday Feature Release 2020 R1 – Workday’s five-week release window began February 6, and ended with the Feature Release on March 13. Approximately 400 regression tests were executed. The release went smoothly and system downtime was minimal (about 13 hours). • COVID-19 – ISC team members continue with support of COVID-19 related activities (e.g. benefit eligibility, payroll data corrections, over-payment monitoring, unemployment benefit verification, attestations, etc.) with some of the workarounds done manually, impacting available resources. • Financial Transformation – Key open questions around scope, schedule and budget with impacts to the ISC to be determined. • Reporting Adoption Project – A customer-focused, customer-driven project to improve functionality, efficiency and ease of using Workday HCM Reporting. Expected completion extended one month, until end of April, and includes customer testing and peer demos. A follow on project will give University unit and central analysts access to baseline HCM, Compensation, and Payroll reports in Workday. This is a collaborative effort with UW Data Custodians, UW-IT, OBP, and Campus Unit Analysts to develop the model for these new roles. Implementation expected to roll out during Q2. • Calendar Year End – An annual project to prepare and deliver tax accounting to university employees and benefit recipients in accordance with state and federal tax requirements. Tax forms and submissions have been completed with corrective tasks remaining as they arise. Closure extended one month, to May 17, 2021, due to IRS extension of the tax deadline. • 2021 FSA/DCAP Events – PEBB is offering employees currently enrolled in a Medical FSA or DCAP for 2021 three opportunities during 2021 (March, June and September) to change their elections without a qualifying event. This effort requires collaboration across multiple ISC tiers and teams. It will be a front-loaded effort (start date - end date) - once built for the March event, we will be able to turn on/off for the June and September events.
UW-IT	Aaron Powell	UW Enterprise		<p>Critical operations in support of remote teaching, learning and research remain top priority. Some UW-IT resources remain dedicated to supporting D1 go-live. Overall Health is borderline Yellow / Red.</p> <ul style="list-style-type: none"> • UWFT – FT Initial review of program status by new PMO and technical leadership shows significant gaps and open design decisions in some areas and insufficient staffing levels in many areas across the program. This will make it difficult for technical teams to make progress, inform new schedule / budget estimates with confidence, and puts current schedule at risk. Morale is extremely low. • ADV CRM – Project did not meet the March 31, 2021 Phase 1 go-live date. No new Phase 1 go-live has been set; but ADV not currently expecting impact to November 2021 go-live target. UW-IT monitoring for potential scope changes to UW-IT systems. Slow turn-around times on ADV decision-making increase risk, as some UW-IT teams will enter period of no availability due to year-end processing (this blackout time period is documented in the MOU b/w UW-IT and ADV).

QUESTIONS

Wrap Up



QUESTIONS AND DISCUSSION

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